

INCIDENT COMMAND SYSTEM

Directive: 6.61

A. Purpose

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

This system will provide a consistent nationwide approach for Federal, State, and local governments 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 among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

The NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. The Wilmington Police Department's policy for the Incident Command System is covered in this directive.

B. Policy

Law enforcement agencies respond to a wide variety of emergency incidents. An Incident Command System (ICS) provides for the effective management of personnel and resources at such emergencies, thereby enhancing the safety and welfare of both emergency workers and the community.

Accordingly, it is the policy of the Wilmington Police

Department that an Incident Command System shall be established at the scene of every emergency incident meeting the criteria described in this directive.

As with any emergency situation, the objectives of the Police Department during an ICS incident are to:

- 1) protect life
- 2) provide for the safety, accountability, and
- 3) stabilize the incident,
- 4) apprehend the offenders, if any
- 5) protect property,
- 6) investigate the crime and collect the necessary evidence to support a prosecution,
- 7) ensure that information concerning the incident is relayed to appropriate individuals in the community, government and the media.

C. Definitions

1. Action Plan:

General objectives reflecting the overall incident strategy and specific activity for the next operational period. They may take the form of verbal instructions from the incident commander during the initial stages of an incident but should be developed in written form upon scene stabilization.

2. Incident Command Post:

The functional point where the command staff can meet to evaluate the situation and exercise overall command. Location of the command post (CP) shall be designated by the Incident Commander and announced by WILCOM. The Mobile Command Post (MCP) is a valuable asset in major

incidents and may be used as the Incident Command Post.

3. Incident Commander:

Usually the highest-ranking supervisor on the scene, except when that officer has explicitly delegated incident command to a lower-ranking officer. When two or more supervisors of equal rank are present, the supervisor whose primary assignment is most closely associated with the type of incident shall assume command.

D. Procedures for Command Functions

1. Establishing Command:

- a. Officers who become aware of a situation in which any person's life is threatened, or which significantly threatens public peace and order, shall immediately take command of that situation.
- b. The officer shall also request a supervisor to respond to the scene. Upon his arrival, that supervisor shall assess the situation and activate the applicable portions of the Incident Command System (ICS) if:

[REDACTED]

[REDACTED]

[REDACTED]

- c. Officers and supervisors are reminded that they should always take command of any situation where people are placed at risk

for injury or death. This applies during general patrol and also at scheduled events where the police role had previously not involved command authority.

2. Transferring Command:

- a. The first supervisor arriving on the scene shall automatically assume command.
- b. As they arrive on the scene, higher ranking commanders may choose to assume command of the incident, assume an advisory role, or delegate command for training purposes with the understanding that they retain overall responsibility for the conduct of the incident. Upon the arrival of a higher ranking official, the Incident Commander shall ask the arriving official whether he desires to assume command. It is critical that the identity of the Incident Commander be clear at all times.
- c. When being relieved, the outgoing Incident Commander shall thoroughly brief the incoming Incident Commander. Unless precluded by operational necessity, this briefing shall take place in person rather than by radio.
- d. The new Incident Commander shall inform WILCOM of the command transfer via radio. WILCOM shall record this transfer of command in the CAD record of the incident, and shall inform all operational components engaged in the incident of the new commander's identity.

3. Functions of Command:

Personnel who assume command of an ICS incident shall:

- a. Perform command activities, such as, establishing command and establishing a Command Post;

- b. Protect life and property;
- c. Initiate, maintain, and control the communications process;
- d. Control resources, including personnel and equipment (including mobilization and staging);
- e. Ensure personnel accountability for safety and task accomplishment;
- f. Develop an action plan (see DEFINITIONS) and assign personnel accordingly;
- g. Maintain effective mutual aid/liaison with outside agencies and resources;
- h. Provide public information and maintain media relations; and
- i. Ensure that an after-action report is prepared.

The organizational structure used to handle an ICS incident will vary in size and complexity depending upon the nature and scope of the incident. For example, a large terrorist incident that involves numerous agencies would obviously require a more complex organizational structure than would a serious traffic accident handled by a single police department.

When an incident's size and scope changes, the organizational structure of the ICS must also change at a pace that ensures appropriate and effective deployment of personnel and resources. The Incident Commander is responsible for expanding the organizational structure, as outlined below, to maintain a manageable span of control.

4. Single Command vs. Unified Command:

Single command may be applied when there is no overlap of jurisdictional boundaries or when a single IC is designated by the agency with

overall management responsibility for the incident, that is, when the incident is clearly a law enforcement, fire, public works, or emergency management call with others in support of the primary responders.

Unified Command means all involved agencies contribute to the command process. Unified Command can be used within a single jurisdiction or when the incident is multi-jurisdictional.

The first arriving supervisor on the scene shall assess the situation and activate the applicable portions of the Incident Command System (ICS).

D. Procedures for Operations Officer

The Operations Officer is responsible for management of all tactical operations at the incident and reports directly to the Incident Commander. The Operations Officer has a number of responsibilities including, but not limited to:

1. Direct and coordinate all tactical operations

2. Assist the IC in developing objectives for the incident;
3. Developing operational plans;
4. Request or release resources through the IC;
5. Keep the IC informed of the situation and resource status within operations;
6. Supervise the Staging Manager.

E. Procedures for Planning Officer

The Planning Officer is responsible for managing information about the incident status and resources and reports directly to the Incident Commander. The Planning Officer has a number of responsibilities including, but not limited to:

1. Preparing a documented incident action plan;
2. Gathering and disseminating information and intelligence;
3. Planning post-incident demobilization.

F. Procedures for Logistics Officer

The Logistics Officer is responsible for providing facilities, services, and materials for the incident and reports directly to the Incident Commander. The Logistics Officer has a number of responsibilities including, but not limited to:

1. Develops plans for effective use of incident communications (technology, staffing, supply, distribution and maintenance);
2. Develops Medical Plan;
3. Determining feeding requirements;
4. Orders personnel, equipment and supplies;
5. Managing the layout and activation of incident facilities;
6. Manages all transportation issue (fuel, maintenance, special vehicles).

G. Procedures for Finance/Administration Officer

The Finance/Administration Officer is responsible for all costs and financial considerations of the incident and reports directly to the Incident Commander. The Finance/Administration Officer has a number of responsibilities including, but not limited to:

1. Future payments;
2. Future budgeting;
3. Payment of personnel costs (recording personnel time);

4. Cost recovery;
5. Documenting injuries and liabilities issues.

H. Procedures (Miscellaneous):

1. Reporting Procedure:

- a. Once Incident Command has been established, all personnel who are not actively securing an operational position (or performing an assigned task) shall physically report to the Incident Commander or to a designated staging area.
- b. Personnel whose operational deployment and/or immediate duties preclude a physical reporting shall notify the Incident Commander of their position and status as soon as practicable. This notification shall be made via police radio on the frequency assigned to the incident unless operational necessity requires otherwise.

2. Communications:

- a. In most instances, the Incident Commander or WILCOM shall designate a radio frequency to be used exclusively for the incident. Thereafter, all personnel assigned to the incident shall monitor this frequency. Additional frequencies may be assigned to specific tasks (e.g., car-to-car communications among tactical teams, etc.). If a Logistics Officer is designated, he/she will be responsible for preparing a Communications Plan.

- b. The radio designation [REDACTED] shall be used to identify the Incident Commander. If multiple incidents are involved, [REDACTED]

3. After-Action Report:

a. Situations Requiring an After-Action Report:

The final Incident Commander (or highest-ranking Wilmington Police Department official if incident command was performed by another agency) shall direct the preparation and submission of a Departmental after-action report following every incident listed below:



Except as specified above, after-action reports are not required for small-scale ICS incidents that involve Wilmington Police Department personnel only. However, such reports may still be submitted at the discretion of the incident commander.

b. Content of the AAR:

If an after-action report is submitted, that report shall be forwarded to the Chief of Police, and shall:

- 1) describe the facts and circumstances of the incident,
- 2) describe the Department's response, including all significant assignments, actions, and command decisions

(including a diagram or diagrams of the ICS organizational structure),

- 3) describe the actions or assigned duties of other agencies involved in the incident (if known), and also describe the command interaction between Wilmington Police Department officials and the officials of other agencies,
- 4) critique or evaluate the effectiveness of the Department's performance, including that of the ICS component.

I. Training:

1. All sworn personnel will receive initial Incident Command System and Weapons of Mass Destruction training appropriate to their rank (i.e. ICS 100, NIMS 700, ICS 200, WMD Performance Defensive). The Training Unit, with direction from the Executive Staff, is responsible for administering the training program and maintaining all documentation for completed training programs. This initial training will be followed by documented annual training on the Wilmington Emergency Operations Plan, WMD, and ICS.
2. All special team personnel (Tactical, Hostage Negotiations, Marine) will receive training as determined by the Officer in Charge. This training will be coordinated with the Training Unit.
3. Civilian personnel assigned to Communications and Special Operations Divisions will receive initial Incident Command System to their assignment (i.e. ICS 100, NIMS 700). The Training Unit, with direction from the Executive Staff, is responsible for administering the training program and maintaining all documentation for completed training programs. This initial training will be followed by documented annual training on the Wilmington Emergency Operations Plan, and ICS.

4. Training and Exercise Committee - Wilmington Police Department is a member of the State of Delaware WMD Training and Exercise Committee. All workshops, tabletops, functional, and full-scale exercises will adhere to the schedule planned by the committee. The Captain of Human Resources Division will represent Wilmington Police Department on this committee. This training and exercise program is in addition to team training as described in #2.
5. An after-action report shall be prepared for each practical exercise in the same manner as would apply if the exercise had been an actual emergency.

J. Bi-Annual ICS Evaluation:

The Inspector of Investigative Operations shall direct a team of Command officers to conduct a review of the WEOP (Wilmington Emergency Operation Plan), Terrorism Annex, as well as Wilmington Police Department directives covering unusual occurrences, ICS, and other emergency planning documents, to identify and report to the Chief of Police any obsolete references or procedural inadequacies. At a minimum, this review shall occur once every two years. This review shall be documented and maintained by the Chief of Police.