University of Maryland Department of Public Safety
Headquarters, Bldg 003
College Park, Maryland 20742-6011

NOTICE:	**05-0072 (Revised)**
SUBJECT:	**National Incident Management System/Incident Command System Implementation**
EFFECTIVE DATE:	January 31, 2007
ORDERED BY:	Kenneth W. Krouse Chief of Police

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I. POLICY

It is the policy of the University of Maryland Department of Public Safety (UMDPS) to address incidents in an effective manner that ensures safety for the public and for members of the Department. The successful resolution of incidents involving unusual occurrences, high risk, and/or the response of multiple personnel or agencies requires proper planning, efficient use of resources, tracking of assignments, and accountability of personnel assigned. UMDPS has adopted the National Incident Management System (NIMS)/Incident Command System (ICS) to accomplish these goals.

IMPORTANT NOTE: This Order is designed to be a reference for operational personnel to utilize as they handle emerging incidents. More detailed information for implementing NIMS/ICS, planning, and responding to longer term or extraordinarily large incidents can be found in the Department's Emergency Operations Manual.

II. IMPLEMENTATION CRITERIA

The overall objective of the NIMS/ICS is to establish order and control in situations involving response to the scene of a significant incident or large scale, pre-planned event. Supervisors and Commanders have the responsibility to evaluate its potential use in specific incidents.

A. As a general rule, NIMS/ICS **should be implemented when** it is recognized that the situation will require one or more of the following:
   1. An organized and coordinated response;
   2. The coordination of multiple officers or units who do not normally work together;
   3. The assignment of multiple supervisors; or
   4. Multiple agencies involved.

B. Examples include, but are not, limited to:
   1. Civil disorder or large demonstrations;
   2. Missing Person/suspect searches;
   3. Traffic management incidents;
   4. Criminal incidents with multiple scenes/tasks;
   5. Mass arrest situations;
   6. Large scale special events;
   7. Joint responses with other agencies to critical incidents.

III. DEFINITIONS AND ORGANIZATION

A. COMMAND STAFF/GENERAL STAFF
   1. Incident Commander (IC) – Sworn Supervisor/Commander responsible for overall

operation. For NIMS/ICS, COMMAND is a function, not necessarily the right or obligation of the highest-ranking officer on the scene. COMMAND is assumed and retained until transitioned to a new IC. For initial responses to most operations, this function is likely to be carried out by the Watch Commander. For prolonged operations or those requiring specific units, Operations Commanders or Bureau Commanders may be in a better position to assume Command.

2. Liaison Officer – a UMDPS member who serves as the primary point of contact with agencies assisting in the operation.

3. Public Information Officer (PIO) – responsible for interacting with and coordinating efforts with media. The PIO will provide accurate reports to the public and the media on the incident. When necessary, the PIO will encourage the media to provide relevant information to the public. When applicable, the PIO will work with the PIOs of other agencies who are assisting with the incident to ensure that an accurate and consistent message is delivered.

4. Safety Officer - The Safety Officer monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer has emergency authority to stop and/or prevent unsafe acts during the incident operations.

5. Senior Advisor – Commanders who arrive at the scene, but do not assume Command. They lend advice and authority to accomplish specific tasks.

6. Finance/Administration – responsible for providing administrative and financial support to the incident. This includes tracking expenses.

7. Logistics – responsible for support requirements. This includes ensuring adequate supplies, vehicles, food, equipment, etc. for the anticipated duration of the incident.

8. Operations – responsible for carrying out the plans of the IC, primarily those activities directed at reducing the threat, saving lives and property, and restoring order.

9. Planning – responsible for collecting, evaluating and disseminating information and intelligence relevant to the incident; helps develop the incident Action Plan.

B. OTHER DEFINITIONS/ROLES

1. Incident Action Plan (IAP) – The plan developed by Command to resolve the incident; includes short and long term goals.

2. After Action Report (AAR) – The report prepared by the IC that summarizes the incident and provides a critique of the response to it. It will include strengths and weaknesses and will identify needs for training or resources. It will be based on written reports, review of communications tapes, critiques with those involved, input from participants and observers, etc.

3. Agency Representative – An individual from an assisting agency who has authority to make decisions for that agency; maintains contact with the Liaison Officer.

4. Area Command – Area Command is established to oversee multiple incidents that are each being handled by separate NIMS/ICS organizations or to oversee a very large incident that involves multiple NIMS/ICS organizations. If the incidents under the authority of the Area Command are multi-jurisdictional, then Unified Command should be used in lieu of Area Command.

5. Sections – In general, Sections are established when the number of Groups / Divisions reporting directly to the IC exceeds the recommended span of control (Five to Seven).

6. Chain of Command – The orderly line of authority within the ranks of the incident command organization.

7. Command Post – The location from which Command directs the response to the incident.

8. Engaged Unit – A resource that is actively being used.

9. Perimeter – responsible for establishing/maintaining perimeters when it is necessary to contain suspects, protect scenes, etc.

10. Resources – Personnel and equipment available to IC.

11. Scribe – responsible for documenting the progression of the incident, including key Command decisions.

12. Groups / Divisions – In general, Groups / Divisions are established when the number of officers reporting directly to the IC exceeds the recommended span of control (Five to Seven). Groups / Divisions are established to divide the incident into functional areas of operation.

13. Span of Control – The number of functions/people a given supervisor is responsible for, generally limited to 5-7 for maximum effectiveness.
14. Staging – responsible for assembly of resources.
15. Tactical – responsible for initial actions at the incident; often this group starts with a perimeter and then becomes responsible for other actions.
16. Traffic – responsible for establishing/maintaining control of vehicular and foot traffic around the incident.
17. Unified Command – During incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or a combination of both, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
18. Unity of Command – Every individual has a designated supervisor to whom they report at the scene of the incident.
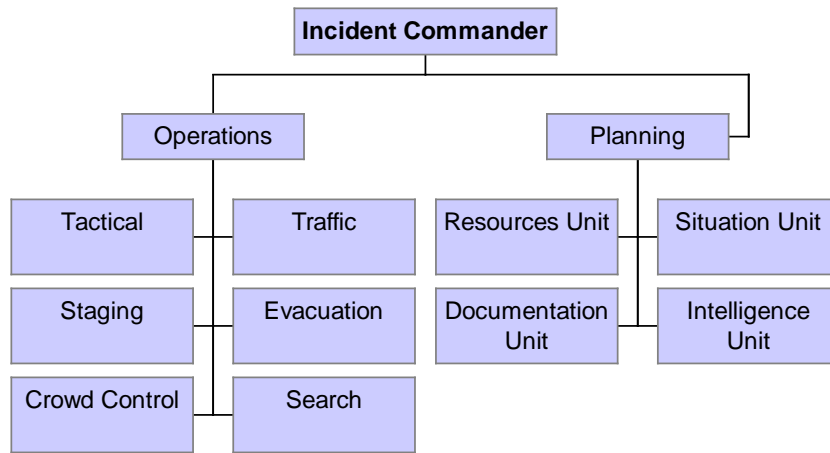
IV. PHASES OF NIMS/ICS

A. Phase I – designed to address basic incidents and the initial response to more complex incidents.

B. Phase II – designed to manage longer term or more complex events. The number of resources involved often requires the addition of Groups / Divisions and Sections. These incidents often last longer than six (6) hours or involve shift change or relief of initial responders.
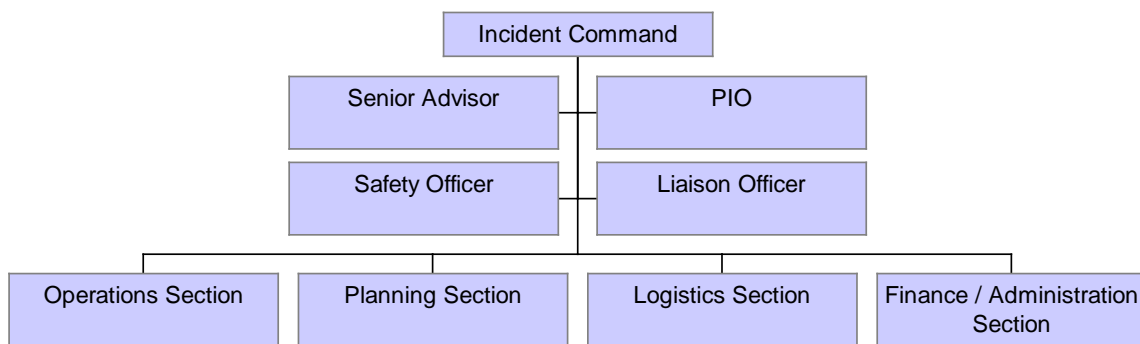
V. INCIDENT COMMAND STRUCTURES

A. Initial Configuration
Most Incident Command applications will start small and build as the incident develops and the resource commitments become larger. Most incidents will start with an Incident Commander and single resources, working directly for the Incident Commander.

B. Groups / Divisions
As an incident expands and the span of control exceeds five to seven, most incidents will progress to Groups / Divisions working for the Incident Commander. A Group / Division Leader will report directly to the Incident Commander.

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              Incident Commander
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     Tactical   Traffic   Search   Staging
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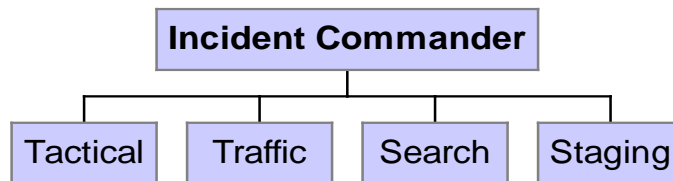
C. Sections
As the incident develops to the point where there are more than five to seven Group / Division Leaders reporting to the Incident Commander, the IC will implement Sections. Types of Sections may include Operations, Logistics, Planning, and Finance/Administration.

Incident Commander

Operations — Planning

Tactical | Traffic | Resources Unit | Situation Unit

Staging | Evacuation | Documentation Unit | Intelligence Unit

Crowd Control | Search

D.   Standard Incident Command Structure

Incident Command

Senior Advisor | PIO

Safety Officer | Liaison Officer

Operations Section | Planning Section | Logistics Section | Finance / Administration Section

VI.   SECTION RESPONSIBILITIES

A.   The command function has eight primary responsibilities:
1. Activating the incident command system;
2. Establishing a command post;
3. Initiating the notification and mobilization of additional agency personnel;
4. Obtaining support from other agencies;
5. Establishing a staging area, if necessary;
6. Providing public information and maintaining media relations;
7. Maintaining the safety of all affected personnel; and
8. Preparing a documented after action report (AAR).

B.   The Operations Section has six primary responsibilities:
1. Establishing perimeters;
2. Conducting evacuations;
3. Maintaining command post and scene security;
4. Providing for detainee transportation, processing, and confinement;
5. Directing and controlling traffic; and
6. Conducting post-incident investigation.

C.   The Planning section has three primary responsibilities:
1. Preparing a documented incident action plan;
2. Gathering and disseminating information and intelligence; and
3. Planning post-incident demobilization.

D.   The Logistics section has five primary responsibilities:
1. Communications;
2. Transportation;

3. Medical Support;
4. Supplies and Equipment; and
5. Specialized team and equipment needs.

E. The Finance/Administration section has four primary responsibilities:
1. Recording personnel time;
2. Procuring additional resources;
3. Recording expenses; and
4. Documenting injuries and liability issues.

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VII. <u>COMMAND RESPONSIBILITIES</u>

A. The Incident Commander has five primary responsibilities:
1. Protect Lives;
2. Stabilize the Incident;
3. Provide for the safety, accountability and welfare of personnel;
4. Coordinate the apprehension of offenders; and
5. Coordinate the investigation of the incident and the collection of evidence.

B. Command Modes
A major NIMS/ICS objective is to create an orderly beginning for operations. Strong initial command becomes critical to the safety of officers. The three (3) standard command modes are Immediate Action, Surround and Contain, and Command. The command mode should match the circumstances and dictate where the incident commander will be positioned.
1. Immediate Action – The Incident Commander has determined that an Immediate Action response is necessary AND he will be making entry with the Immediate Action element.
2. Surround and Contain – The Incident Commander has determined that containment of the incident is the primary objective and he has established command at the inner perimeter.
3. Command – The Incident Commander has established a fixed command post location and will be operating from there.

C. Levels of Command
1. Strategic Level Command – The Incident Commander who controls the overall direction of the incident conducts this level of command. The Incident Commander will do the following:
a. Identify the overall objectives;
b. Determine priorities;
c. Develop an action plan;
d. Assign objectives to Tactical Level or Task Level personnel for completion; and
e. Conduct contingency planning.
2. Tactical Level Command – This is conducted at the Incident Command or Section Level dependent upon whether Phase I or Phase II operations are in effect. During Tactical Level Command the following is completed:
a. Assign objectives for completion by the task level personnel.
b. Make assignments and decisions that will lead to the completion of the action plan.
c. Communicate progress to the Incident Commander during Phase II operations.
3. Task Level Command – This is conducted by the Group / Division Leaders. Tasks are assigned to specific Groups / Divisions in order to achieve the overall objectives.

D. Functions of Command
The Incident Commander will be responsible for eight (8) primary functions during an incident. The eight functions are listed below:
1. **Assume, Confirm, and Position Command** – outside of hazard;
2. **Situation Evaluation** – scene size-up;
3. **Communications** – to keep everyone informed, and coordinate the flow of communications to personnel up and down the incident organizational structure;
4. **Deployment** – provide and manage a steady, adequate, and timely stream of appropriate resources;

5. **Identify Strategies and Develop an Action Plan** – identify an initial strategy and develop an action plan. Continually revise the strategy and action plan;
6. **Organization** – develop an effective incident organization using the NIMS/ICS to decentralize and delegate geographic and functional responsibility. Expand the organization as the incident develops and maintain effective spans of control (between five and seven is recommended);
7. **Review and Revision** – keep the strategy and incident action plan current, based on events. Quickly adapt to changing conditions and make appropriate modifications;
8. **Transfer, Continue, or Terminate Command** – Based on the events, transfer command to another person, continue command, or terminate command if the incident is resolved.

E. Establishing COMMAND
1. The **first responding officer** to arrive at the scene will:
   a. Generally assess the incident.
   b. Advise other responding units of the incident status.
   c. Advise the first arriving supervisor of any information gathered, including safety concerns, etc.
2. The **first arriving supervisor** will:
   a. Determine the need to implement NIMS/ICS.
   a. Take whatever action is necessary to prevent further loss of life and prevent the situation from deteriorating further.
   b. Identify the Command Mode.
   c. Conduct the Eight Functions of Command.
   d. Request additional resources and supervision needed to support the NIMS/ICS organization.
   e. Upon implementation of NIMS/ICS, communications will make a general broadcast to all officers to inform them that:
      1. NIMS/ICS is being implemented.
      2. The supervisor who has "Command".
      3. The command post will be located at _____.
      4. From that point forward, communications will be handled through the field command.
   f. In the absence of a supervisor, the senior officer at the scene can implement NIMS/ICS.
3. COMMAND will be assumed by announcing, "I have COMMAND."
   Once announced, the term COMMAND will be used instead of the normal call sign.
4. Transfer of COMMAND
   a. When COMMAND is transferred to any other person for any reason, no announcement is necessary.
   b. The relief COMMAND should meet face-to-face with the current COMMAND to be briefed on the status of the incident. In rare cases when this cannot be done face-to-face, all relevant details will be passed onto the relief command.

VIII. GROUP/DIVISION RESPONSIBILITIES

A. COMMAND: COMMAND should announce the intention to activate NIMS/ICS as soon as it becomes apparent that the plan will be needed. COMMAND will:
1. Assess incident priorities: life; safety; incident stabilization; and protection/preservation of property.
2. Conduct the eight functions of command.
3. Establish a command post, direct the location of staging area, establish radio talk group assignments for Group / Divisions.
4. Determine Group / Division needs and direct Group / Division leaders to determine the identity, position and function of the engaged units.
5. Switch the operation to an NIMS/ICS zone and designate talk groups available for use by support Group / Division leaders and advise all "engaged units" conducting that particular function to switch to the designated talk group.
6. Direct TACTICAL leader to broadcast safe routes in and out of the area.
7. Develop and implement an incident action plan.

8.   Assess resource needs and take appropriate action to acquire them.

9.   Designate a supervisor to be responsible for a Group / Division as the supervisors arrive and become available.

10.   Ensure that proper notifications are made to Command Staff.

11.   Revise, supplement and refine deployment as necessary.

12.   Coordinate the activities of supporting agencies.

13.   Direct a PIO to release information to the media.

14.   Activate the Mobile Command Post Vehicle, if necessary.

15.   Transition to Phase II, if necessary.

16.   Utilize a Safety Officer as the incident may require.

B.   TACTICAL Group Leader: The primary functions of TACTICAL are to contain the suspect(s) and prevent further expansion of the incident. The Tactical leader will:

1.   Establish the perimeter and evaluate and revise it as necessary.

2.   Safely deploy personnel to achieve containment of the suspects(s).

3.   Define fields of fire and rules of engagement to each person assigned to TACTICAL.

4.   Communicate all intelligence information to COMMAND.

5.   Coordinate the formation of an arrest team complete with an arrest plan.

6.   Attempt to establish communication with the suspect(s) when directed to do so by COMMAND.

C.   All Group / Division / Section Leaders

1.   Supervisors should respond directly to the command post unless directed otherwise by COMMAND.

2.   When practical, the Group / Division / Section leaders, with the exception of STAGING and TACTICAL should maintain <u>face-to-face contact with COMMAND</u>.

3.   The Group / Division / Section leader serves as the coordinator and dispatcher for that function.

4.   Group / Division / Section leaders will provide instructions regarding assignment locations and the radio talk group that will accommodate the Group / Division / Section.

5.   Any additional units required will be requested through the COMMAND talk group.

D.   STAGING Group Leader will:

1.   Establish the staging area location;

2.   Manage the parking area and unit assignments from the staging area;

3.   Record the unit call signs and equipment numbers;

4.   Assign and brief additional units as requested by COMMAND; and

5.   Advise COMMAND of available personnel and their status.

E.   Units Arriving at Staging will:

1.   Park diagonally to avoid blocking in other vehicles;

2.   Report to the STAGING leader immediately upon arrival;

3.   Provide unit call signs and equipment to STAGING leader;

4.   Wait for an assignment to a Group / Division; and

5.   Walk, drive or be transported to the location of assignment according to the requirements of the incident.

F.   TRAFFIC Group Leader

1.   The function of TRAFFIC is to prohibit the flow of vehicular and pedestrian traffic into the affected area(s) and to facilitate access by emergency vehicles.

2.   TRAFFIC will construct a diagram depicting the scene and surrounding area.

3.   All units will be plotted on this diagram with their call signs and functions noted.

G.   CROWD CONTROL: CROWD CONTROL function is to assist the control of the scene by preventing foot access to the tactical perimeter. It is anticipated that curious citizens will get by the traffic perimeter (whose primary responsibility it is to prevent vehicular access).

H.   EVACUATION Group Leader

1. The EVACUATION Group leader will coordinate and document all evacuation efforts.
2. If the Fire Department is on the scene, the evacuation effort will be closely coordinated with the Fire Department. The Fire Department is not used to evacuate police scenes, but is used for all other evacuations.
3. Officers should be assigned to evacuate specific areas (a building, street, etc.). After these areas are evacuated, this information should be reported to COMMAND. Evacuating officers will document vacated premises as well as the names and the destinations of those displaced.
4. When evacuees are sheltered at a common location, officers should advise the Communications Bureau of the location for dissemination to friends and relatives of the evacuees.
5. Resident Life and the local Red Cross may be contacted to set up evacuation centers and provide assistance to displaced persons.
6. The EVACUATION Group leader should be cognizant of the possibility that officers and supervisors may need to be assigned to shelter locations.

I. Engaged Units
1. Engaged units will switch to the designated talk group according to their functions.
2. Engaged units will advise the Group / Division leader of their call signs, locations and functions.
3. All subsequent communications will be directed to the Group / Division leader.
4. Officers will deviate from this procedure only to report emergencies or officer safety information.

J. Responding Units
1. Responding units will switch to the designated talk group.
1. When enough units have arrived at the scene to contain the scene, the additional responding units will report to the staging area.
3. Once the staging area is established, all responding units, except supervisors, who are not engaged in activity, will respond to the staging area.
4. Supervisors will respond to the command post.

K. INVESTIGATIONS Group Leader

The INVESTIGATIONS Group leader will manage the investigative personnel.

L. Public Information Officer (P.I.O.)
1. Establish a media briefing area near the command post, at the direction of COMMAND.
2. Provide periodic briefings to the media.
3. Disseminate media alert announcements as instructed by COMMAND.

M. Senior Advisor
1. Act in a supportive manner as needed and confer with COMMAND.
2. Provide the necessary authority (secure resources) to expedite accomplishment of tasks.
3. Review direction of the incident.
4. Assist COMMAND by suggesting alternative courses of action, strategies and tactics if necessary.
5. Provide necessary interface with visiting officials.
6. Assist with media management
7. Ensure that appropriate notifications have been made.

N. Liaison Officer
1. A Liaison Officer will be designated when it is apparent that COMMAND will be distracted by a high volume of requests for direction, information, etc.
2. Be the point of contact for supporting agencies (agency representatives.)
3. Coordinate the management of supporting agencies.

IX.   RADIO COMMUNICATIONS

A.	Communications
1.	The dispatcher will repeat the announcement of NIMS/ICS implementation.
2.	Communications dispatchers will periodically announce the following information:
1.	Nature of the incident;
2.	Location;
3.	Staging area location;
4.	Best avenue of approach as specified by COMMAND, TACTICAL, or the STAGING leader;
5.	Any known hazards;
6.	Revised suspect descriptions; and
7.	When directed to do so by the Incident Commander, the Communications Supervisor will ensure that all appropriate notifications have been made consistent with the Emergency Operations Manual.

B.	COMMAND will maintain radio contact to provide a link between the Communications Division and field operations.
1.	A dispatcher must monitor the COMMAND channel.
2.	Normally COMMAND will remain on the incident talk group along with the TACTICAL Group / Division.
3.	After containment is established, responding units will switch to the talk group designated for staging and await a specific assignment.

C.	As the situation requires, Groups / Divisions will be created by COMMAND to address particular needs (EVACUATION, CROWD CONTROL, STAGING, ETC.).
1.	Each Group / Division will be controlled by a Group / Division leader who will use a call sign which denotes their function; e.g., TACTICAL, STAGING, TRAFFIC, CROWD CONTROL, EVACUATION, etc.).
2.	The need for these functions varies according to the circumstances. It is unlikely that all functions would be necessary in any one incident and it may not be necessary that all are on separate radio talk groups.
3.	Support Groups / Divisions / Sections may be moved to other talk groups, which are not usually monitored by a radio dispatcher.
4.	TACTICAL and COMMAND will usually remain on the same talk group. Staging may be assigned a separate talk group if needed.

D.	When practical, Group / Division leaders or Section chiefs, working on other than the response talk group, should stay in very close proximity to COMMAND so as not to miss emergency response communications.

E.	Communications between units assigned to the same Group / Division / Section may be unit to unit. Communication between Group / Division leaders or Section chiefs should be directed through COMMAND.

## X.	UNIFIED COMMAND

A.	Unified Command (UC) will be utilized whenever an incident requires a significant response from more than one agency. Examples may include natural disasters, extraordinary collisions, etc. The response to such an incident will require the cooperation and resources of multiple agencies. In such situations, it is important that decision makers from these agencies develop a coordinated plan of action. The role of "lead" and support agencies may shift during the course of the event, but the input of all is needed throughout.

B.	When encountering a situation that would be best suited for Incident Command, the IC should:
1.	Ensure appropriate notifications are made;
2.	Request the presence of the appropriate level representative of the needed agencies; and
3.	Ensure that there is sufficient room in the Command Post to accommodate the people and

staff necessary.

C. Under Unified Command, the IC will ensure that:
 1. A single set of objectives is established;
 2. Information flow between agencies is maintained; and
 3. Decisions are made with input of the agencies involved.

XI. DE-ESCALATION PROCEDURES

A. Once the incident has been brought under control and the situation has returned to normal, in order to restore full law enforcement services as quickly as possible, the Incident Commander shall begin de-escalation procedures.

B. As the situation allows, the amount of personnel and equipment at the scene and at the staging area will be reduced until only the personnel directly involved in the operation remain.

C. When the Incident Commander has made the determination that it is appropriate to disengage personnel he should follow these steps:
 1. If outside aid has been requested and utilized, consideration should first be given to releasing outside agencies.
 2. Disengage officers as appropriate. Group / Division / Section Supervisors shall account for every officer that participated in the incident.
 3. Off-duty officers who have been mobilized should be released or replaced with available on-duty officers.
 4. On-duty officers shall return to normal patrol operation as soon as possible.

XII. REPORTING REQUIREMENTS/AFTER ACTION REPORTS

A. All personnel involved in the incident will complete necessary reports, in accordance with the department's Manual of Rules and Procedures.
B. The IC will ensure that a Command Information Summary (CIS) is completed.
C. After Action Critiques/ Reports
 1. When practical at the conclusion of the event, the IC will conduct a post incident critique with the personnel involved. The intent is to ensure the well being of personnel and address issues that require immediate attention. If required, these can be done by Group / Division / Section leaders who will report to the IC.
 2. When directed by the Chief or a Deputy Chief, the IC will conduct a critique of the incident among all participants. The intent is to provide information, assess Departmental performance issues, identify training and equipment needs, recognize issues handled well and identify areas for improvement. Representatives of the Education and Training Division and Quality Assurance Section should be included.
 3. When directed by the Chief of Police, the IC shall submit a written After Action Report to the Training & Special Operations (TSO) Bureau Commander who will summarize the event and the information from the critiques. Specific action items will be identified.
 4. The TSO Bureau Commander will review the AAR, forward it to the Chief of Police and ensure that recommendations are evaluated and acted upon, when appropriate.
 5. The TSO Bureau will maintain the custody of all AAR's.

XIII. TRAINING/ANALYSIS
A. All police recruits, laterals, and dispatchers shall receive instruction on NIMS/ICS during entry-level training.
B. The Training & Special Operations Bureau will coordinate periodic training to all sworn officers. Training may include classroom, tabletop and functional exercises, as well as joint exercises with other agencies.
C. The Training & Special Operations Bureau will conduct an analysis of the Department's NIMS/ICS program at least once every three (3) years. This analysis should include a review of AARs, a review of training programs, information obtained from attending critiques, interviews with involved personnel, etc. The analysis will be provided to the Chief of Police and his Command Staff.