

CHAPTER: 700  
Operational Security

DEPARTMENT ORDER:  
706 – Incident Command System (ICS)

OFFICE OF PRIMARY  
RESPONSIBILITY:  
DD

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# Arizona Department of Corrections Rehabilitation and Reentry



Department Order Manual

A handwritten signature in black ink, appearing to read "David Shinn", is written over a horizontal line.

David Shinn, Director

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## **STANDARDS** *[Revision – October 15, 2021]*

**American Correctional Association (ACA) Standards: 5-ACI-3B-13, 5-ACI-3B-14 (M), and 5-ACI-3B-16**

## **PURPOSE**

The **Arizona** Department of Corrections, **Rehabilitation and Reentry (ADCRR)** utilizes the Incident Command System (ICS) to prepare for, prevent, respond to, recover from, and mitigate incidents and emergencies. Developed in accordance with the Federal Emergency Management Administration (FEMA), this Department Order provides guidelines for addressing incidents, ranging from small-scale local incidents to coordinated responses involving multiple jurisdictions.

## **APPLICABILITY**

This Department Order applies to:

- All Department staff and contract employees.
- All Department facilities, administrative offices, and field operations.
- Private Prisons.
- Any other individuals present at the time of an incident or exercise, including but not limited to volunteers, visitors, and vendors.

## **RESPONSIBILITY** *[Revision – October 15, 2021]*

The **respective** Deputy Director shall have overall responsibility for the Department's Emergency Planning and Response Program, including the use of ICS.

The **Assistant** Director for Prison Operations shall ensure that all Wardens:

- Develop and maintain an Emergency Operations and Response Plan for their institution and establish the necessary collaborative relationships with local resource partners and community stakeholders to facilitate planning, response, and training opportunities.
- Collaborate with the **Assistant** Director for **Arizona Correctional Industries (ACI)** to ensure that on and off-site Arizona Correctional Industries (ACI) operations are appropriately addressed in prison Emergency Operations and Response Plans.
- Collaborate with the Assistant Director for **Medical** Services to ensure that all Health units and Inpatient Care units are appropriately addressed in the prison Emergency Response Plans.

The **Assistant Director for Community Corrections** shall collaborate with the Emergency Preparedness Administrator to develop and maintain an Emergency Response and Operations Plan for Reentry Centers, **and** Community Corrections Offices.

The **respective Deputy Director** shall ensure that the Chief Information Officer (CIO) develops and maintains an Information Technology (IT) Continuity Plan.

The Contract Beds Operations Director shall ensure that Wardens of Private Prisons develop and maintain an Emergency Operations and Response Plan for their prison and establish the necessary collaborative relationships with local resource partners and community stakeholders to facilitate planning, response, and training opportunities in accordance with Department Order #106, Contract Beds.

The Assistant Director for **Medical** Services shall ensure the Medical Contractor develops and maintains emergency procedures for pandemics and mass causality events.

The Emergency Preparedness Administrator shall:

- Manage the Department’s Emergency Preparedness and Incident Response Program.
- Assist in the coordination of ICS-oriented training and exercises.
- Collaborate in the development and maintenance of the Emergency Action Plan and Procedures for all Central Office locations, Community Corrections and regional community corrections offices, the Correctional Officer Training Academy (COTA), and ACI administrative offices.
- Facilitate the development and maintenance of the Central Office Continuity of Operations Plan (COOP).

## **PROCEDURES**

**1.0 INCIDENT COMMAND SYSTEM** – The Incident Command System shall be activated, when required by Department Order, and/or for any size and kind of incident that occurs outside normal operations requiring the commitment of additional resources. ICS procedures are intended to establish command and effectively manage personnel and resources, while ensuring the safety and welfare of all persons involved. ICS Principles include:

- 1.1 Common Terminology - All staff shall communicate in plain English during an ICS. Staff shall avoid the use of 10-codes, brevity codes, and abbreviations when possible.
- 1.2 Management by Objectives - The Incident Commander, or Unified Command, establishes objectives that drive incident operations. Management by objectives includes the following:
  - 1.2.1 Establish specific, measureable objectives which take into account the ADCRR Tactical Priorities:
    - 1.2.1.1 Provide for the safety, accountability, and welfare of the public, Department personnel, and inmates.
    - 1.2.1.2 Stabilize, isolate and contain the incident and provide for the preservation of life, property and order.
    - 1.2.1.3 Remove endangered persons and obtain treatment for the injured.
    - 1.2.1.4 Limit expenses and damage to State Property.
    - 1.2.1.5 Resolve the incident and return the institution/unit to normal operations.
  - 1.2.2 Identify strategies, tactics, tasks, and activities to achieve the objectives.

- 1.2.3 Develop and issue assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks.
- 1.2.4 Document results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for subsequent operational period.
- 1.2.5 **At the conclusion of the incident, conduct a verbal debriefing. The process shall include coordination and feedback about the incident with designated staff of the facility as soon as possible and include, but not be limited to the following: {5-ACI-3B-16} [Revision – October 15, 2021: Sections 1.2.5 thru 1.2.5.3]**
  - 1.2.5.1 **The debrief process shall include the following designated staff:**
    - 1.2.5.1.1 **Incident Commander**
    - 1.2.5.1.2 **All involved staff members**
  - 1.2.5.2 **The after action review shall consist of the preliminary review of the catalyst leading to the incident. The review shall focus on the following:**
    - 1.2.5.2.1 **A review of staff and offender actions during the incident.**
    - 1.2.5.2.2 **A review of the incident’s impact on staff and inmates.**
    - 1.2.5.2.3 **A review of corrective actions taken and still needed.**
    - 1.2.5.2.4 **Plans for improvement to avoid another incident.**
  - 1.2.5.3 **All documentation shall be retained by the institution per the Department’s retention schedule.**
- 1.3 Unity of Command – Unity of Command in ICS requires each individual responder involved with the event/emergency to report to only one person.
- 1.4 Span of Control – The ratio of individuals assigned to one supervisor shall be limited to what is controllable by that supervisor.
- 1.5 Modular Organization – ICS organizational structures expand and contract based on the size and complexity of the incident. The addition of Command Staff, General Staff, Branches, Divisions, and Groups shall be utilized to manage Span of Control.
- 1.6 Preparedness - Each shift shall identify individual staff members to serve as ICS responders on an A-Team, B-Team, Designated Armed Response Teams (DART), and Camera Operator.
  - 1.6.1 Staff members assigned as A-Team responders are identified by the Shift Commander during the shift briefing or at the beginning of shift. A-Team responders shall respond to all ICS activations unless specifically **otherwise directed** by the Incident Commander. **[Revision – October 15, 2021]**
  - 1.6.2 Staff members assigned as B-Team responders are identified by the Shift Commander during the shift briefing or at the beginning of shift. B-Team responders shall respond to ICS activations only when requested by the Incident Commander.

1.6.3 **Cameras shall be located in the following areas: *[Revision – October 15, 2021: Sections 1.6.3 thru 1.6.3.3]***

1.6.3.1 **Main Control**

1.6.3.2 **CDU Control Room (if applicable)**

1.6.3.3 **Yard Control or Supervisors Office**

1.6.4 Camera Operators shall check that all cameras are operable and have fresh batteries and space available on the SD Card at the beginning of shift.

1.6.4.1 Shift Commanders shall ensure staff assigned as the Camera Operator have a full understanding of their responsibilities and have been properly trained in the use of the camera. **Supervisors shall check functionality of cameras each shift. A laminated card containing camera operating instructions shall be affixed to the camera. *[Revision – October 15, 2021]***

1.7 Special Operations and Tactics (SO&T)

1.7.1 Each institution shall have teams of volunteer staff members trained for the following disciplines:

1.7.1.1 Tactical Support Unit (TSU)

1.7.1.2 Chase Team

1.7.1.3 Special Security Unit (SSU)

1.7.1.4 Crisis Negotiation Team (CNT)

1.7.1.5 **Command Center Administrative Support Staff *[Revision – October 15, 2021]***

1.7.2 Private prisons are exempt from the requirements of this section, unless otherwise specified in the contract agreement.

**2.0 INCIDENT TYPES** - Incident complexity is assessed on a five-point scale ranging from Type 5 (the least complex incident) to Type 1 (the most complex incident). **{5-ACI-3B-14 (M)}** *[Revision – October 15, 2021]*

2.1 Type 5 - The incident can be handled with resources made up of unit personnel responding.

2.1.1 Command and General Staff positions (other than the Incident Commander) are not activated.

2.1.2 An After Action Review, Form 706-2, may be utilized.

2.1.3 The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.

2.1.4 Documented on a Use of Force/Incident Command Report, Form 804-2

- 2.2 Type 4 – Resources from unaffected units are required to resolve the incident.
  - 2.2.1 Command and General Staff functions are activated only if needed.
  - 2.2.2 The incident is usually limited to one operational period.
  - 2.2.3 An Operational Briefing shall be completed for all incoming resources.
  - 2.2.4 An After Action Review form shall be utilized.
  - 2.2.5 Documented on a Use of Force/Incident Command Report form
- 2.3 Type 3 – Resources from unaffected institutions and/or other agencies are required to resolve the incident.
  - 2.3.1 An Incident Management Team and Division/Group Supervisors and/or Unit Leader level positions are established.
  - 2.3.2 The ADCRR Emergency Operations Center (EOC) may be activated.
  - 2.3.3 The incident may extend into multiple operational periods.
  - 2.3.4 A written Incident Action Plan (FEMA ICS Forms) is required for each operational period. A Demobilization Plan (FEMA ICS Forms) shall be developed and utilized, as well as the use of a full After Action Review/Improvement Plan.
- 2.4 Type 2 - This type of incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. It may require the response of a Type 2 Incident Management Team as well as for resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing, and staffing overhead.
  - 2.4.1 A written Incident Action Plan is required for each operational period. A Demobilization Plan shall be developed and utilized, as well as the use of a full After Action Review/Improvement Plan.
  - 2.4.2 Operations personnel do not exceed 200 per operational period and total incident personnel do not exceed 500.
  - 2.4.3 May be documented on a Use of Force/Incident Command Report form or Incident Action Plan and associated ICS-214 forms.
- 2.5 Type 1 - This type of incident is the most complex, requiring national resources for safe and effective management and operation.
  - 2.5.1 All Command and General Staff positions are filled and management by a Type 1 Incident Management Team.
  - 2.5.2 Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
  - 2.5.3 A written Incident Action Plan is required for each operational period. A Demobilization Plan shall be developed and utilized, as well as the use of a full After Action Review/Improvement Plan.

- 2.5.4 May be documented on a Use of Force/Incident Command Report form or Incident Action Plan and associated ICS-214 forms.

### 3.0 INCIDENT COMMAND SYSTEM FRAMEWORK – The incident command framework consists of the following elements:

- 3.1 Incident Commander - The first staff member on scene, who initiates the Incident Command System until command is transferred to a higher authority, on scene if needed, based on the incident type.

- 3.1.1 The Incident Commander is responsible for the overall management of the incident.

- 3.2 Command Staff – Depending on the type of incident, the Incident Commander may activate one or more of the following command staff positions.

- 3.2.1 Safety Officer – Identifies and assesses hazardous situations; prepares safety plans and ensures messages are communicated.

- 3.2.2 Liaison Officer – Serves as the point-of-contact with outside agencies; monitors all operations to identify potential problems as different organizations are brought together.

- 3.2.3 **Media Relations Office** – Organizes information for news releases and conducts media briefings.

- 3.3 General Staff – Depending on the type of incident, the Incident Commander may activate one or more of the following general staff.

- 3.3.1 Operations Section Chief – Responsible for all tactical operations and implementation of the oral or written plan containing the overall strategy for managing the incident.

- 3.3.2 Planning Section Chief – Responsible for collection, evaluation and circulation of operational information related to the incident.

- 3.3.3 Logistics Section Chief – Provides resources to stabilize the incident and support personnel, systems and equipment (e.g., workspace, media briefing center, transportation, communications equipment, food, water and medical care).

- 3.3.4 Finance/Administration Chief – Manages all financial aspects of the incident and provides financial and cost analysis information; records personnel time; maintains vendor contracts, compensation, and claims.

### 4.0 WEB-BASED EMERGENCY OPERATIONS CENTER

- 4.1 The Department may utilize WebEOC, an internet-based crisis information management system, for incidents or pre-planned events. The system provides real-time access to critical information that can be shared during the planning, response, and recovery phases of an event.

- 4.1.1 ADCRR WebEOC incidents may be used for internal events.



4.1.2 The Director **or designee** may approve access to an ADCRR WebEOC incident with external partners such as local, county, tribal or State Governments as appropriate.  
**[Revision – October 15, 2021]**

4.1.3 The Emergency Preparedness Administrator shall be the ADCRR WebEOC Administrator.

4.2 The Incident Commander may activate the **ADCRR** WebEOC for rapidly escalating events that may require additional resources or may continue across several (multi-operational) shifts.

**5.0 CENTRAL OFFICE EVACUATIONS** – If an incident at Central Office requires an evacuation of the building, staff members shall follow evacuation procedures below:

5.1 Building Coordinator shall:

5.1.1 Be responsible for planning, coordinating, preparing and leading workplace building Floor Wardens for emergencies, and implementing organized building evacuation, as needed.

5.1.2 Advise onsite First Responders regarding disabled employees, inmates, visitors and any other occupants requiring evacuation assistance and location of potentially hazardous materials.

5.2 Floor Wardens shall:

5.2.1 Be assigned to each floor and ensure the safe evacuation of all staff, inmates and any members of the public.

5.2.2 Assist occupants with safe evacuation procedures in accordance with their training and ensure disabled persons are positioned appropriately in stairwell refuge areas for First Responder rescue.

5.3 Staff supervising or responsible for inmates/work crews shall:

5.3.1 Ensure the safety and accountability of inmates by evacuating them to the designated assembly area in the building's parking lot and conducting a physical count to ensure custody and control.

5.3.2 Immediately notify the Central Office Communications Center (COCC), the COCC Supervisor, or the Emergency Preparedness Administrator, and the assigned institution for any inmate who is unaccounted for or missing.

5.4 Building Occupants shall:

5.4.1 Be familiar with the State of Arizona Emergency Response Procedures (spiral bound instructions printed on orange paper) posted throughout the buildings.

5.4.2 Know a primary and secondary evacuation route to the assigned meeting area outside the building.

5.4.3 Follow all Floor Wardens' instructions during a drill or emergency.

- 5.4.4 If assigned an office, exit the office, close the door, hang the orange evacuation tag on the doorknob, and exit the building.

## 6.0 TRAINING AND EXERCISES

- 6.1 ICS Simulations - Shift Commanders shall conduct monthly ICS Simulations in accordance with Post Orders. Monthly ICS Simulations shall include medical staff responses with medical equipment (e.g., Man-Down-Bag, Automated External Defibrillator (AED), Gurney or transport chair). *[Revision – October 15, 2021]*
  - 6.1.1 All ICS Simulations shall include the use of a hand held video camera and be reviewed by the Shift Commander prior to being deleted.
  - 6.1.2 An After Action Review form shall be completed.
- 6.2 Training Exercises – The development of emergency exercises for Type 3 ICS shall be compliant with the current Homeland Security Exercise Evaluation Program. Exercises shall be based upon identified threats, hazards and risks. The Emergency Preparedness Administrator shall oversee the Department’s Multi-Year Training and Exercise Plan.

## 7.0 NARCAN NASAL SPRAY

- 7.1 Wardens and Deputy Wardens shall ensure all correctional series staff are trained in the use of, and authorized to administer NARCAN Nasal Spray in the case of a suspected opioid overdose.
  - 7.1.1 NARCAN Nasal Spray is not effective on individuals who have used non-opioid drugs including benzodiazepines (e.g., Xanax, Klonopin, Valium, etc.) bath salts, cocaine, alcohol or methamphetamines.
- 7.2 NARCAN Nasal Spray kits
  - 7.2.1 NARCAN Nasal Spray kits shall be stored in housing unit control rooms in a secured container with cut down shears. The secured containers red tag number shall be recorded in the post log at the beginning and end of each shift.
  - 7.2.2 Staff shall report missing or damaged NARCAN Nasal Spray kits directly to an immediate supervisor and on an Information Report, Form 105-2.
  - 7.2.3 The unit Chief of Security shall be responsible for the unit NARCAN Nasal Spray inventory, reissue and reordering. The unit Chief of Security shall maintain a log containing the location, quantity and expiration date of each NARCAN Nasal Spray device.
  - 7.2.4 The Complex Duty Officer or designee shall be notified immediately of each NARCAN nasal spray use.
- 7.3 Correctional staff shall follow protocols outlined in their NARCAN Nasal Spray training.
  - 7.3.1 Correctional staff shall utilize the ICS and notify the shift supervisor of the potential overdose and intended NARCAN Nasal Spray administration.

7.3.2 Upon arrival of medical response, notify them why opioid overdose is suspected and the actions taken to reverse the overdose, to include, the quantity of NARCAN Nasal Spray administered.

7.3.2.1 If NARCAN Nasal Spray is administered to an inmate whose condition was not caused by an opioid overdose, the drug will have no negative effect.

7.3.2.2 When NARCAN Nasal Spray is administered to an inmate who subsequently tests positive for opioid use by urinalysis or blood tests, the inmate shall be liable for the full cost of the NARCAN Nasal Spray administered.

7.3.2.2.1 Restitution proceedings shall be conducted in accordance with Department Order #803, Inmate Disciplinary Procedure.

## **RESTRICTED SECTIONS**

**8.0 INCIDENT MANAGEMENT AND ICS ACTIVATION - RESTRICTED**

**9.0 EMPLOYEE WORK STOPPAGE – RESTRICTED {5-ACI-3B-13}**

## **IMPLEMENTATION**

The Emergency Preparedness Administrator shall provide the updated template format for the Emergency Operations and Response Plan for each institution within 30 calendar days of the effective date of this Department Order.

Wardens shall update their existing plans using the template format developed by the Emergency Preparedness Administrator within 180 calendar days of the effective date of this Department Order.

The **Assistant** Director for Prison Operations shall:

- Develop an SO&T Technical Manual addressing provisions outlined in this Department within 120 calendar days of the effective date of this Department Order.
- Update applicable Post Orders to identify ICS Simulation Requirements.

Deputy Wardens of Reentry Centers shall develop/update their existing plans using the template format developed by the Emergency Preparedness Administrator within 180 calendar days of the effective date of this Department Order.

The **Assistant Director for Community Corrections** shall ensure all Emergency Operations and Response Plans for Reentry Centers are reviewed annually and updated, as necessary. *[Revision – October 15, 2021]*

The **Chief Learning Officer** shall create a training module in ICS for use during the Sergeant Leadership Academy within 120 calendar days of the effective date of this Department Order.

## **DEFINITIONS/GLOSSARY**

Refer to the Glossary of Terms

## **AUTHORITY**

A.R.S. § 36-2228, Administration of opiate antagonists; training; immunity; designation by director

A.R.S. §41-801, Facilities Subject to Emergency Planning; Facility Emergency Response Plans

Arizona Governor’s Executive Order 2013-06 Continuity of Operations and Continuity of Government Planning

National Incident Management System, Third Edition October 2017