



# INCIDENT COMMAND SYSTEM (ICS)

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## **I. DEFINITIONS**

### **A. *All Threat*/All Hazard Incident or Event**

Any *threat*, incident or event, natural or human-caused, that warrants action to protect life, property, environment, and public health and safety, and minimize disruption of governmental, social, and economic activities.

### **B. Emergency Operation Plan (EOP)**

The plan that each jurisdiction maintains for responding to *all threat*/all-hazard incidents or events. The EOP assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in emergencies that exceed the capability of routine responsibility of any one agency. The EOP sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated. In Anne Arundel County, the EOP is maintained by the Office of Emergency Management and is reviewed annually with input from all county agencies.

### **C. National Incident Management System (NIMS)**

*The National Incident Management System (NIMS) guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. NIMS provides stakeholders across the whole community with a shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination (MAC) Groups that guide how personnel work together during incidents. NIMS applies to all incidents and events, from traffic accidents to major disasters. The three major components of NIMS are Resource Management, Command & Coordination, and Communications and Information Management.*

### **D. Incident Command System (ICS)**

A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures,

and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**E. Incident Commander**

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

**F. Incident Management Team**

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

**G. 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 Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Intelligence/Investigations Section Chief. The Operations Section is responsible for all tactical operations at an incident. The Planning Section is responsible for the collection, evaluation, and dissemination of information related to the incident, tracking resources, and for the preparation and documentation of Incident Action Plans. The Logistics Section is responsible for providing resources and other services to support incident management. The Finance/Administration Section is responsible for all incident costs and financial considerations.

**H. Command Staff**

The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. The **Public 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.

**I. Unified Command**

An application of ICS used when there is more than one agency having jurisdiction or authority involved in an incident or event; or when an incident or event crosses political jurisdictional boundaries. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

**J. Incident Action Plan**

A documented plan containing general objectives reflecting the overall strategy for managing an incident or event. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident or during one or more operational periods.

**II. POLICY**

It shall be the policy of the Anne Arundel County Police Department to respond to **all threat**/all hazard incidents or events 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. Through Executive Order, and as outlined in the County's Emergency Operations Plan, Anne Arundel County has adopted the National Incident Management System (NIMS) and will utilize the Incident Command System to manage **all threat**/all hazard incidents or events. Members of the Anne Arundel County Police Department receive the appropriate level of NIMS and Incident Command System training, based on their position and responsibility.

**III. PURPOSE**

This directive establishes the Anne Arundel County Police Department's adoption of the National Incident Management System (NIMS) Incident Command System (ICS). The ICS will be implemented in response to **all threat**/all hazard incidents and events, whether created by widespread violations of the law; or natural or man-made disasters. The ICS will be utilized as the organizational structure to meet the needs of the specific incident or event.

#### **IV. AUTHORITY**

When the Police Department is responsible for managing the *all threat*/all hazard incident or event, 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. If the incident or event involves jurisdictional or functional responsibility of multiple agencies, unified command will be utilized to manage the incident.

#### **V. POLICE DEPARTMENT'S ROLE IN ALL THREAT/ALL HAZARD INCIDENTS OR EVENTS**

During any *all threat*/all hazard incident or event, 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 Emergency Operations Center (EOC) on a twenty-four hour basis.
- H. Provide support for the EOC Joint Information Center (JIC).

#### **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 utilized for *all threat*/all hazard incidents and events. The ICS is comprised of five primary elements: Command, Operations, Logistics, Planning and Finance, and Intelligence/Investigations. These elements can be expanded or contracted as needed. (See Appendix A)

- 1. 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 a **Public 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, Finance/Administration, and Intelligence/Investigations Sections. The Section Chiefs have the authority to expand or contract their sections as the demands of the incident increase or decrease, and to manage span of control.

2. Operations Section – The section responsible for all tactical operations at the incident, in other words, the work being done to support the incident objectives approved by the Incident Commander or Unified Command. Span of control is managed by expanding the Operations Section organizational components that may include Branches, Divisions and/or Groups, Task Forces, Teams, Single Resources, and Staging Areas.
  3. 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 for personnel working the incident, communications, & specialized team and equipment needs for incident personnel.
  4. 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. (The Police Department has a Continuity of Operations Plan (COOP) and participates in the Anne Arundel County Emergency Operations Plan in case of disruption to essential functions/operations of the Police Department).
  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, documenting injuries and liability issues, and preparing appropriate reimbursement documents, if applicable.
- 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.

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

It is very likely that the first representative of government to arrive at the scene of an *all threat*/all hazard incident or event will be a police officer. The following are the minimum actions to be taken upon arrival:

- A. Establish 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). Incidents involving multiple agencies or other jurisdictions, unified command should be established with those other agencies having jurisdictional and/or operational authority over the incident.
- B. Immediately notify the Communications Section of the type or nature of the incident or 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. There should only be one command post for any incident. If multiple jurisdictions or agencies are involved in the incident, there will be a single unified command post.
- G. Give exact location of the preliminary command post to the Communications Section.
- H. Evaluate the need for a Staging Area. Establishing a clearly identified Staging Area early in an incident and communicating the location to all responding units, even from other jurisdictions is critical for large/rapidly evolving incidents. If a Staging Area is established, a Staging Area Manager should be assigned to track and control available resources in the Staging Area.
- I. 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. Respond to the assembly or staging area designated by the Incident Commander or your supervisor. Unless directed otherwise, respond in your assigned police vehicle. Upon arrival, check-in with Incident Commander; the supervisor to whom you have been assigned; the Resource Unit Leader; or *the* Staging Area Manager if those ICS positions have been activated. Be prepared 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 the supervisor to whom you have been assigned and until you have properly gone through the demobilization process and check out procedures.
- B. If a unified command exists, resources (i.e., police officers) assigned to the incident or event from the various agencies represented within the unified command; and from assisting and cooperating agencies remain under the control of their respective agency command. However, a primary principle of the ICS is the concept of unity of command (each person within an organization reports to one and only one designated person). When utilizing the ICS, personnel may be assigned to report to a different supervisor than they do in their regular assignment.

#### **X. COMMAND FUNCTIONS**

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

##### **A. Communications**

- 1. Upon the determination of an *all threat*/all hazard incident or event, 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 the Communications Section upon declaration of a Phase II or Phase III mobilization.
4. Officers will maintain radio discipline and limit transmissions to essential messages only. 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 *language and NIMS terminology* 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. Standardized ICS titles and terminology will be utilized.
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 *State-Wide Tac Channels and/or* 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**

1. A platoon commander or Executive Officer will respond to the scene when an *all threat*/all hazard incident or event occurs and will immediately assume the role of Incident Commander, until relieved by a Police Captain. When a transfer of commander has taken place, the platoon commander or executive officer may be assigned to assume one of the Command or General Staff positions. An *all threat*/all hazard incident or event requires the on-scene command of a Police Captain.
2. If no captains are available, the commander of the Bureau of Patrol will respond and/or coordinate the response of a captain. If the *all threat*/all hazard event or incident is anticipated to extend into multiple operational periods, the Incident Commander will ensure that a Planning Section Chief is assigned to facilitate the development of the Incident Action Plan for the subsequent operational periods.
3. The Chief of Police, or designee, may in certain situations, appoint someone other than the highest ranking officer on scene to take command during an *all threat*/all hazards incident or event, 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 is responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for the management of all incident operations, planning, logistics, and finance/administrative functions of an incident or event. The Incident Commander may delegate some of these responsibilities by assigning competent personnel to the Command Staff and General Staff positions; however the Incident Commander retains overall responsibility for the incident or event.
2. The Incident Commander will establish the command post a safe distance from the emergency site, upwind and upgrade from a hazardous materials release whenever possible. The Incident Commander may assign a recording assistant and/or fill the Documentation Unit Leader position. The Documentation Unit is a Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident. The Planning Section Chief and Documentation Unit Leader will assist the Incident Commander in preparation of the After Action Report.

3. The Incident Commander may fill the Communications Unit Leader position. The Communications Unit is an organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.
4. The Incident Commander will inform the Communications Section if a mobile command post vehicle is needed at the scene. If so, Communications will dispatch the vehicle. Specific Anne Arundel County vehicles that are available are the Special Operation Section's Conflict Negotiation Team Mobile Negotiations Operations Center truck; the Special Operations Section's Quick Response Team Tactical Command Post; and the Office of Emergency Management's Mobile Command & Communications Unit (MCCU).
5. The Incident Commander will designate an assembly/staging area, and if necessary, assign a Staging Area Manager and/or Resource Unit Leader. The Staging Area Manager works for the Operations Section Chief and is responsible for staffing the staging area where resources are located awaiting tactical assignment. The Resource Unit is a Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs. 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 event 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, Howard County, Calvert County, or Laurel City Police. There are no current agreements with Prince George's County. Additional law enforcement support beyond these resources can be *facilitated by a Maryland Emergency Management Assistance Compact request via the Office of Emergency Management to the Maryland Emergency Management Agency. Resources may be requested from other states by the inter-state Emergency Management Assistance Compact via the Office of Emergency Management through the Maryland Emergency Management Agency.*

**E. Military Support (National Guard or Civil Support Teams)**

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

**F. Activation of EOC; General Liaison with Other Agencies (see Index Code 2301)**

1. The Incident Commander will evaluate the need for activation of the Emergency Operations Center. The EOC should be activated in response to any *all threat*/all hazard incident or event, 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. *The Office of Emergency Management may send a representative to the incident command post to facilitate the sharing of situational awareness information between the on scene incident command/unified command and the Office of Emergency Management/Emergency Operations Center.*
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.

**G. Designation of Police Operations Representative to the EOC**

When the EOC is activated, the Police Department Representative to the EOC will be designated by the Chief of Police. The Police Department Representative shall be the rank of lieutenant or higher, and has the authority to make decisions and manage police department resources. The Police Department Representative is responsible for the following:

1. Respond to the EOC and assume liaison activities. Operate under the direction of the Emergency Operations Center Manager.
2. Attend briefings and implement decisions of the Executive Group and the Emergency Operations Center Manager.
3. Assist in the planning and coordination efforts between other county agencies and Police Department resources.
4. Assist in the coordination of information to provide situational awareness and a common operating picture.

**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 Department 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 Department Representative in the discharge of his or her duties at the EOC.
3. The Incident Commander is responsible for providing security at the incident command post site, and for providing security at all critical public facilities. The responsibility for security at the command post site can be delegated to the Logistics Section Chief. The responsibility for security at other critical public facilities not associated with the incident command post or organization can be delegated to the Operations Section Chief.

**J. Resources**

The Logistics Section Chief will organize and staff the Logistic Section as appropriate to ensure the Incident Command Post and other facilities required for the incident or event are physically activated; and will confirm or establish the process for ordering and acquiring resources; and will organize and staff other Logistics Section functions as necessary, considering the need for facility security, communications, transportation, supplies, and medical needs of incident personnel.

For a large incident or event, the Logistics Section Chief will generally be the Commander of the Support Services Division.

Resources and supplies may be obtained from supplies stored at District Stations, other Division or Bureau facilities, the Property Management Section/Quartermaster, or the Fleet Coordinator. Emergency procurement of supplies from outside sources will be coordinated through the Finance/Administrative Section Chief (generally the police department's Fiscal Management Section Manager). If the Emergency Operations Center (EOC) is activated, requests for resources that exceed those on hand within the police department will be coordinated through the Police Department's EOC Representative.

**K. Traffic Control**

The Incident Commander is responsible for traffic control. Developing a plan for assigning parking locations to arriving personnel and controlling access, ingress and egress from the incident command post and other facilities utilized by the Incident Commander may be delegated to the Logistics Section. Traffic control activities related to the incident or event itself may be delegated to the Operations Section. In prolonged incidents or events, the Traffic Safety Section will perform this function.

**L. Arrest, Prisoner Transportation & Confinement Procedures**

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

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

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

1. Media briefings
2. Community relations activities, including the use of social media to inform the public.
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 information released to the public will be approved by the Incident Commander. A Joint Information Center (JIC) will be established to coordinate all incident-related public information activities. The JIC is the central point of contact for all news media at the scene of the incident. Public Information Officers from all participating agencies should collocate at the JIC.

The Incident Commander can also authorize the use of the CodeRED public notification system to send out messages to the community. These messages may include information to "shelter in place", evacuate or to avoid the area.

**N. 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.

**O. Legal Considerations**

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

**P. Demobilization Procedures & Post-Occurrence Duties**

See Index Code 2307.

**XI. AFTER-ACTION REPORT**

The Incident Commander is responsible for ensuring that a documented after action report is completed for major events or incidents upon their 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 Planning Section and/or Documentation Unit. All after action reports will be submitted within a reasonable time frame of the event/incident to the Chief of Police.

**XII. TRAINING**

Annual classroom training will consist of Entry Level and In-Service Training, as required by the Department of Homeland Security (DHS) National Incident Management System (NIMS). *Line personnel receive introductory incident command system training and incident command system for single resources and initial action incidents training. Supervisors and Commanders receive intermediate and advanced incident command system training*

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*covering command and control of incidents.* Annual Entry Level and In-Service Training will be documented and retained by the Commander of the Training Academy. The police department participates in the planning of the County's multi-year Homeland Security Exercise & Evaluation Program facilitated by the Office of Emergency Management. The police department conducts and participates in discussion based and operational based exercises internally and with other agencies as part of this multi-year plan. Annual training exercises need not include the entire agency; however, the training should be rotated so members are familiar with their responsibilities. Biennial training will consist of at least one tabletop or full scale exercise. The training exercises will be documented with the training records retained by the Training Academy.

**XIII. PROPONENT UNIT:** Office of the Chief of Police.

**XIV. CANCELLATION:** This directive cancels Index Code 2304, dated 12-05-17.