

Incident Command Standard Operating Procedure

229.1 PURPOSE AND SCOPE

The University of Maryland, Baltimore Police Department (UMBPD) is committed to continuous planning to minimize personal injury and property loss from critical incidents. This Standard Operating Procedure (SOP) outlines the guidelines and responsibilities for UMBPD's response, adopting the National Incident Management System (NIMS) for coordinated management. Utilizing the scalable Incident Command System (ICS), UMBPD will effectively manage incidents of any size, adapting to the complexity of each situation as determined by the Incident Commander (IC).

229.2 POLICY

It is the policy of the UMBPD to respond to unusual incidents as outlined in this SOP, ensuring the escalation and de-escalation of resources as authorized by the Incident Commander, utilizing the National Incident Management System (NIMS) when managing these incidents.

229.3 DEFINITIONS

Area Command – This is an organizational structure that oversees multiple incidents managed by separate ICS or a large incident with multiple Incident Management Teams (IMTs). It sets overall strategy, allocates resources, and ensures objectives are met and strategies are followed.

Critical Incident – A critical incident refers to any natural or man-made event, civil disturbance, or other occurrence of an unusual or severe nature that poses a significant threat to life, causes injury to citizens, or results in severe property damage. It often necessitates extraordinary measures to protect lives, address urgent human needs, and facilitate recovery.

Civil Emergency – A civil emergency is any natural or man-made event, civil disturbance, pandemic, or unusual occurrence that poses a threat to life or causes severe injury. It requires extraordinary measures to protect lives and ensure recovery efforts.

Command Post (CP) – The Command Post is a designated area established to manage and oversee critical incidents under the direction of the Incident Commander. It serves as a centralized base of operations near the incident site where primary command functions are executed. The CP should be located in an area with reliable communications (both electronic and verbal) and secure access control. It may be positioned within view of the incident when appropriate but must remain away from noise and disruptions. For tactical operations, the CP should not be within view of the incident location.

Command Staff – This is a group of key personnel in an incident management organization who report directly to the Incident Commander. This staff includes the Deputy Incident Commander and specialized positions such as the Public Information Officer, Safety Officer, and Liaison Officer,

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along with other roles as needed, like an Intelligence Officer. These positions may have assistants to support their duties.

Emergency Management Director – The Emergency Management Director, designated by the University as the Executive Director of the Office of Emergency Management (OEM), is responsible for overseeing the review, evaluation, and maintenance of the University of Maryland, Baltimore's Emergency Operations Plan (EOP). The plan is updated on a two-year cycle, with the process for evaluation and revision beginning before the two-year anniversary of the plan's promulgation.

Function – This refers to the key General Staff areas: (1) command, (2) operations, (3) planning, (4) logistics, and (5) finance/administration. It also describes specific activities, like the planning function. A sixth function, intelligence, may be added if needed for incident management.

General Staff – This is a group of incident management personnel that report directly to the Incident Commander. This team typically includes the Operations Chief, Planning Chief, Logistics Chief, and Finance/Administration Chief, each responsible for key functional areas in managing an incident.

Incident Action Plan (IAP) – An Incident Action Plan (IAP) is a strategic document outlining the objectives and tactical options for managing an incident during an operational period. It includes details on operational resources, assignments, and plans for resource demobilization, and may be presented orally or in writing. The IAP ensures coordinated efforts among teams by providing direction and important information for effective incident management.

Incident Commander (IC) – The Incident Commander oversees all operations at an incident site, including strategy development, resource management, and conducting incident activities. The IC holds full authority and responsibility for the incident, with the role being assumed by the initial officer, the department chief, or other qualified officers based on the incident's complexity.

Incident Command (Incident Management) – Incident Command, also known as Incident Management, is a standardized system that provides tools and an integrated organizational structure for managing and responding to emergencies or disasters. It coordinates the use of facilities, equipment, personnel, procedures, and communications within a unified framework to manage resources efficiently. This system is applicable to all types of emergencies, ranging from small-scale incidents to large and complex situations.

Incident Management Team (IMT) – The IMT refers to the incident commander and the appropriate command and general staff assigned to manage and coordinate response efforts for a specific incident.

Staging Area – The staging area is a designated location for briefing participants and issuing assignments during incident response. It should be close to parking, restrooms, and other facilities for long-term assignments. This area holds personnel and resources until the Operations Officer or their designee allocates them to specific tasks.

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Unified Command (UC) – This is an ICS approach used when multiple agencies have jurisdiction over an incident. Senior representatives from each agency work together to set shared objectives, appoint an Operations Section Chief, and approve a unified Incident Action Plan (IAP). Leadership shifts based on the incident's phase, such as a fire department leading during a HAZMAT response, and police taking over for the investigation.

Unity of Command – This is an ICS approach that ensures efficient operations by establishing a clear chain of command. Each individual reports to one supervisor. For example, a responder in the HAZMAT group reports to the HAZMAT group supervisor, who reports to a branch director, who then reports to the Operations Section Chief. This structure minimizes confusion about leadership, with the exception being when the section chief reports to a Unified Command.

229.4 PROCEDURES

A. Incident Assessment

1. Determining which incidents warrant ICS implementation is a matter of good judgment, although the use of ICS is encouraged on small or everyday recurring events to gain experience. Factors to consider for implementation include the following.
 - (a) Size: How large a geographical area is or will be affected?
 - (b) Scope: How many resources are likely to be involved? What will be necessary to achieve stabilization and/or containment?
 - (c) Duration: How long can one reasonably expect the event or incident to last with or without ICS intervention?
 - (d) Multi-Agency Involvement: Will other police agencies and emergency responding departments, such as the fire department, be involved?
 - (e) Will specialized teams be deployed, such as SWAT or search and rescue?

B. The first responder shall assess the operational situation immediately upon arrival and proceed according to applicable policies and procedures.

1. The initial responsibility for management of assigned resources lies with the first responder on scene. The initial IC will be responsible for the following duties:
 - (a) Assess the situation;
 - (b) Establish the command organization based on the needs of the incident and the assets available;
 - (c) Establish immediate priorities;
 - (d) Ensure adequate safety measures are in place; and
 - (e) Coordinate with key people and officials.
2. The first responder shall maintain command and control of the incident or event until relieved by a higher authority, if necessary.

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3. The Chief of Police or their designee shall exercise command and control over all law enforcement resources committed to an incident or event that is within the jurisdiction of the University of Maryland, Baltimore (UMB) campus.

C. ICS Activation

1. The on-duty supervisor or highest-ranking officer shall determine whether the incident warrants an ICS response.
2. The first responder shall serve as the initial IC. Prior to being relieved, the first responder shall have the latitude and authority to assign any person to any assignment or task, regardless of rank.

D. Establishing Command

1. As soon as practical following ICS activation, the responsibility of the initial IC shall be assumed by a ranking member, if necessary. Most often, this will be an on-duty patrol supervisor. However, depending upon the nature of the incident, command may be first assumed by a higher ranking or more qualified member.
2. Various components of the ICS should be activated depending on the size and complexity of the incident or event. Operational need is the primary factor in determining which components or functions are activated. In addition to establishing a command post and function, the IC, utilizing the standardized ICS structure, shall activate those components necessary for the particular incident. These components include the following.
 - (a) Sections (operations, planning, logistics, finance/administration, and intelligence, if necessary).
 - (b) Branches (subdivisions within the operations section formed to manage the broad span of control issues).
 - (c) Divisions (geographical subdivisions).
 - (d) Groups (functional subdivisions).
3. The IC shall specify the components to be activated and designate an officer in charge of each component. If a section is not activated for the incident, the IC shall be responsible for performing that function.
4. Sworn personnel and select support staff shall be activated and assigned by the IC, or their designee, as warranted. Additional agency personnel, or assistance from other localities, shall be requested by the IC in accordance with the emergency operations plans, mutual aid agreements, or mutual aid as permitted by state law.
5. All section chiefs shall report directly to the IC.
6. All requests for additional staffing or specialized units shall be authorized by the IC.
7. The IC shall establish an Incident Command and determine an incident designator to be used by all responders. This designator shall be one or two geographical words, such the street name or specific place name of the incident.

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Examples include: "Hill Street Command," or "Washington Bridge Command." The designator chosen shall clearly distinguish the event and not be easily confused with other locations.

8. The IC will determine the ICP location. This location should be carefully chosen based on such factors as incident size, need for security, proximity to the incident, and support issues such as communications, shelter from the elements, and related considerations. The ICP can be moved at a later time if necessary.
9. The IC will inform communications of the establishment of command and the ICP's specific location. For example, the "ICP location will be in the service yard at the west end of the Washington Tunnel."
10. Documentation Unit
 - (a) The unit is also responsible for preparing and maintaining the following:
 - i. Status reports and intelligence on the current situation;
 - ii. Status of resources assigned to the incident;
 - iii. Situation summaries (situation status reports, resource status reports, and projections for future events);
 - iv. Incident and area maps;
 - v. Accurate and complete incident files;
 - vi. Incident demobilization plan to include specific instructions if needed; and
 - vii. Technical specialists to deal with special areas of expertise.
 - (b) For events that can be planned, the IC or their designee should assign members to assist in planning the event with other public safety and law enforcement agencies. Additionally, plans for events that occur annually (such as commencements, holiday parades, major sporting events, etc.), shall be maintained, updated, and disseminated prior to the event.
 - (c) The IC or their designee will be responsible for completing and submitting an IAP and related Special Order to the Chief of Police for approval.
11. Personnel Accountability
 - (a) The IC, or designee, shall maintain strict personnel accountability and shall be continually updated by the section chiefs in order to keep an ongoing, accurate assessment of the entire operation.
 - (b) If the IC establishes command after units are already actively deployed, the IC should conduct (or have conducted) a radio roll call to determine their positions. In ICS mode, communications shall maintain and keep the IC apprised of the location of all deployed units.
 - (c) During major incidents, the IC may appoint a safety officer who shall have the responsibility and authority to stop an operation or part of it if safety requirements are not being met.

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- (d) Depending on the size and duration of the incident, consideration should be given to relief provisions for operations personnel.

12. Transfer or Assumption of Command

- (a) Incident command can be transferred to an officer of higher rank, to a more qualified member, an individual with particular expertise, or to a larger IMT in order to help maintain a manageable span of control. Transfer of command may also be necessary in order to relieve a member who has been in command for an extended period of time. Prior to the transfer of command, the following actions are required.
 - i. Assess the current situation with the current IC;
 - ii. Receive a briefing from the current IC and document the transfer. At minimum, the incoming commander should be apprised of the current situation, assignment of resources, and tactical and strategic needs;
 - iii. Determine an appropriate time for the transfer of command;
 - iv. Notify others of the change in incident command; and
 - v. Assign the current IC to another position in the incident organization such as OPS.
- (b) There shall be a transfer of command briefing wherein all sections are briefed and all involved personnel are advised of the new command.

13. Demobilization

- (a) The IC or designee shall develop a demobilization plan for large incidents or events.
- (b) When the incident has been resolved or stabilized to such a point that command is no longer necessary, the IC shall notify communications that the incident is being terminated.
- (c) Communications shall rebroadcast the message, and members will return to their normal supervisory chain of command unless otherwise advised.

E. After Action Report

- 1. The IC or designee shall submit an after action report that should include, but may not be limited to, the following:
 - (a) A brief description and outcome of the incident;
 - (b) A statement of personnel and equipment utilized;
 - (c) Cost analysis to include salaries, equipment, food and incidentals;
 - (d) A copy of incident/event logs and all submitted reports;
 - (e) Any maps, forms, or related documentation;
 - (f) A summary of deaths and injuries to members and citizens and an assessment of damage to private and public property;

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- (g) Any information relating to the status of criminal investigations and subsequent prosecutions;
- (h) A final evaluation and any subsequent conclusions relating to the agency's overall response to the critical incident or event, to include:
 - i. Any problems encountered regarding personnel, equipment, resources or multiagency response;
 - ii. Suggestions to revise policy or improve training and equipment; and
 - iii. Any other consideration that would improve the agency's response to critical incidents or events in the future.

F. Training and Review

1. The Education and Training Section (ETS) shall:
 - (a) Conduct NIMS/ICS training. The training shall ensure that annual training is conducted in the form of tabletop or actual field exercises and should include multiple agencies.
 - (b) Be responsible for facilitating and documenting NIMS/ICS training as required by CALEA and MPCTC.
2. ETS will conduct an annual review of established NIMS/ICS procedures and implement departmental updates as necessary, incorporating input from command and supervisory personnel with specific responsibilities in incident command and emergency management.