

POLICE DEPARTMENT HANOVER PARK, ILLINOIS



DIRECTIVE: 248-P

REFERENCE STANDARDS: 41.1.3 46.1.3 46.1.9 46.1.10 46.2.1

SUBJECT: Incident Command System

PURPOSE: The Incident Command System (ICS) is established to effectively deal with extraordinary events, which place lives and property in danger, and requires the commitment and coordination of numerous resources to bring about a successful resolution. The intent of this directive is to establish and maintain control of the event while endeavoring to return the community to a state of normalcy with the least possible disruption on existing systems and processes. The ICS will be the process for building both the personnel and organizational structure to meet the needs of the specific event. (NIMS II-A-1-g)

POLICY: It will be the policy of this department to respond to unusual occurrences or high-risk incidents, and to protect lives and property whenever possible. The establishment of the ICS is one method to carry out this directive. The system is designed to provide for the following types of operations (NIMS II-A-1-a):

- Single jurisdiction / single agency response,
- Single jurisdiction / multi-agency response,
- Multi-jurisdiction / multi-agency response.

The system's organizational structure will be able to adapt to any emergency or incident in which public safety agencies would be expected to respond. 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. (NIMS II-A-1-b & II-A-1-c)

DEFINITIONS:

INCIDENT COMMANDER - An officer, regardless of rank, who is responsible for the planning and implementation of strategic decisions and for facilitating the ordering and releasing of resources. The Incident Commander has complete authority and responsibility for conducting the overall operation of the incident.

INCIDENT COMMAND SYSTEM - The Incident Command System (ICS) is a management system that applies common business practices to incident response. The foundation of ICS can be found in the five phases of Emergency Management: 1) awareness, 2) presentation, 3) preparedness, 4) response, and

5) recovery. The ICS can be used for any type or size of emergency, ranging from a minor incident involving a single unit, to a major emergency involving several agencies. The ICS also allows the basis for a unified command structure that can be used with other law enforcement or fire agencies.

COMMAND POST – a centralized base of operations established near the site of an incident, at which primary command functions are executed.

UNIFIED COMMAND - A multi-agency command incorporating officials and personnel from agencies with jurisdictional responsibilities at an incident scene. When an incident's magnitude exceeds the capabilities, resources or jurisdiction of one agency, the ICS of an agency can evolve into and participate in an established Unified Command Structure.

I. PROCEDURE (46.1.10c)

- A. Implementation of the Incident Command System (ICS) will be during any public safety activity or any other incident where the responding department member determines that activation of the ICS would be beneficial in maintaining control of a situation. It will be the responsibility of the Incident Commander to establish the ICS. (46.1.3a)
- B. Categories and types of critical incidents. (NIMS II-A-1-h)
 - 1. Terrorist activities & weapons of Mass Destruction (WMD):
 - a. Chemical
 - b. Biological
 - c. Radiological
 - d. Nuclear
 - e. Conventional
 - 2. Natural Disasters:
 - a. Earthquakes
 - b. Tornadoes/Hurricanes
 - c. Floods/Ice Storms/Blizzards
 - 3. Transportation Accidents:
 - a. Motor Vehicle Accidents
 - b. Plane Crash
 - c. Train Derailment/Collisions
 - 4. Criminal Activities:
 - a. Bombings/Explosions
 - b. Barricaded Gunman/Hostage Incidents
 - c. Arson Causing Fire
 - d. Civil Disorder
 - e. High Risk Search Warrant Execution

- f. Major Criminal Incident
- 5. Fire/Hazardous Materials Accidents:
 - a. Hazardous Chemical Spills or Explosions
 - b. Fires

II. RESPONSIBILITIES (46.2.1a)

- A. The first arriving officer, OIC or supervisor will assume command of the scene and initiate the following Seven (7) Critical Tasks:
 - 1. *Clear the Radio Channel.* (46.1.3c)
 - a. request for a "CLEAR CHANNEL" from DuComm.
 - b. provide DuComm with the following information:
 - 1) safe entry route for all responding personnel,
 - 2) pertinent intelligence information to include:
 - a) description of physical setting, and
 - b) account of the situation including the number of victims, number of offenders, and a description of any dangerous condition.
 - 2. *Identify and announce Kill Zones or Danger Zones.*
 - a. areas which present extreme danger to on-scene and responding personnel;
 - b. secure these areas; no one should be allowed in or out of these areas. (46.1.3g)
 - 3. *Establish an Inner Perimeter.*
 - a. strictly control the area around the Kill Zone or Danger Area;
 - b. no movement allowed, in or out, unless as directed;
 - c. must be set up immediately;
 - d. ensure cover & concealment, proper distance from Kill Zone or Danger Area;
 - e. protect areas of critical vulnerability, i.e., power/water plants, schools, hospitals, nursing homes, etc. (46.1.3g)
 - 4. *Establish an Outer Perimeter.*
 - a. traffic and crowd control points, to control access and egress to and from the scene in order to prevent gridlock;
 - b. this perimeter is set outside of the inner perimeter; this is not an offensive position.
 - 5. *Establish and announce the Command Post.* (46.1.3b)
 - a. initially this will be the first responding officer's vehicle;
 - b. location should be between the inner and outer perimeter and does not necessarily need to be located within view of the scene;

- c. secondary locations should be equipped with phones, radio, computer, fax, lighting, air conditioning, heat, rest rooms, and provide privacy and security away from the scene and the public eye;
 - d. identify position of the Command Post with a green flashing light;
 - e. be cognizant that based on changing conditions that it may be necessary to relocate the Command Post.
- 6. *Establish a staging area.* (46.1.3e)
 - a. initially examine areas listed within our Mutual Aid Plans;
 - b. select areas which are large enough for resources to be staged and transferred efficiently to and from the scene.
 - c. Insure that traffic and crowds do not interfere with the movement of resources to the scene.
- 7. *Identify and request additional resources.* (46.1.3d) (46.1.10b)
 - a. quickly assess and request those additional resources that will be necessary to mitigate the incident, i.e., Haz Mat, Public Works, Utility Companies, Emergency Medical Services, National Guard, Media, NIPAS, FEMA, IEMA, Federal Law Enforcement Agencies, Social Services, Clergy, Red Cross, Salvation Army, and others you deem appropriate to contact;
 - b. when considering additional resources, the span of control for each activity level preferably be the 5:1 ratio;
 - c. resources should be directed to the Staging Area. Ensure clear and concise directions are given to reduce response times.
- B. Transfer of Command. The on-scene supervisor will remain in command until the incident is resolved, or until he/she is relieved by a higher authority. (NIMS II-A-2-i)
 - 1. The Chief of Police may assume command of the incident at any time;
 - 2. The Incident Commander may request another supervisor to assume command;
 - 3. Transfer of command shall not be passed on to personnel not on the scene, and must be done face to face at the Command Post;
 - 4. Any transfer of command must be announced, via radio and telephone, if appropriate;
 - 5. The Incident Commander being relieved shall provide the following information to the person assuming command:
 - a. incident conditions (location and extent, hazardous materials, number of offenders / victims), etc.;
 - b. the Incident Action Plan;
 - c. progress towards completion of tactical objectives;
 - d. safety considerations;
 - e. deployment, assignment and position of all units and personnel on scene;

- f. appraisal of the need for additional resources.

III. COMMAND STAFF POSITIONS

- A. Depending upon on the size, scope, and seriousness of the incident, it may become necessary for the Incident Commander to activate the Emergency Operations Center and specific Command Staff positions. Command Staff positions report directly to the Incident Commander and may include:
 - 1. Deputy Incident Commander – is appointed to assist the Incident Commander for a major event and in the absence of the Incident Commander will assume interim command.
 - a. assists with the formulation of the Incident Action Plan;
 - b. verifies execution and compliance with the Incident Action Plan;
 - c. assure that all command post personnel function in their specific roles.
 - 2. Safety Officer – is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The safety officer will assist with the formulation of the Incident Action Plan and correct unsafe acts or conditions through regular lines of authority. (46.1.3g)
 - 3. Public Information Officer – is responsible for the formulation and release of information regarding the incident to the news media and other appropriate agencies and personnel.
 - a. establishes a single and separate incident information-briefing center, if possible;
 - b. is the designated spokesperson for the release of information to the media;
 - c. provides press briefings and news releases as appropriate. (46.1.3f)
 - 4. Incident Log/Scribe – is responsible for maintaining a written log of all incident events and keep appropriate command post personnel updated on significant events.
 - a. maintains a log, documenting all activates initiated through the incident command process, i.e.: request for resources, initiation of operational plan, evacuations, etc.
 - b. maintain custody of all documents prepared for briefing the Incident Commander;
 - c. ensures that the date, time and all persons present for the briefings are properly recorded;
 - d. maintains an updated map of the incident location, when displayed, will depict:
 - 1) affected area or location,
 - 2) inner and outer perimeter locations,
 - 3) Command Post location,
 - 4) staging area location(s),
 - 5) areas requiring evacuation or already evacuated,
 - 6) location of assisting agency personnel or specialists.

5. Liaison Officer – serves as the point of contact for assisting and cooperating agencies. This could include agency representatives from other jurisdictions such as the fire service, emergency medical services, public works, etc.
 - a. identify agency representatives from each jurisdiction and include the location of all personnel assigned to assist with the incident and their communication link;
 - b. handle requests from the Command Post for inter-organizational contacts;
 - c. monitor incident operations to identify current or potential inter-organizational conflicts or problems;
 - d. maintain an activity log. (46.1.10b)
6. Agency Representatives – are assigned to the Command Post from another agency and are vested with full authority to make decisions on all matters affecting the activities of the agency represented. They report to the Liaison Officer or in the absence of a Liaison Officer, report directly to the Incident Commander.
 - a. assists with the development or implementation of the Incident Action Plan;
 - b. provides input on the availability or resources from their agency and provides technical expertise where appropriate;
 - c. monitor's the well-being and safety of their agency's assigned personnel;
 - d. participate and assist in demobilization planning. Ensure that all personnel and equipment are accounted for and that all reports are completed prior to leaving the Command Post.
7. Operations Officer – is responsible for assisting in the development of the Incident Action Plan, with specific responsibility for formulating tactical objectives and operational strategies for bringing about incident resolution;
 - a. supervises and directs tactical operations and releases resources as required;
 - b. makes expedient changes to the Incident Action Plan based on field developments with approval of the Incident Commander;
 - c. ensure that personnel prepare after-action reports, the preparation of an activity log and assist in planning for a return to normal operations.
8. Planning and Intelligence – will be responsible for identifying technical specialists to assist in planning incident resolution strategies. Examples of specialists would be: psychologists, environmental scientists, structural engineers, industrial chemists, etc. He/she is responsible for the collection, evaluation and dissemination of information to measure the size, scope and seriousness of the incident, and to assist with the development, implementation, and updating of the Incident Action Plan. He/she is responsible for ensuring that sensitive information is provided only to those who have a proper clearance and on a “need to know” basis. (NIMS II-A-3-c-5)
 - a. requests and obtains facilities, services, personnel and other resources required to assist in the safe and successful resolution of the incident;
 - b. responsible for obtaining photographs, sound and video recordings of the incident where appropriate;
 - c. monitors all television and radio broadcasts related to the incident;

- d. assess and prepare estimations of factors effecting escalation or de-escalation and at the request of the Incident Commander, perform field observations such as:
 - 1) identification of high-risk locations and persons inciting violence,
 - 3) situation damage / injury / casualty estimates,
 - 4) weather and environmental conditions;
 - e. prepare a plan for returning to normal operations;
 - f. prepare a plan for repopulating of evacuated areas.
9. Logistics Officer – is responsible for providing facilities, services, personnel and other resources required to assist in the safe and successful resolution of the incident.
- a. participates in the development and implementation of the Incident Action Plan;
 - b. provide, maintain and control selected equipment supplies, facilities and services that are required or requested;
 - c. maintain a visible chart of resources requested and advise the Operations Officer upon the arrival of resources for deployment;
 - d. prepare incident related cost analysis as requested by the Incident Commander;
 - e. assign security for the Command Post, staging area and other sensitive areas as required;
 - f. ensure that meals and refreshments for all incident personnel be provided;
 - g. maintain an activity log.
10. Staging Area Supervisor – reports to Logistic Officer and is responsible for establishing and maintaining a location where personnel and equipment can be staged in order to provide support and resources to the Operations Officer.
- a. determine support needs for equipment, feeding, sanitation and security;
 - b. supervises the safeguarding and security of all personnel and equipment;
 - c. maintain an activity log.
11. Personnel Group Supervisor – reports to Logistic Officer and is responsible for evaluating personnel requirements. He/she maintains a master listing of personnel assignments and time keeping functions.
- a. coordinates activities of personnel to meet anticipated needs;
 - b. maintains a reserve of personnel to meet anticipated needs;
 - c. brief relief personnel on incident status
 - d. maintain a personnel resources status board and account for all personnel upon initiation of the Termination Phase.

IV. INCIDENT ACTION PLAN

- A. Every incident requires some form of an action plan. For small incidents of short durations, the plan need not be written. The following are examples of when written action plans should be used:
- When resources from multiple agencies are being used.

- When several jurisdictions are involved.
 - When the incident will require change in shifts of personnel and/or equipment.
- B. The Incident Commander will be responsible for the approval of the Incident Action Plan which will establish goals and determine strategies for the incident based upon the size, seriousness and scope of the incident. When a unified command structure has been implemented, incident objectives must adequately reflect the policy and requirements of all jurisdictional agencies involved. The action plan for the incident should cover all tactical and support activities for the operational period. The Incident Commander will be responsible for the approval of all requests pertaining to the ordering and releasing of incident resources. (NIMS II-A-3-b-1)

V. UNIFIED COMMAND STRUCTURE

- A. The need for a Unified Command is brought about because incidents have no regard for jurisdictional boundaries. The concept of "unified command" simply means that all agencies that have a jurisdictional responsibility for a multi-jurisdictional incident will contribute to the process of:
- Objectives.
 - Selection of strategies.
 - Ensuring that joint planning for tactical activities are accomplished.
 - Ensuring that integrated tactical operations are conducted.
 - Making maximum use of all assigned resources.
- B. The proper selection of participants to work within a Unified Command Structure will depend upon the location of the incident (which political or geographical jurisdictions are involved) and the kind of incident (which functional agencies of the involved jurisdiction(s) are required).
- C. A Unified Command structure would consist of a key responsible official from each jurisdiction involved or it could consist of several functional departments within a single political jurisdiction.
- D. Common objectives and strategies for major multi-jurisdictional incidents should be written. The objectives and strategies (Incident Action Plan) then guide the mission of the ICS. The implementation of the incident action plan will be accomplished under the direction of a single individual – the Incident Commander.

VI. INCIDENT COMMAND VEHICLE

- A. The Hanover Park Police Department has outfitted a specially equipped vehicle to be used specifically for the incident command system. The INCIDENT COMMAND VEHICLE's (ICV) main function is to be used as a command post for the Incident Commander. The vehicle will assist with radio communications, equipment needs, specialized lighting, provide shelter and other resources needed at an extraordinary event or situation. (41.1.3a)
- B. The ICV uses standard squad car instrumentation for all external emergency equipment (lights and sirens). An instruction manual is contained within the ICV for proper operation of all specialized equipment. An inventory of the equipment and items is maintained and kept in the instruction manual. (44.1.3d)
- C. The ICV can be utilized to respond to any event or incident where its resources may contribute to a successful outcome to the incident. Examples where the ICV could be used are a hostage or barricaded subject, major traffic accidents, major crimes and crime scene investigation. Authorization must come from the on-duty supervisor. (44.1.3a)
- D. The ICV contains standard emergency lights and siren and requires no special license to operate. The ICV shall never be operated at a Code 3 response or shall never be involved in pursuit without the authorization of the on-duty supervisor. (44.1.3d)
- E. The ICV's maintenance is done by the Fleet Services staff of the Village of Hanover Park. The ICV is subject to routine inspection as any other Hanover Park Police vehicle. After any incident where the ICV has been utilized, the on-duty supervisor who authorized its use will conduct an inspection of the vehicle and ensure the replacement of any items or equipment that may have been expended during the time the ICV was being used. (44.1.3c)
- F. The ICV is outfitted with the following equipment: (44.1.3d)
- Telescopic Lighting
 - Generator
 - Communications Equipment
 - Evidence Technician Equipment
 - Dry Erase Boards
 - Maps, various paperwork and office supplies
- G. The ICV may be operated by any licensed driver authorized by the on-duty supervisor. (44.1.3b)

VII. REHABILITATION AND RELIEF

- A. The Incident Commander must plan for the relief and rehabilitation of personnel, and may consider the establishment of a rehabilitation area.
- B. Exposure to extreme heat or cold greatly diminishes the capabilities of personnel working at the scene. Rest and fluid replacement are mandatory for department personnel.
- C. Whenever possible, the rehab location should be in close proximity to the incident site;
- D. The location shall be out of view of the scene, and out of view of the public and or media;
- E. The rehab area may be supplied with water and healthy food such as fruit, protein bars. Caffeine and sugar products are not recommended;
- F. Paramedics and or Social Services representatives may be staffed in the rehabilitation site to monitor personnel.

VIII. PHASES OF CRITICAL INCIDENTS AND MANAGEMENT OBJECTIVES

Critical Incidents are traditionally characterized by phases of the event as it transpires and specific management objectives that need to be addressed within each phase.

A. Phase 1 - Crisis Phase (46.1.10d)

- 1. Characteristics: Typical duration 0-60 minutes;
- 2. Goal:
 - a. to stabilize the scene;
 - b. limit the acceleration and growth of incident;
 - c. ensure safety of citizens and responding personnel.
- 3. Response Strategy
 - a. the first responding officer / supervisor shall initiate the 7 Critical Tasks;
 - b. identify the initial ICS functions needed to address and mitigate the event;
 - c. initiate a proactive management of the scene to move ahead of the incident's acceleration;
 - d. evaluate resource requirements;
 - e. evaluate evacuation requirements.
- 4. Outcomes
 - a. if the incident has not been resolved: move to the next phase;
 - b. if the incident has been resolved: move to the Termination Phase.

B. Phase 2 - Scene Management Phase

1. Characteristics
 - a. continuation of an incident for a longer duration, typically several hours to several days;
 - b. arrival of crowds, resources, and media, which will require increased management of the scene.
2. Goal: Establish an organized decision making team within the Incident Command Structure to bring about the successful resolution of the event.
3. Response Strategy
 - a. select site for the Command Post;
 - b. expand the ICS with specific functionality to address scene concerns;
 - c. develop and implement an Incident Action Plan;
 - d. evaluate resource requirements;
 - e. assess communication requirements;
 - f. initiate the evacuation plan (if required);
 - g. deploy specialists to bring about resolution, i.e., NIPAS.
4. Outcomes
 - a. if not resolved: Move to the next phase;
 - b. if resolved: Move to Termination Phase.

C. Phase 3 - Executive Management Phase

1. Characteristics
 - a. duration of an incident is typically several hours to a week or more;
 - b. the size, scope, and seriousness of the event are beyond the ability of the Command Post to manage.
2. Goal: Establish a fully expanded Incident Command System, capable of safely and successfully resolving the event.
3. Response Strategy
 - a. establish the Emergency Operations Center by expanding the ICS;
 - b. establish a Unified Command Structure through a fully expanded ICS to bring about an organized team approach;
 - c. appointment of Incident Commander is determined by:
 - 1) the nature of the incident;
 - 2) the type(s) of resources required;
 - 3) policy or legal authority.
 - d. evaluate the current Incident Action Plan and update as appropriate;
 - e. review and evaluate evacuation plans.
4. Outcomes: When resolved, move to Termination Phase

D. Phase 4 - Termination Phase

1. Characteristics: Typical duration several days or weeks.
2. Goal
 - a. ensure scene integrity;
 - b. aid in smooth transition to normal operations;
 - c. improve agency response to the next critical incident;
 - d. maintain the emotional and physical well being of the responders and agency.
3. Response Strategy
 - a. implement a plan for returning to normal operations;
 - b. account for personnel;
 - c. assess damage and/or injuries;
 - d. reassign personnel to normal operations;
 - e. re-establish evacuated areas (if required);
 - f. conduct a tactical review;
 - g. conduct stress debriefing and provide counseling;
 - h. prepare after action reports;
 - i. assess policy and training
 - j. recommend improvements.
4. Outcomes
 - a. the event activities and agency responses are properly documented;
 - b. provide information that will benefit the department and profession in future events;
 - c. provide opportunities for all personnel to receive assistance with any emotional and or physical needs.

IX. AFTER ACTION REPORT (46.1.3h)

- A. In addition to the required Incident/Offense Report, all supervisors involved in the incident will submit a report to the Incident Commander, outlining the actions taken.
- B. The Incident Commander will complete a written summary of the incident and submit his report to the Chief of Police. This report will include at minimum:
 - The first indications of the impending disaster/incident (if any).
 - When required departmental notifications were made.
 - The number of department personnel required to handle the disaster/incident.
 - The level of response required (if any) of mutual aid departments.
 - The identification of key personnel during the disaster/incident.

- What special equipment was required (if any)?
- The identification of any special problems.
- Recommendations for any improvements for the future.

X. TRAINING AND EVALUATION

- A. Supervisory personnel at the rank of Sergeant and above shall complete Critical Incident Response Training prior to deployment in any incident.
- B. Following significant incidents, an After Action Report or similar document will be prepared by the Incident Commander or his/her designee. (46.1.3h)
- C. Documented annual training on the department's Incident Command System and Emergency Operations Plan will be provided for all affected agency personnel. (46.1.9)
- D. The Deputy Chief of Support Services will conduct a documented annual review of active threat policies and training needs as outlined in this Directive and Directives 246-P and 582-S. (46.1.10e)

