



Critical Incident Management

**SPP
Revised Version 05.25**

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Houston PD

- ☐ Don't wait to die
- ☐ Post 911 world

RUN. HIDE.
FIGHT!



SURVIVING AN ACTIVE SHOOTER ATTACK

Not IfBut When

- ❑ Every Agency
- ❑ Some Daily, Someonce a career



Outline

- Incident Command System (ICS)
- Incident Response (RESPOND) Model
- Edge of Chaos



Skill Sets

- Leaders use the same skill sets to manage static as well as dynamic critical incidents:
 - Calm & cool under pressure
 - Control the adrenaline
 - Self Confidence
 - Listen to others
 - Decisiveness
 - Act
 - Communicate

Cowboy Up!

- In the initial phase of a dynamic incident, it has often been compared to “Herding Cats”



1. Man-Made or Natural Disasters

- Fires
 - (home, commercial, forest)
- Explosions
- Hurricanes
- Tornados
- Floods
- Earthquakes



2. Safety & Rescue

- Lost Children & Missing Persons Cases
 - ☐Criminal?
 - ☐Disabled? Alzheimer's? Autistic?
- Toxic Spills, Evacuations, Disease Outbreak
 - ☐Haz-Mat
- Major Accidents
 - ☐Vehicular
 - ☐Railway
 - ☐Airplane
 - ☐Workplace



3. Criminal Threats

- ☐ School or Workplace Shootings
- ☐ O.I.S.
- ☐ Barricaded Subjects / Hostage Situations
- ☐ Civil Disorder
 - Riots & Crowd Control
 - ☐ Marches, Parades Parties
- ☐ Bomb Threats, Terrorist Threats



History – Lessons Learned

- Charles Whitman – Univ. of Texas (1966)
 - SWAT
- Columbine – (1999)
 - Rapid Deployment
- 09/11 – (2001)
 - Terrorism Response
 - Mutual Aid
- Katrina – (2005)
 - FEMA
- Aurora CO – (2012)
 - Load & Go
 - Mutual Aid



Uvalde Texas (2022)





?QUESTION?

- How do YOU do “Rapid Deployment”?
- How DID WE do “Rapid Deployment”?
- Diamonds, Triangles?
- Rescue Taskforce?

Pre-Plans Intelligence

- Targets
 - Hospitals
 - Banks
 - Schools
 - Movie Theaters
 - Military
 - Government
- Practice / Drill
- Intelligence is a **REQUIREMENT**
 - Keys (Knox-Box, Key Chips)
 - Floor Plans
 - “Inside” Telephone Numbers (Answered)
 - Radio Frequencies (Monitor & Tap-In)
 - Potential Command Post Locations (Safe?)



Response

- Law Enforcement responds to a variety of scenes
- Everyone will be looking to **YOU** for help and direction
- You must take steps to:
 - Protect yourself
 - Help the injured
 - Protect the scene
 - Start your investigation
 - Return the scene to normal



Background

- Commission for Accreditation of Law Enforcement Agencies (CALEA) Standard 46.1.2 calls for “Unified Command”
- National Incident Management System (NIMS) calls for use of the Incident Management System (ICS)
- NIMS is the system designed to provide a consistent nationwide approach for Federal, State County & Local / PD,FD,PW

ICS Features and Principles

1. Common Terminology For All

- Mutual Aid
 - Law Enforcement --- Locals, County, State, Feds
 - Other services --- Police, Fire, EMS

2. Communications

- Interoperability
- Liaisons with Radios

3. Accountability

- Chain of Command
- Span of Control
- Unity of Command

Role of the First Line Supervisor

- The First Line Supervisor On The Scene Of A Critical Incident Has Two Main Priorities:
 1. To Act
 2. To Communicate

Incident Response (RESPOND)

- Basic guidelines to help handle all situations.
- Seven steps built around the acronym RESPOND:
 - Report
 - Evaluate
 - Stabilize
 - Preserve
 - Organize
 - Normalize
 - Document/Debrief



REPORT to the Scene

- Gather as much information as possible by listening to the radio
- Think through possible scenarios and how you will respond
- **Utmost in your mind must be your safety and the safety of others**
- Driving to the scene:
 - Remain in control
 - Drive with due regard for safety

EVALUATE the Scene (Upon Arrival)

- Do not park in danger (cover)
- Assess the scene and scene surroundings
- How will the scene layout affect your ability to deal with everyone involved safely?
- Is it safe / practical for you to approach?

“Size – Up”

- Broadcast – Usually Not a Matter of Operational Security
- What do you have? What do you need?
- Communicate with EVERYONE Simultaneously
 - The Dispatcher
 - Responding Units
 - Mutual Aid
 - Command Staff Listening
 - Making It A Matter Of Record (Radio Tapes)
 - Media?

STABILIZE the Scene

- Stabilize the situation so it does not get any worse
 - **Secure The Scene**
 - **IMMEDIATELY INTERVENE**
 - **Establish “Command” & CP**
 - **Establish “Staging”**
 - **Establish “Perimeter”**
 - **Establish Radio Ch.**
 - “patch”?
 - Let ISPERN/Other PSAPs know
 - **Get your team in a “huddle”**
 - “Brain Trust”
 - **Accountability**
 1. **Run-Down of What You Have**
 2. **Roll-Call of All There**
 - ☐ Self Deployed?
 - ☐ Dispatcher Knows?
 - ☐ P.A.R. Personnel Accountability Report



PRESERVE Life / Evidence

- As soon as the scene is stable, your next priority is to preserve life and evidence – in that order
- Provide care for the injured (RTF)
- Freeze the scene (access control)
- Identify and preserve all potential evidence



ORGANIZE Resources

- You must control and organize resources to effectively manage the scene (ICS)
- Look around for resources you have on scene until more help arrives
- Direct additional resources as they arrive on scene (Everyone to staging?)
- Clear resources not needed (self deployed?)
- Provide for day to day activities
 - Who has supervision of Patrol on the street?

NORMALIZE the Scene

- Restore the scene to normal
 - Perform a final survey of the scene
 - Double-check that all hazards have been addressed
 - Ensure you have the information / evidence /documentation you need.
 - Release the scene.
- Return radio communications to normal



DOCUMENT / DEBRIEF

- Documenting the incident
 - Important step in managing an emergency
 - Often, the only lasting record of an event
- Debriefing
 - As soon as possible after a critical incident, debriefings should be conducted with all officers involved.

The debriefings have TWO major purposes:

 - Tactical
 - Emotional

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*"Only a fool learns from
his own mistakes.
The wise man learns from
the mistakes of others."*

— Otto Von Bismarck, Prime Minister of
Prussia, diplomat, and politician



Definitions

- Incident
 - An occurrence that requires action by emergency service personnel
- Incident Command System (ICS)
 - A standardized, on-scene, all-hazard incident management concept

The Incident Command System

- Incident Commander (Officer In Charge)
 - General Staff
 - Operations
 - Planning
 - Logistics
 - Finance / Administration
 - Command Staff
 - Public Information Officer
 - Safety Officer
 - Liaison Officer

Acronym to Help Remember

FLOP

F – Finance / Admin

L – Logistics

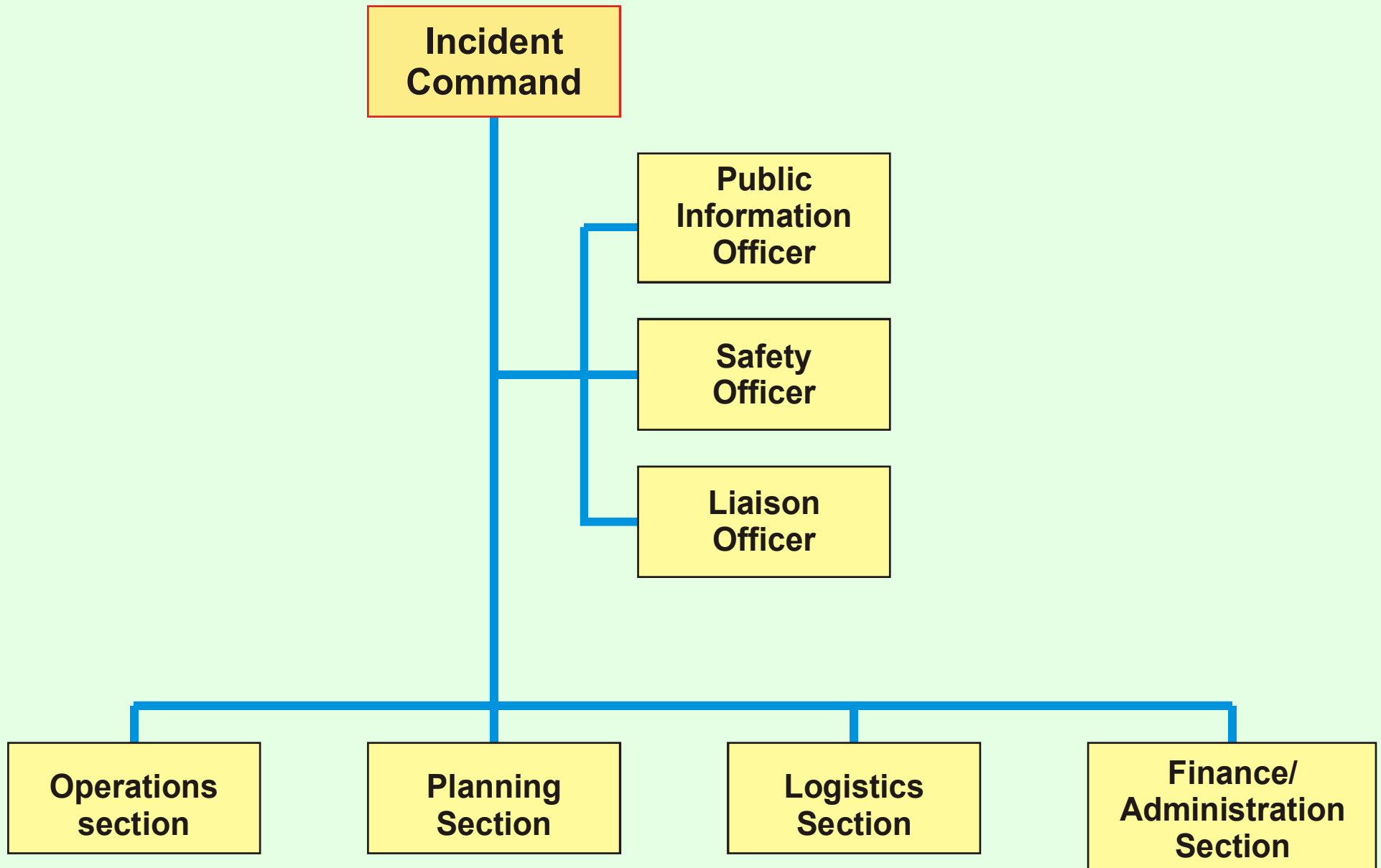
O – Operations

P - Planning

P – Public Information Officer

S – Safety

Basic Structure



One Word Definitions

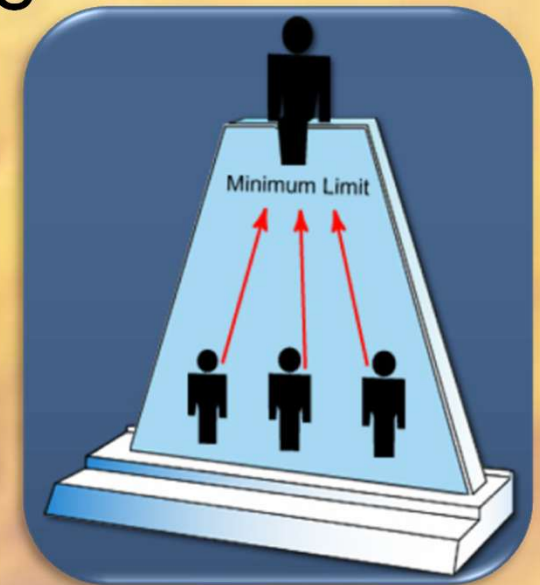
- Operations = Does
- Logistics = Gets
- Planning = Thinks
- Finance = Pays



ICS Expansion and Contraction

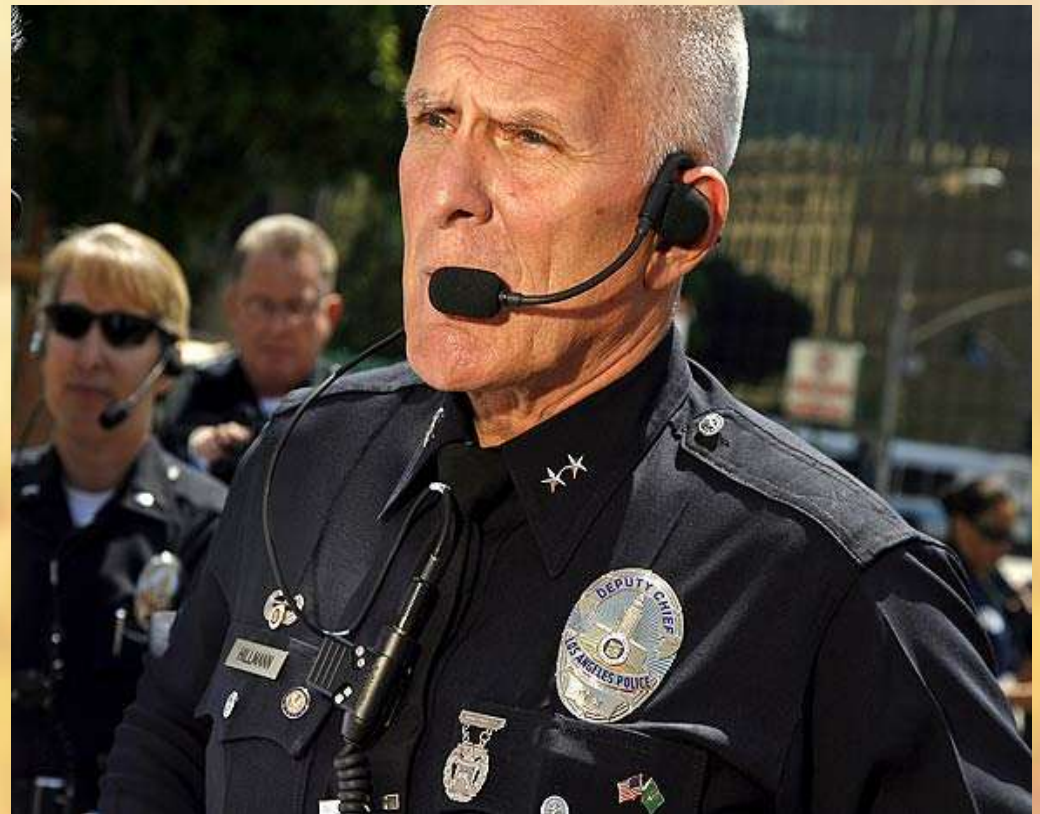
Although there are no hard-and-fast rules, remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



Command

- Incident Commander (IC) has overall responsibility at the incident or event
- Sets objectives and priorities; looks at the big picture
 - Priorities
 1. Life Safety
 2. Incident Stabilization
 3. Property Conservation
- Stays in charge until relieved by *competent* superior
- This is “On Site” management



The Command Post

- Designate the location and make it known to all
 - Radio I.D., Position
 - Title, Person
- “Unified”
 - Police, Fire, EMS, EVERYONE

***Can be a mobile or fixed facility, building lobby, mobile home, hood of a car, tailgate, standing side by side



The only car
with a cone on the roof!



Your “Team”

- In the huddle
- ONE I.C.
- ONE C.P.
- Everyone stay **HERE!!**



Public Information Officer

Serves as a conduit of information to the media or other organizations seeking information directly from the incident scene



?QUESTION?



- Who makes a good PIO?
- Why?
- What are the rules in your agency for speaking with the press?
- Why are Chiefs / Sheriffs reluctant?

Safety Officer

- Monitors safety conditions and develops measures to assure the safety of assigned personnel
 - “Lifeguard”
 - Accountability (who is where / doing what)
 - Sent to re-hab run by “Logistics” for adequate rest, water, protection from exposure to elements
 - Lines of gunfire
 - Cover versus concealment
 - Ambulance on “stand-by”? Re-Hab area?
 - Rapid Intervention Team (RIT)
 - Firefighter Assist and Search Team (FAST)
 - Hasty Emergency Action Team (HEAT)



Liaison Officer(s)

- Serves as the primary contact for supporting agencies assisting at an incident
- Useful for Communications
- At The “Unified Command Post”

Staging Area

- Location where resources are kept while awaiting assignment
- Managed by a Staging Area Manager who reports to the Operations Section Chief or to the Incident Commander
- May be paired with “Re-Hab” area where resources go for rest awaiting re-assignment

So here we go.....

**You don't want to
“F.L.O.P.”**

Finance/Administration

- Monitors costs related to incident
- Provides:
 - Official “Scribe”
 - Accounting
 - Procurement
 - Time Recording
 - Cost Analyses
 - Payroll
 - Workman’s Comp Issues
 - Renting / Leasing / Buying Special Equipment
 - Reimbursement (Major Events)



Logistics (Equipment / Stuff)

- Provides resources and all other services needed by the incident responders
- “Beans, Bullets and Band-Aids”
- Primary responsibility is the “care & feeding” of the responders
 - Heat, cool, food, water, bathrooms, batteries

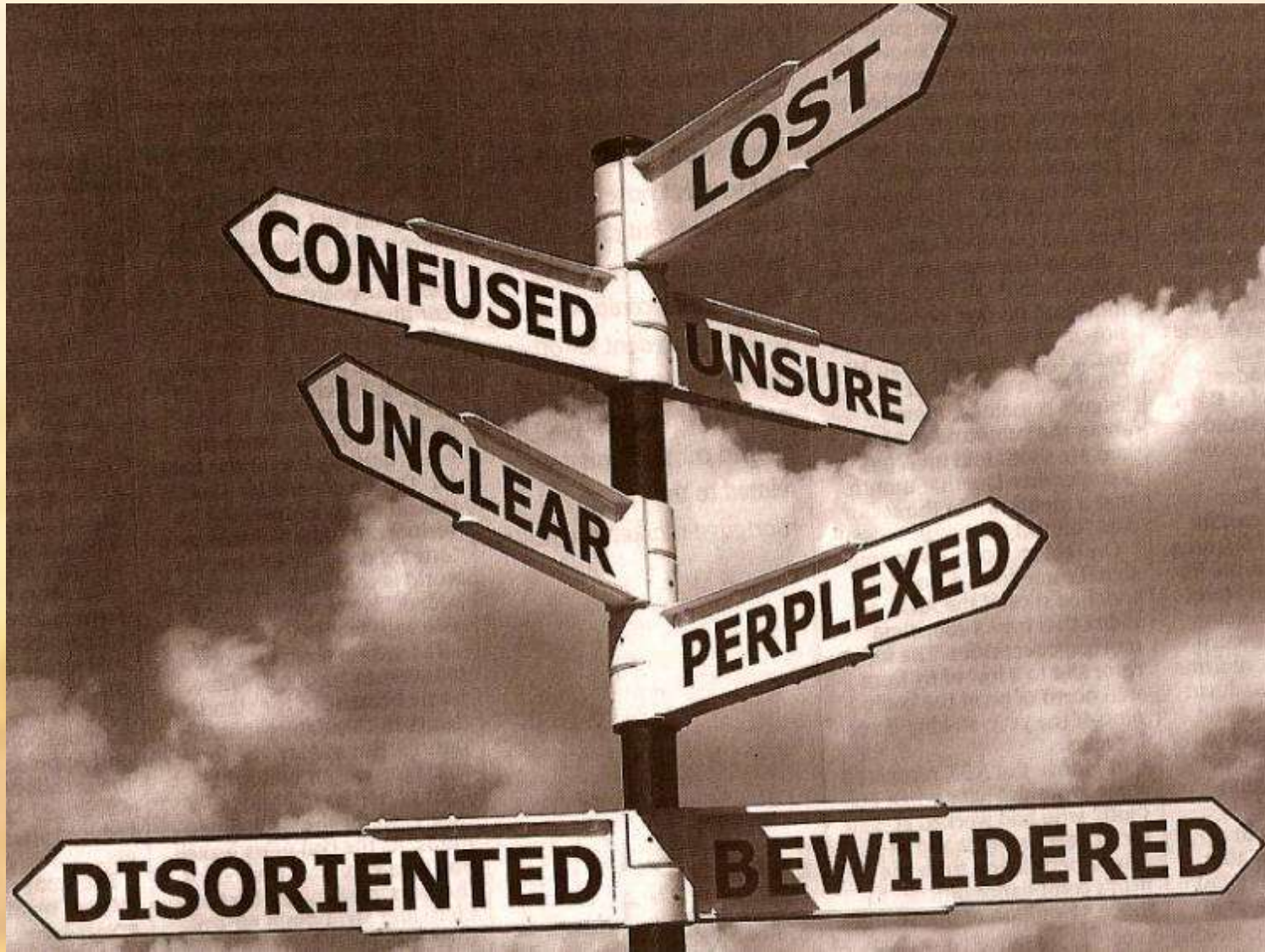
Operations

- Develops the *tactical* objectives and organization
- Conducts the tactical operations to carry out the plan (SWAT)
- Directs resources
- “Command” is most often also “Operations” (at least initially)

Planning

- Develops the action plan to accomplish the objectives
- Collects and evaluates information
- Intelligence gathering
- NOTE: The need for “pre”-intelligence is critical 1) in case someday & 2) if you know there is an event upcoming
 - Detectives

CRITICAL INCIDENTS

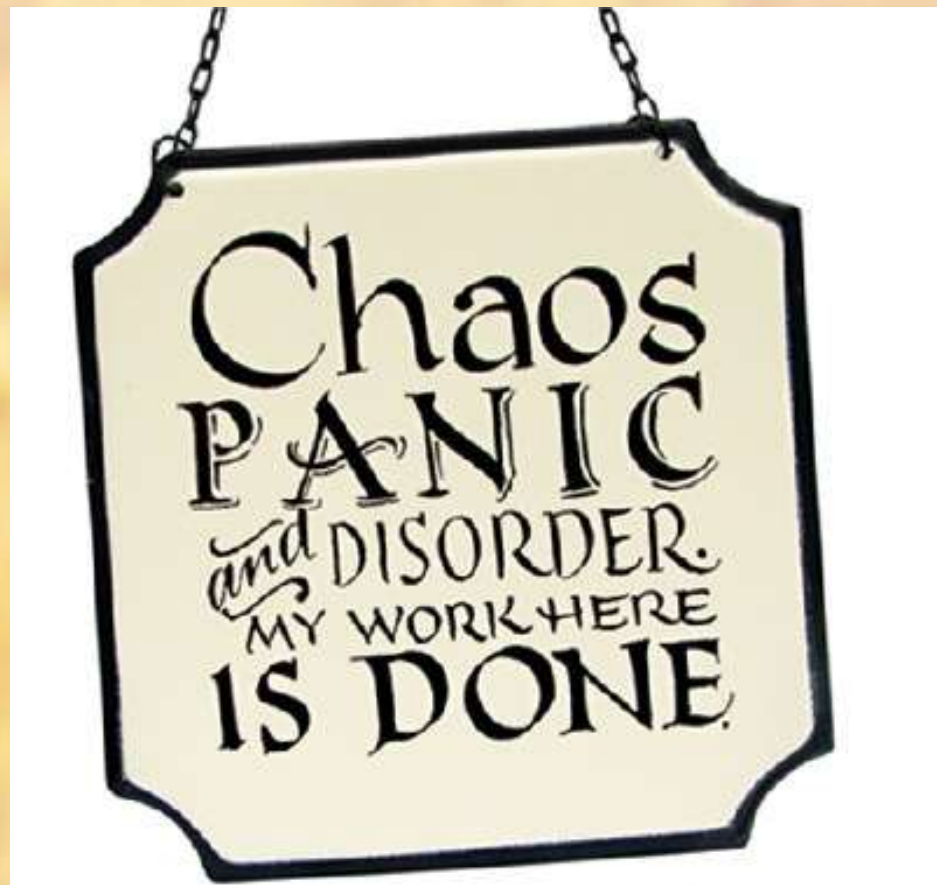


EXPECT CHAOS

MAKING SENSE IN THE EDGE OF CHAOS: A FRAMEWORK FOR EFFECTIVE INITIAL RESPONSE EFFORTS TO LARGE-SCALE INCIDENTS

Folsom California Police Chief Cynthia Renaud
Naval Postgraduate School Master's Thesis

http://edocs.nps.edu/npspubs/scholarly/theses/2010/Sep/10Sep_Renaud.pdf



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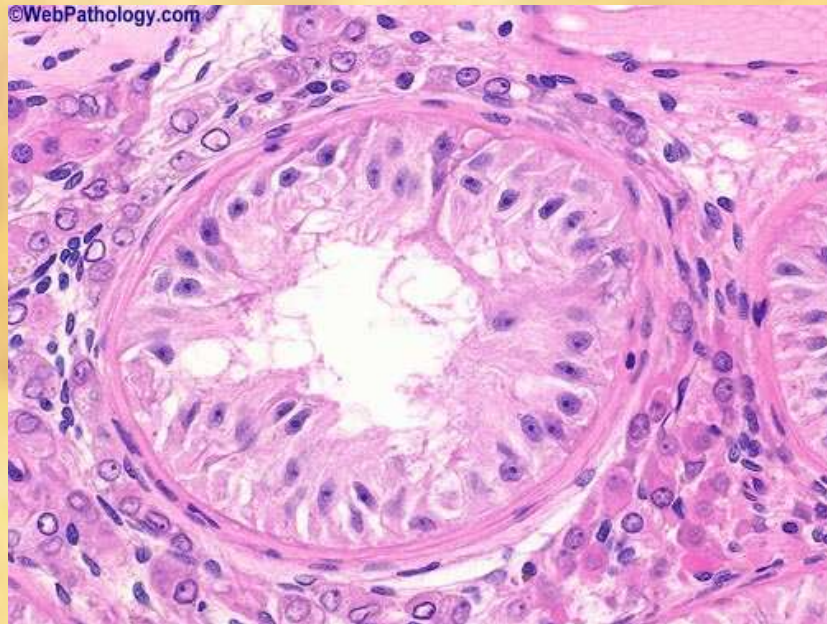
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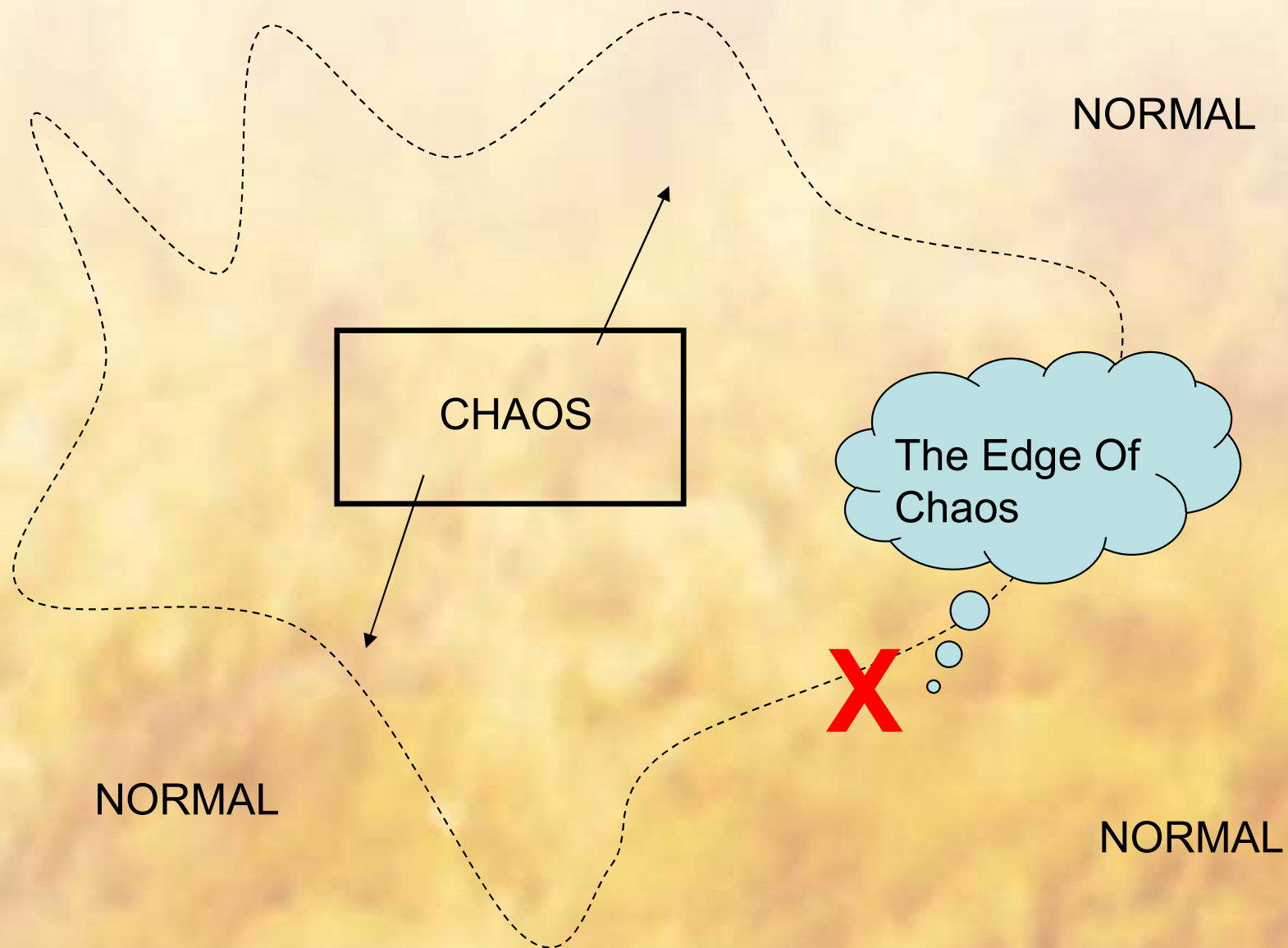
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Natural Law

Molecular Biologists studying cells have discovered an edge to every cell where individual agents interact with each other and their environment in an atmosphere of disorder and seeming turmoil.





All Things

If “Order” does emerge from this chaos,
then the cell lives!

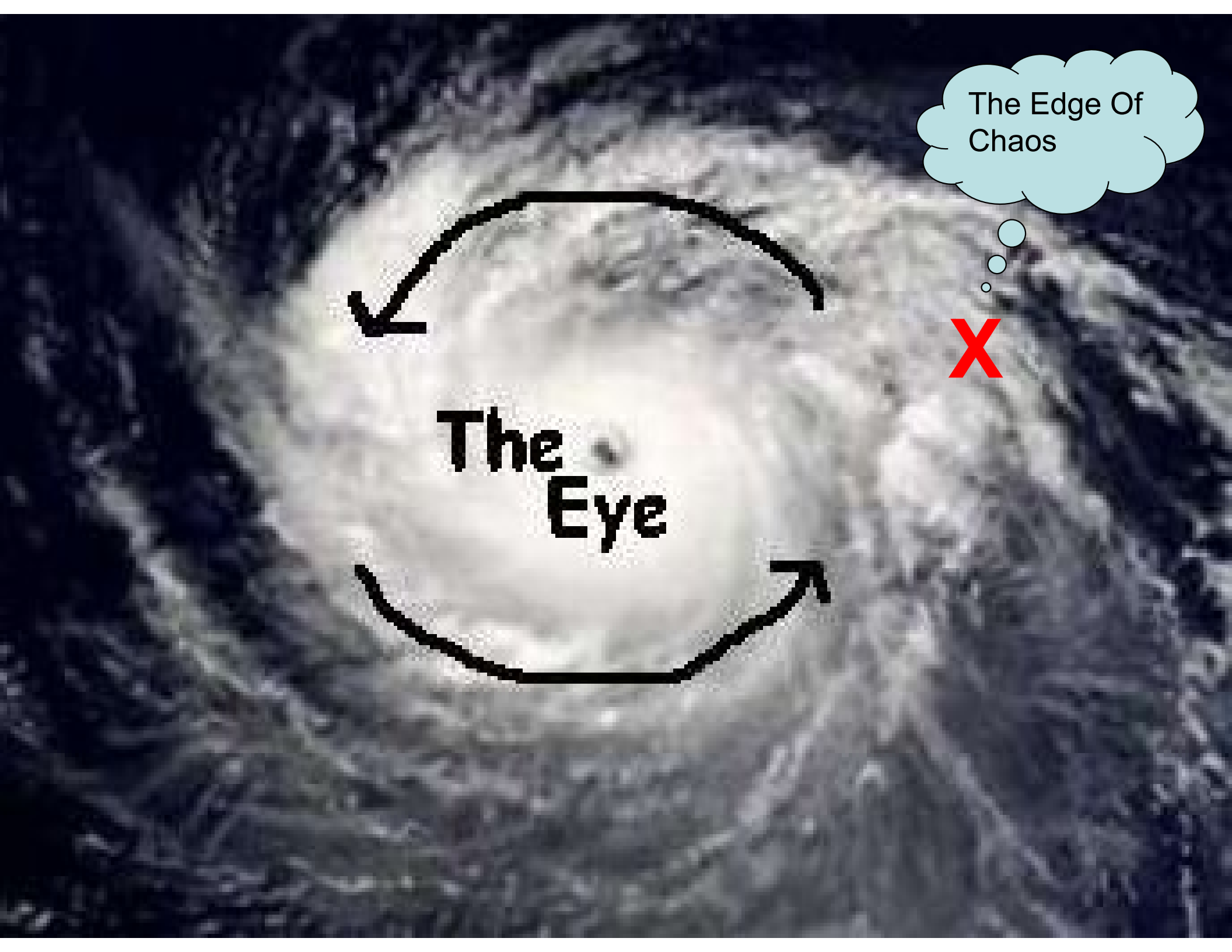
The same is true in;

- astro-physics
- weather systems
- sociology - communities
- finance – stock market
- politics - campaigns
- warfare – battle field

Humans Like ORDER!

- Cars
- Desks
- Radios
- Seats at roll-call
- Uniforms
- Policy
- Sports rules





**The
Eye**

The Edge Of
Chaos

X



The EDGE of Chaos

X

<https://www.youtube.com/watch?v=e9TFsvbPpMc>

9 Min.



VIEWPOINTS

CENTER FOR HOMELAND DEFENSE AND SECURITY

Leadership at “The Edge of CHAOS”

- Chaos is to be expected – No Surprise.
- Our job is to make order out of that Chaos
- The Chaos cannot be managed by NIMS or ICS in the initial stages
- The focus needs to be on how to deal with the Chaos of an event so it can evolve to a point where protocols (NIMS / ICS) can be effective
- You must intervene QUICKLY & DECISIVELY

Sense-Making

Ask Yourself (Mental Exercise)

OK, so this is _____?

I think It's just like _____?

What do we KNOW? (facts)

What do we THINK we know? (assumptions)

What do we NOT know? (speculation)

What do we not know - that we don't know?

What do I have?

What else do I have here?

What am I missing here?

Priming

Quick – finish the word

S _ _ P



Priming

Quick – finish the word

S _ _ P



Complexity Assumptions

- Not in control YET (don't get fooled)
- Small interventions may have large effects
- Poor initial choices = more poor choices
- “Systems” or “Process” thinking (formal)
- Everything is connected to everything else
- We tend to be conservative (wait them out)

Priorities

1) What is being done already?

2) Prevent it from getting any worse –

- **STABILIZE** - Stop the proverbial “bleeding”
- **POLICE** – stop the killing
- **FIRE** – put wet stuff on red stuff (stop loss)
- **EMS** – Airway, Breathing, Circulation (ABC)

What First?

What First? & What's Next? (3rd, 4th, 5th, etc.)

Come up with a plan - strategy

**“A journey of a thousand miles begins with
a single step – Lao Tzu”**



Delays

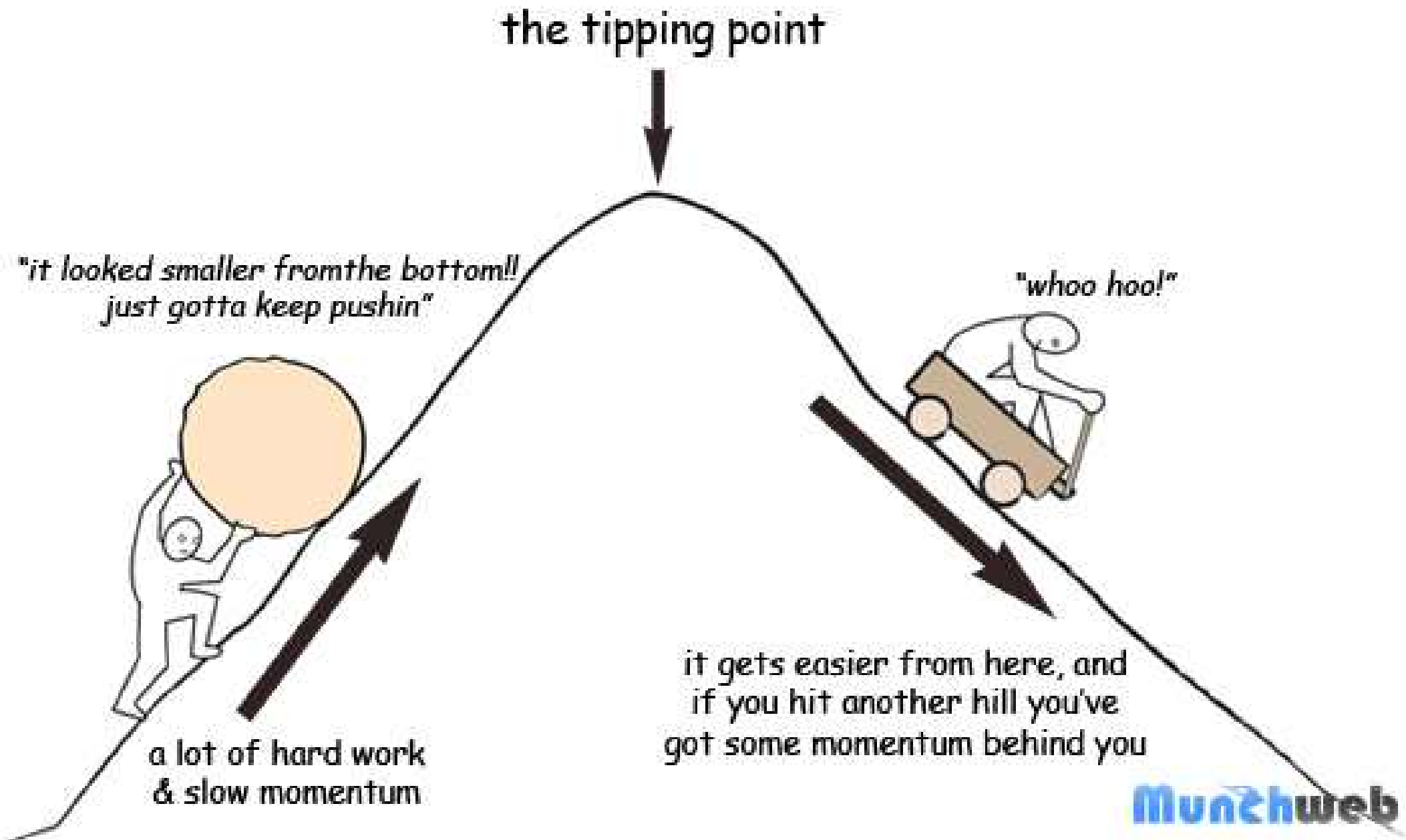
- Translate into lives lost (instead of saved) & property destroyed (instead of preserved)
- Tunnel Vision – Horse Blinders
- Analysis Paralysis
- Situational Awareness
- The “Big Picture”
- Tell ISPERN /PSAPs



FIRST - Get a **SOLID** Foot-Hold



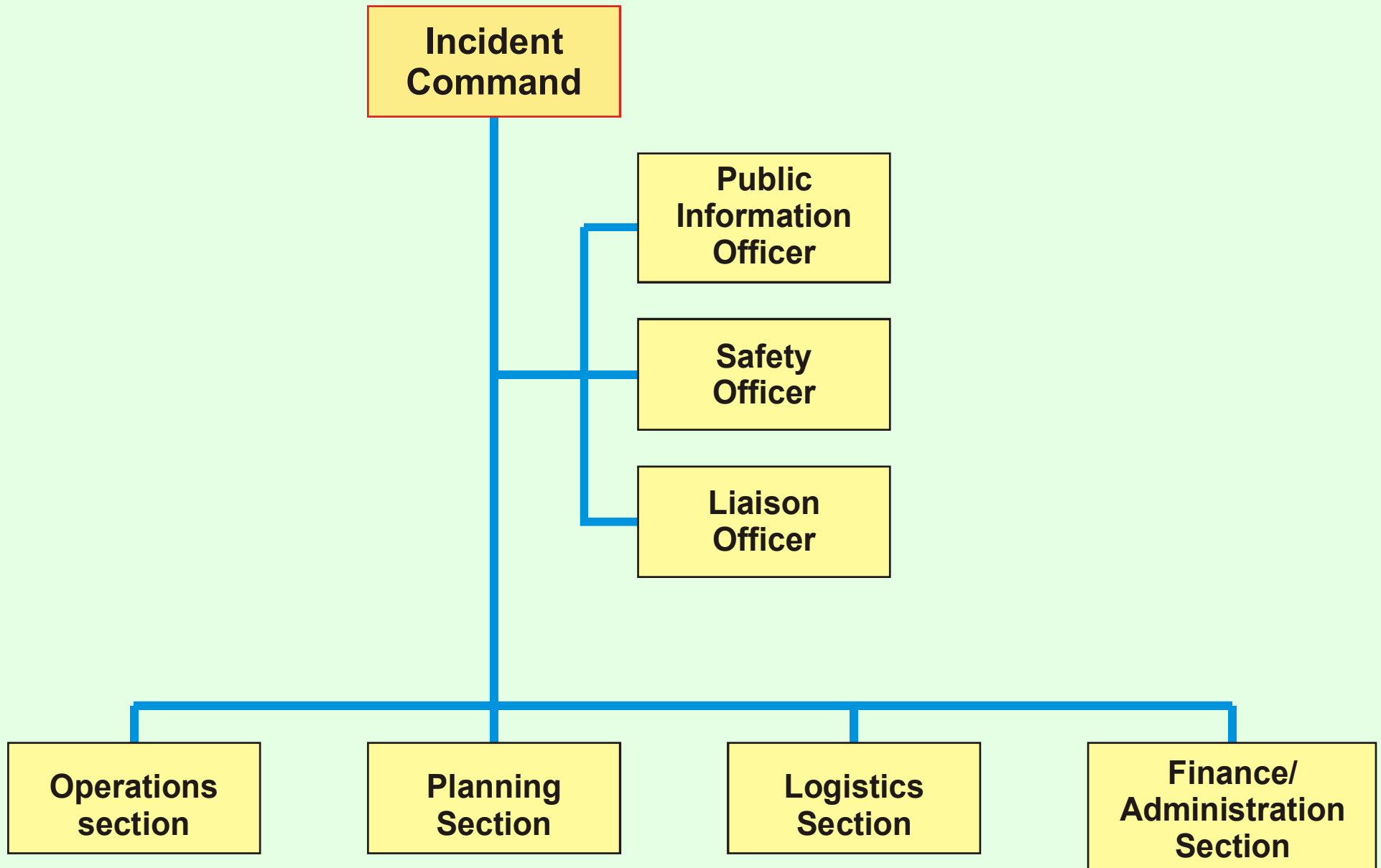
Reach The “Tipping Point”



Start Building



Now you can “Roll-Out” ICS



Train Your Brain for the “Edge of Chaos”

Training, Education & Experience

- ☐ Table-Tops
- ☐ Check-Lists
- ☐ Virtualization
- ☐ Rehearsals
- ☐ Mental Preparation



- A “Book-Shelf” of solutions to pick from
- “Cut & Paste” a new solution based on pieces and parts from old ones used before (patchwork quilt).

Incident Command



Two Key Concepts

- **Unity of Command**

- You can only take orders from one person

- **Span of Control**

- You can only directly supervise a limited number of people



Unity of Command

- Only **ONE** “Incident Commander” at a time
 - Arrest posture
 - All crimes? Only violence?
 - Tear gas
 - Making entry (or not)
 - Declaring an unlawful assembly
 - Deviating from the Ops Plan
- Especially in large agencies & when using mutual aid (State Police, Sheriff & Local)

Span of Control

- Refers to the number of individuals or resources that one person can effectively manage
- Effective span of control ranges 1 supervisor to 3 - 7 reporting elements
- FEMA recommends a ratio of 1 supervisor to **5** reporting elements



- If the number of reporting elements is not within this range, expansion or consolidation of the ICS organization may be needed

Transfer of Command

- Must be communicated
 - no secret...
- Matter of record
 - Recorded
- May occur when a senior person elects to assume the Incident Commander role
- Usually the senior person on-scene is the one calling the shots or the one people look to
 - If you don't want to be the Incident Commander, don't go.....
- Should be a face-to-face briefing for transfer of information and situation



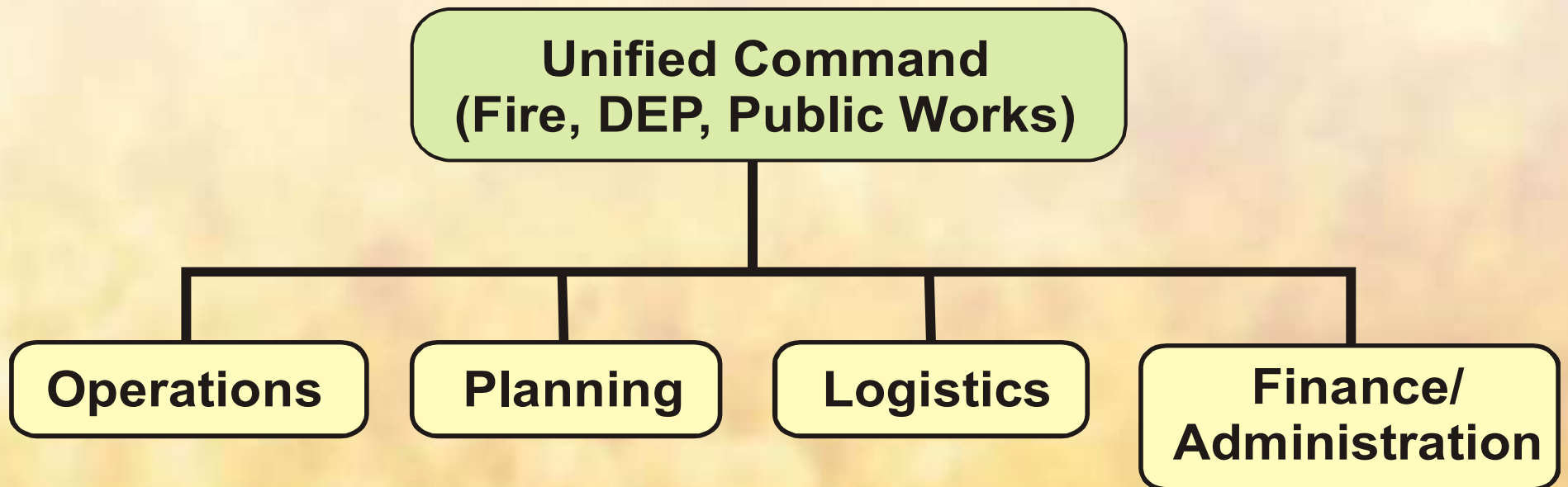
ICS Organizational Components

- **Sections** – Responsible for major functional areas of the incident (Chief)
- **Divisions** – Responsible for certain geographic areas of the incident (Supervisor)
- **Group** – Responsible for functional areas of operations (Supervisor)

Unified Command

- All responding agencies will jointly develop a common set of incident objectives and strategies, without losing or giving up agency authority, responsibility or accountability.
 - Incident will function under a single coordinated Incident Action Plan
 - One Ops Section Chief will have responsibility for implementing the plan
 - One Incident Command Post will be established
 - One Incident Commander
 - Police, Fire, EMS, Public Works, Electric, Gas, Phone, FBI, State, County, Local, FEMA, National Guard (**“Unified Command” = ALL DISCIPLINES**)

Unified Command



Emergency Operations Center

- Typically a pre-designated facility
- Maintained by a jurisdiction
- Staffing includes:
 - Department heads
 - Government officials
 - Volunteer agencies
- It is not a part of scene management



Joint Operations Center

- A separate, off-site entity that coordinates the federal crisis and consequence management response
- Established by the FBI



Integrated Operations

