



# FAIRBURN GEORGIA POLICE DEPARTMENT OPERATIONS MANUAL



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## CHAPTER 18 Unusual Occurrences

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## **S.O.P 18-6 INCIDENT COMMAND SYSTEM (ICS)**

### **I. PURPOSE**

- A Establishes a standard operating procedure for responding to hazardous material incidents.
- B Establishes a standard operating procedure for responding to bomb threats.
- C Establishes a standard operating procedure for identifying initial responsibilities in a hostage, sniper, or barricaded person incident.
- D Establishes a standard operating procedure for stakeouts.
- E Establishes a standard operating procedure for response to civil disorders.
- F Expedites the mobilization of Agency personnel while encouraging the efficient discharge of duties and responsibilities connected with unusual occurrences.

### **II. RULES AND REGULATIONS**

#### **A General**

1. Approach - Unusual incidents require a tactical plan to ensure that the Agency makes an appropriate response. To minimize the possibility of injury to officers and others, specialized equipment and trained personnel shall be requested as needed.
2. Responsibility - In tactical situations, the senior uniformed officer present is in command. A supervisor shall take charge upon his/her arrival at the scene and take appropriate action to bring about an acceptable solution. The on-scene supervisor will use readily available manpower or activate the tactical response team if necessary. Available units include, but are not limited to:
  - a) Fire Department - Responds to hazardous material incidents, requests for additional manpower when threat of fire or explosion exists, or wash downs;
  - b) Emergency Medical Services - Respond to life threatening situations and injuries;
  - c) Any agency which has mutual aid support agreements in place; and

- d) Special Weapons And Tactics Unit (SWAT), Special Operations Unit
3. If the hostage is a foreign official or an official guest of the United States, as defined by the U.S. Code, chapter 51, Title 18, jurisdiction is concurrent with the Federal Bureau of Investigation (FBI);
    - a) If the FBI clearly indicates it will take command in this instance, the Agency will comply;
    - b) If the FBI indicates that jurisdiction remains concurrent, joint decision making will be completed by the SWAT, Special Ops, or ERT Commander and the senior or ranking FBI agent at the scene; or
    - c) Concurrent jurisdiction implies concurrent responsibilities; therefore, all later strategies must be mutually planned and implemented.
  4. Victim of Federal Crime
    - a) If a hostage incident results from the commission of a federal crime such as bank robbery, jurisdiction is concurrent with the FBI; or
    - b) If the initial control of the operation is by the Agency, control of the scene will remain with the Agency until the senior or ranking FBI agent at the scene declares responsibility.
  5. Hostage, Sniper or Barricaded Person Incidents Resulting from Criminal Activity Occurring in another Jurisdiction.
    - a) If a hostage, sniper or barricaded person incident occurs as a result of criminal activity in another law enforcement jurisdiction, and is followed by fresh pursuit of the suspect by officials of that Agency into the incorporated City limits of this Agency, concurrent jurisdiction is assumed; or
    - b) If a hostage, sniper or barricaded person incident occurs as a result of criminal activity in an incorporated area of the City and fresh pursuit requires Agency personnel to enter an unincorporated area or to leave the legal limits of the City, concurrent jurisdiction is assumed.
  6. Agencies Declaring Jurisdictional Control - If Federal or local law enforcement agencies declare their intent to control a situation, the SWAT, Special Ops, or ERT Commander or the ranking officer of the Agency taking command, will offer the assistance of the Agency.

Agency members will then be guided by all lawful orders given by these officials.

## B Limited Emergency Situation

1. Definition - A limited emergency is defined as one which can best be handled by a limited number of law enforcement officers.
2. Objective - The primary objective of these procedures is to facilitate responsive organized law enforcement action with the maximum amount of safety for civilians and law enforcement personnel in the emergency.

3. Procedures for any limited emergency- The following procedure will apply:

- a) Officer(s) discovers or responds to a situation;
- b) Officer(s) notifies the on-duty supervisor of the situation, the pertinent facts, and necessity of additional manpower;
- c) Officer(s) at the scene contains situation by establishing a perimeter;
- d) The on-duty supervisor, upon arrival, verifies the situation;
- e) The on-duty supervisor takes command of the situation until relieved;
- f) Officers at the scene will continue perimeter security; and
- g) Necessary weapons and equipment, as needed, will be dispersed as requested by the on-duty supervisor.

C. Active Threats- are serious in nature and can occur in any environment. This may include settings such as educational campuses, businesses, special events, the general workplace and can include physical or virtual threats. Active threats require an immediate response, and the following must be addressed:

1. Public Notification- dependent upon the urgency of the active threat, the public may be notified for awareness and safety. Means of accomplishing this may include, but is not limited to:
  - a) Social media
  - b) News media
  - c) Written correspondence
  - d) Verbal deliverance
2. Notification of other Agencies- other public safety departments and agencies may be notified if they are needed for response or to stand by to assist. Requests for these agencies will generally be made by officers on scene or in route through the Communications Center.
3. Imminent Danger to Lives- where an active threat exists where lives are in imminent danger, this department will respond without delay. The primary goal is the protection and safety of human lives. Officers shall utilize any and all resources available to achieve this goal, including calling upon other agencies for assistance without delay.
4. Shelter and Containment- the need for sheltering the public and containing the incident is pertinent to ensure the safety of citizens while allowing officers room to respond and resolve the incident favorably and quickly.

D. Specific Active Threat Situations - Listed below are situations an officer may encounter:

1. Hostages Involved - When hostages are taken by the suspect, the primary concern will be for the safety of the hostages. When time is on the officer's side, it is best to contain the situation until a supervisor arrives.
2. House to House Searches - Personnel used in this type of search must be kept to a minimum to ensure that adequate communications, proper leadership by the supervisor, and the safety of the officers involved in the search are maintained.

In cases of open space searches, the on-duty supervisor will coordinate the search operation.

3. Snipers - Situations involving snipers have shown that a poorly organized response can result in confusion, injury and even death to the officers involved. It is imperative that a supervisor, SWAT, Special Ops, or ERT Unit officers take complete charge of such situations and make appropriate decisions. Cooperation of the patrol officer is a must to such efforts.
4. Bombs and Bomb Threats (see related section in this chapter).
5. Barricaded Suspects (see related section in this chapter).
6. Active Shooter- this situation involves an individual(s) actively engaged in killing or attempting to kill people in a confined and populated area. The overall purpose of police intervention in active shooter incidents is to neutralize the threat(s) by preventing access to potential victims, rescuing injured persons and potential victims, and movement to neutralize the shooter(s). The goal of police response is to stop the killing and then stop the dying. This goal can be achieved by various means, up to and including, the use of deadly physical force. Initial responding officers have the authority and responsibility to take immediate action in active shooter incidents.

The following tenets set general response guidelines for active shooter incidents. However, these incidents are sufficiently unique such that their effective handling cannot be totally reduced to procedures. These procedures are not meant to limit conventional police tactics, which are appropriate for a crisis. The significant factors regarding these tactics are that they represent a means of intervention available to the officers and there is the potential of elevated risk to bystanders and officers. The risk is acceptable considering the potential these tactics have for saving lives. Another significant aspect of the active shooter tactical doctrine is that officers arriving at the scene of an active shooter incident are authorized to intervene prior to the arrival of command personnel and special units.

- a) First Responder Tactical Intervention: when responding to active shooter incidents, the agency endorses the concept of first responder tactical intervention. It is critical that all officers, supervisors, and command personnel are familiar with the definition of an active shooter as well as the tactics deemed appropriate for active shooter response. The traditional uniform responses of contain, isolate, evacuate, and wait for SWAT and Crisis Negotiators may not be adequate in an active shooter incident. First responder intervention will be based on opportunity. Ideally, contact teams will be created and composed of three to four officers. However, depending on

circumstances, solo response or two-man assault team may be necessary.

- b) Active Shooter Site Security: No location associated with an active shooter will be considered secure until the Incident Command declares it is so. Officers assigned to security functions will maintain positions until properly relieved.

The agency will provide appropriate training to personnel of all ranks. Training will consist of personnel being trained to conduct an immediate assessment, tactics that capitalize upon existing skills, and tactics that are basic and flexible for all officers.

## **S.O.P. 18-1 HAZARDOUS MATERIALS INCIDENTS**

### **INTRODUCTION**

Because of the potential for serious health and environmental damages, the following procedures were developed as a guide for initial action to be taken by officers to protect the public and the environment:

- A Upon receiving a report of a hazardous material incident, the closest available officer along with the on-duty supervisor will be dispatched to investigate.
  1. Upon arriving at the site, the responding officers shall provide emergency first-aid as needed and request additional assistance as needed. (Fire department, Emergency Medical Team and EPA's Emergency Response Team)
  2. Upon confirmation that a hazardous material incident has occurred, the Communications Center shall advise the local medical facilities and ambulance personnel that all injured individuals are assumed to be contaminated by hazardous material and should be handled accordingly. The responding officers shall obtain the name of the ambulance service and the name of the hospital where patients will be taken.
  3. If required, the responding officers shall begin an evacuation of residents to a safe location.
  4. The responding officers shall try to determine the type and form (solid, liquid, gas) of material involved: by questioning the driver, checking the chem-card in the cab of truck, checking the bill of lading or from placards and labels on the truck and containers. All such pertinent information will be made known to the Communications Center.
  5. After the type of chemical or material has been identified, the on-duty supervisor shall check the Emergency Response Guidebook to determine the type of emergency action which should be taken.
  6. Officers at the scene shall cordon off an area for 500 yards around the hazardous material. They shall re-route traffic and restrict access to emergency personnel only.

When radioactive materials are involved, the State's Emergency Response Team will advise how large an area should be cordoned off.
  7. Upon arrival of the properly identified State Emergency Response Team, the officers shall remain at the scene, maintain crowd control and assist the team as directed.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 18-2 HANDLING OF BOMB THREATS**

**INTRODUCTION**

This procedure identifies information to be obtained from the complainant, safety precautions for handling a bomb threat call and techniques of searching for a bomb. Any suspect packages or containers will be examined by a bomb disposal technician.

**I. REQUIRED INFORMATION**

The Communications Center will obtain all pertinent information regarding the person who made the threat. The officer will then use this information to determine if the affected area warrants a bomb search. Before completion of the call the following information should be completed for inclusion in the incident report.

Bomb Threat Call

1. Type of Complaint
  - a) School
  - b) Hospital
  - c) Industrial
  - d) Manufacturing
  - e) Business
  - f) Other (specify)
2. Business Name of Complainant
3. Business Address
4. Business Telephone
5. Name of Person Reporting Complaint:
6. Telephone Number Call was Received on
7. Date and Time of Call
8. Name of the Person who talked to the caller and title:
9. Exact words used by the caller
10. Background noises
11. Information about the caller



- a) Age
- b) Sex
- c) Race
- d) Educational Level
- e) Accent
- f) Speech Impediments
- g) Attitude

12. Any Suspects

13. Have previous calls been received

- a) If Yes, how many and when?

14. Has telephone security been notified

15. Location Information

- a) Exact Location
- b) Time set for detonation
- c) Description of the bomb (reason for)
- d) Type of explosive

## **II. RESPONSIBILITY AT THE SCENE:**

Personnel should be mindful that an initial device may be used to lure public safety personnel and others into a predetermined area for the purpose of detonating a secondary device.

- A The first officer to arrive at the scene shall keep his/her mobile radio and/or mobile phone on before entering the building to have the ability to listen to any radio traffic. If a suspect package is identified, do not transmit from a position near the package. If a suspect item is identified, an evacuation should begin, working from the package outward, and a notification to other personnel when the first responder is able to place as much distance and shielding between them and the suspect item. As soon as possible, the responding officer shall contact the on-duty supervisor and provide a situation update.

The officer should contact the property owner or the property manager of the building. An officer cannot order a property owner or manager to vacate the building unless a suspected device has been located.

1. If the building is to be evacuated:

- a) The on-duty supervisor will request additional assistance if needed and establish a safe distance for the protection of responding public

safety personnel; and

Again, because of the possibility of detonating an explosive device, officers should avoid radio traffic.

- b) The on-duty supervisor will request the owner/person in authority to solicit company employees to assist in searching the building (maintenance, cleaning staff, and building engineers preferred).

2. If the building is not evacuated:

- a) The on-duty supervisor shall obtain permission from the owner/person in authority to conduct a discrete search of the premises, especially restrooms and areas that are accessible to the public; and
- b) The on-duty supervisor shall solicit the help of maintenance personnel, cleaning staff, and building engineers to assist in the search.

B The responding officer shall advise all people involved in the search not to answer phones, turn light switches on or off, or do anything which might activate an explosive device.

C Should a suspicious package or device be located, officers shall prevent any unauthorized persons from touching it and ensure that the area is evacuated.

### **III. SEARCHING FOR THE BOMB**

A Depending on location and manpower allocated, officers shall establish a Command Center. The key to a successful Command Center is flexibility and mobility. The Center should be prepared to move with the search, if necessary.

B The best people to search are employees familiar with the area. They are more aware of items that are out of place or alien to the location. The ideal team is two; one employee, one officer.

C Actions by those participating in the search should be well planned by the on-duty supervisor; there should be no undue movement of items, bumping, or shaking. A bomb can be any shape, size, or color.

D If a suspected bomb is found in an occupied building, the officers shall evacuate the building.

E There also needs to be a search for secondary devices after the first search is conducted.

### **IV. TECHNIQUES OF SEARCHING**

The following guidelines should be followed in conducting a bomb search in a building or an automobile.

A Start of search:

B Start outside and work inside; and

- C When searching start at the lowest level.
- D The search should be broken into three steps:
  - a. Exterior - The exterior search begins at the ground level. Close attention should be given to piles of leaves and refuse, shrubbery, trash cans, and parked vehicles (outside accessibility is unlimited);
  - b. Public Area Search - Extended outward from the building to some natural divider (curb or wall, usually twenty – five (25) to fifty (50) feet); and
  - c. Interior Room Search:
- E Special attention should be given to utility rooms or areas where access is unlimited;
- F Begin the search at the lowest level and work upward, completely searching each level before changing floors;
- G When searching a room, search in four levels:
  - H Floor to waist - checking chairs, desks, trash cans, and or anything in this level that could conceal a bomb;
  - I Waist to eye level or top of head – checking behind pictures, cabinets, and items on walls;
  - J From eye level to the ceiling - checking light fixtures or any items suspended from the ceiling, e.g., heating and air-conditioning ducts; and
  - K Ceilings and false ceilings.
- L Whenever first entering a room remain completely calm and immobile. Listen for any unusual sounds. Check for any string or wires. Many times, such actions will pick up sounds or items indicating the presence of a device.
- M Vehicle Searches:
  - a. Whereas a bombing in a building is normally set to detonate at a specific time an auto bomb usually has a triggering device;
  - b. The initial action in a vehicle involved incident is to evaluate and secure as much information as possible from the driver/owner (any threats, evidence of tampering, suspicious noises, unfamiliar objects);
  - c. Find out when the vehicle was last operated, was it locked, who is to be the next person in the vehicle (who is the intended target, driver or passenger?); and
  - d. Check the area around the vehicle for signs of tampering (marks on the ground, bits of tape, wire insulation, etc.).
- N Action to Be Taken Upon Locating A Suspected Bomb:
- O If a suspected bomb is located, it will remain untouched. The patrol officer will notify

- the Communications Center and request the on-duty supervisor who will determine if a bomb technician is to be dispatched to the scene. At no time will any unqualified officer attempt to move or render safe any suspected explosive device;
- P The officers on the scene will then evacuate the area;
  - Q The Communications Center will also dispatch other emergency services as appropriate; and
  - R Upon arrival, the Bomb Technician and/or E.O.D. authority will assume command of the scene.
    - a. The Fairburn Police Department utilizes the Fulton County Sheriff's Office Bomb Unit for all bomb threat or explosive / incendiary device related services. The unit will be contacted via the 911 communications center. The bomb unit will determine if additional, specialized assistance is needed from additional agencies.
  - S Conclusion of Search:
    - a. The supervisor at the scene will notify the owner/person in authority of the building of the results of the search; and
    - b. The on-duty supervisor will make sure that all required reports have been completed and all units are back in service.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 18-3 INITIAL OFFICER RESPONSIBILITIES ON THE SCENE OF A HOSTAGE,  
SNIPER OR BARRICADED PERSON INCIDENT**

**INTRODUCTION**

This situation poses an extreme danger not only to officers, but to other people as well. Good judgment demands that a tactical plan be developed.

As soon as an incident is verified, officers should seal avenues of escape and call for assistance of a tactical team. Once the suspect is isolated, time is to the benefit of the officers, and the full resources of the Agency are available to assist officers in reaching a peaceful resolution. To minimize the possibility of injury to officers and others, appropriate special equipment and trained personnel should be requested as needed. If possible, an effort should be made to contact the suspect in an attempt to establish open communications and to attempt to minimize injury/harm to all parties involved in the situation, while working towards a peaceful resolution.

- A. Duties of Responding Officer - The responding officer shall have the following duties:
  - 1. Confine the suspect(s) to the immediate area and maintain firearms discipline;
  - 2. Notify the on duty supervisor;
  - 3. Establish an inner and outer perimeter at a safe distance to prevent innocent parties from entering the area;
  - 4. Cordon-off the area and evacuate injured persons and bystanders, if applicable and the situation permits;
  - 5. Detain all persons having pertinent information regarding the suspect, or his/her location for de-briefing; and
  - 6. Establish a command post, advising all concerned units of the location and of any streets or areas which may be unsafe for responding units to enter.
  
- B. Duties of First Arriving Supervisor - The first supervisor on scene shall have the following duties:
  - 1. Contact a tactical team and investigators. Direct all responding members of the Agency, and any other department, to report to the Command Post for assignment and briefing. Ensure that all members are aware that the safety of hostages, personnel and citizens are of primary concern and of the need for maintaining firearms discipline, unless their lives or the lives of others are in eminent danger;
  - 2. Request an ambulance/fire rescue be dispatched to the staging area;
  - 3. Designate an alternate mobilization point for responding personnel, if needed, transmitting this information to the Communications Center. Advise the Communications Center of any streets or areas which may be unsafe for responding units to enter;

4. Determine the necessity of evacuating the location or area. If deemed necessary, commence the evacuation; and
  5. Gather intelligence information regarding:
    - a) Location of suspect (floor, room, roof, etc.);
    - b) Types of weapons suspect may have or can possibly obtain;
    - c) Identification of suspect(s), including complete physical description, mental state, and physical condition;
    - d) Suspect's purpose;
    - e) The crime committed by the suspect (assault, robbery, minor disturbance, etc.);
    - f) Physical description of any hostage(s) and his/her physical and mental condition, communicating this information to all responding personnel;
    - g) Location of any telephones;
    - h) Deploying additional personnel;
  6. Contact the appropriate Command Staff and request additional support from outside agencies for K-9 or air support, if needed;
  7. Provide a complete status report to the tactical team commander and stand by to assist; and
  8. Assign an officer or other person to record events in chronological order.
- C. Chain-of-command -To provide for unity of command during unusual occurrence operations, which may involve personnel from other agencies, a scene or Incident Commander is necessary. This person exercises command and control over all civil law enforcement resources committed to an operation within the city/county. The senior law enforcement officer will oversee the overall scene, and of all police resources at the scene of any unusual occurrence until relieved by a higher-ranking officer. This will include all police and civilian resources from other law enforcement agencies.
- D. Communications with other agencies- The Communications Center will determine if communications network (radios, telephones, etc.) is established and operational. All requests for outside assistance will be handled through the Communications Center, as well as:
1. Providing other leaders with updated information received through the communications network;
  2. Acting as radio liaison with outside public safety personnel; and
  3. Notifying commands along the primary route not to interfere with the progress of the convoy, if becomes mobile.

- E. Duties of Assisting Personnel - Personnel assisting with the incident shall have the following duties:
1. Report to the Command Post or the designated staging area. Assisting personnel will not deploy on their own; and
  2. Maintain absolute control of their assigned post to ensure the safety of innocent persons and to prevent the escape of the suspect(s), with the understanding that assisting personnel will not act individually unless ordered to do so, or if failing to act would jeopardize the safety or lives of other personnel or citizens.
- F. Command Responsibilities
1. The authority to direct a tactical situation involving a hostage, sniper, barricaded person, or other unusual incident rest with the tactical team:
    - a) Officers of a higher rank may make suggestions and/or assist in any manner deemed necessary.
    - b) The Chief of Police will have ultimate authority over any operation and can assume full command at any time he/she deems necessary.
  2. The tactical team commander will, upon his/her arrival:
    - a) Ensure that all previous steps designated as responsibilities of initial personnel and those of the first patrol supervisor on the scene have been fulfilled;
    - b) Obtain a situation report from the on-duty supervisor in charge;
    - c) Evaluate the situation and determine the degree of danger to any hostage, Agency member or citizen and whether perimeter deployment is adequate;
    - d) Consider establishing a mobile reserve at the assembly area to relieve personnel previously assigned to other tasks;
  3. The tactical team commander will be responsible for requesting one or more negotiator(s).
- G Duties of Criminal Investigation Personnel - The Criminal Investigation Division will be responsible for:
1. Conducting all phases of the Criminal Investigation surrounding the incident;
  2. Debriefing negotiators and witnesses;
  3. Interviewing the family and friends of the suspect for intelligence purposes;
  4. Verification of all claims or allegations made by the suspect; and
  5. Coordinating the preparation of appropriate reports surrounding the incident.

H Communicating with The Suspect - The following guidelines should be used in communicating with suspect:

1. Attempt to establish a line of communication with the suspect as soon as practical;
  2. Attempt to limit the suspect's means of communication with other persons to avoid jeopardizing the operation or providing a forum for the offender;
  3. If a telephone number is needed, contact the telephone company;
  4. If unable to communicate via telephone, resort to a bull horn or a public address system;
  5. Make certain the suspect(s) knows with whom he/she is communicating and negotiating. Do not use rank or titles, use first names as this establishes a personal relationship;
  6. Keep the suspect talking as long as possible, since the longer the conversation, the greater the opportunity for a successful/peaceful negotiation; and
  7. If needed, any requests for surveillance equipment will be made by the incident commander.
- I. Negotiating Procedures – Negotiations with suspects will be handled by certified/trained personnel only.
- J. Assault on a Secured Area and Use of Weapons - The following guidelines should be followed in preparation of an assault and the use of weapons:
1. Continue negotiating, a lessening of demands and the uneventful passage of deadlines imposed by the suspect may indicate that the suspect is beginning to weaken. Continue to negotiate and consume time;
  2. If convinced that the suspect has become destructive or irrational, the Tactical Team Commander, or his/her designee, should prepare for an assault action; and
  3. The authority to commence an assault and/or to employ firepower/chemical weapons will only be given by the Tactical Team, Commander in accordance with the use of force policy (SOP Chapter 11).

K. MOBILIZATION OF HOSTAGE SITUATION

If it has become necessary to allow a perpetrator to move from the original location of negotiations by vehicle or other means accompanied by a hostage(s), the following plan will take effect:

1. The Incident Commander will notify the Communications Center if there is to be a movement of captor and hostage(s) and the proposed route and destination, if known.
2. The Communications Center will notify commands along the primary and parallel route not to interfere with the progress of the convoy.



3. The Communications Center will notify other agencies if pertinent and notify command covering the location of destination if outside of the City/County.

Responsibility will be maintained unless the incident shifts to another jurisdiction or is relieved by a higher authority.

The Commander of the new area or other jurisdiction will be briefed and the assistance of the Fairburn Police Department will be offered if necessary. The Incident Commander will command the hostage transportation convoy and determine its size. Consideration should be given to the number of captors, their armament, the number of hostages and the destination. The convoy should have a minimum of four (4) vehicles.

1. Escape Vehicle
2. First Vehicle: The remainder of the hostage negotiating team and two members of the Tactical Team as a containment unit.
3. Second Vehicle: The remainder of the Tactical Team or four members as an assault team.
4. Third Vehicle: Command Car containing the Tactical Team Commander.

Communications will be maintained as to the progress and exact location of the convoy.

**STANDARD OPERATING PROCEDURE  
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**S.O.P. 18-4 CROWD CONTROL**

**I. PURPOSE**

The purpose of this policy is to establish guidelines for managing crowds and preserving the peace during demonstrations, large gatherings, and the handling of civil disturbances.

**II. POLICY**

It shall be the policy of this Agency to provide an effective police presence at assemblies and gatherings in a posture that guarantees the constitutional rights of participants and promotes an orderly, lawful demonstration in the best interest of public safety and community harmony.

**III. DEFINITIONS**

- A **Civil Disturbance:** An unlawful assembly, as defined by state statutes and local ordinances. Normally, a gathering that constitutes a breach of the peace or an assembly of persons where there is a threat of collective violence, destruction of property, or other unlawful acts. These are typically, but not always, spontaneous occurrences requiring the emergency mobilization of police forces and related emergency services.
- B **Demonstration:** A legal assembly of persons organized primarily to express political or other views. These are typically scheduled events that allow for prior police planning. They include but are not limited to marches, protests, and other assemblies that are largely designed to attract the attention of onlookers, the media, and others. Demonstrations can evolve into civil disturbances that necessitate enforcement actions. Although crowd control may be necessary at sporting events, festivals, concerts, and related events, these are not defined as demonstrations.
- C **Crowd Control:** Techniques used to address unlawful public assemblies, to include a show of force, crowd containment, crowd dispersal equipment and strategies, and preparations for multiple arrests.
- D **Crowd Management:** Techniques used to manage lawful assemblies before, during, and after the event.

**IV. PROCEDURES FOR CIVIL DISTURBANCES:** Officers will make every effort to preserve the peace, protect life and prevent the destruction of property, and remain impartial to all parties in a demonstration. Officers may take appropriate enforcement action when a demonstration violates any laws or ordinances. Officers will notify the on-duty supervisors when such demonstrations take place.

- A **Responding Officer:** The first officer(s) on the scene of a civil disturbance will observe the situation from a safe distance, notify the communications center of the seriousness of the situation, notify the on-duty supervisor, and attempt to identify, by observation, the leader of the group.
- B **Incident Commander:** The responding supervisor will assume command of the incident until relieved by a higher authority. Supervisors will assess the situation, determine the appropriate response, establish a command post, inform the

communications center of the crowd size, mood, weapons involved, and any property destroyed, injuries, and deploy necessary traffic control in the area.

- C Riots: When the Incident Commander has determined that the crowd has become violent and destructive requiring additional police action, the Mobile Field Force will be deployed. The Mobile Field Force Commander will assume command of the incident, and when an adequate number of personnel are in place, issue a dispersal order to the crowd via the public address system, establish a time limit for dispersal, and when necessary, order the use of Mobile Field Force tactics to restore order and disperse the crowd.
- D Mutual Aid: Requests for mutual aid will be governed by compliance with the "Georgia Mutual Aid Act."
- E Mobile field force: A mobile field force will be led by a sergeant or higher and is normally deployed for the following assignments:
  - 1. To rescue police officers under hazardous conditions
  - 2. To apprehend multiple offenders (looters, rioters, etc.)
  - 3. To isolate areas of civil disorder or disaster by the use of large, organized perimeters
  - 4. To control or disperse unruly crowds
  - 5. Other assignments as required
  - 6. The agency will conduct training with all sworn personnel as deemed necessary by the Chief. The training will cover all of the following;
    - a) Tactical handling of spontaneous incidents
    - b) Tactical handling of Pre-Planned Incidents
    - c) Personnel Issues
    - d) Response to Resistance Issues
    - e) Use of non-dead weapons, chemical agents, fire hoses, and conducted energy weapons
    - f) Arrest techniques for passive demonstrators
    - g) Use of Arrest Teams
    - h) Close quarter defensive tactics
    - i) Handgun retention
    - j) Human Diversity Awareness and group sensitivity
    - k) First Amendment Issues

- l) Creation of First Amendment Zones
- m) Critical Incident Management Training
- n) After Action Reports
- o) Other Training as deemed appropriate

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 11/21/08**

**S.O.P 18-5 NATURAL DISASTERS, TERRORISM, WEAPONS OF MASS DESTRUCTION,  
AND CIVIL DISTURBANCES**

**INTRODUCTION**

As a public safety agency, the Fairburn Police Department is required to be prepared for and respond to emergency situations resulting from natural disasters, incidents of terrorism/weapons of mass destruction, violence at educational facilities, and civil disturbances.

It is the policy of the Fairburn Police Department to actively participate in and follow the procedures outlined in the Incident Command System plan. The on-duty supervisor will act as Incident Commander until a proper transfer of command is completed.

**I. COMMUNICATIONS**

Officers assigned to the event will use their radios on the tactical channel assigned by the Communications Center as their primary communications.

The Communications Center may group the channels of assisting agencies together on the tactical channel for person-to-person communications. Agencies that can be grouped together include:

- a. The Red Cross
- b. The National Guard
- c. Federal Police
- d. Assisting Agencies

**II. SITUATION MAPS**

The Incident Commander has a completed set of laminated maps which may be used for planning and tactics in an unusual occurrence situation. The Fire Marshal's Office, The Zoning Department and The Engineering Department have complete maps of businesses within the city of Fairburn that can also be used.

**III. FIELD COMMAND POST**

Normally, the command post will be the Law Enforcement Headquarters because of the security and resources available at this location. However, the field command post location may need to be changed. The Incident Commander will select a field command post site when needed, with particular attention to the safety of personnel and the ability to protect that site. The site may change if a situation escalates, or the problem shifts to another location. Whenever possible, the command post will be designated prior to plan implementation.

**IV. CHAIN-OF-COMMAND**

To provide for unity of command during unusual occurrence operations, which may involve personnel from other agencies, a Scene or Incident Commander is necessary. This person exercises command and control over all law enforcement resources committed to an operation within the city/county. The senior law enforcement officer will be in charge of the overall scene, and all police resources at the scene until relieved by a higher-ranking officer. This will include all police and civilian resources from other law enforcement agencies.

## **V. CASUALTY INFORMATION**

Information relating to fatalities and/or injuries will be made available by the Fairburn Police Department Chief of Police or designated Public Information Officer.

Upon obtaining the identification of a deceased person from a fire, criminal act, accident or other misfortune, the Incident Commander will assign personnel to notify the next of kin prior to releasing the name and address to the news media. If the next of kin has not been located after a reasonable length of time, this information may be released after approval of the Chief of Police or the Public Information Officer.

A "reasonable length of time" will be determined after examining all areas of concern and circumstances and may vary accordingly.

## **VI. COMMUNITY RELATIONS/PUBLIC INFORMATION (MEDIA BRIEFINGS)**

The Chief of Police or designated Public Information Officer will serve as the media liaison during any civil disturbance and will respond to appropriate news media requests or media briefings in order to keep the public informed and to dispel rumors.

## **VII. OTHER LAW ENFORCEMENT AGENCY SUPPORT**

Mutual aid assistance will be requested through proper channels. Formal requests for mutual aid may be made telephonically or by teletype on the GCIC computer system when time allows.

## **VIII. LIAISON WITH NON- POLICE AGENCIES**

The Fairburn Police Department will maintain a liaison with all applicable State/County Legal Departments and other various legislative authorities. This includes, but is not limited to the Fairburn City Attorney, the Fulton County District Attorney's Office, the Fulton County Solicitor General's Office, and the State Attorney General's Office. This will be done to ensure that the agency will have access to legal assistance and opinions when responding to natural disasters, incidents of terrorism/ weapons of mass destruction, violence at educational facilities, civil disturbances, and other unusual occurrences.

## **IX. MILITARY ASSISTANCE**

In the event that National Guard assistance (Military support/Martial Law) is needed in a public safety emergency, the chain-of-command to the Mayor/City Administrator will be followed. He/She will officially request the service of the Fulton County Emergency Management Agency, who will in turn notify the Georgia Emergency Management Agency (GEMA), who will then notify the Georgia National Guard for assistance.

## **X. PUBLIC FACILITY SECURITY**

Any public facility may become a target during unusual occurrences. As soon as possible, security of the Law Enforcement Headquarters and the Municipal Complex will be instituted.

## **XI. TRAFFIC CONTROL**

It will be the responsibility of the Fairburn Police Department to take charge of traffic control. The perimeter of the incident area must be secured, and traffic may need to be routed around the scene. The decision about traffic control should be made by the on-duty supervisor.

- A. Uniformed police officers will be used on all traffic posts. If officers are needed at the incident scene, Mutual Aid should be requested from adjacent agencies to man these traffic posts.
- B. It will be the responsibility of the traffic posts to ensure that only authorized and necessary persons are permitted to respond to the scene. Unnecessary personnel at the scene will only contribute to confusion and are usually counterproductive.
- C. The routes prohibited to traffic will be blocked with moveable barricades, flashing lights and other visible barriers until traffic is permitted again.

## **XII. EQUIPMENT REQUIREMENTS**

Officers will report in full uniform with duty belt, radio and personal equipment from their own agencies when called in for mutual aid or emergency mobilization. The senior supervisor on duty will immediately assess the equipment needs of the situation and see that any additional equipment needed is issued to every officer. If specialized firearms equipment is necessary, the on-duty supervisor will issue them in accordance with Firearms Policy (SOP Chapter 10)

## **XIII. TRANSPORTATION**

The senior supervisor on duty will immediately assess the transportation needs of the situation and take necessary action to secure required transportation. City owned vehicles will be used as the primary source of transportation. However, when mutual aid is requested, all personnel responding from other agencies will be requested to provide marked police vehicles to assist with transportation needs.

## **XIV. DE-ESCALATION PROCEDURES**

At the time when the Incident Commander and other authorities determine that the operation has concluded, they will advise all personnel to resume normal duties. A GCIC teletype will be sent to all involved agencies, advising them of the conclusion of the event.

## **XV. RUMOR CONTROL**

Responses to inquiries and information designed to control/reduce rumors will be promptly disseminated to the news media.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 11/21/08**

**S.O.P 18-6 INCIDENT COMMAND SYSTEM (ICS)**

**I. PURPOSE**

The purpose of this directive is to establish an Incident Command System (ICS) for operations management of the Fairburn Police Department. The purpose is to provide planning, response, and initiatives, and to expedite the mobilization of department personnel in an effective and efficient manner to those incidents and disasters that are considered extremely unusual in the range of ordinary human experiences. The planning will follow standard ICS protocols. These critical incidents include, but are not limited to, the above stated unusual circumstances in sections 18-1 through 18-6.

**II. POLICY**

The Fairburn Police Department must be prepared to respond effectively to any critical incident, occurrence or operation that occurs within the City of Fairburn that requires the use of the Incident Command System. In addition to the many functions, the department may be required to perform, our foremost responsibility shall always be, the protection of preservation of life, and secondly, the protection and security of the property of the people and the City of Fairburn.

**I. DEFINITIONS**

- A Incident Command System (ICS): a system for command, control, and coordination of a response that provides a means to coordinate the efforts of individual persons and agencies as they work toward the common goal of stabilizing an incident while protecting life, property and the environment.
- B Command: Command is responsible for overall management of the incident. Command is responsible for activating the incident command system, establishing a command post, initiating the notification and mobilization of additional agency personnel, obtaining support from other agencies, establishing a unified command; if necessary, establishing staging areas; if necessary, providing public information/media relations, maintaining the safety of all affected personnel and preparing an after-action report.
- C Operation: The operations function is responsible for the management of all operations applicable to the incident to include establishing perimeters, conducting evacuations, maintaining command post and scene security, providing for detainee transportation, processing, and confinement, directing and controlling traffic, all tactical operations, and conducting post-incident investigations.
- D Planning: The planning function is responsible for preparing a documented incident action plan, gathering and disseminating information and intelligence, participating in a continuity of operations plan and planning post incident demobilization.
- E Logistics: The logistics function is responsible for providing communications, transportation, medical support, supplies, specialized teams, and needed equipment.
- F Finance: The finance function is responsible for recording personnel time, procuring additional resources, recording expenses, documenting injuries and any liability issues,



and preparing appropriate reimbursement documents, if applicable.

- G Command Post: A centralized base of operation established near the site of an incident, at which primary command functions are executed.
- H Incident Commander: The first responder who assumes management control of an incident. The Incident Commander may be a subsequent responder who assumes management of the incident if the other first responders are engaged with an active threat.
- I Unified Command: A multi-agency command incorporating officials and personnel from agencies with jurisdictional responsibilities at an incident scene. When an incident's magnitude exceeds the capabilities, resources or jurisdiction of one agency, the ICS of an agency can evolve into and participate in an established Unified Command structure.

## II. PROCEDURE

### A. General:

1. Approach- incidents require an action plan to be developed in order to ensure that the agency makes an appropriate, well-organized response. To minimize the possibility of injury to officers and others, appropriate special equipment and trained personnel shall be requested as needed from Georgia State Patrol, GEMA and other agencies under authorization by the Chief of Police, or his designee.
2. Responsibility of Coordinating, Planning, and Training- It will be the responsibility of the Deputy Chief of Police, or his designee, to coordinate and plan functions for response to critical incidents. He will also be responsible for a review of the departmental mobilization and training, updates, and any procedural changes to the plan annually. All training will provide awareness of current procedures and practices.
3. In situations that are initiated by radio calls or spontaneous activities, the initial officer present is in command and shall be referred to as the Incident Commander. The Incident Commander may be relieved of the duties of Incident Commander, through a process of transfer from the First Responder to another of higher rank or expertise. The officer will use either readily available manpower or activate additional resources as necessary.

### B. Incident Command System Plan:

1. The ICS will be utilized if circumstances dictate the necessity of expanding personnel and resources beyond the scope of the First Responder. ICS is the combination of personnel, procedures, equipment, facilities, and communications operating within a common organizational structure, and the responsibility for the management of assigned resources beginning with the First Responder. ICS develops in a modular structure from the bottom up with command responsibility placed on the First Responder. ICS must be applied to the global aspect of emergency management.
2. ICS develops in a modular structure based upon the nature of the incident. Only in rare cases is the entire agency mobilized for one incident. The

department approved ICS structure will build from the bottom up with the initial responsibility and performance placed upon the First Responder, who often assumes the first role as Incident Commander. The Incident Commander, regardless of professional rank, has the latitude and authority to assign any person to any assignment deemed necessary to deal with a particular critical incident.

3. Based upon many unforeseen factors, some of which are individual levels of professional expertise, physical location at the time of the critical incident and the absolute need to ensure sound incident command practice, personnel must be prepared to function at any level of ICS.
4. Unless specifically ordered by the Incident Commander to respond to a critical incident that is reasonably considered to be outside the boundaries or scope of an employee's duty assignment, all personnel must maintain their current assigned duties or posts until directed otherwise. Abandoning assigned duty posts in order to respond to a critical incident outside their respective duty assignment only leads to breakdown in the incident command system and loss of order among responders and will not be tolerated.
5. The ICS implements the design elements through an expandable management organization that eliminates voids and redundancies in assignment and is portable. The ICS can be used to manage planned events or unexpected emergencies. The incident management tasks of ICS fall into five general areas: Command, Operations, Planning, Logistics and Finance.

A Critical Incident Form is provided to aid the Incident Commander in assigning and tracking personnel and resources, consistent with the ICS format, as these planned events or unexpected emergencies take place. The sheet, attached as appendix within SOP, shall be utilized by the Incident Commander as the event is planned and implemented or otherwise occurs.

C. Responsibilities of the ICS:

1. **Command/Incident Commander:** The Incident Commander is the First Responder who assumes control of a critical incident. The Incident Commander may be a subsequent responder who assumes management of the critical incident if other responders are engaged with an active threat. Without exception, the Incident Commander is responsible for all activities associated with the critical incident to include the final authority on all aspects of operations, logistics, finance, and planning. The Incident Commander has direct supervision over all other function officers, in particular, safety, public information dissemination, associated collateral duties at medical centers, government buildings and any liaison to other responding supporting agencies.

In the event another entity has incident command responsibility for a critical incident, such as events involving chemical, biological, radiological and nuclear substances, the first law enforcement responder shall assume the duty of Agency Representative. When another entity has responsibility of the incident command, this department's Agency Representative will not

assume the authority of an Incident Commander. However, the department and all employees shall recognize the authority of the Agency Representative in making all policy decisions, as well as possessing supervisory authority over all Department activities associated with the occurrence.

The modular progression of incident command may call upon additional personnel and resources to accomplish the following functions as deemed necessary by the Incident Commander:

- i. Incident Commander may assign a person to be the Liaison Officer. This person is responsible for organizing and briefing staff, identifying assisting agency representatives and contacting them, and monitoring the involvement of assisting agencies.
  - ii. Another assignment might be the Safety Officer. This person is responsible for developing and recommending measures to the Incident Commander for assuring persons health and safety and to assess and/or anticipate hazardous and unsafe conditions.
  - iii. The Incident Commander may assign a person to be the Public Information Officer. This person shall be responsible for the release of information and coordination with any media entities that respond or file requests or inquiries regarding the incident.
2. Operations- This function is responsible for the management of all operations applicable to the critical incident to include, but not limited to, coordinating law enforcement related tactical and strategic plans, evacuation and/or mass arrest situations, traffic control and perimeters, and investigations. The Operation function may request additional resources and revise plans as necessary with the knowledge and approval of the Incident Commander.
- Operations will be responsible for handling associated criminal investigations related to the critical incident. This function is responsible for the investigation and case filing of any criminal conduct from actions at the scene of a critical incident. Other responsibilities include the collection and preservation of evidence, gathering of intelligence information, investigating the use of deadly force, conducting any post-incident investigations and maintaining and preserving the complete criminal case file.
3. Planning- This function is responsible for the collection, evaluation, preparation and dissemination of information about the incident action plan, intelligence and contingency planning. The Planning function may also assemble alternative strategies and determine the need for any specialized resources in support of the incident. This function will also be responsible for planning post-incident demobilization.
4. Logistics- This function is responsible for communications in providing/obtaining incidental equipment and items, transportation, medical support, specialized team and equipment needs, provide food, refreshments, temporary restroom facilities, break areas, services and material in support of all personnel deployed at a critical incident. This

person may be required to make emergency purchases through outside vendors within the City's purchasing guidelines.

The Logistics officer is also responsible for staging. He has the authority to appoint a staging officer if necessary. Staging includes managing and organizing all staging areas for all disciplines responding to a critical incident. Staging areas are maintained for collection of all personnel and resources until the Staging Officer allocates them to a particular assignment. The Staging officer will assign each affected personnel one of three status conditions: assigned, available, or out-of-service.

5. Finance- This function is responsible for all financial and cost analysis aspects of the critical incident, including processing of requisitions, field purchase orders and pay vouchers. It is also responsible for recording expenses, procuring additional resources, maintaining required personnel records, preparing all employee injury claims, coordinating any State/Federal funding for employee injury and death compensation and setting up separate private and public accounts to receive money on behalf of injured or killed employees.

D. Authority: Circumstances of the event will determine which entity will have responsibility/authority over the situation.

1. The Fairburn Police Department will assume responsibility for the following functions:
  - i. Incident Scene Stabilization and Security
  - ii. Traffic Control
  - iii. Hazardous Device Incidents
  - iv. Hostage Negotiations
  - v. Evidence Collection
  - vi. Armed Tactical Intervention
  - vii. Criminal Investigations
  - viii. Evacuation
  - ix. Victim Services
  - x. Civil Disturbances
  - xi. Search Operations (joint with Fire/EMS)
  - xii. Terrorist Incidents
  - xiii. VIP Visits

In these situations, Fire/EMS should provide an Agency Representative to consult and advise the law enforcement Incident Commander until a future transfer of command is appropriate.

2. The Fairburn Fire Department should have responsibility for the following functions:
  - i. Rescue Operations
  - ii. EMS
  - iii. Hazardous Materials
  - iv. Fire Suppression
  - v. Weather/Natural Disaster Related Critical Incidents

In these situations, the Fairburn Police Department will provide an Agency Representative to consult and advise the Fire/EMS Incident Commander until a future transfer of command is appropriate.

3. If Federal or State enforcement agencies declare their intent to control a situation, that department's assigned Incident Commander shall assume responsibility of the situation and become the Incident Commander. The Fairburn Police Department will assign an Agency Representative and make every attempt to provide the controlling agency with resources and personnel to assist with the situation.

E. Responsibilities of First Responder/Incident Commander:

1. Determine Overall Priorities- must assess the whole of the incident and immediately develop a response plan based upon the following priorities:
  - i. First Priority- tactical intervention into the incident is initiated when a definite interaction with readily identifiable suspects is required to neutralize the incident or prevent additional victimization. The First Responder's mission is to prevent a person or thing from being an active threat, decreasing the possibility of further injuries or deaths. Evacuations may be necessary to achieve this priority, however, evacuations are secondary to the eradication of active threats.
  - ii. Second Priority- stabilize the incident to prevent any threat escalation and to establish a perimeter.
  - iii. Third Priority- Protect property.
  - iv. Fourth Priority- establish the Incident Command System to manage all deployed and responding personnel and supplies.
  - v. Fifth Priority- facilitate any criminal investigation.
2. Select a strategy. Every incident requires a documented action plan.
3. Plan for joint coordination with other responders and agencies.
4. If necessary, activate appropriate tactical response resources, such as bomb disposal or forensics.
5. Maximize the use of all available resources. All on-scene personnel must be assigned a task or returned to the staging area.

F. Additional Required Provisions During a Response: in the event of an unusual occurrence (manmade or natural), the following additional procedures should be used as a guide for handling the situation in an appropriate manner:

1. Communications- Fulton County Communications is designated as the primary communications center during emergency situations. Additional personnel may be assigned to the communications center during emergency operations. Officers should use their Department issued radio as their primary communication. All communications should be conducted in plain language due to working with multiple departments and/or agencies.

2. Incident Command Post- The Incident Commander will be responsible for establishing a command post in a safe area near the emergency scene. He should coordinate activities with support divisions until the arrival of other agencies if needed. He will also be responsible for ensuring that supplies are at the command post to include call roster for all employees, situation maps, and a cellular phone.
  3. Casualty Information- If there is any initial casualty information it shall be forwarded to the Incident commander. Any changes in casualty information should also be forwarded. The Incident Commander shall forward any casualty information to the Public Information Officer.
  4. Legal Considerations- The District Attorney and/or the City Attorney will provide legal advice to the Incident Commander as deemed appropriate.
  5. Transportation- The Logistics function should immediately assess the transportation needs of the situation and take what action is necessary to secure the required transportation. The Fairburn Police Department will transport victims or arrestees from civil disturbances or mass arrests or disasters with city owned cars and/or buses.
  6. Equipment- The Logistic function should designate an employee or officer to be responsible for assigning specialized equipment. Only those officers who have been properly trained should be authorized to use such equipment. Officers should have their issued equipment with them in their vehicles.
  7. Emergency Notification- The Incident Commander will ensure the information is transmitted to the Chain of Command.
  8. Support- Mutual aid support from other agencies will be requested as needed by the Incident Commander. Support agencies include but are not limited to Georgia State Patrol, Georgia Bureau of Investigations, and surrounding agencies to include but not limited to Palmetto Police Department, Union City Police Department, Chattahoochee Hills Police Department, and City of South Fulton Police Department.
  9. Public Facility Security- The Operations function will be responsible for the security of public facilities. Sites may include but are not limited to the Fairburn Police Department, Fairburn Fire Department stations, City Hall, Utilities Department. The officer assigned to the security post shall have the responsibility of ensuring that records maintained by the department are secured and not in danger of being damaged or destroyed. In the event that department records are not secured or have been damaged and/or destroyed, the officer assigned to the security post shall make immediate notification to the affected department.
- G. Transfer of Command: this may take place from a First Responder, and subsequently upward through the chain of command, to a later arriving senior ranking person or to a person with expertise/specialize training in the situation.
1. Transfer of command should take place face to face to include a complete briefing of activities and circumstances.

2. The person relieved of command shall complete a written report/supplement specifying the circumstances surrounding the transfer of command, to include the exact time and to whom the command was given.
  3. A ranking employee, normally at the middle or executive level management, may delegate authority to someone of lesser rank at any time during the tenure of the critical incident, however, the delegating ranking employee must understand that absolute singular command was also delegated.
- H. Safety Alerts: The Public Information Officer, or the Safety Officer (if designated by the Incident Commander), is responsible for issuing safety alerts, or warnings, to all responders describing any and all known hazards present or threatened at each critical incident scene. Safety alerts should be conducted whenever circumstances dictate.

Additionally, the Public Information Officer/Safety Officer are also responsible for the issuance of public notifications to the community for awareness and safety. Doing so will keep unnecessary personnel away from the scene, as well as provide clear communication of the critical incident to the public.

- I. De-escalation and Termination of ICS: Once the disturbance has been brought under control and the situation has returned to normal, the Incident Commander with the direction and assistance of the planning function will begin de-escalation procedures to include but not limited to: disengage officers as appropriate, lower the phase of the emergency, and reestablish local services. The mobilization and response to a critical incident can be terminated when the critical incident has de-escalated to a point where all personnel and material resources have either been released or returned to routine service levels.
- J. Post Incident Debriefing: As soon as practical, persons involved in any phase of the critical incident should be debriefed to mitigate the impact of the incident on personnel and to accelerate recovery processes. Refer to Chapter 24 Wellness in regard to Critical Incident Stress Debriefings for further information.
- K. After Action Reports: The Incident Commander is responsible for submitting an After Action Report at the conclusion of the critical incident to the Chief of Police through the chain of command. The purpose of the after action report is to evaluate the department's overall response to the critical incident, with the intent of serving as a foundation for future similar responses. An After Action Report shall contain the following information:
1. Brief description of the incident.
  2. Description and detail of services provided for the incident to include personnel and equipment.
  3. Cost analysis for the department to provide services, to include salaries, incidentals, equipment used and lost, and food costs.
  4. Copy of any event log(s) maintained by any person assigned to the incident.
  5. Copy of all reports submitted by any person assigned to the incident.
  6. Attachments, to include maps, forms used and any related documents.

7. Summary of casualties, injuries to employees and citizens and assessment of private and public property lost.
  8. Final evaluation of the incident. Discussion of problems encountered, and successes realized. This must be a critical evaluation of the overall response conducted by the department. The final evaluation shall provide suggestions to remedy all problems encountered during the critical incident. The suggestions may include policy changes, procedure changes, training solutions and equipment acquisition or any other endeavor intended to prevent the problems from reoccurring in the future.
- L. Written plans and procedures utilized
1. In all unusual occurrences, the ICS should be activated and the above listed procedures followed. Listed below are some specific instances that may occur. The ICS procedures listed in this policy should be followed and then the more specific procedures are listed in each individual portion of the SOP
    - a. SOP 18-2 Handling of Bomb threats
    - c. SOP 18-3 Initial Officer Responsibilities on the scene of a Hostage, Sniper or Barricaded Peron Incident
    - d. SOP 18-4 Crowd Control
    - e. SOP 18-5 Natural Disasters, Terrorism, Weapons of Mass Destruction, and Civil Disturbances.
- M. Emergency Mobilization: when an emergency situation arises which requires a massive police response such as a natural or man-made disaster, an orderly and timely response is of great importance. The Incident Commander will ensure that coordination exists through the use of ICS between the department and outside agencies.
1. Stages of Alert:
    - i. Green alert- in this stage of alert all on-duty and off-duty personnel are on standby for possible call-up.
    - ii. Yellow alert- in this stage all personnel are on stand-by for immediate call-up. Supervisors shall be prepared to assist with communications to contact all personnel under their command without delay.
    - iii. Red alert- in this stage, the actual call-up and assignment of all necessary personnel is conducted. Assembly points will be announced and provisions will be made for all special equipment that is required.
- N. Training
1. All sworn agency personnel will be trained annually on the agency's Incident Command System.