



# INCIDENT COMMAND SYSTEM (ICS)

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## **I. DEFINITIONS**

### **A. Civil Emergency**

Any natural or man made event, civil disturbance or any occurrence of unusual or severe nature which threatens to cause or causes the loss of life or injury to citizens and/or severe damage to property and requires extraordinary measures to protect lives, meet human needs and achieve recovery.

### **B. Incident Command System**

A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

### **C. Area Command**

An organization established to oversee the management of multiple incidents that are each being handled by an Incident Command System; or to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed and ensure objectives are met and strategies are followed.

### **D. Incident Commander**

The individual responsible for the management of all incident operations at the incident site.

### **E. Incident Management Team**

The Incident Commander (IC) and appropriate command and general staff assigned to the incident.

**F. General Staff**

The group of incident management personnel reporting to the Incident Commander. They may each have a deputy as needed. The General Staff can consist of an Operations Chief, Planning Section Chief, Logistics Chief and Finance/Administration Chief.

**G. Command Staff**

The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. The **Information Officer (PIO)** is responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. The **Safety Officer** is responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The **Liaison Officer** is responsible for coordinating with representatives from cooperating and assisting agencies.

**H. Unified Command**

Is a unified team effort, which allows all agencies with responsibility for the incident, whether geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**I. Incident Action Plan**

Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written.

**II. POLICY**

It shall be the policy of the Anne Arundel County Police Department to respond to unusual occurrences or high-risk incidents in accordance with established policies and procedures. 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 commander will release personnel and resources in proportion to the de-escalation.

**III. PURPOSE**

This directive establishes procedures to activate the Incident Command System (ICS). The ICS will be implemented in response to civil emergencies, whether created by widespread violations of the law, natural or man-made disasters. The Incident Command System will be the process of building both the personnel and organizational structure to meet the needs of the specific event. The Incident Command System will be compatible with systems used by other agencies that would be expected to participate in an actual Unified Command Response to an actual incident and is modeled in accordance with the Federal Emergency Management Incident Management System approach.

**IV. AUTHORITY**

When the Police Department is responsible for managing the civil emergency, the on-scene Incident Commander has complete authority to request and manage any and all resources available to bring the event to a successful conclusion.

**V. POLICE DEPARTMENT'S ROLE IN ALL CIVIL EMERGENCIES**

During any civil emergency, the Police Department is responsible for the following basic tasks:

- A. Oversee and coordinate all law enforcement activities in Anne Arundel County.
- B. Maintain law and order.
- C. Provide for traffic and crowd control.
- D. Provide security for key facilities.
- E. Provide mobile units for warning activities.
- F. Support other emergency response and recovery efforts as requested by the Incident Commander.
- G. Staff the EOC Communications Center on a twenty-four (hour) basis.
- H. Establish a public information program in support of the EOC media relations effort.

## **VI. ADDITIONAL POLICE ROLE IN CIVIL DISTURBANCES**

The Police 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**

The primary goals of the department when responding to a civil disturbance are:

1. To disperse the crowd and restore order, utilizing minimum force and with as little damage to property as possible, and
2. To contain the situation and prevent it from escalating.

### **B. Secondary Goal**

The secondary goal of the Department is the physical arrest of obvious civil disturbance leaders.

### **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. The structured response of sufficient police personnel to cope with the situation.
2. The maintaining of an orderly team operation and eliminating individual or reckless 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 and violence in resolving situations involving large groups of people.
4. As a final resort, the use of special tactics and weapons (chemical agents, K-9 dogs, etc.) by trained personnel, as determined by the Incident Commander.

## **VII. INCIDENT COMMAND SYSTEM ACTIVATION**

A. The Incident Command System will be followed for all civil emergencies. The ICS is comprised of five primary elements: Command, Operations, Logistics, Planning and Finance. These elements can be expanded or contracted as needed. (See Appendix A)

1. Operations Section – The section responsible for all tactical operations at the incident. Includes Branches, Divisions, and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.
2. Logistics Section – The section responsible for meeting all support needs of the incident, including ordering resources through appropriate procurement authorities. They also provide facilities, transportation, supplies, medical support, communications, & specialized team and equipment needs for incident personnel.
3. Planning Section – The section responsible for the collection, evaluation, and dissemination of tactical information and intelligence related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. The Planning Section is also responsible for assisting the Incident Commander with planning & coordinating post-incident demobilization.
4. Finance/Administration Section – The section responsible for incident costs and financial considerations. The Finance/Administration Section is responsible for recording personnel time, procuring additional resources, recording expenses, and documenting injuries and liability issues.

B. Each of the primary elements is assigned personnel as needed to conduct the operation. The Incident Commander exercises control over the incident and directs the efforts of the personnel in charge of each of the functional elements.

C. **The ICS can be used for any number of situations.** The ICS can be used for major event planning, hostage barricade situations, or other incidents which do not require a significant number of personnel from outside agencies. However, the ICS will be used for incidents which require multi agency response, man-made or natural disasters or other incidents in which the on-scene supervisor believes the ICS would be useful.

D. The ICS will be used in conjunction with the Anne Arundel County Emergency Operations Plan and can be integrated with other policies and procedures outlined within other index codes in this manual. The ICS permits a clear point of control and can be expanded or contracted with ease to escalating or diminishing situations. ICS does not supercede the requirements of Index Codes 2306.1, 2306.2, or 2306.3 with respect to the activation of Phase I, II or III Alerts.

E. The Incident Commander has overall control of the incident. In a small incident, he or she may assume the responsibilities of all components. In larger or more complex incidents, the Incident Commander may assign other members of the **Command Staff**, including an **Information Officer** (PIO), a **Safety Officer**, and/or a **Liaison Officer**. The Incident Commander also may assign **General Staff**, who serve as Section Chiefs for the Planning, Operations, Logistics, and Finance/Administration Sections. The Section Chiefs have the authority to expand or contract their operations as the demands of the incident increase or decrease.

#### **VIII. FIRST OFFICER ON THE SCENE**

It is very likely that the first representative of government to arrive at the scene of a civil emergency will be a police officer. The following are the minimum actions to be taken upon arrival:

- A. Maintain command until relieved. The first officer 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).
- B. Immediately notify the Communications Section of the type or nature of the 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., WMD Personnel Protective Equipment) and a safe method of entry to the scene (i.e., upwind/upgrade, 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.
- G. Give exact location of the preliminary command post to the Communications Section.
- H. Evaluate the need for evacuation, in conjunction with the ranking fire official at the scene. A decision to evacuate is the Fire Department's responsibility during natural and man-made disasters. Evacuation is a Police Department decision during civil disturbances or extraordinary police situations such as a barricade or terrorist situation. The Incident Commander will continuously re-evaluate this decision.

#### **IX. RESPONDING OFFICERS AND SUPERVISORS**

A. The primary mission of the Police Department is to preserve life and to restore order. Attempt to preserve human life to the extent possible under prevailing conditions. Do not attempt rescues in situations requiring technical knowledge or specialized training for which you are clearly not qualified. Do not attempt to quell an unruly crowd when you are clearly outnumbered or otherwise at a disadvantage.

B. Respond to the assembly or staging area designated by the Incident Commander or your supervisor. Unless directed otherwise, respond in your assigned police vehicle. Locate the officer in command, or your supervisor, and prepare to receive instructions. Upon completion of your assignment, report back to your supervisor or to the command post or staging area for further instructions. Do not leave the area until dismissed by a supervisory officer.

C. Police Officers at a disaster site will adhere to the normal department chain of command. If the Incident Commander is a Police Officer, all officers on the scene will answer to him/her. If the Incident Commander is a fire/rescue official, all officers on the scene will be directed by the highest-ranking police official on the scene, who will coordinate police operations with the Incident Commander.

## **X. COMMAND FUNCTIONS**

The following functions are addressed for the purpose of assigning responsibility during the emergency and after.

### **A. Communications**

1. Upon declaration of a civil emergency, the Communications Section supervisor will designate and clear two radio channels for use by the mobilized personnel, and will assign an experienced Police Communications Operator to coordinate radio and other communications during the emergency. The supervisor will provide appropriate relief, and will remain available to assist with emergency communications.

2. Additional personnel may be required to staff the Communications Section, the EOC, or the mobile command post. The Communications Section supervisor is authorized to call in, on an emergency basis, a sufficient number of PCO's to ensure that the mission of the Communications Section is accomplished.

3. In the event of a Phase I mobilization, the Communications Section supervisor will alert the Communications Section **Commander**. The **Commander** of the Communications Section will assume command of Communications upon declaration of a Phase II or Phase III mobilization.

4. Officers will maintain radio discipline. Do not flood the airways with unnecessary transmissions. Communications personnel will broadcast all essential information as it becomes known. Remain on the radio channel designated by the Communications Section. Change radio channels only at the direction of the Communications dispatcher or your supervisor.

5. In the case of a large scale event involving multiple agencies (i.e., Police, Fire, etc.) where one radio frequency is being used by all, response personnel should use common names for all personnel and equipment resources, as well as for all facilities in and around the incident area. Radio transmissions should use plain English, without "ten" codes or agency-specific codes. All common terminology applies to all organizational elements, position titles, and resources.

6. In the event of an incident requiring the participation of multiple jurisdictions, the Incident Commander may contact the Channel 5 ("E") dispatcher to request the activation of the Central Maryland Area Radio Communications System (CMARC). The CMARC channels are part of the National Calling and Tactical Public Safety Radio Channels operated and monitored by the Maryland Emergency Management Agency (MEMA). This channel will provide direct communications between all agencies and MEMA utilizing the 800 MHz radio system.

### **B. Designation of Incident Commander**

The platoon commander or Executive Officer in the district where a civil emergency occurs will immediately respond to the scene and assume the role of Incident Commander, until relieved by a Police Captain. Once so relieved, the platoon commander or Executive Officer may become one of the Incident Commander's **Incident Management Team**. A civil emergency requires the on-scene command of a Police Captain. Assignments will be made in the following order:

1. District commander in the district of occurrence, if on duty.
2. On-call duty captain.

If no captains are available, the commander of the Patrol Services Bureau will respond and/or coordinate the response of a captain. The district commander will be called in at 0730 hours on the next day, if the emergency is still in progress.

The Chief of Police, or designee, may in certain situations, appoint someone other than the highest ranking officer on scene to take command during a civil disturbance incident, due to special circumstances making this alternate commander more suitable because of his/her knowledge, skills, and abilities.

**C. Incident Commander's Responsibilities**

1. The Incident Commander has the responsibility to command all police personnel responding to the scene of the emergency, or support personnel from other agencies. He or she will utilize the Incident Command System, outlined above. He or she will assemble and utilize an **Incident Management Team (Command Staff and General Staff)**, if needed, formulate an Incident Action Plan (IAP), and will manage the response to the emergency until relieved by competent authority.

2. The designated Incident Commander will establish a long-term command post a safe distance from the emergency site, upwind and updrift from a hazardous materials release whenever possible. The Incident Commander, if necessary, will assign a recording assistant, who will be responsible for recording relevant activities and communications to and from the command post. The Recording Assistant will also assist the incident commander in preparing after action reports.

3. The Incident Commander, if necessary, will also assign a communications assistant, who will be responsible for radio and telephone communications between the command post and Police Communications, and the EOC.

4. The Incident Commander will inform the Communications Section if the mobile command post vehicle is needed at the scene. If so, Communications will dispatch the vehicle. Specific vehicles that are available are the SOS Tactical Command Post, Mobile Operations Vehicle (MOV), and the Department Conflict Negotiations Van.

5. The Incident Commander will designate an assembly/staging area, and if necessary, assign a **Staging Area Manager**. The Staging Area Manager is responsible for staffing the staging area, briefing arriving personnel, assigning personnel to teams or work groups, and accounting for all personnel assigned to the emergency. When practical, the assembly or staging area will be the closest police facility, or the closest public school not in use by children. The assembly area should be chosen for its accessibility to major thoroughfares, parking space, restroom and water facilities, and shelter from the elements, and availability of telephones and electricity. In the event of a civil disturbance, at no time will the assembly area be within sight of the incident scene. The IC will designate alternate assembly/staging areas as the incident or disaster continues and the needs of the on-scene personnel change.

**D. Other Law Enforcement Agency Support**

The Incident Commander is authorized to request assistance from other law enforcement agencies; pursuant to current mutual aid agreements (see Index Code 107, Mutual Aid). The first agency to be called should be the Maryland State Police. Depending on the location of the emergency, the IC may request additional assistance from Baltimore County and Howard County. There are no current agreements with Prince George's County. Additional law enforcement support beyond these resources can be arranged through the EOC.

**E. Military Support (Martial Law)**

Requests for military support must be directed to the County Executive via the Chief of Police. See Index Code 2302.

**F. Activation of EOC; General Liaison with Other Agencies**

1. The Incident Commander will evaluate the need for activation of the Emergency Operations Center. The EOC should be activated in response to any civil emergency, which requires the combined efforts of multiple county agencies, state or federal agencies, or private organizations. The Chief of Police will request activation of the EOC based on information relayed by the Incident Commander.

2. If the Emergency Operations Center (EOC) is activated, the Incident Commander will personally provide periodic updates to the EOC as conditions change. If the EOC is not activated, frequent periodic updates must be provided to Communications.

3. The Incident Commander is authorized to request assistance from other law enforcement agencies, and from federal, state and local government agencies, and volunteer organizations in the region. These requests will be directed to the EOC, IF ACTIVATED. If the EOC has not been activated, requests for assistance will be directed to the Communications Section. The Incident Commander may appoint a **Liaison Officer**, who will be responsible for coordinating with representatives from assisting agencies.

4. A **Unified Command** will be utilized when multiple agencies have responsibility for an incident. An **Area Command** will be established for the management of multiple incidents that are each being handled by an Incident Command System.

#### **G. Designation of Police Operations Representative**

When the EOC is activated, the Police Department Operations Representative will be designated by the Chief of Police. The Police Operations Representative is responsible for the following:

1. Respond to the EOC and assume liaison activities. Operate under the direction of the Operations Group Chief (Refer to page 4 of the County Emergency Operations Plan).
2. Attend briefing and implement decisions of the Executive Group and the Operations Group (Refer to page 4 of the County Emergency Operations Plan).
3. Assist in the planning and coordination efforts for evacuations.
4. Assist in the coordination of all search and rescue operations.

#### **H. Scene Safety**

The Incident Commander may appoint a **Safety Officer** to monitor safety conditions and develop measures for ensuring the safety of all assigned personnel. If appointed, the Safety Officer will be responsible for documenting any injuries and liability issues and providing that information to the Finance/Administration Section.

#### **I. Public Facility Security**

1. The Incident Commander will request adequate personnel to secure an outer perimeter and gain control of the situation.
2. The department will ensure security for the EOC and its critical systems. The Police Operations Representative at the EOC will request Communications to dispatch a specified number of detectives to provide security at the EOC and to assist the Police Operations Representative in the discharge of his or her duties at the EOC.
3. The Incident Commander will appoint a **Security Director**, to be responsible for providing security at the command post site, and for providing security at all critical public facilities and shelters. The **Security Director** will also be responsible for coordinating on-scene arrest and confinement procedures.

#### **J. Equipment Requirements**

1. The Incident Commander will appoint a **Logistics Chief**, to be responsible for obtaining human and material resources required by the Incident Commander. In prolonged emergency situations, the *manager* of the Management & Planning Section will perform this function.
2. The platoon commanders not detailed to the emergency scene will ensure that all required equipment stored at the district stations is transported to the assembly/staging area.
3. Supervisors at the assembly/staging area will ensure that all personnel under their command are properly equipped before being deployed at the incident site.

**K. Transportation**

The Incident Commander will decide the need to use buses or other modes of transporting large numbers of officers. Prisoner transport vehicles will be summoned if mass arrests are anticipated. Specialized transportation equipment is available from department components, the Fire Department, and other local agencies.

**L. Traffic Control**

The Incident Commander may appoint a **Traffic Director**, responsible for assigning parking locations to arriving personnel, ensuring the free flow of authorized traffic in and around the emergency site, and for restricting access to the emergency site to unauthorized traffic. In prolonged emergencies, the commander of the Traffic Safety Section will perform this function.

**M. Arrest & Confinement Procedures**

Arrests and confinement of prisoners will be handled according to existing procedures. The IC will decide the need to implement mass arrest procedures. See Index Code 2305.

**N. Community Relations/Public Information (Media Briefings); Rumor Control**

The department's Public Information Officer will respond and assume the following duties as the **Information Officer** and member of the Command Staff, unless instructed otherwise by the Incident Commander or the EOC:

1. Media briefings
2. Community relations activities
3. Rumor control

Officers on the scene may not make unauthorized statements to representatives of the news media or to the general public. Incorrect or unauthorized statements may provoke the public or aggravate the current situation. All public information statements and media briefings will be issued by the EOC, or by the Police Department or Fire Department PIO.

**O. Court & Prosecutorial Liaison**

The Incident Commander may request a representative from the State's Attorney's office to respond to provide advice on legal matters relating to arrests and prosecutions. The District Court will be notified in the event of mass arrests, so additional commissioners can be made available. The decision to call in commissioners rests with the supervising commissioner.

**P. Legal Considerations**

The department legal advisor is available for in-person or telephone consultation, as deemed necessary by the Incident Commander.

**Q. De-Escalation Procedures & Post-Occurrence Duties**

See Index Code 2307.

**XI. AFTER-ACTION REPORT**

The Incident Commander is responsible for filing an executive summary of the operation upon its conclusion, detailing all personnel and material resources employed or expanded, all rescue and enforcement actions taken and their degree of success or failure, and an overall critique of the incident. Information for this summary will be available from records prepared by the recording officer. Appointment of a recording officer is essential to the completion of this requirement. The recording officer is responsible for recording relevant activities and communications to and from the command post, and for assisting the Incident Commander in preparing after-action reports. All after action reports will be submitted within 10 working days of the event/incident to the Commander of the *Office of Management Affairs*.

In addition, the Incident Commander will complete and submit an Event/Incident Cost Analysis form (PD 70, revised 05/95) to the *manager* of the Management & Planning Section. This will also be submitted within 10 working days of the event/incident.

The Event/Incident Cost Analysis Form is utilized to capture estimated and actual costs associated with an unusual or uncommon event. The type of situations where this form would be used include but are not limited to hostage/barricade incidents, civil emergencies, special events such as parades, sporting events and festivals or in circumstances deemed appropriate by a Bureau Commander. This documentation provides a cost related analytical report that assists in the budgetary process and is required of Incident Commanders as directed in this Index Code, as well as Index Codes 2307 and 2308.

**XII. TRAINING**

Annual classroom training will consist of Entry Level and In-Service Training, as required by the Department of Homeland Security National Incident Management System (NIMS). Annual Entry Level and In-Service Training will be documented and retained by the Commander of the Training Academy. Annual training will also consist of table-top exercises or scenario based training. The training may include other government agencies (i.e., Fire Department). Annual training exercises need not include the entire agency; however, the training should be rotated so members are familiar with their responsibilities. Annual training exercises will be coordinated by the Commander of the Special Operations Division. The training exercises will be documented with the training records retained by the Training Academy.

**XIII. ANALYSIS**

At least every three years, the Commander of the *Office of Management Affairs*, in conjunction with the *Bureau* Commanders, will perform documented analysis of civil emergency incidents and training effectiveness.

**XIV. PROPONENT UNIT:** Management & Planning Section.

**XV. CANCELLATION:** This directive cancels Index Code 2304, dated 03-10-09.