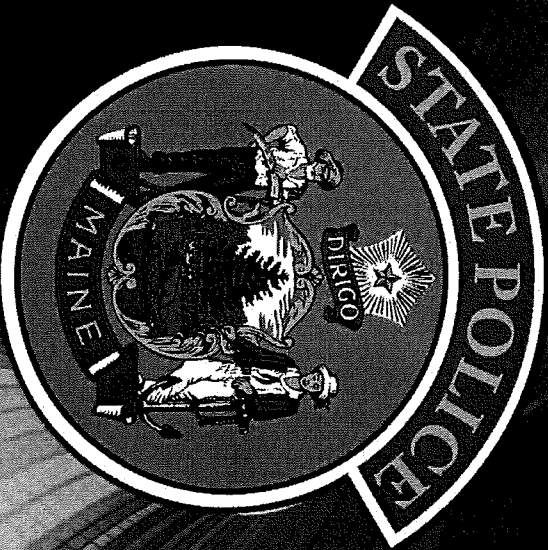


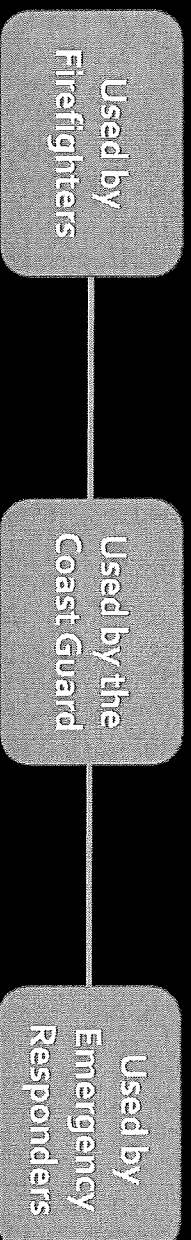


Maine State Police

LEWISTON18 TRAGEDY, CASE 23S056156

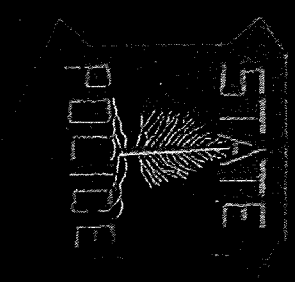


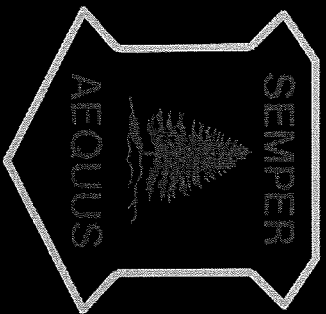
What is Incident Command System (ICS)?



ICS – Incident Command System:

- Developed in the 1970s by an interagency group in Southern California called FIRESCOPE. FIRESCOPE stood for Firefighting Resources of Southern California Organized for Potential Emergencies. It was meant as a means to bring order out of the chaos that usually erupted out of managing wildland fire.

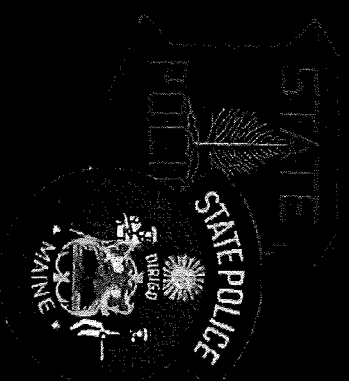




Highly Versatile and Adaptable

Highly Adaptable to the scale and scope of the operation

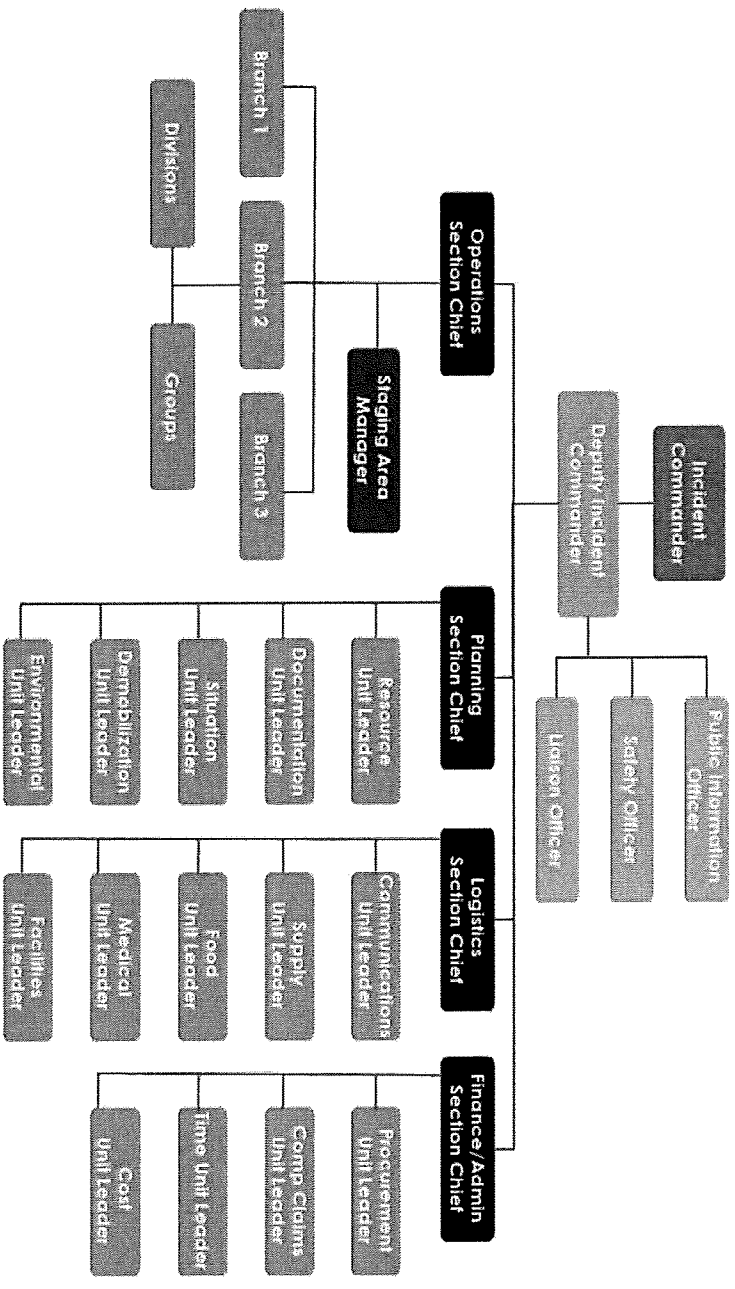
- Our Maine State Police Incident Management Assistance Team (IMAT) coordinates large-scale operations using the Incident Command System as a model.
- The beauty of the Incident Command model is that it can be used and adapted for searches of missing people, homicide investigations, forest fires, natural disasters and oil spill clean ups, just to name a few.



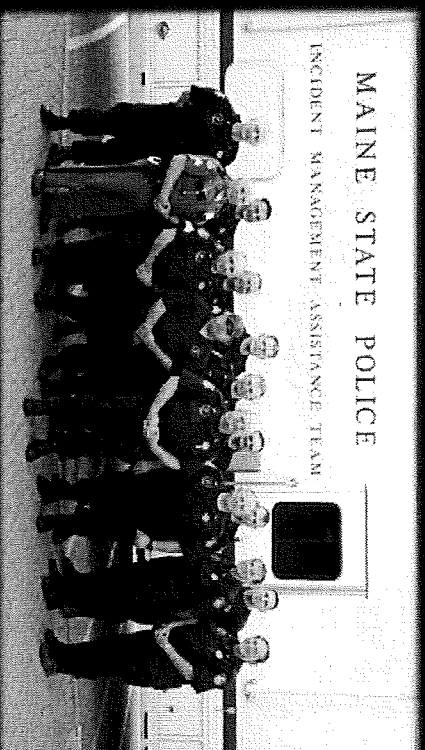
Organized Structure

Bringing Order out of the Chaos

Incident Command System Structure



Maine State Police IMAT and ICS



The Maine State Police IMAT was formed in 2005 in collaboration with MEMA and using homeland security funding. A mobile command post was purchased, and interested members of the Maine State Police sworn ranks were solicited for membership as well as civilian members of Communications. The current model also utilizes members of Maine Forestry.

Early Days of IMAT

Mapping and Organization

- Camden Hughes – Homicide 2010
- Game Warden Pilot Daryl Gordon Funeral 2011
- Ayla Reynolds – Missing Person/Homicide 2011
- Nichole Cable – Missing Person/Homicide 2013
- Governor's Inaugurations 2022, 2018
- Protests at the Statehouse - yearly
- Government Shutdown 2017
- World Acadian Congress
- Stephanie Gebo – Homicide and Manhunt 2015



Current IMAT

Websites, Mapping and Organization

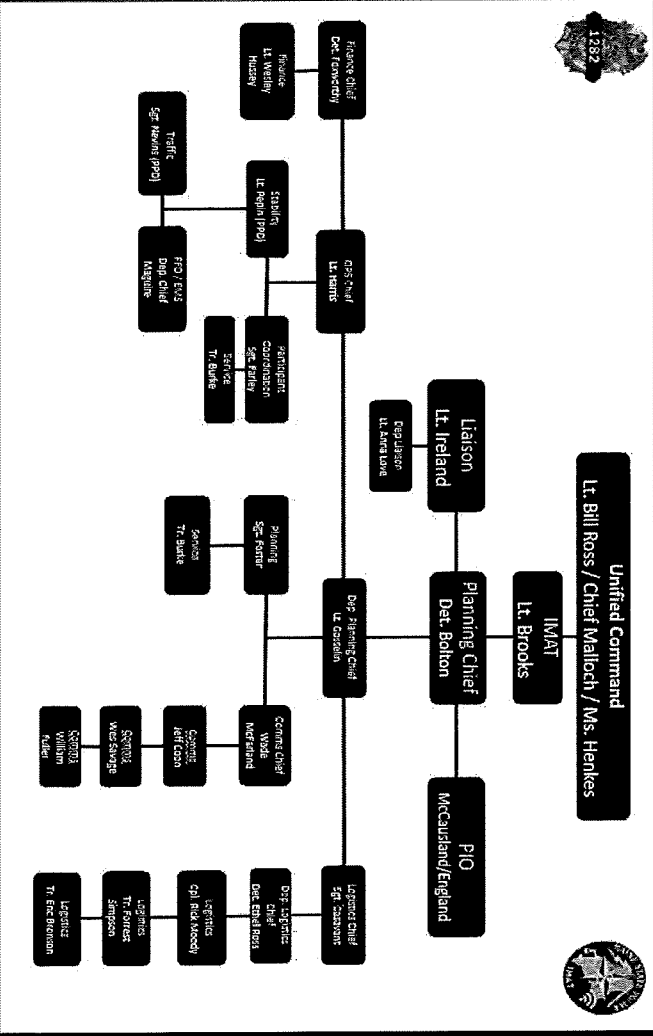
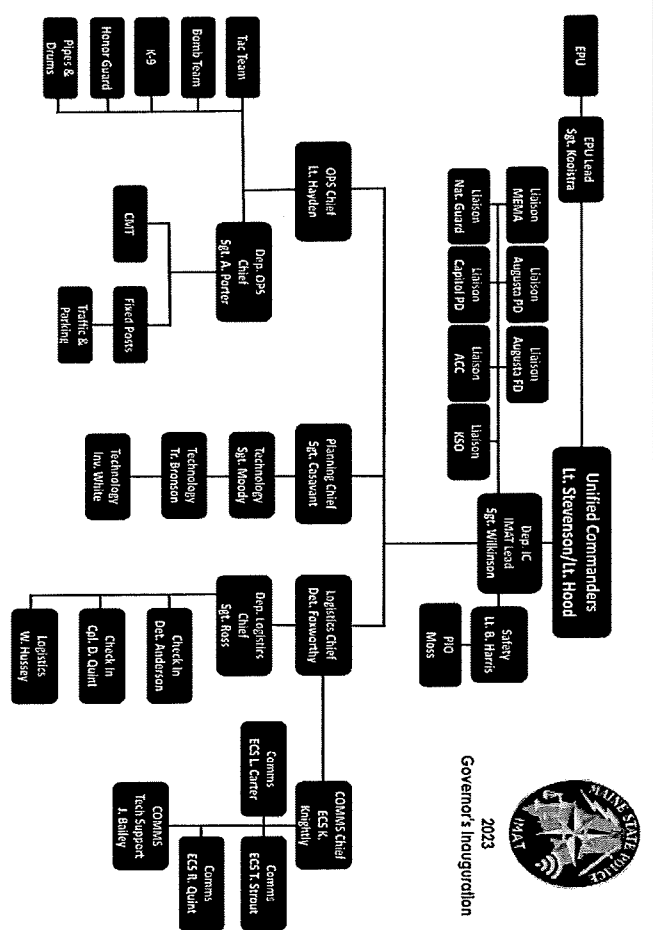
- Cpl. Eugene Cole homicide and manhunt 2018
- Det. Ben Campbell death and funeral 2019
- COVID Command Post 2020
- National Governor's Conference (NGA) 2022
- Presidential visits

KEY POINTS

The Incident Management Assistance Team provides support and structure but does not seize overall incident control when other agencies are in charge or request assistance. Instead, it helps them determine their objectives, strategies and tactics and then creates an Incident Action plan that we help them execute.



Recent Organizational Charts and Structure for PLANNED events



PLANNED IMAT events are very different from DYNAMIC IMAT events

Planned vs. Dynamic Events - Lewiston 18

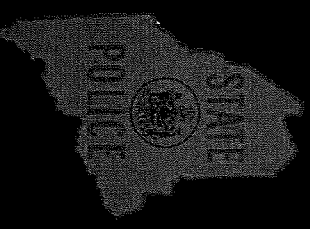
PLANNED Events:

- Inaugurations, funerals, large protests/assemblies
- Regular meetings with key stakeholders
- Objectives, strategies and tactics are carefully planned
- Resources are coordinated and staged ahead of time
- Website and Communication platforms are built

DYNAMIC Events:

- Spontaneous emergence of a life safety or interagency large-scale operation
- Quick meetings with Incident Commanders and stakeholders
- Adaptable briefing times
- Resources are acquired on the fly
- Website for communication may be built if time and resources allow
- Food and lodging are challenging

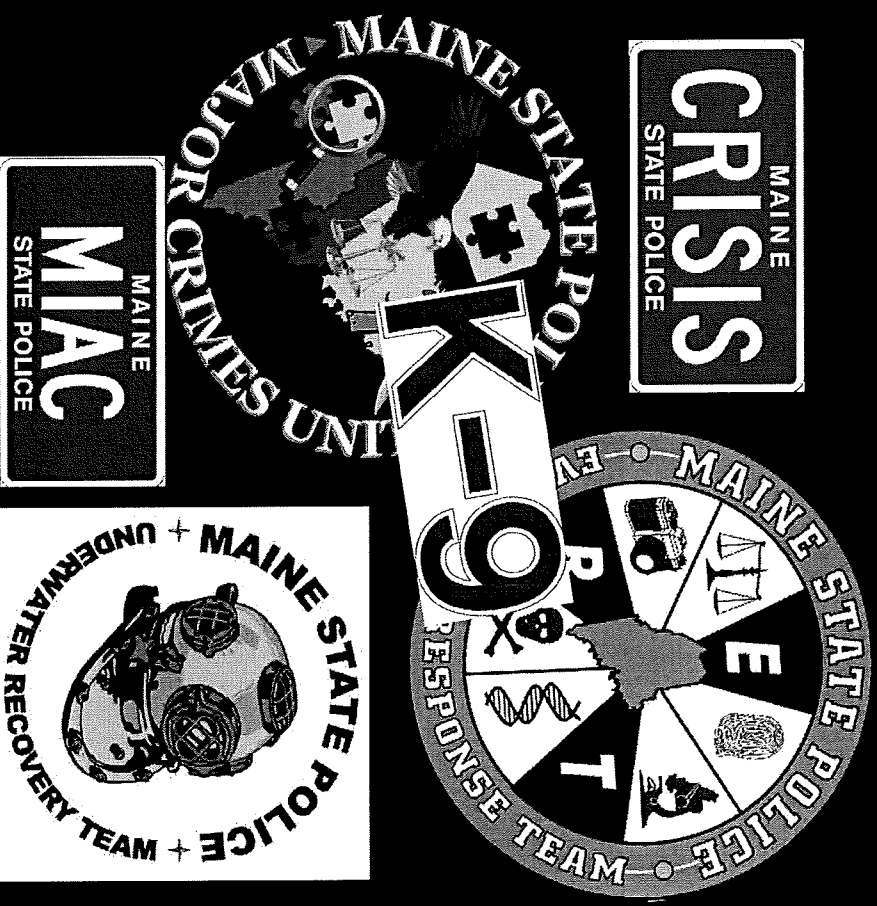
Common Law Enforcement Barriers to ICS for DYNAMIC Events



- Our own denial that we need to set up ICS and operational cycles because the end is right around the corner and within sight.
- Our own struggle with leaving the incident when we feel closure is around the corner - officers working around the clock and lack of adherence related to operational cycles.
 - Cpl. Eugene Cole Homicide and Manhunt
 - Lewiston18 Tragedy

Lewiston 18 Tragedy – October 25th, 2023

- Decision for a Command Post
- Three distinct branches of OPERATIONS:
 1. Manhunt
 2. Investigation
 3. Crime Scenes
- Logistics was more critical than usual
 - Tipline
 - Advocates
 - Family Services
 - Unplanned food and lodging for hundreds of people



Lewiston 18 Tragedy – October 25th, 2023

Lessons Learned from Boston Marathon - ICS to Help With:

- Self deployment/self dispatching
- Leaks/misinformation

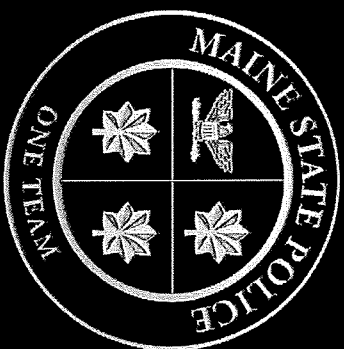
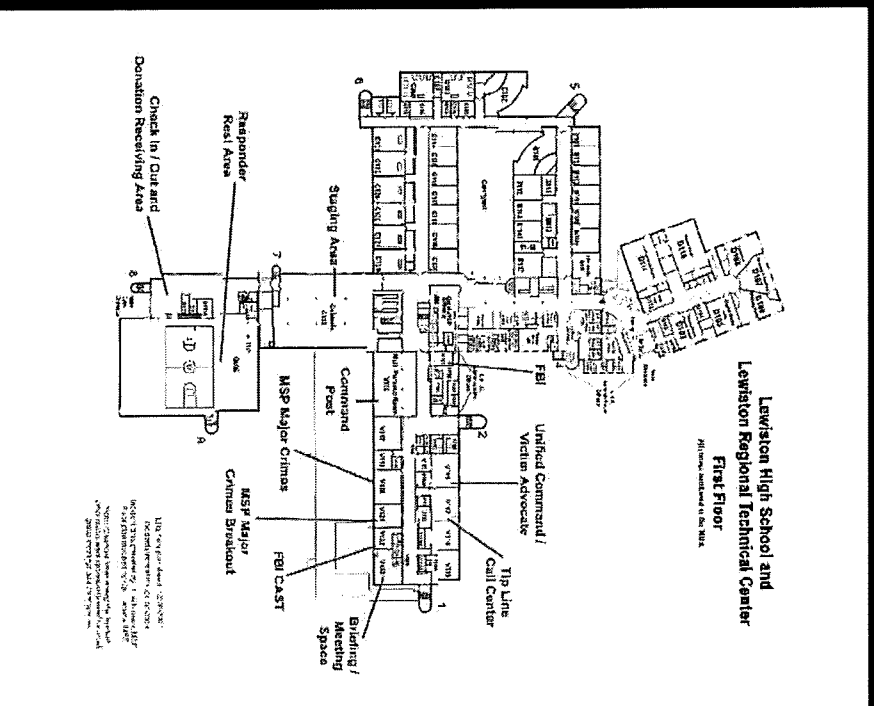
Objectives Identified:

- Locate Robert Card
- Ensure the criminal investigation can be conducted safely

S.M.A.R.T. Objectives:

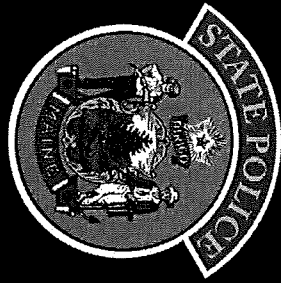
- Specific, Measurable, Achievable, Relevant, Time-bound

Lewiston HS Command Post



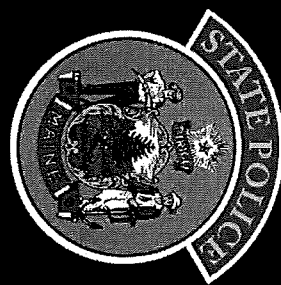
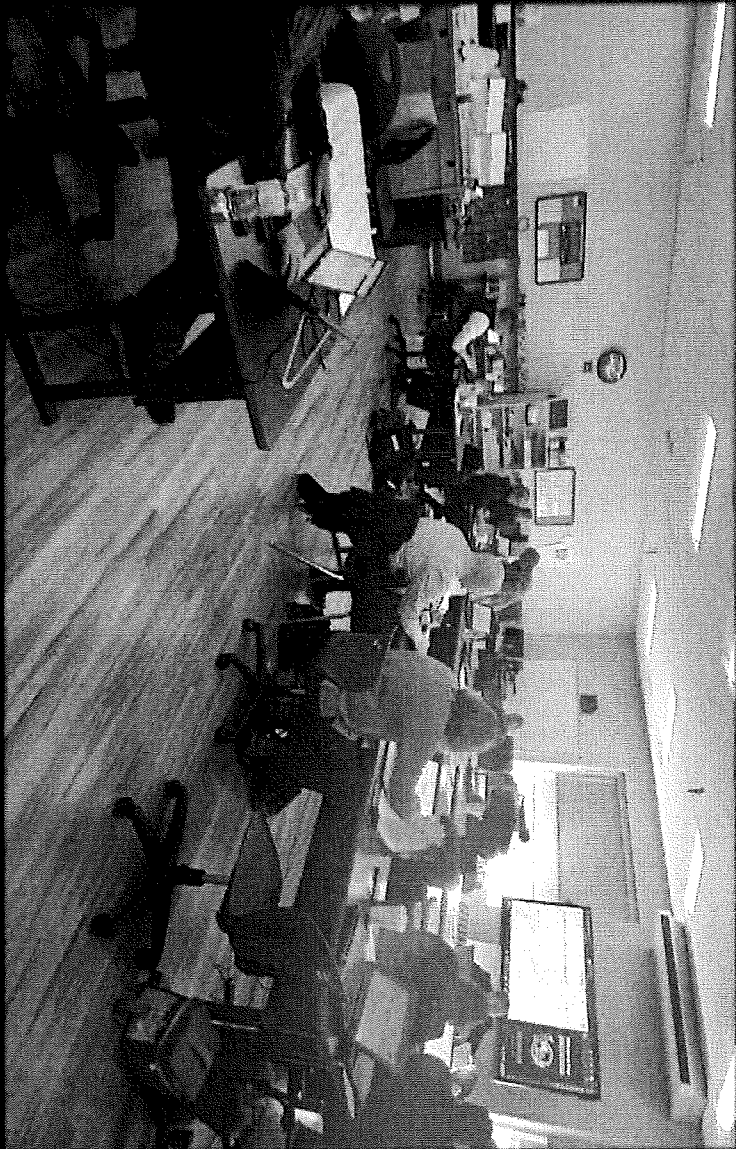
Command Post Briefings

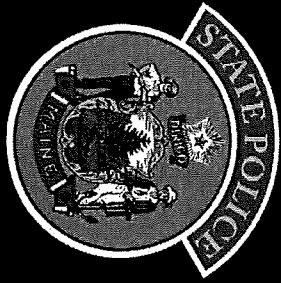




Intelligence Section

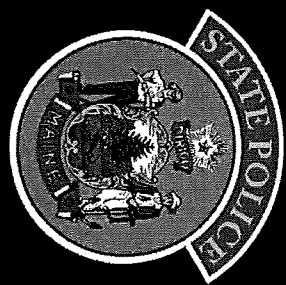
Subsection of Investigations

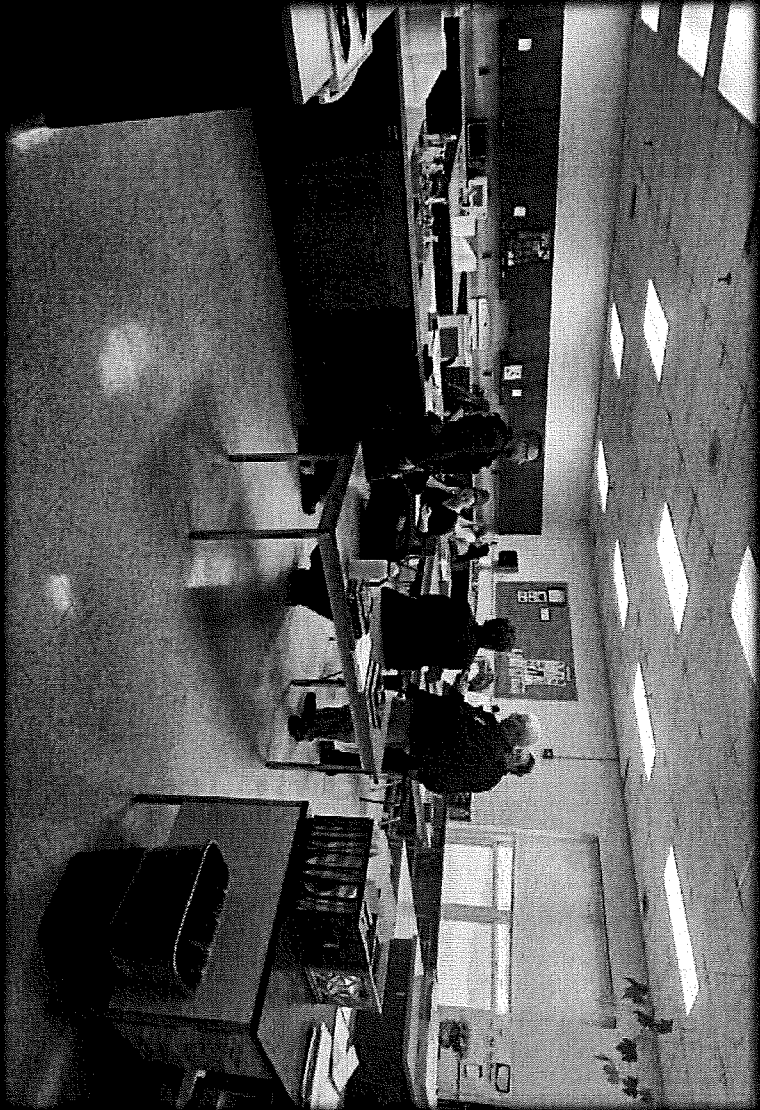
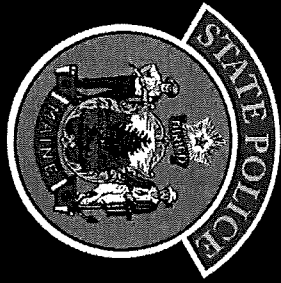




Unified Command and Chaplains

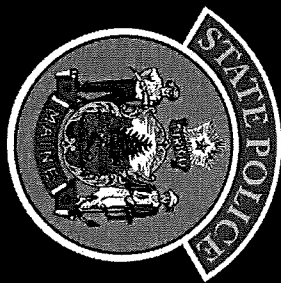
Command and Logistics

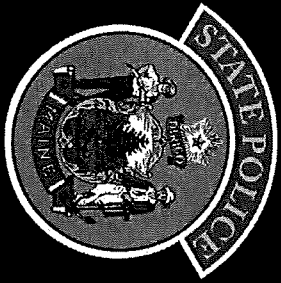




Chaplains

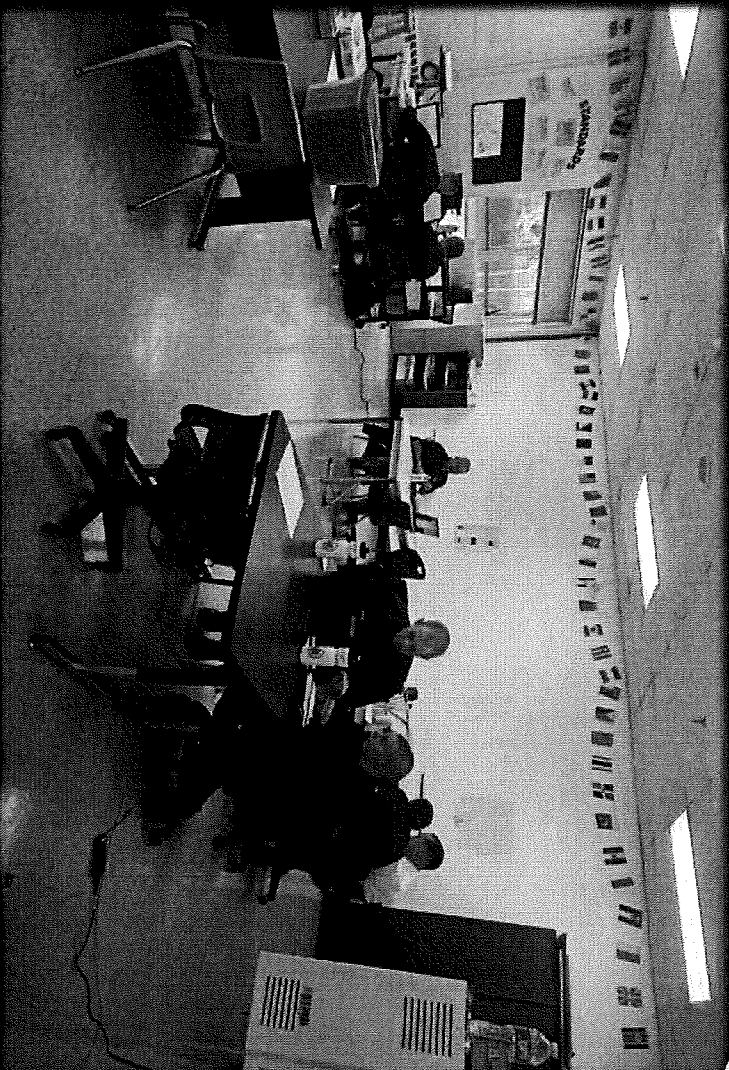
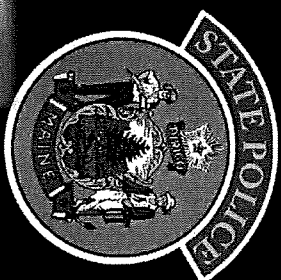
Logistics

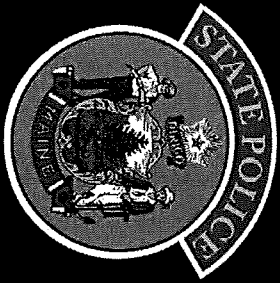




Call Center/Tipline with New Recruits

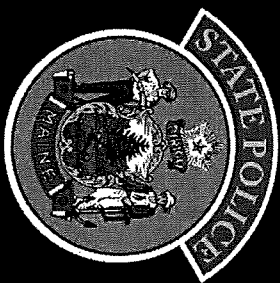
Logistics fielded 821 tips





Victim Notifications

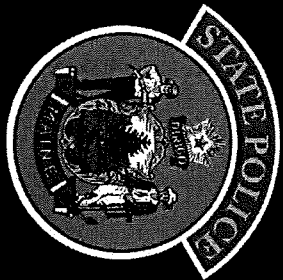
Subsection of Investigations



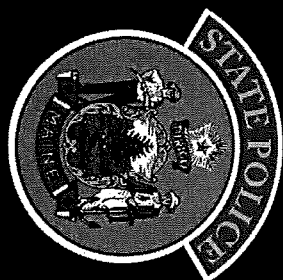
<p>William A. Young (43)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>
<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>
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<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>
<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>	<p>Robert C. Young (53)</p>
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* Victim Notification Subsection
* Subsection of Investigations

Investigation Subsection
* Subsection of Investigations



Victim Notifications - Constant Updates Subsection of Investigations



BAR ^{Bar} 553 Lincoln St
Schmengers Bar

① Ronald [redacted]
② [redacted]
③ [redacted]
④ [redacted]
⑤ [redacted]
⑥ [redacted]
⑦ [redacted]
⑧ BR1 Steven Vozella [redacted]

Bowling Larry [redacted] 24 Madison Way
Spartan Rte

① Thomas [redacted]
② [redacted]
③ [redacted]
④ [redacted]
⑤ [redacted]
⑥ [redacted]
⑦ [redacted]

CMC ^{CMC} Hospital

① [redacted]
② [redacted]
③ [redacted]
④ [redacted]
⑤ [redacted]
⑥ [redacted]
⑦ [redacted]

CMC Hospital
Injured

① Benjamin Dyer [redacted]
② Al Anderson [redacted]
③ Kyle Seon [redacted]
④ Jennifer Zanca [redacted]

SP [redacted]
STAN KATLAN [redacted]



Responding Agencies

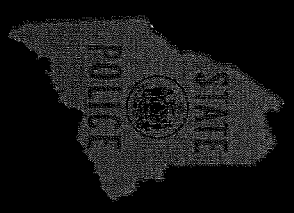
Some of our partners who checked in with us:



Attorney General's Office Maine	Executive Protection Unit	MDEA	United Ambulance
Androscoggin County DA	FBI	Maine Warden Service	US Customs
Androscoggin SO	US Fish and Wildlife	Maine Medical Examiner	US Fish and Wildlife
Army CID	Franklin County DA	Maine State Police	US Marshals
ATF	Homeland Security	Maine Forestry Service	US Postal Inspection
Auburn Fire	Immigration and Customs (ICE)	New Hampshire State Police	US Treasury
Auburn Police	Jay Police	Norway Police	US Border Patrol
Bangor Police	Kennebec SO	Portland Police	Warden Service
BLETP	Massachusetts State Police	Rumford Police	York DA
Border Patrol	Lewiston Fire	Sagadahoc SO	York SO
Bridgton Police	Lewiston Police	Scarborough Police	Lisbon Police
Brunswick Police	Marshal Service	Secret Service	Sabbatus Police
Cape Elizabeth Police	MDEA	South Portland Police	

This is not an all-inclusive list

In-Process Action Reviews



Done Well:

- Emergency life-saving efforts by first responders saved lives
- Suspect found within 48 hours without any further harm or injury
- Command Post set-up
- Upper-level briefing structure
- General structure
- General and ORF staging
- Victim services
- Wellness and counseling
- Rest area and logistics

For Improvement:

- Communicating the Command Structure to partners with visible leadership indicators
- Briefing at the branch level
- Coordinated briefing times
- Operational cycle scheduling
- Regular briefing schedule
- Other agency familiarity with ICS – Practice vs. Concept
- Self-dispatching inhibited operational deconfliction

Items in blue had been identified for remedy on Friday afternoon, October 27th