



NORTH MIAMI POLICE DEPARTMENT

STANDARD OPERATING PROCEDURES



CRITICAL INCIDENTS/INCIDENT COMMAND 100.09

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CFA. 17.01

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I. PURPOSE

To conduct continuous planning to minimize the risk of personal injury and property loss resulting from critical incidents. This policy provides guidelines for planning and delineates procedures and responsibilities for how the North Miami Police Department will respond to, and manage, critical incidents or disasters.

II. POLICY

The Department will respond to all incidents or events, natural or human-caused, that warrant action to protect life, property and minimize the disruption of governmental, social, and economic activities. As an incident progresses and requires additional resources, the Incident Commander will activate the necessary level of mobilization. Conversely, as the incident de-escalates, the Incident Commander will release personnel and resources in proportion to the de-escalation. Through Executive Order, the North Miami Police Department has

adopted the National Incident Management System (NIMS) and will utilize the Incident Command System (ICS) to manage all incidents or events of a hazardous and potentially dangerous nature.

III. SCOPE

This policy applies to all members of the Department.

IV. DEFINITIONS

- A. **“All-Hazards” Incident or Event:** Any incident or event, natural or human-caused, that warrants action to protect life, property, the environment, public health and safety, and minimize the disruption of governmental, social, and economic activities, such as natural disasters, riots, chemical spills, explosions, train derailments, etc. **CFA 17.01A**
- B. **Command Post (CP):** A centralized base of operations established near the site of an incident where primary command functions are executed. The CP should be located where reliable communications (electronic and verbal) and security (access control) can be maintained. When appropriate, it can be within view of the incident, but away from noise associated with the incident. ***For tactical operations, the command post shall not be located within view of the incident location.***
- C. **Emergency Operation Plan (EOP):** The plan that each jurisdiction maintains for responding to all-hazards incidents or events. The EOP assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in emergencies that exceed the capability of routine responsibility of any one agency. The EOP sets forth lines of authority and organizational relationships and shows how all actions will be coordinated. The EOP is maintained by the Division of Emergency Management and is reviewed annually with input from all departments within the City of North Miami.
- D. **Finance/Administration Officer:** The Finance/Administration Officer is responsible for the financial management and accountability of the incident. The Finance/Administration Officer maintains all records regarding expenditures associated with the incident. Documentation of times, events, and actions are important for the post-incident analysis, incurrence reimbursement, criminal prosecution, or in the defense of a civil action.
- E. **Incident Action Plan:** A plan that contains general objectives reflecting the overall strategy for maintaining an incident or event.

- F. **Incident Commander (IC):** The individual responsible for incident activities, including the development and implementation of strategic decisions for approving the ordering and release of resources. The role of the Incident Commander is usually filled by the first responding officer/supervisor to arrive at the scene and relieved of this duty when a more senior responder or a designated Incident Commander arrives.
- G. **Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of any incident, regardless of its origin, size or scope.
- H. **Information Officer:** The Information Officer or Public Information Officer (PIO) handles all media inquiries and coordinates the release of information to the media with the Incident Commander.
- I. **Liaison Officer:** The Liaison Officer is the on-scene contact point for coordination and communication between the various agencies assigned to the incident.
- J. **Logistics Officer:** The Logistics Officer is responsible for providing facilities, services, personnel to operate equipment for the incident, food and supplies, restroom and shower facilities, etc. The Logistics Officer supplies resources and is responsible for resource management and use.
- K. **National Incident Management System (NIMS):** A system mandated by Homeland Security Presidential Directive (HSPD) - 5 that provides a consistent nationwide approach for Federal, State, local and tribal governments, the private sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility, NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS, multi-agency coordination systems, training, identification and management of resources (including systems for classifying types of resources), qualification and certification, and the collection, tracking, and reporting of incident information and incident resources.
- L. **Operations Officer:** The Operations Officer directs and coordinates all tactical operations, action plans, and objectives issued by the Incident Commander, and directs all resources necessary to carry out the response.

A constant flow of information and achievement is communicated back to the IC.

- M. **Planning/Intelligence Officer:** The Planning/Intelligence Officer is responsible for the collection, evaluation, dissemination and use of information about the developing incident and status of resources. The Planning/Intelligence Officer will also determine what resources are needed to accomplish each task.
- N. **Safety Officer:** The Safety Officer monitors safety conditions, ensures that compliance regulations are met, but may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.
- O. **Staging Area:** Area maintained for the collection of all personnel and resources until the Operations Officer, or his/her designee, allocates them to a particular assignment.
- P. **Unified Command:** In the Incident Command System (ICS), a Unified Command is an authority structure in which the role of Incident Commander is shared by two or more individuals, each already having authority in a different responding agency. A Unified Command may be needed for incidents involving multiple jurisdictions or agencies.
- Q. **Language Clarification:**
 - Should: Indicates a general or expected action, absent a rational basis for failing to conform.
 - Shall or Will: Indicates a mandatory action.

V. AUTHORITY

The Chief of Police has the primary responsibility for critical incident planning for the Department. The Chief of Police may designate a member of the command staff to conduct planning activities and coordinate with the City's Emergency Manager who maintains the Emergency Operations Plan (EOP), as well as the Continuity of Operations Plan (COOP).

The Chief of Police, or his/her designee, delegates the authority to the Incident Commander to make decisions necessary to stabilize or end the emergency. If it is necessary for a specialized team to respond (i.e., SWAT, Crisis Negotiations), the Incident Commander will rely upon the Commanders of those specialized teams to make necessary tactical decisions. The Incident Commander has complete authority to request and manage any and all resources available to bring the event to a successful conclusion. If the incident or event involves

jurisdictional or functional responsibility of multiple agencies, Unified Command will be utilized to manage the incident. **CFA 17.01B**

The circumstances of the event will determine which entity will have responsibility/authority over the situation.

A. The North Miami Police Department will assume responsibility for the following functions:

1. Incident Scene Stabilization
2. Traffic Control
3. Hazardous Device Incident (Bomb Threats)
4. Hostage Negotiations
5. Evidence Collection
6. Armed Tactical Intervention (S.W.A.T.)
7. Criminal Investigations
8. Incident Scene Security
9. Victim Services
10. Evacuations
11. Crowd Control
12. Search Operations (Joint w/Miami-Dade Fire-Rescue Department (MDFRD))
13. Terrorist Incidents
14. VIP Visits, such as Federal dignitaries, Heads of State or other elected officials.
15. Security at special events

B. The MDFRD has responsibility for the following functions:

1. Emergency Medical Services (EMS)
2. Hazardous Materials Incidents
3. Fire Suppression
4. Arson Investigations

C. Other agencies declaring jurisdictional control:

If Federal or State enforcement agencies declare their intent to control a situation, that department's assigned Incident Commander shall assume responsibility of the situation and become Incident Commander. Our Department will assign an agency representative and make every attempt to provide the controlling agency with resources and personnel to assist with the situation.

VI. PROCEDURES

A. **General:**

1. Situations involving active threats are serious in nature and can occur in any environment. This may include settings such as school grounds, strip malls, special events, businesses, and can include physical or verbal threats. To address active threats, whenever necessary, the Department will:
 - a. Provide public notifications for awareness and safety.
 - b. Notify additional public safety departments and other resources.
 - c. Respond to threats when lives are in imminent danger, to include responding to Active Attack Incidents, as set forth in SOP 300.26.
 - d. Protect the public and contain the incident.
2. Approach/Resources – Critical incidents require an action plan to be developed in order to ensure that the Department makes an appropriate, well-organized response. To minimize the possibility of injury to officers and others, appropriate special equipment and trained personnel shall be requested as needed from MDFRD, Critical Infrastructure Providers (i.e., F.P.L.) or other city departments.
3. Responsibility for Coordination and Planning – It will be the responsibility of the appropriate Division Supervisor, or his/her designee, to coordinate and plan responses to unusual occurrences. The appropriate supervisor, or his/her designee, will also be responsible for reviewing, updating and making procedural changes to plans when necessary. The plans will be available to all command personnel for review.
4. In situations that are initiated by radio calls or spontaneous activities, the initial officer present is in command and shall be referred to as the Incident Commander. The Incident Commander may be relieved of the duties of Incident Commander, through a process of transfer from the first responder to another of higher rank or expertise. The officer will use either readily available manpower or activate additional resources as necessary. Available resources include, but are not limited to:
 - a. Miami-Dade Fire Rescue Department – Responds for Hazardous Materials Incidents as well as any fire or threat of explosions in addition to any medical or life threatening situations.
 - b. Any mutual aid support agreements that are in place.

5. The Incident Commander, or his/her designee, will maintain a liaison with the representatives of all available mutual aid agencies. When other special operation units are called upon to assist the Department, agency personnel shall maintain the scene until assistance arrives.

B. Incident Command System (ICS)/All Hazards Plan: CFA 17.01C

1. The ICS will be utilized if circumstances dictate the necessity of expanding personnel and resources beyond the scope of the first responder. ICS is the combination of personnel, procedures, equipment, facilities and communications operating within a common organizational structure. ICS develops in a modular structure from the bottom up with command responsibility placed on the first responder. ICS applies to the global aspect of emergency management, such as the capture of suspects, evacuations, media contacts, crowd control and scene security.
2. The specific organizational structure that may be established from any given incident will be based upon the management needs of that specific incident (For example: civil unrest vs. hazmat incident etc.).
3. Personnel must be prepared to function at any level of ICS, given the possibility of unforeseen factors, some of which are individual levels of professional expertise, physical location at the time of the critical incident, and the absolute need to ensure sound incident command practice.
4. Unless specifically ordered by the Incident Commander to respond to a critical incident that is reasonably considered to be outside the boundaries or scope of an employee's duty assignment, all personnel must maintain their current assigned duties or posts until relieved, assistance arrives, or directed otherwise. Abandoning assigned duty posts in order to respond to a critical incident outside their respective duty assignment only leads to a breakdown in the incident command system and loss of order among responders. Officer's actions should be directed by the Incident Commander.
5. The ICS consists of an expandable management organization that eliminates voids and redundancies in assignments. The ICS can be used to manage planned events or unexpected emergencies. The ICS management tasks fall into five general areas as follows:
 - a. Command
 - b. Operations

- c. Planning
- d. Logistics
- e. Finance/Administration

6. Responsibilities of the ICS's five general areas:

The following are the approved assignments and responsibilities in the ICS. Duty assignments are created by the first responder (who becomes the Incident Commander or agency representative, unless relieved) with consideration given to the extent of the critical incident. One person may be assigned multiple duties (example: Safety Officer & Liaison Officer).

a. Command/Incident Commander:

The Incident Commander is the first responder who assumes control of a critical incident by:

- 1). Activating the incident command system.
- 2). Establishing a command post.
- 3). Initiating the notification and mobilization of additional Personnel.
- 4). Obtaining support from other agencies.
- 5). Establishing a Unified Command, if necessary.
- 6). Establishing a Staging Area, if necessary.
- 7). Providing public information and maintaining media relations (through PIO).
- 8). Maintaining the safety of all affected persons.
- 9). Taking immediate action as needed.
- 10). Preparing a documented After-Action Report.

The Incident Commander may be a subsequent responder who assumes management of the critical incident in the event that other first responders are engaged with an active threat. Without exception, the Incident Commander is responsible for all activities associated with the critical incident to include the final authority on all aspects of operations, planning, logistics, and finance. The Incident Commander has direct supervision over all five general areas and their respective function officers, including safety, public information dissemination, associated collateral duties at medical facilities, government buildings, and any liaisons to other responding support agencies.

In the event another entity has incident command responsibility for

a critical incident, the first law enforcement responder shall assume the duty of agency representative. When another entity has responsibility of the incident command, this Department's agency representative will not assume the authority of Incident Commander. However, the Department and all employees shall recognize the authority of the agency representative in making all policy decisions, as well as possessing supervisory authority over all departmental activities associated with the occurrence. Working in partnership with the other Incident Command structure, the agency representative shall direct all law enforcement related functions (similar to the authority of an Incident Commander) using approved ICS principles.

The Incident Commander may call upon additional personnel and resources to accomplish the following functions as deemed necessary:

- 1). Liaison Officer: Responsible for organizing and briefing staff, identifying assisting agency/jurisdictional representatives and contacting them, and monitoring the involvement of assisting agencies.
- 2). Safety Officer: Responsible for developing and recommending measures to the Incident Commander for assuring the health and safety of all affected persons and to assess and/or anticipate hazardous and unsafe conditions.
- 3). Public Information Officer (generally, this is one of the Department's PIO's): Responsible for the release of information and rumor control and will follow the guidelines set forth in the Department's Media Relations Policy, 400.04. If the Emergency Operations Center (EOC) has been activated, additional personnel will be available to answer calls from the community concerning the event. The Chief of Police, or his/her designee, may, at his/her discretion, conduct press briefings or interviews as necessary to assure the public that appropriate command actions are being taken.
- 4). Additional function, if applicable:

Hospital Officer: Responsible for the coordination of all Department activities at the hospital to include the management of employee-related injuries and/or casualties. The Hospital Officer reports directly to the

Incident Commander and works in close partnership with the Chief of Police during cases of employee injury or death.

b. Operations:

This function is responsible for the management of all tactical operations directly related to the primary mission to include, but not limited to:

- 1). Coordinating law enforcement related tactical and strategic plans.
- 2). Establishing perimeters.
- 3). Conducting Evacuations.
- 4). Maintaining command post and scene security.
- 5). Providing for detainee transportation, processing, and confinement.
- 6). Directing and controlling traffic.
- 7). Conducting post-incident investigation.

The Operations Officer may request additional resources and revise plans as necessary with the knowledge and approval of the Incident Commander. Additional duties encompass:

- 1). Assigning duties, coordinating operations, maintaining security at the police station and other affected government buildings, and serving as advisor to the Incident Commander in making policy and deployment decisions through the duration of the critical incident. The Operations Officer may assign subordinates/ designees to assist in the management and completion of these important tasks.
- 2). Handling or assigning duties to the Investigations Officer, who is responsible for the investigation and case filing of any criminal conduct from actions at the scene of a critical incident. Other responsibilities include the collection and preservation of evidence, gathering of intelligence information, investigating the use of deadly force and maintaining and preserving the complete case file.

c. Planning:

This function is responsible for:

- 1). The collection, evaluation, preparation and dissemination of information about the incident action plan.
- 2). Gathering and disseminating intelligence.
- 3). Assemble information on current and alternative strategies, contingency planning, and determine the need for any specialized resources in support of the incident.
- 4). When necessary, participate in the City's Emergency Operations Plan (EOP)/Continuity of Operations Plan (COOP).
- 5). Planning post-incident demobilization.

d. Logistics:

This function is responsible to provide manpower, facilities, services, and materials in support of the critical incident to include, but not limited to:

- 1). Communications
- 2). Providing/obtaining incidental equipment and supplies.
- 3). Transportation
- 4). Medical Support
- 5). Providing food, refreshments, break areas, services and materials in support of all personnel deployed at a critical incident.
- 6). Specialized team and equipment needs.
- 7). Make emergency purchases through outside vendors, if necessary.
- 8). Responsible for the Staging Area and has the authority to appoint a Staging Officer, if necessary. Staging includes managing and organizing all staging areas for all disciplines responding to critical incidents.
 - a). The Staging Officer will assign each affected personnel one of three stage conditions:
(1) assigned, (2) available, or (3) out of service.

e. Finance/Administration:

This function is responsible for all financial and cost analysis aspects of the critical incident, to include:

- 1). Maintaining required personnel records.
- 2). Recording personnel time/records.
- 3). Procuring additional resources.
- 4). Processing of requisitions, field purchase orders, and pay vouchers.
- 5). Recording expenses.
- 6). Documenting injuries and liability issues.
- 7). Preparing all employee injury claims, coordinating state and federal funding for employee injury and death compensation, and setting up private and public accounts to receive money on behalf of injured or killed employees.
- 8). Preparing appropriate reimbursement documents, if applicable.

To complete these tasks, the Finance Officer works in cooperation with Personnel, Finance, administrative assistants, and any other city departments with the required knowledge, skills and abilities to complete the required tasks.

VII. FIRST RESPONDING OFFICERS

It is very likely that the first government representative to arrive at the scene of an “all-hazards” incident or event (defined on Page 2 of this policy) will be a Uniform police officer. The following are the minimum actions to be taken upon arrival:

- A. Establish command until relieved. The first officer on the scene is the Incident Commander until relieved by a higher-ranking officer of the Department, or until relieved by the appropriate agency (Fire/Rescue or other). ***For incidents involving multiple agencies or other jurisdictions, Unified Command should be established with those other agencies having jurisdictional and/or operational authority over the incident. CFA 17.01A***
- B. Immediately notify the Communications Unit of the type or nature of the incident or event, provide casualty information, and give frequent updates. Inform the dispatcher if a separate radio channel will be required for emergency operations, and if additional personnel are needed.
- C. Take whatever actions seem immediately necessary to contain the emergency and prevent or minimize loss of life.
- D. Assess and report casualty estimates and notify Communications as specifically as possible of the need for emergency medical care.

- E. Direct all responding units to the scene, advising them of existing hazards, necessary equipment (i.e., Personnel Protective Equipment) and a safe method of entry to the scene (i.e., upwind, safe distances and consideration of secondary devices). Specify which routes are to be avoided and which routes are to be closed to non-emergency traffic.
- F. Establish a preliminary Command Post (the police cruiser can be the preliminary Command Post/communications car). Make sure the Command Post is located away from all hazardous conditions. There should only be one Command Post for any incident. If multiple jurisdictions or agencies are involved in the incident, there will be a single Unified Command post.
- G. Give exact location of the preliminary Command Post to the Communications Unit.
- H. Evaluate the need for a Staging Area. Establishing a clearly identified Staging Area early in an incident and communicating the location to all responding units, even from other jurisdictions, is critical for large/rapidly evolving incidents. If a Staging Area is established, a Staging Area Manager should be assigned to track and control available resources in the Staging Area.
- I. In addition to a command post and a staging area (if needed), a media relations area should be established away from the command post. This will be the most effective means to provide regular updates for the public thru the media. In addition to providing regular updates to the media, the Public Information Officers from the Department and the City Manager's Office will coordinate regular updates across all of our available outlets to provide timely and useful information to the public, when appropriate. This will include press conferences, social media updates, or, if necessary, announcements over police vehicle loud speakers.
- J. Evaluate the need for evacuation, in conjunction with the ranking fire official at the scene. A decision to evacuate is the MDFRD's responsibility during natural and man-made disasters. Evacuation is a Department decision during civil disturbances or extraordinary police situations such as a barricaded subject or terrorist situation. The Incident Commander will continuously re-evaluate this decision.

VIII. ADDITIONAL RESPONDING OFFICERS, SUPERVISORS & AGENCIES

- A. Managing Disorder:

Critical incidents must be managed by a sense of order, and in most

cases, with the exception of Active Attacker, where life saving measures are paramount, the first responder/Incident Commander must achieve order from chaos before any lifesaving or incident stabilization can occur. Failure to establish order immediately upon arrival to a critical incident will cause substantial problems in bringing the crisis to a successful conclusion. The first responder/Incident Commander must first establish immediate control over all public safety responders, who in turn, will assist in gaining control over the general public.

B. Staging Area:

All responding officers will report to the staging area designated by the Incident Commander. Upon arrival, officers will check-in with the Staging Area Officer, or assigned supervisor, and will be prepared to receive instructions. Upon completion of an assignment, officers will report back as instructed to their supervisor, Command Post, or Staging Area for further instructions. Officers will not leave the area until dismissed by the supervisor to whom they have been assigned and the proper demobilization process and check-out procedures have been completed.

C. Unified Command:

If a Unified Command exists, resources (i.e., police officers) assigned to the incident or event from the various agencies represented within the Unified Command remain under the control of their respective agency command. However, a primary principle of the ICS is the concept of unity of command (each person within an organization report to one and only one designated person). When utilizing the ICS Unified Command, personnel may be assigned to report to a different supervisor than they do in their regular assignment.

Unified Command Structure - A key official from each jurisdiction or department will be located at the CP and may contribute to the command process by:

1. Determining overall incident objectives.
2. Selection of strategies.
3. Ensuring joint planning for tactical operations.
4. Ensuring integrated tactical operations.
5. Making maximum use of all assigned resources.

Note: Under a Unified Command Structure, there will always be only one CP and one Incident Commander working the incident.

D. Transfer of Command:

As an incident escalates or de-escalates there may be a need to transfer command. This should take place on a face-to-face basis whenever possible to facilitate effective communication and feedback. It may be advantageous to have the relieved Incident Commander remain with the new Incident Commander and act as an aide. When transfer of Command occurs, the new Incident Commander shall notify the Communications Unit over the radio that s/he is now assuming command of the incident.

1. Transfer of command shall include communication of the following information:
 - a. The status of the current situation.
 - b. The resources committed to responding, as well as the resources currently in place.
 - c. The assessment of the current effect of tactical operations.
2. The arrival of a senior officer does not automatically cause “command” to be transferred. The assumption of command is based upon the factors such as the potential escalation of the incident, personnel considerations, the capabilities of the present IC, and directives issued by the Chief of Police, or his/her designee.
3. Command shall be terminated when the incident has de-escalated to a point where all units have returned to service. The IC will notify Communications and announce that “command” is terminated for the incident and units are back in service.

IX. CIVIL DISTURBANCES

The Department bears primary responsibility for the containment of civil disturbances and the restoration of order. The following principles apply to such situations:

- A. Primary Goals when responding to a civil disturbance are:
 1. To contain the situation and prevent it from escalating.
 2. To disperse the crowd and restore order utilizing appropriate measures to de-escalate the situation.
- B. Secondary Goals when responding to a civil disturbance are:
 1. Ensure individuals comply with orders.
 2. When necessary, arrest any individuals who are obvious instigators of violence and unrest and who are breaking the law.
- C. Methods to Accomplish Goals:

Commanders will employ the following methods and principles of crowd control in achieving the Department's goals during a civil disturbance:

1. Structured response of sufficient police personnel to cope with the situation.
2. The maintaining of an orderly team operation and eliminating individual action by any one officer or group of officers. Any police action taken will only be at the direction of the senior ranking officer on the scene and will always be consistent with the team concept of operation.
3. Communication between the police and the leaders or organizers of the demonstration or disturbance, to the extent allowed by the circumstances. Whenever possible, negotiation is preferable to force in resolving situations involving large groups of people.
4. As a final resort, the use of special tactics and weapons (chemical agents, field force maneuvers etc.) by trained personnel, as determined by the Incident Commander.

X. INCIDENT ACTION PLAN

The Incident Action Plan (IAP) may include identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Every incident needs either a written or verbal Incident Action Plan (IAP). If a prolonged incident develops, it may be necessary to develop action plans that cover specific operational periods. The Incident Action Plan should include:

- A. Strategic goals (short or long term).
- B. Tactical objectives.
- C. Support activity procedures needed during the entire operational period.

XI. AFTER-ACTION REPORT/IMPROVEMENT PLAN

The Incident Commander is responsible for submitting an After-Action Report/Improvement Plan (AAR/IP) at the conclusion of the Critical Incident to the Chief of Police, or his/her designee, with copies to the appropriate levels in the chain of command. The purpose of the After-Action Report/Improvement Plan is to evaluate the Department's overall response to the critical incident,

with the intent of serving as a foundation for future similar responses.

An After-Action Report/Improvement Plan shall contain the following information, if applicable and available depending on the type and magnitude of the event:

- A. Brief description of the incident.
- B. Description and detail of services provided for the incident to include personnel and equipment.
- C. Cost analysis for provided services, to include salaries, incidentals, equipment used and lost, and food costs.
- D. Copies of any event logs maintained by any person assigned to the Incident.
- E. The case number and, if necessary, copies of reports submitted by any person assigned to the incident.
- F. Attachments, to include maps, forms, and any related documents.
- G. Summary of casualties, injuries to employees and citizens and the assessment of private and public property lost.
- H. Final evaluation of the incident. Discussion of problems encountered and successes realized. This must be a critical evaluation of the overall response conducted by the Department. The final evaluation shall provide suggestions to remedy any and all problems encountered during the critical incident. The suggestions may include policy changes, procedural changes, training solutions, and equipment acquisition or any other endeavor intended to prevent the problems from reoccurring in the future.

CFA 17.01E

XII. TRAINING

Members of the North Miami Police Department receive the appropriate level of NIMS and ICS training, based on their position and responsibility.

The Training Unit will ensure that initial and annual in-service documented training will be provided to affected agency personnel that will include the agency's all-hazards plan and ICS. **CFA 17.01D**

The City's Division of Emergency Management will conduct biennial training exercises to include Tabletop Exercises (TTX), or Full-Scale Exercises, but the training need not include the entire agency; however, the training should be rotated so members are familiar with all responsibilities. **CFA 17.01F**

