

A. **PURPOSE.** To designate responsibilities and methods for response to critical incidents, specifically barricaded subjects, suicidal subjects, armed fugitives, hostage situations, and Weapons of Mass Destruction incidents

B. **GOALS**

1. Apprehend the perpetrator(s) without loss of life or injury to community members, hostages, police personnel, and suspects.
2. Conduct critical incident operations in an organized and controlled manner, taking maximum advantage of the time elements, negotiating techniques, tactical skills and equipment, training, and teamwork.

C. **DEFINITIONS**

1. *Barricaded Subject.* A person who has intentionally secreted or otherwise confined themselves and has indicated that they intend to harm themselves or others. Additionally, where there is information the subject may be armed and preliminary efforts to urge the person from their position have been met with negative results or defiance.
2. *Command Post.* A temporary headquarters established at a safe location near the incident from which operations relating to the critical incident will be directed.
3. *Emergency Operations Center (EOC).* A secure facility normally located in the Grand Rapids Police Department for the purpose of coordinating the City's Emergency Management Plan.
4. *Hostage Situation.* An incident where a suspect holds one or more persons against their will.
5. *Inner Perimeter.* The immediate area of containment.
6. *Intelligence.* Information relating to the incident and participants, continually collected from all sources by all police units and relayed to the Command Post for compilation and analysis.
7. *Mobilization Point.* An assembly point for responding police and support units.
8. *Media Briefing Point.* A place outside the outer perimeter for the assembly and briefing of media personnel.

9. *Officer in Charge (OIC)*. Normally the first responding officer who is in command of the event until relieved by a supervisor.
10. *Outer Perimeter*. A secondary control area surrounding the inner perimeter.
11. *Rapid Deployment—“Active Violence”*. Suspect(s) activity is immediately causing death or serious bodily injury. The activity is not contained and there is an immediate risk of death or serious bodily injury to potential victims.
12. *Support Services Point*. Staging area, outside the inner perimeter, for support equipment and personnel, utilities, fire apparatus, and ambulances.
13. *Tactical Operations Center (TOC)*. Normally attached or part of the Command Post area where tactical team resources are staged and Special Response Team operations are controlled.

D. GENERAL PROCEDURE

1. The initial response to a suspected critical incident will be at least two patrol units and a supervisor. The many tasks that must be quickly and safely performed during the first few minutes are critical to successful resolution of the incident. Verifying the nature of the incident; containing the suspect or suspects within a small, controllable area; and identifying the entire area of threat are of primary importance. From a position of safety, initial contact with the suspect should be attempted in order to determine the existence of injured persons, secure the release of the hostage or hostages, and facilitate the surrender of the suspect or suspects. If unsuccessful, the on-scene supervisor will notify the dispatcher and Watch Commander to begin implementation of this Procedure. Initial patrol units will maintain positions and collect intelligence until relieved or reassigned.
2. Upon request of the on-scene supervisor, notification and call-out of the Special Response Team, Negotiator Team, and other specialized personnel will be made. Command of the entire operation will be assumed by the affected Area Commander upon his or her arrival. If the affected Service Area Commander is unavailable, the Chief of Police will determine the Incident Commander.

3. A command post will be established in a position of safety within the outer perimeter. The Incident Commander will normally conduct all operations from this point. Only those personnel specifically assigned to the Command Post will be allowed to enter.
4. The Incident Commander will ensure that an inner and outer perimeter are established and maintained. Tactical personnel will normally staff the inner perimeter after their on-scene arrival and briefing.
5. A general response plan will be promptly designed and adopted by the Incident Commander. The planned response may include the use of firearms, less-lethal munitions, or chemical agents and shall only be deployed with the prior approval of the Incident Commander. Every reasonable effort shall be made to resolve the incident without such actions. However, if such actions are to be taken, they will be well planned and properly communicated to all involved personnel.
6. A communications system will be immediately established, utilizing a dedicated radio channel. Runners may be used to carry lengthy or sensitive messages.
7. Assigned Major Case Team personnel will be responsible for the criminal investigation, collection of evidence, and debriefing of witnesses and hostages.
8. The Incident Commander has the responsibility to direct other resources, such as the Fire Department, utility companies, ambulance, and other services, which may be utilized.
9. Other law enforcement agency resources and personnel will only be used with prior approval of the Chief of Police. Certain locations, such as the airport and banks, may have a concurrent federal jurisdiction, which will require a close liaison. At no time will federal, state, county, or other local officials assume command of Grand Rapids Police Department personnel or resources without prior approval of the Chief of Police.
10. Media personnel will be admitted through the outer-perimeter only with the permission of the Incident Commander. A media briefing point will be established. Only the Chief, Deputy Chief(s), Incident Commander, Public Information Officer, or the designated spokesperson will release information concerning the incident. At the conclusion of an incident, the Incident Commander will ensure a public information release is prepared and distributed.

11. Upon apprehension of the suspect or suspects, all positions will be maintained until a thorough search of the premises has determined the area safe. All personnel will maintain assigned positions until relieved by the Incident Commander.
12. The Incident Commander will plan for the conclusion of the incident, including demobilization of personnel and resources.
 - (a) All personnel and resources will stay at their assignments until released by the Incident Commander or designee.
 - (b) The Incident Commander will complete an After Action Report to be included in the RMS.
 - (c) Personnel involved with the incident may be directed to attend a debriefing.

E. USE OF FORCE DURING CRITICAL INCIDENT RESPONSE

1. All employees shall strictly comply with Department procedures regarding the use of firearms and other weapons.
2. Designated SRT Long Rifle/Observer Team personnel will be identified and instructed by the SRT Commander about circumstances for firing if outside the Department's Use of Force (MOP 9-1) and/or Firearms (MOP 9-2) procedures.
3. Only trained tactical personnel may deploy tactical chemical munitions at the direction of the SRT Commander, and then only with prior approval from the Incident Commander.
4. Fields of fire should be identified and communicated to all personnel on the scene. Supervisors should exercise caution when reviewing placement of personnel within the inner perimeter and make the proper adjustments to avoid lines of fire which endanger other officers or citizens. Fire will only be directed at properly identified targets.

F. SPECIFIC RESPONSIBILITIES

1. Emergency Communications Operators shall:
 - a. Gather all information possible from the caller, specifically relating to:

- (1) Suspects—number, identity, description, location, and mental state
 - (2) Premises—type, address, approaches, etc.
 - (3) Weapons—number, type, ammunition, location, etc.
 - (4) Hostages—number, identity, description, relationship, etc.
 - (5) Caller—identity, location, relationship
 - (6) Vehicles—involvement, location, description, direction of travel, occupants, etc.
- b. Keep the line open to the caller if possible.
 - c. Dispatch two (2) patrol units and a supervisor to the scene. Directly convey the above information to the responding units. Record all personnel assigned to the incident, including their time on scene.
 - d. Notify the Emergency Communication Supervisor.
 - e. Continuously monitor the assigned frequency and incoming telephone traffic for information on the incident.
 - f. Facilitate the transfer of information by repeating and verifying radio transmissions as appropriate.
2. The Emergency Communications Supervisor shall:
- a. Notify the affected Service Area Commander.
 - b. Designate a radio channel for exclusive use of the critical incident operation.
 - c. Control the number of responding units and their route of response.
 - d. Maintain telephone contact with the Command Post.
 - e. Contact Telephone Company Security for:
 - (1) Possible trace on the call.

- (2) Possible need for their services on an emergency basis.
 - f. Notify the Fire Department Dispatcher.
 - g. Make other notifications as directed.
3. First Responding Patrol Unit(s) shall:
- a. Take a safe position of cover to verify the nature of the incident.
 - b. **MAINTAIN FIREARMS DISCIPLINE.**
 - c. To the extent that it can be safely accomplished, confine the suspect or suspects to a defined area in which they can be controlled.
 - d. Relay all available information as soon as possible to the Emergency Communications Operator. This will include, but not be limited to:
 - (1) Suspects—number, identity, description, and location
 - (2) Premises—type, address, approaches, etc.
 - (3) Weapons —number, presence of unique ammunition, location, etc.
 - (4) Hostages—number, identity, description, relationship, etc.
 - (5) Caller—identity, location, relationship
 - (6) Vehicles—involvement, location, description, direction of travel, occupants, etc.
 - (7) Possible avenues and potential methods of escape
 - (8) Location of a staging area for additional units to respond and any areas or streets which are unsafe to enter
 - e. Identify and detain all witnesses in a safe location.
 - f. Report to the Command Post when relieved.
 - g. Complete all necessary reports and debriefings.

4. The Patrol Supervisor or OIC first on scene shall:
 - a. Identify themselves via the radio as being in command of the scene until command is relinquished to the Service Area Commander or designee.
 - (1) Additional supervisors responding to the scene should identify themselves as in command of tactical elements such as the arrest team, perimeter operations, Command Post operations, evacuations, etc.
 - b. Responsible for developing an operational plan and the implementation of that plan until relieved by an Incident Commander.
 - c. Deploy responding officers to establish an inner perimeter and outer perimeter. It is critical that he or she physically check these positions as soon as possible to ensure the integrity of both perimeters and make any necessary adjustments.
 - d. Attempt to make initial contact with the suspect(s) to secure release of the hostages and surrender of suspects.
 - e. Request resources (SRT, Negotiators, Bomb Team, Fire, etc.) in an expeditious manner.
 - f. Determine personnel needs and accountability for those personnel.
 - g. Ensure the Emergency Communications Supervisor has dedicated a radio frequency to the Critical Incident.
 - h. Establish a Command Post and notify the Communications Unit of the location and telephone number.
 - i. Determine the need for evacuation of the area. An attempt should be made to determine occupancy of all buildings in the immediate area and remove to a safe place all those who are endangered by the incident.
 - j. Record all assignments and initiate a chronological log of activities.
 - k. Maintain communications and control of the incident until relieved.

- l. Perform further assignments as directed by the Incident Commander.
 - m. Reevaluate the initial response and tactical response. Rebroadcast critical information for responding units.
 - n. Ensure that surrounding schools, businesses, churches, or other gathering places in the immediate area are notified of the event and potential hazards.
5. Incident Commander or Other Designated Commander shall:
- a. Establish contact with the Deputy Chief of Operations and keep him or her continually informed of the situation. The Deputy Chief of Operations is responsible for keeping the Chief of Police and Deputy Chief of Administration and Investigations informed of the event.
 - b. Notify the Kent County Prosecutor or the “on call” Assistant Kent County Prosecutor.
 - c. Proceed to the Command Post and assume overall command of the operation.
 - d. Brief and deploy responding units, personnel and equipment.
 - e. Assign a recorder to maintain the log initiated by the patrol supervisor first on the scene.
 - f. Monitor all incoming intelligence and direct activities to gather further intelligence, as well as disseminate information and intelligence among effected personnel.
 - g. In conjunction with the SRT Commander and Negotiator Commander, or other Commanders within the Incident Command Structure, prepare a general response plan.
 - h. Direct execution of the approved response plan.
 - i. Delegate supervisor(s) to make physical checks of all positions.
 - j. In conjunction with the Negotiation Commander, direct a negotiator to establish contact with the suspect(s) to initiate negotiation.

- k. Establish and maintain liaison with other Department units and other agencies as necessary.
 - l. Provide for safety, logistical needs and relief of personnel as needed.
 - m. Determine the need for specialized department units, i.e., Bomb Disposal Officers, Crime Scene Technicians, Internal Affairs, etc., and secure their response.
 - n. Make assignments such as Safety Officer, Logistics, Deputy Incident Commander, etc.
 - o. Designate a Public Information Officer and establish a Media Briefing Point.
 - p. Establish a safe location for the Mobile Command Post and provide personnel for Command Post security.
 - q. Designate a supervisor to be responsible for the outer perimeter.
 - r. Upon conclusion of the incident, ensure that those within the inner perimeter are notified that the scene is safe, or update them on any remaining hazards.
 - s. Coordinate post-incident debriefing and reporting. The incident report shall reflect any of the following, if applicable:
 - (1) A record of any procured resources and any associated costs
 - (2) A record of any expenses incurred related to the incident. This may include equipment, provisions, or services purchased
 - (3) A record of any injuries, law enforcement or civilian, and any liability issues as a result of the incident
6. The Watch Commander shall notify:
- a. Special Response Team Commander
 - b. Negotiator Team Commander
 - c. Chief & Deputy Chiefs of Police

- d. At the direction of the Incident Commander:
 - (1) Mobile Command Post Operator
 - (2) Investigations Commander
 - (3) Public Information Officer
 - (4) On-call Assistant Prosecutor
 - (5) Other Department personnel as directed
 - (6) Utility companies as appropriate
 - (7) Other agencies as required
- 7. The Watch Commander shall assume responsibilities of the affected Service Area Commander in his or her absence until relieved.
- 8. The Special Response Team Commander or SRT Supervisor shall:
 - a. Initiate call-in of Special Response Team personnel and tactical K9 handlers if the situation warrants.
 - b. Respond to the Command Post as directed and coordinate all tactical operations.
 - c. Coordinate deployment of tactical personnel.
 - d. Ensure that all responding tactical personnel are properly equipped and briefed concerning the operation.
 - e. Assume the role of tactical advisor to the Incident Commander.
 - f. Coordinate an entry/search of the target location upon direction of the Incident Commander.
 - g. Secure the response and preparation of appropriate tactical equipment.
- 9. Major Case Team Personnel shall:
 - a. Respond to the Command Post or Police Headquarters as directed.

- b. Assume responsibility for all aspects of the criminal investigation including:
 - (1) Witness interviews.
 - (2) Collection and dissemination of intelligence about the suspects, the hostages, and the location.
 - (3) Consultation with the Kent County Prosecutor's Office to determine the need for an arrest or search warrant.
 - (4) Collection of evidence for subsequent legal actions.
 - (5) Debriefing of officers relieved from initial response.
 - (6) Crime scene search for evidence after elimination of threat.
- c. Coordinate collection of intelligence:
 - (1) Suspect:
 - (a) Identity (provide a photograph if possible)
 - (b) Physical description
 - (c) Psychological history
 - (d) Criminal history and known incident history
 - (e) Associates and family
 - (f) Weapons
 - (g) Intent or purpose
 - (2) Hostages:
 - (a) Identity/photograph
 - (b) Description
 - (c) Physical/emotional condition

(d) Possible relationship to suspect

(3) Location:

(a) Floor plan

(b) Utility controls

(c) Entrances/exits

(d) Contents of premises

(e) Hazards

10. The designated Public Information Officer shall:

a. Respond to scene as directed.

b. Establish liaison with the Incident Commander to determine media access and information subject to release.

c. Establish and control a media briefing point outside the outer perimeter.

(1) All media personnel responding to the scene will be directed to the media briefing point.

(2) If media access is permitted within the outer perimeter by the Incident Commander, all media personnel will be escorted and directed by Department personnel at all times while inside the outer perimeter.

d. Prepare written public information release.

e. Conduct periodic media briefings with approval of the Incident Commander.

11. The Negotiations Team Commander shall:

a. Report to the Incident Commander at the Command Post.

b. Initiate call-out of negotiation personnel.

c. Brief negotiators on situation and negotiating tactics.

- d. Monitor negotiations and provide necessary support but not personally conduct negotiations unless directed to by the Incident Commander.
- e. Provide for continual exchange of information with the Incident Commander and the Special Response Team Commander.

G. SUPPORT AND RESOURCES

1. Police Department resources to be considered for use as appropriate to the incident are:
 - a. Bomb Disposal Officers
 - b. Crime Scene Technicians
 - c. Technical Communications Personnel
 - d. Other Department Personnel as available to provide assistance with contingencies
2. Fire Department Units shall be requested to stand by at any incident where danger of fire or explosion is evident. Units must be on the scene during any use of tactical chemical agents to assist with possible fires and site decontamination.
3. An ambulance should be requested to stand by at a point determined by the Incident Commander. If suspects or hostages are transported by ambulance, they will be accompanied in the ambulance by one or more police officers. If possible, American Medical Response's Special Response Team will be utilized due to previous and ongoing training conducted with tactical personnel.
4. Utilities
 - a. Area Telephone Companies:
 - (1) Isolation of suspect's telephone to eliminate outside interference and assistance to the suspect.
 - (2) Establishing telephone communications between the suspect and negotiators.
 - (3) Providing telephone equipment for the Command Post.

- (4) Obtaining subscriber information and “tracing” phone calls.
 - b. Consumers Energy Company
 - (1) Disconnecting electrical power to suspect premises.
 - (2) Providing information on electrical hazards and premises electrical service.
 - c. Michigan Consolidated Gas Company
 - (1) Disconnecting natural gas service to suspect premises.
 - (2) Providing information on natural gas hazards and premises gas service.
 - d. Assistance with control of the water service may be obtained through the City of Grand Rapids Water Department.
5. Other support resources that may be considered for use as appropriate:
- a. Psychologist or other mental health professionals
 - b. Clergy
 - c. Family members of suspect
 - d. Community leaders
 - e. City of Grand Rapids Transportation and Public Works
 - f. Other law enforcement agencies, i.e., Michigan State Police, Kent County Sheriff, Wyoming PD, Kentwood PD, and the FBI have organized tactical teams.
 - g. Grand Rapids Public Schools Director of Security
 - h. Bank Security Personnel
 - i. Aviation support—Michigan State Police
 - j. Additional Armored Vehicles—Michigan State Police

H. COMMAND POST OPERATIONS

1. The Command Post should be located inside the outer perimeter with access protected from observation and line of fire from the incident. The Department's Mobile Command Post may be utilized. Other requirements are:
 - a. Sufficient size to accommodate number of personnel assigned
 - b. Telephone communication present
 - c. Permission of the owner/occupant is required if established in a private home or business
2. Authorized Command Post Personnel:
 - a. Chief or Deputy Chiefs of Police
 - b. Incident Commander
 - c. Special Response Team Commander
 - d. Police officer assigned to maintain Command Post log
 - e. Police officers and ECOs assigned to operate Command Post communications
 - f. Negotiations Team Commander
 - g. Others as directed and approved by the Chief / Deputy Chiefs of Police or Incident Commander.
3. The following wall charts should be prepared, maintained and displayed within the Command Post:
 - a. Sketch/map of general area, indicating:
 - (1) Suspect location
 - (2) Inner perimeter positions
 - (3) Command post and mobilization point
 - (4) Outer perimeter positions

- (5) All buildings within outer perimeter
 - b. Suspect information, displaying (if known) for each:
 - (1) Identity
 - (2) Physical characteristics and clothing description
 - (3) Photograph
 - (4) Weapons
 - (5) Other pertinent information
 - c. Hostage information, displaying (if known) for each:
 - (1) Identity
 - (2) Physical characteristics and clothing description
 - (3) Photograph
 - (4) Other pertinent information
 - d. Detailed floor plan of the suspect premises.
4. All radio communications to and from the Command Post shall be directed through one assigned operator (police officer/ECO).
 - a. If the Mobile Command Post is not utilized, a base station will normally be established at the Command Post.
 - b. The Emergency Communications Unit will relinquish operational control of the assigned incident frequency upon establishment of the Command Post but still continue to monitor.
 5. Functions within the Command Post, i.e., radio operation, hostage negotiations, interviewing witnesses, etc., should be physically separated to avoid interference with each other.

I. OUTER PERIMETER OPERATIONS

1. The outer perimeter is established as a safety measure to prevent entry by unauthorized persons and to assist in apprehension of suspects attempting escape.
2. It must be established at sufficient distance from the incident site so that persons outside are not endangered.
3. The Incident Commander will assign a supervisor to be responsible for maintaining the outer perimeter.
4. The assigned supervisor will designate control points and assign necessary personnel. The Command Post will be informed of those assignments.
5. Access through the outer perimeter will not be permitted except as specifically authorized by this procedure. Exceptions may be granted by the Incident Commander.
6. If barricades are needed they may be obtained from the City of Grand Rapids Street Maintenance for assistance in traffic control.
7. A traffic diversion plan will be prepared by the assigned supervisor and approved by the Incident Commander.
8. Officers manning positions on the outer perimeter shall monitor the assigned radio frequency and be alert to the need to assist in apprehension of escaping suspects who may have eluded the inner perimeter.

J. INNER PERIMETER OPERATIONS

1. Inner perimeter positions shall be identified as:
 - a. *SRT Containment Team*. Positions located to provide coverage and observation of all known avenues of escape. These positions will be held as close to the suspect premises as is safe and maintained until otherwise directed. Containment Team members should not normally leave their established positions to attempt apprehension. Containment Team members will generally take over all Inner Perimeter responsibilities from the first responding Patrol Units and should coordinate for a smooth transition, relieving Patrol from the Inner Perimeter.

- b. *SRT Long Rifle/Observer Team (LRO)*. One or more teams of preferably two officers shall be located at appropriate vantage points. They will be appropriately equipped with long rifles and specialized optics.
 - c. *SRT REACT Team*. A problem solving team of officers which will normally include a supervisor/team leader and will operate within the inner perimeter. Responsibilities of the SRT React Team will include but not be limited to:
 - (1) Emergency rescue and/or entry
 - (2) Surrender of suspect(s)
 - (3) Receiving of released hostages(s)
 - (4) Tactical intelligence gathering
 - d. *SRT Entry Team*. If possible a separate and well-rehearsed team will be utilized for any entry into the suspect location.
 - (1) Forced entry of the suspect premises will only be made as a last resort. Such an entry will only be made with the prior approval of the Incident Commander, unless an emergency situation dictates otherwise.
 - (2) A complete search of the premises must normally be made for additional suspects, even after the apprehension of known suspects. All personnel should maintain their assigned positions until such search has been completed.
2. Inner perimeter personnel shall keep the Command Post continually informed of observations and other information gathered about the suspect, premises, and hostages.
 3. Intelligence gathering assignments of the incident location should be made upon direction of the SRT Commander only.
 4. The Special Response Team supervisor assigned to the inner perimeter shall maintain close communications and control of personnel assigned.

5. The Special Response Team supervisor assigned to the inner perimeter will announce over the dedicated radio frequency when the SRT has assumed complete control of the inner perimeter and all patrol personnel have been relieved from same. SRT operations will then normally be switched to the tactical frequency (F5), with all pertinent information immediately relayed on the dedicated radio frequency.

K. NEGOTIATIONS PROCEDURE

1. The Negotiation Team is comprised of individuals who have received specialized training in dealing with hostage situations, and barricaded or suicidal persons.
2. Negotiators shall have no authority to grant demands by the suspects. Only the Incident Commander may approve response to demands.
3. The Negotiation Commander should seek assistance of mental health professionals for purpose of consultation if appropriate.
4. Direct contact between suspect and others; i.e., family, clergy, media, etc., will not be allowed as a standard practice. Deviations from the standard will only be allowed upon approval of the Incident Commander and/or the Negotiation Commander.

L. TRAINING

1. Annual training shall be conducted in Critical Incidents and the Incident Command System for affected personnel.
2. Training should include an examination of recent local events, national trends, and industry best practices.

M. PROCEDURAL APPLICATION. This Department's Procedure shall not be construed as creation of higher legal standards of safety or care in any sense, especially with respect to third party claims. Violation of this Procedure will only form the basis for Departmental review and/or sanctions.