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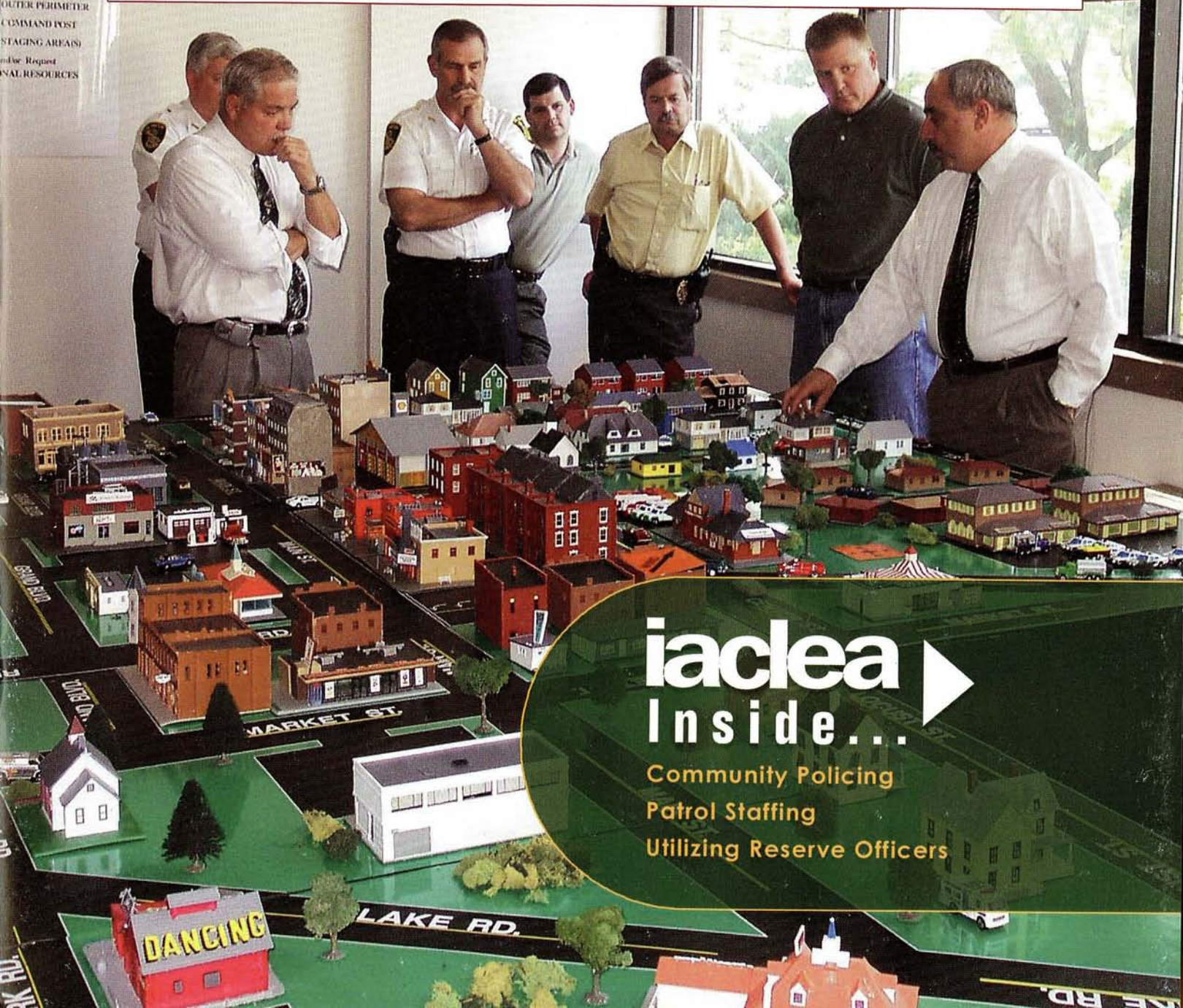
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DEVELOPING INCIDENT COMMAND TRAINERS

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IACLEA Launches Grant-Funded Program to Develop Incident Command Trainers

By Chris Blake, WMD Project Coordinator

Incident command training has been identified as a critical need in the event of a terrorist incident or other emergency on campus. After the 9-11 terrorist attacks, the federal government provided substantial funding through state governments for incident command and other types of counter-terrorism training, but many campus law enforcement departments have not been able to gain access to federal training due to the high demand and relatively few slots available.

IACLEA is launching a program under its U.S. Department of Homeland Security (DHS) grant to train up to 120 command-level campus public safety officers to become instructors qualified to deliver a unique, simulation-based Incident Command System (ICS) training program. The goal of the training program is to produce up to 120 trainers drawn from supervisory level campus public safety agencies in IACLEA's six U.S. regions.

When federal grant funding became available to IACLEA, the Association's leadership examined the types of training that campuses needed and were not getting in their home jurisdictions, said Dolores Stafford, immediate past president. Incident Command training was identified as a major need.

"The key point that people need to understand with Incident Command training is that all public safety staff members



Incident Command System training offered by IACLEA Supporting Member Bowmac Educational Services.

on campuses are in fact first responders in an emergency," Stafford said. Typically, the staff on campus is going to respond faster to an emergency incident than the local emergency responders. "Campus public safety officers need to understand the principles of Critical Incident Response and Unified Command and how to begin the process of setting up a response to a critical incident, which includes tasks like establishing an inner and outer perimeter," she said.

Federal officials have authorized IACLEA to establish two regional test sites for the ICS train-the-trainer program. One site will be located on the East Coast at the University of Maryland and the other site will be located on the West Coast at a location to be determined. Ultimately, IACLEA plans to develop Regional Training Centers in each of its six regions, which

would serve as the central sites for training and house model city simulators used in the training exercises.

An initial pool of 25 instructor candidates will be selected for the East Coast program. The candidates will attend the three-day initial course that they will be trained to deliver. Based on performance, a total of 16 candidates will be selected to attend an in-depth, two-week "train-the-trainer" course in ICS. Upon successful completion of the two-week course, the new trainers will then deliver an initial

three-day ICS course in teams of three or four with a master instructor.

Curriculum services, materials, and instructors for the three-day initial course and the two-week train-the-trainer program will be provided by BowMac Educational Services under a contract with IACLEA.

"Unified Command Post training is the core of this program," said John McNall, president of BowMac. A presidential mandate, Homeland Security Presidential Directive No. 5 (HSPD-5), requires federal, state, and local law enforcement agencies to adopt standard and uniform procedures for critical incident management. All critical incident management training programs and procedures must comply with National Incident Management System (NIMS) requirements. "Unified command is critical because HSPD-5 dictates

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that for any incident, any organization with jurisdictional responsibility that contributes significant resources to an event—which could include campus law enforcement and security personnel—be part of a unified command, with one command post,” he said.

The presidential directive represents a significant change from past practices, wherein there was the potential for multiple command posts, with little coordination and resulting confusion over which jurisdictional law enforcement entity had overall authority over a critical incident scene.

With BowMac’s ICS training program the trainer candidates under the IACLEA training program will receive the appropriate training to conduct a NIMS-compliant, Unified Command Post course. McNall said that the uniqueness of this program is the table top model city simulator. “The program is highly interactive, as opposed to a lecture course,” he said. “We run very realistic scenarios in real time that will allow participants to experience Unified Command and Incident Command first-hand.”

The three-day course that trains command-level staff in ICS is split evenly between classroom instruction and hands-on exercises using the simulator, video case studies, and critiques of student performance.

The two-week train-the-trainer program is very intensive, mixing classroom instruction with video case studies, simulations using the model cities, and a full-blown operational command post scenario. The first week consists primarily of a step-by-step review of the course. The second week is heavy on the running of scenarios and major Command Post exercises. “We set up a fully operational Command Post with the simulator and radio and telephone communications,” McNall said. “People who have been through this program tell us it is as real as it gets,” he said. The curriculum in the second week focuses on how to run the exercises, since the instructor candi-

dates will eventually be running the exercises themselves when they train future classes.

McNall said he is excited about the opportunity to work with IACLEA. He said he believes the program will impact Incident Command performance in the field. “This initiative that IACLEA is undertaking will alter performance at the street level. It’s not just another training program where you put a binder on a shelf and a certificate in a folder. People will go out and behave differently. We get letters and calls regularly from former students across the country indicating how successful they were at handling a major incident after attending the course.”

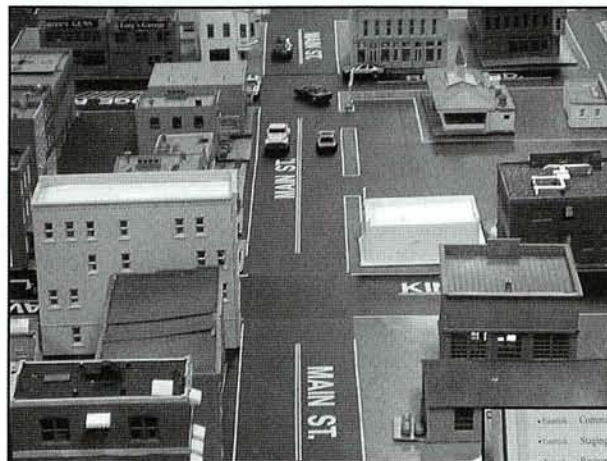
BowMac Educational Services, established in 1980, delivers high quality training programs in three main areas: critical incident management, community policing, and interviewing and investigative strategies. BowMac has conducted statewide training initiatives with law enforcement agencies in five states: Connecticut, Illinois, Massachusetts, New Mexico, and Wisconsin. It has also trained hun-

ing for a number of colleges and universities, including: American University, George Washington University, the University of Pennsylvania, Tufts University, and the University of Vermont. Dr. Gary J. Margolis, chief of police at the University of Vermont in Burlington, Vermont, hosted a four-day BowMac training program in Incident Command in January 2005. The training was attended not only by campus police and the Burlington, Vermont, police and fire departments, but also by key university departments, including top university administrators who make up the institution’s policy group.

“It was a huge success,” Margolis said. “Since that time, we have had four situations where we stood up a command post and launched our emergency operations plan,” he said. “Thanks to this training, it worked. Our department and the Burlington police and fire departments now operate much more efficiently in coordinated emergency response.”

The first day of the training program at the University of Vermont began with a session for university leadership (i.e., president, provost, vice presidents) to discuss their role in a crisis as a policy group; the role of the Emergency Operations Group; and the functions of a Command Post during an emergency. “My administration, including our president, committed to a full afternoon to attend this training,” Margolis said. “They got it. They understand what we collectively have to do in an emergency, and the role of various campus departments in a Command Post operation.”

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Bowmac Educational Services model city.

dreds of other law enforcement agencies, including the Metro Dade Police Department in Florida. BowMac also provided training to the Panamanian national police after the fall of General Manuel Noriega.

The company has provided Command Post train-



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The rest of the training program consisted of three days of classroom instruction, using the model city simulator. Participants included university police, city police and fire, and various departments, including risk management, information technology, physical plant, student life and residential life. University leadership came to witness the scenarios unfolding in real time. "It's important to get your campus administration to see this training, because when you launch an actual Command Post, they will know exactly what's going on and the different responsibilities that campus departments must carry out," he said.

The involvement of local police, fire and emergency services personnel in the training is critical to its success. Margolis said local police and fire departments often do not have a full understanding of the types of issues facing a campus public safety department. Participating in a joint training program gives local police and fire officials a greater awareness and appreciation for campus law enforcement. It also builds partnerships that come into play when an actual emergency occurs. "In a crisis, you're not going through it alone," he said.

What is different about the BowMac program compared to other Command Post training, Margolis said, is the hands-on approach. "The simulator is fantastic. The program is well scripted and the instructors understand what we do...You just can't duplicate that experience with a table top exercise," he said.

Stafford, chief of the university police at George Washington University in Washington D.C., agrees with Margolis. Stafford has invited BowMac to GWU twice to conduct three-day Incident Command training for campus police supervisors and command staff. "They walked out of there believing in some cases that this was the best training they had ever had," she said.

George Washington University police have actually utilized the principles taught



BowMac Educational Services ICS training.

in the class during several real emergencies, including a residence hall fire and a gas main leak which caused a street fire. "Our people were first on the scene and had already set up the inner perimeter and were in the process of setting up the outer perimeter when the fire department arrived," Stafford said. "We knew what the fire department would be looking for as a result of the training we had received."

She emphasized that this training is as applicable to non-sworn departments as it is to those agencies that have sworn personnel. While individuals have different learning styles, almost everybody does well with the tactile learning approach used in the BowMac model, which allows the student to visualize the setting while making critical decisions.

IACLEA began recruitment of instructor candidates in May through an online nomination form on its Web site. Nominations for instructor candidates must come from the chief of a campus public safety agency. The chief must certify that the candidate has the requisite experience and background as a trainer and holds a command-level position.

Nominations for instructor candidates were accepted until June 15. Candidate screening and selection will begin after June 15 and continue until mid-July. About 25 candidates will be selected for the program at each site. The selected candidates will be notified and will attend the three-day Incident Command course that they will eventually be trained to deliver. The

three-day course is tentatively planned for mid-September. Based on their performance in the three-day course, the top 16 candidates in each test region will be selected to attend the two-week train-the-trainer program, tentatively scheduled for late October or early November. Master instructors from BowMac will present the three-day course and the two-week train-the-trainer program.

After successfully completing the two-week course, the newly trained instructors will begin delivering the three-day course in teams of three to

four instructors at the regional center. New instructors will receive on-site mentoring from master instructors during their initial delivery of the three-day course. According to McNall, the successful candidates will find that delivering this program is the most rewarding training experience they have ever had as they know that their efforts will save lives down the road.

If the two test sites are successful, IACLEA hopes to expand the "train-the-trainer" model and establish additional regional training centers in each of its U.S. regions.

The train-the-trainer model was selected, rather than a direct delivery of the three-day course to command level personnel around the country, because it will allow IACLEA to sustain the program long after the grant funding is expended. "If we can develop a group of qualified instructors from around the country, IACLEA can provide the campus law enforcement community with Incident Command training five to ten years into the future, when the grant funding is gone," Stafford said.

The ICS training program is one of several major IACLEA initiatives under the homeland security grant. Other grant activities include delivery of WMD Awareness courses throughout the country, development of a Threat and Risk Assessment instrument for campuses, and research activities to produce best practices guides and model plans for preventing and deterring terrorism on U.S. college and university campuses.