

# DALTON POLICE DEPARTMENT

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<i>Subject</i> <b>All Hazards Plan</b>			
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## I. Policy

It is the policy of the Dalton Police Department to prepare its personnel to use the National Incident Management System and the Incident Command System model of response for command and control of critical incidents, such as natural and man-made disasters, pandemics, civil disturbances, mass arrests, bomb threats, hostage / barricaded person situations, acts of terrorism, and other unusual incidents, and all planned events.

## II. Purpose

The purpose of this policy is to provide guidelines for the planning for, response to, and on-scene responsibilities at critical incidents and disasters that are considered extremely unusual in the range of ordinary law enforcement activities. Disasters and other critical incidents include, but are not limited to:

- A. Natural Disasters – Earthquakes, flooding, severe weather, and large-scale fires
- B. Man-made Disasters – Mass transportation accidents, hazardous materials accidents, explosions, terrorism / weapons of mass destruction, violence at educational facilities, bomb threats, civil disturbances, hostage situations, barricaded persons, and other unusual incidents
- C. Pandemics – Epidemics of infectious diseases that are spread through human populations across a large region

## III. Definitions

- A. *Agency Representative* – An individual assigned to an incident from an assisting or cooperating agency who has the authority to make decisions about that agency's participation.
- B. *Area Command* – Oversight of the management of multiple incidents, each being handled by a separate NIMS / ICS organization, or the oversight of the management of a very large or complex incident that has multiple incident management teams engaged. Area Command becomes Unified Area Command when incidents are multi-jurisdictional.

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- C. *Assisting Agency* – An agency contributing tactical or other direct resources.
- D. *Base* – The location at which primary logistics functions for an incident are coordinated and administered. There is only one base for an incident. The base may be co-located with the Incident Command Post.
- E. *Casualty Collection Point (CCP)* – A location near the incident, which provides an area to triage, treat, and transport victims.
- F. *Check-In* – The process through which resources first report to an incident. Check-in locations include the incident command post, staging areas, or directly on site.
- G. *Chief* – The NIMS / ICS title for individuals responsible for command of the six (6) basic ICS functional sections (Command, Operations, Planning, Logistics, Intelligence / Investigations, and Finance / Administration).
- H. *Command Staff* – The ICS title for a group, consisting of the Information Officer, Safety Officer, and Liaison Officer that reports directly to the Incident Commander.
- I. *Cooperating Agency* – An agency assisting with other than tactical or direct resources, including but is not limited to the Red Cross, the telephone company, power company, etc.
- J. *Critical Facility* – Infrastructure locations deemed so vital that destruction and / or disruption of all or part of them would threaten the ability of the governing authority to provide essential services and emergency assistance to the community.
- K. *Emergency Operations Center (EOC)* – A pre-designated facility that is designed to provide broad, overall direction and support for an incident. Tactical control and on-scene management remains the responsibility of the Incident Commander.
- L. *Function* – Under NIMS / ICS, the structure includes Command, Operations, Planning, Logistics, Intelligence / Investigations, and Finance / Administration functional sections.
- M. *Incident Action Plan (IAP)* – An oral or written plan that contains objectives reflecting the overall strategy and specific tactical actions and supporting information for the next operational period. When written, there may be specific sub-plans for traffic, communications, safety operations, etc.
- N. *Incident Commander (IC)* – The individual responsible for the management of all incident operations at the incident scene.
- O. *Incident Command Post (ICP)* – The field location at which the primary tactical-level, on-scene command functions are executed. The ICP may be co-located with other incident facilities.
- P. *Incident Command System (ICS)* – An integral tool for managing a critical incident that is designed to control personnel, equipment, supplies, and communications at the scene of a critical incident involving one or more agencies for any emergency, regardless of type or size.

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- Q. *Information Officer (IO)* – A member of the ICS command staff responsible for contact with the media or other agencies requiring direct information.
- R. *Liaison Officer (LO)* – A member of the ICS command staff responsible for coordinating with representatives from cooperating and assisting agencies.
- S. *National Incident Management System (NIMS)* – Provides a consistent nationwide approach for federal, state, local, and tribal governments, the private sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity and for interoperability and compatibility among federal, state, local, and tribal capabilities.
- T. *Planned Event* – Any event that is likely to require deployment of significant resources and about which the Department has advance notice. Planned events include, but are not limited to:
1. Parades
  2. Funerals
  3. Public Events
  4. Civil Demonstrations
  5. Special Details (Fireworks, etc.)
- U. *Safety Officer (SO)* – A member of the ICS command staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring the safety of assigned personnel.
- V. *Staging Area* – Location(s) during an incident where resources can be placed while awaiting tactical assignment.
- W. *Transfer of Command* – The process of moving the responsibility for incident command from one Incident Commander (IC) to another.
- X. *Unified Command* – An application of NIMS / ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through designated members of the UC to establish a common set of objectives and strategies and a single IAP.
- Y. *Weapon of Mass Destruction* – Any weapon or device that is intended or has the capability of causing death or bodily injury to a significant number of people and / or severe disruption of transportation, communication, agricultural, medical, or public facilities.

#### IV. **All Hazard Procedures**

- A. Critical incidents must be managed by a sense of order, and, in most cases, the first responder / Incident Commander must achieve order from chaos before

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incident stabilization can occur.

- B. The first responding Officer must establish immediate control over all public safety responders, who in turn shall assist in gaining control over the general public.
- C. The first responding Officer(s) shall perform the following functions when responding to any unusual or critical incident:
  - 1. Assess the situation
  - 2. Notify the Whitfield County 911 Center of the incident
  - 3. Request any necessary assistance from Officer resources or other agencies
  - 4. Establish a command post and staging area, if necessary
  - 5. Initiate the NIMS / ICS
  - 6. Assume the role of the Incident Commander until relieved by a Patrol Division Supervisor

V. **Incident Command System (ICS) All Hazards Plan**

- A. NIMS / ICS shall be used for planned events and for a large range of critical incidents, such as natural and man-made disasters, civil disturbances, mass arrests, bomb threats, hostage / barricaded person situations, acts of terrorism, and other unusual incidents.
- B. NIMS / ICS operations are predicated upon the principles of:
  - 1. Protecting life and providing for the safety of emergency responders and the public.
  - 2. Stabilizing the incident by developing a strategy that will minimize the effect it has on the surrounding area.
  - 3. Conservation of property by minimizing the effect(s) on the environment while accomplishing the action plan that has been developed to bring closure to the incident.
- C. The NIMS / ICS allows for the transfer of command to a more senior Officer when a senior Officer deems necessary. In the event a transfer of command takes place, it should be done in person and only after a detailed briefing has taken place.
- D. The NIMS / ICS structure is extremely flexible and has the ability to expand or contract to meet demands faced in resolving an incident, regardless of size or complexity.
- E. The Incident Commander is responsible for overall incident management and oversees the functional areas of NIMS / ICS, which include:

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1. Command
2. Operations
3. Planning
4. Logistics
5. Intelligence / Investigations
6. Finance / Administration

VI. **Incident Commander**

- A. All planned events and critical incidents shall have an Incident Commander who is responsible until authority is transferred to another. The role of Incident Commander shall be assumed by the first Officer on scene.
- B. The Whitfield County 911 Center shall be notified as to who the Incident Commander is and of any subsequent transfers of command, as soon as practical. The Whitfield County 911 Center shall also be notified of the location of the Incident Command Post.
- C. The Incident Commander is responsible for activating the NIMS / ICS, designating staff, as necessary, and the subsequent management of all incident operations at the incident scene, including, but not limited to:
  1. Ensuring incident safety
  2. Establishing an Incident Command Post
  3. Obtaining a briefing from the prior Incident Commander and / or assessing the situation
  4. Establishing immediate priorities and directing initially-arriving resources
  5. Determining incident objectives and the strategy(s) to be followed
  6. Establishing a staging area, when necessary, maintaining accountability for the safety of personnel and the public, and ensuring tasks are accomplished
  7. Establishing the level of organization needed and continuously monitoring the operation and effectiveness of that organization
  8. Maintaining an effective span of control
  9. Managing planning meetings, as required
  10. Approving and implementing the Incident Action Plan

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11. Coordinating the activities of the NIMS / ICS Command and General Staff
12. Approving requests for additional resources or for the release of resources
13. Establishing a necessary liaison with other agencies
14. Directing the expansion or contraction of the NIMS / ICS organization based on the three priorities of life safety, incident stability, and property conservation and activating other sections, as needed, e.g. Operations, Planning, Logistics, Intelligence / Investigations, or Finance / Administrative Sections
15. Identifying contingencies which may affect ongoing operations and planning accordingly, making necessary notifications, and requesting resources that could reasonably be expected to offset contingent actions
16. Ordering demobilization of the incident, when appropriate
17. Ensuring incident after-action reports are complete
18. Transferring the command in an orderly manner, and briefing the incoming commander on the incident status

VII. **Transfer of Command**

- A. The incoming Incident Commander shall, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.
- B. The incoming Incident Commander shall be adequately briefed by the current Incident Commander. The briefing shall cover the following:
  1. Incident history
  2. Priorities and objectives
  3. Current plan (written or oral, depending on incident size and requirements)
  4. Resource assignments
  5. Incident organization
  6. Resources ordered and / or needed
  7. Facilities established
  8. Status of communications
  9. Any constraints or limitations
  10. Incident potential

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11. Delegation of authority
- C. The current Incident Commander shall determine the appropriate time for transfer of command.
- D. At the appropriate time, notice of change in Incident Command shall be made to:
  1. Chief of Police and Department Command Staff
  2. ICS Command Staff, if designated
  3. ICS General Staff, if designated
  4. All incident personnel
  5. Whitfield County 911 Center

VIII. **ICS Command Staff**

- A. ICS Command Staff are assigned to carry out staff functions needed to support the Incident Commander and those not specifically identified in the General Staff functions. These positions include the designation of a Liaison Officer (LO), Safety Officer (SO), and an Information Officer (IO). Additional assistants and command staff positions may be assigned, as determined by the Incident Commander.
- B. The Command function addresses the following areas:
  1. Activating the Incident Command System
  2. Establishing a Command Post
  3. Initiating the notification and mobilization of additional Department personnel
  4. Obtaining support from other agencies
  5. Establishing a unified command, if necessary
  6. Establishing a staging area, if necessary
  7. Providing public information and maintaining media relations
  8. Maintaining the safety of all affected personnel
  9. Preparing a documented after-action report

IX. **ICS General Staff**

ICS General Staff is comprised of the respective Section Chiefs who oversee the remaining five functional areas of ICS: Operations, Planning, Logistics, Intelligence / Investigation, and Finance / Administration. The General Staff forms the incident

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management team and is responsible for reporting to the Incident Commander the status and needs of the functions under its respective control.

X. **Operations Function**

The Operations Section Chief is responsible for overseeing:

- A. The establishment of perimeters
- B. The safety of assigned personnel
- C. Evacuations
- D. Command post and scene security
- E. Detainee transportation and processing
- F. Traffic direction and control
- G. On-going and post-incident investigations
- H. The direction and coordination of all tactical operations, as required by the primary mission
- I. The request for and the release of resources, with the acknowledgement of the Incident Commander
- J. The implementation of activities specified in the Incident Action Plan
- K. Status updates for the Incident Commander regarding the situation and resources

XI. **Planning Function**

- A. The Chief of Police or his / her designee shall have the primary responsibility for the planning of responses to critical incidents within the Department's jurisdiction.
- B. The Whitfield County Emergency Management Agency is responsible for pre-incident coordinating, planning, and training and, in the event of a critical incident, the coordination of resources to recover from the incident.
- C. The Patrol Division Operations Supervisor shall serve as liaison between the Department and the Whitfield County Emergency Management Agency.
- D. Actions taken by the Department during critical incidents shall be consistent with the Whitfield County Emergency Operations Plan.
- E. The Planning Section Chief is responsible for the collection, evaluation, and dissemination and use of information about the development of the incident and the status of resources. The Planning Section shall address the following:
  - 1. Preparing a documented Incident Action Plan that defines response

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activities and use of resources for a specified period of time

2. Gathering and disseminating information and intelligence
3. Gathering maps and situation maps of locations involved in the incident
4. Participating in a Continuity of Operations Plan (COOP) / Continuity of Government Plan (COG)
5. Planning post-incident demobilization

**XII. Logistics Function**

- A. The Logistics Section provides manpower, facilities, services, and materials in support of the incident. The Logistics Section Chief shall address the following:
  1. Communications
  2. Transportation
  3. Medical support
    - a. Triage area
    - b. Casualty information
  4. Food services and supplies
  5. Specialized teams and equipment need
- B. In large-scale and / or long-term incidents, the Logistics Section Chief shall identify the logistical base of operation. The Logistics Section may be further divided into Support and Service Branches with subordinate units to provide facilities, ground support, and medical units for the care of assigned personnel.
- C. Logistics personnel shall develop a plan that will provide the necessary resources through the duration of the event / incident.

**XIII. Intelligence / Investigations Function**

- A. The mission of the Intelligence / Investigations Section is to ensure that all intelligence / investigations operations and activities are properly managed, coordinated, and directed in order to:
  1. Prevent / deter potential unlawful activity, incidents, and / or attacks
  2. Collect, process, analyze, secure, and appropriately disseminate information and intelligence
  3. Identify, document, process, collect, create a chain of custody for, safeguard, examine, analyze, and store probative evidence

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4. Conduct a thorough and comprehensive investigation that leads to the identification, apprehension, and prosecution of the perpetrators
  5. Serve as a conduit to provide situational awareness (local and national) pertaining to an incident
  6. Inform and support life safety operations, including the safety and security of all response personnel
- B. Prior to the start of a planned event, such as a parade, concert, or public event, the Intelligence / Investigations Function may be used to foster information sharing and collaboration. It can also provide the information and intelligence necessary to ensure that planning activities are fully informed.
- C. Those involved in the Intelligence / Investigations Function shall protect constitutional, victim, and privacy rights, civil rights, and civil liberties; restrict the dissemination of sensitive / classified information; and honor legally-imposed restrictions on investigative behavior that affect the admissibility of evidence and the credibility of witnesses.
- D. In large-scale and / or long-term incidents, the Section may be further divided into individual Investigative Operations, Intelligence, Forensic, Missing Persons, Mass Fatality Management, and Investigative Support Groups.

**XIV. Finance / Administration Function**

- A. The Finance / Administration Section oversees:
1. Recording of personnel time
  2. Procuring additional resources
  3. Recording expenses
  4. Documenting injuries and liability issues
  5. Any other cost analysis / recuperation activities and compensation / reimbursement claims
- B. The Finance Section Chief is responsible for tracking incident costs and reimbursement accounting.
- C. In large-scale and / or long-term incidents, the Section may be further divided into individual Time, Procurement, Compensation / Claims and Cost Units.

**XV. Law Enforcement / Military Support**

- A. In accordance with the Department's plan for providing aid to other jurisdictions, the Department shall request support as needs arise. Support agencies include, but are not limited to:

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1. Whitfield County Sheriff's Office
  2. Georgia State Patrol
  3. Georgia Bureau of Investigation
- B. If it becomes necessary, the Chief of Police shall notify the City of Dalton Mayor to request assistance from the National Guard by notifying the Governor of Georgia. The Governor may then, in his / her discretion, if he / she deems the apprehension well founded or the disaster of sufficient magnitude, order into active service of the state, for such a period to such extent, and in such manner as he / she any deem necessary, all or part of the organized militia (O.C.G.A. 38-2-6).

**XVI. Activation of the NIMS / ICS**

With a decision to implement the NIMS / ICS, the Incident Commander shall:

- A. Identify a Safety Officer (SO), an Information Officer (IO), and a Liaison Officer (LO)
1. The Safety Officer is responsible for the immediate safety of assigned personnel and correcting unsafe acts through the chain of command; however, the SO may exercise emergency authority to stop unsafe acts when such action is immediately required to protect life.
  2. The City of Dalton Communications Director shall be designated as the Information Officer for large-scale and critical incidents. When a Unified Area Command is activated, the IO shall be assigned to the Joint Information Center.
  3. The Liaison Officer is the primary contact for coordinating with agencies assisting in an incident. The LO shall coordinate with the City Attorney, who shall function as the Department's Court and Prosecutorial Liaison and advise the Chief of Police on all legal matters.
- B. Ensure notifications to the chain of command are instituted in accordance with existing procedures.
- C. Retain the elements of the Incident Command process unto himself / herself or appoint one or more Section Chiefs to carry out the General Staff Functions, if necessary, for the coordination of incoming resources.
- D. Oversee the development and implementation of an Incident Action Plan to resolve the event / incident.
1. Refer to existing written objectives and the Whitfield County Emergency Operations Plan.
  2. Consider the immediate implementation of emergency staffing configurations to better provide personnel and other resources.

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3. For short-term events, the Incident Action Plan need not be written. A written plan is required when:
  - a. Resources from multiple agencies from within or outside the county are used.
  - b. Several jurisdictions are involved.
  - c. The incident is complex; i.e. changes in shifts of personnel or equipment are expected or required.
- E. If not already operating in that mode, ensure that all radio communications take place in “plain talk”.
  1. Direct the Whitfield County 911 Center to establish a radio channel to initially handle the event.
  2. Ensure that the Whitfield County 911 Center advises any responding agencies of the channel being used.
  3. Remain mindful that electronic data communications are not available to all agencies responding to a request of mutual aid assistance.
- F. Follow direction from Area Command, if activated. The Incident Commander is responsible at the scene, while the Area Commander is responsible for countywide or multiple jurisdictional activities. There can be more than one scene, and thus, more than one Incident Command Team reporting to the Area Command.
- G. Consider activation of tactical teams, as needed.
- H. At the appropriate time, plan for an orderly demobilization of all resources and the gathering of necessary documents and materials to provide the ability to closely review and evaluate operations.
- I. Ensure command protocol exists at all stages of the NIMS / ICS command structure and during the administration of the incident.
- J. Assign commanders, as needed, to ensure adequate supervision and authority, considering the need for rest and recuperation.
- K. Follow principles of span of control, unity of command, and unified command during NIMS / ICS operations.
- L. Cooperate fully with other Incident Commanders when functioning in a Unified Command structure.

## **XVII. Unusual Occurrences**

Whenever any situation arises that constitutes an unusual occurrence within the City of Dalton, the following procedures shall be followed:

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- A. Whenever an unusual occurrence arises, sufficient personnel shall be notified and assembled to address the situation, based on its size, nature, and complexity. The Chief of Police shall be notified and his / her designee shall coordinate activities of all law enforcement personnel involved.
- B. Police personnel who respond to an unusual occurrence shall report wearing the full duty uniform, vest, and issued weapons. All equipment designated for use in any unusual occurrence shall be available for distribution.
- C. The Whitfield County 911 Center is designated as the primary communications center during any unusual occurrence.
- D. An Incident Command Post shall be established in a safe location near the scene of the incident. The command post should be staffed with at least one representative of each agency involved.
- E. If the Emergency Operations Center is activated, a representative from the Department shall be sent to help staff the EOC.
- F. The Incident Commander shall assess the situation and activate only needed sections of the Incident Command System, including Command, Operations, Planning, Logistics, Intelligence / Investigations, and Administration / Finance.
- G. The Incident Commander shall summon other resources as needed, e.g., EMS, fire, hazmat, Public Works, etc.
- H. Traffic / security check points shall be established at each entrance and exit of the affected area. All persons desiring entry into the affected area shall be denied access except persons on official business.
- I. The Chief of Police shall be responsible for establishing and maintaining liaison with the District Attorney's Office during an unusual occurrence. Legal advice on police procedures shall be obtained through consultation with the District Attorney and the City Attorney. The Chief of Police or his / her designee shall also be responsible for establishing and maintaining liaison with any other agencies who are notified during a unusual occurrence. In order to keep citizens informed, the Communications Directors or other designated personnel shall conduct briefings with the news media, as directed by the Chief of Police.
- J. Public facilities in the City of Dalton shall be afforded security, as directed by the Chief of Police.
- K. The following actions shall be taken by Department personnel to de-escalate adverse conditions as they arise during a civil disturbance:
  - 1. Seal affected areas, except for an escape route.
  - 2. Notify Georgia State Patrol tactical team / National Guard / Department of Corrections tactical team, if needed.
  - 3. Coordinate activities of all law enforcement agencies / support agencies

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involved.

4. Control crowds, disperse unlawful assembly, and arrest persons, if necessary.
  5. Establish security patrols in affected areas.
  6. Assist in evacuations, if necessary.
  7. Post-occurrence duties include the continuance of security in affected areas and the maintenance of traffic / security checkpoints.
- L. Any arrests made shall be made following the guidelines in written directive GO91-4.9, Arrests / Arrest Warrants.
- M. If mass arrests have been affected, the following guidelines shall be used:
1. Mass arrestees shall be searched incident to arrest and prior to transport with hands cuffed behind the back. The arresting Officer shall make a positive identification of arrestees before transporting them to the detention facility, if possible.
  2. Contraband and illegal weapons / concealed firearms shall be tagged and identified for additional charges against the arrestee(s).
  3. Transportation to the Whitfield County Sheriff's Office shall be made either in police vehicles, the Whitfield County prisoner transport van, or by other means, as deemed appropriate by the Incident Commander.
  4. Persons arrested shall be removed from the scene as soon as possible to a nearby holding area for initial processing and to await transportation to the Whitfield County Sheriff's Office.
- N. The Governor may, in his / her discretion, enact curfews, restrictions on sales of alcoholic beverages, gasoline, weapons, and ammunition, and restrictions on access in the affected area (O.C.G.A. Title 45-12).
- O. The Incident Commander, or his / her designee, shall ensure that any applicable post-occurrence duties are completed, as outlined in Section XXI of this directive.

#### **XVIII. Bomb Threats**

- A. The Department is responsible for coordinating emergency services and establishing a command post for planning and initiating any action relating to bomb threats or other threats.
- B. The Watch Commander is the designated Incident Commander for law enforcement and security purposes. In his / her absence, his / her designee shall assume Incident Command until relieved.
- C. Threat Evaluation

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Information that should be obtained from the caller includes:

1. Location and type of bomb
2. Time of detonation
3. Caller's gender, age, and race
4. Caller's mood, voice characteristics, rate of speech
5. The exact language used
6. Background noises, if any
7. Origin of the call, if available
8. Caller's motive

D. Responsibilities

1. Bomb threats shall be assigned to the nearest patrol or investigative unit.
2. The assigned unit and a Supervisor shall proceed directly to the scene. Radio transmissions, including cellular phones, shall be discontinued within 300 yards of the threatened facility and an Incident Command Post shall be established.
3. Access to the command post is limited to authorized emergency personnel who have a specific function, and a need to know. The following duties and procedures are the responsibility of Incident Commander:
  - a. Initiating a planned response to bomb threats and other potentially threatening disasters
  - b. Notifying and coordinating the activities of other personnel
  - c. Releasing authorized information to the news media
  - d. Evaluating factors for evacuation, search, and continuation of business
  - e. Determining the vulnerability and accessibility of target area
  - f. Assessing the risks involved
  - g. Determining potential courses of action, including evacuation, selective evacuation, or no evacuation
  - h. Implementing searches
4. The Incident Commander shall work with facility management to determine

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the possible need for evacuation. Particularly at schools and similar facilities, management will usually elect to evacuate rather than risk possible harm to individuals.

5. The Incident Commander shall develop a search plan and designate personnel to conduct a search of areas that are readily accessible. Personnel at the facility shall be solicited to assist in the search since they are familiar with the location and what might look suspicious. Special attention should first be given to utility rooms, waiting areas, restrooms, and areas where access is unlimited. As a practical matter, search secured areas where entry would be more difficult, last.
6. It is important to check all items within a facility when conducting a bomb search. These items shall include, but not be limited to:
  - a. Underneath chairs
  - b. In or on desks
  - c. In trash cans
  - d. Behind pictures
  - e. In or behind cabinets
  - f. Objects hanging on walls
  - g. In light fixtures
  - h. Any item suspended from the ceiling (heater ducts, ceiling fans)
7. If a bomb is located, immediately evacuate the location, establish a perimeter, and call the Georgia Bureau of Investigation (G.B.I.) at 1-800-282-8746 to request assistance from the Bomb Disposal Unit.
8. Unqualified Officers should never attempt to move or render safe a suspected explosive device.
9. The Criminal Investigations Division shall be responsible for investigating to apprehend the bomb threat maker, gathering physical evidence, and coordinating the investigation with fire and other officials.

E. Search Procedures

1. A security perimeter shall be established, if possible, to contain the area to be searched and to prohibit unauthorized individuals from entering.
2. To minimize the risk of injury to both searchers and occupants, the search shall begin on an outside perimeter and work toward the inside. Once inside, the search shall begin at the lowest floor level and work up to the top floor.

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3. Frequent bomb targets, such as utility and service areas, reception rooms, lobbies, and restrooms, shall be examined closely.
4. Areas that have already been searched should be marked to eliminate duplication or omissions.
5. Elevators should be run through at least one cycle to prevent injury should an explosive device be set to be activated by the action of the elevator.
6. If possible, searchers shall be paired in teams to ensure a thorough search is made. A room search plan should be utilized to ensure thoroughness and minimize confusion and duplication.
7. If time is an element of the reported threat, search procedures should be discontinued thirty (30) minutes prior to the reported time of detonation and not be resumed until one (1) hour thereafter.
8. If the building or area searched fails to disclose any suspected items, the responsibility of returning persons to the area shall be up to facility management.
9. If a suspicious object or suspected bomb is located, the area within 500 yards of the suspected device shall be evacuated and the scene completely secured.
10. The Incident Commander shall adjust personnel assignments after conferring with members of the bomb disposal unit.
11. If an explosion does occur, the Incident Commander shall ensure additional resources are requested, as needed.
12. Immediately after an explosion, only personnel necessary to care for the injured shall be allowed inside the perimeter, due to the possibility of a secondary device.

F. Search Team Equipment

Field Supervisors shall make sure that necessary equipment is available to be used in search team operations.

G. Post Occurrence Duties

The Incident Commander or his / her designee shall ensure that any applicable post-occurrence duties are completed, as outlined in Section XXI of this directive.

XIX. **Hostage / Barricaded Persons**

- A. The ultimate goal in a hostage situation is to trade the safe release of hostages in return for the safe surrender of the hostage-taker(s). In a barricaded person incident, it is the safe capture or surrender of the barricaded person.

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B. Guidelines

1. All Officers need to have a basic knowledge of hostage / barricaded person incidents and negotiation techniques, as specialists will not always be available.
2. Until relieved, the senior Officer at the scene shall assume command of the incident.
3. No Officer shall commence an offensive action against the hostage-taker / barricaded person unless at least one of the following conditions exists:
  - a. Directed to do so by the Incident Commander or his / her designee.
  - b. There are clear and articulable circumstances that lead the Officer to believe his / her life or that of an innocent third party (hostage, for example) is in imminent danger and no other option is available.
4. Every means possible shall be used to prevent the incident from going mobile: containment is the primary initial objective.
5. The Incident Commander shall create an open line of communication between tactical units, hostage negotiation personnel, and the Command Post to ensure all units are aware of the status of negotiations and status of tactical personnel. The Incident Commander retains the authority to determine when to commence an offensive action.

C. Patrol Response

1. In all situations:
  - a. Contain the scene
  - b. Establish communication with the hostage-taker
  - c. Obtain as much information as possible
  - d. Set the stage for further negotiations
  - e. Consume as much time as possible
  - f. Advise the Whitfield County 911 Center to request fire and ambulance units stage at a safe distance near the scene.
2. Direct and immediate intervention is only authorized when:
  - a. The suspect(s) does not physically control the scene and victims
  - b. Hostages have already been killed, and others' lives are in

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imminent danger

- c. There is clear opportunity, minimal risk, and high probability of success in resolving the incident

3. First Responding Officer's Duties

- a. Notify the Whitfield County 911 Center that a hostage / barricaded person situation exists, detail the location of the incident, request back-up and a Supervisor, and advise of approaches (streets / areas) which may be unsafe.
- b. Implement ICS
- c. Contain the scene
- d. Assist injured persons and evacuate them
- e. Evacuate bystanders, but detain witnesses for debriefing
- f. Take a cover position and await back-up, if necessary
- g. Keep the situation from escalating or going mobile, if at all possible

4. First Supervisor on-the-scene

- a. If not already, implement ICS
- b. Assess the situation
- c. Contain the scene, if not already accomplished
- d. Determine manpower requirements, and request more personnel, if needed
- e. Establish and maintain inner and outer perimeters.
  - (1) The inner perimeter should confine and contain the suspect(s) to the immediate area of the incident.
  - (2) The outer perimeter should be set up beyond the line of sight of the incident location. Outer perimeter personnel shall prohibit unauthorized access to the area and shall contain the perimeter. Outer perimeter personnel shall maintain traffic flow around the outer perimeter and convert to a pursuit and control function, should the situation become mobile. The outer perimeter units shall control the travel routes, if the scene becomes mobile. Unmarked police vehicles shall be responsible for surveillance, if needed.

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- f. Establish an Incident Command Post. It should be set outside the inner perimeter and inside the outer perimeter. It should also be out of view of the incident scene.
- g. Evacuate the area, if not already accomplished
- h. Request a hostage negotiator be en route to the scene
- i. Notify the Patrol Division Commander
- j. Keep the Whitfield County 911 Center informed of decisions and actions
- k. Attempt to establish communication with the hostage-taker, if not already established
- l. When requested, provide a briefing of the situation to the Command Staff
- m. Notify the Communications Director or other designated personnel to handle media inquiries, in accordance with policy GO88-2.8, News Media / Public Information. A location for media representatives should be established away from the scene and the Command Post.

**D. Hostage Negotiator Response**

- 1. The Incident Commander shall be responsible for requesting a specially-trained hostage negotiator to respond to situations where a suspect(s) is believed to be barricaded or holding hostages. The Incident Commander or his / her designee shall contact the Georgia State Patrol and request one of their trained hostage negotiators, if the need arises.
- 2. If a trained hostage negotiator is not immediately available, the Incident Commander shall designate someone to facilitate communications with the hostage taker until a trained negotiator becomes available.
- 3. Once on scene, the hostage negotiator's primary responsibility is to affect the release of hostages unharmed through a negotiation process.
- 4. The hostage negotiator shall be briefed by the first Officer that made verbal contact with the suspect(s).
- 5. The hostage negotiator shall attempt to establish a line of communication with the suspect(s), if not already established.
- 6. The hostage negotiator shall coordinate all communications between the suspect(s) and law enforcement personnel.

**E. Criminal Investigations Division (CID) Response**

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CID personnel called to the scene shall report to and be supervised by the Incident Commander. CID responsibilities shall include:

1. Intelligence gathering and analysis of:
  - a. The setting and location of the hostage / barricaded person
  - b. Hostages
  - c. Hostage-takers / barricaded persons
2. Interviewing witnesses, hostages, suspects, and Officers
3. Conducting the follow-up investigation

F. Outside Agency Assistance

1. The Incident Commander is authorized to request assistance from other agencies, such as the Whitfield County S.O., the Georgia Bureau of Investigation, the Georgia State Patrol, and the Whitfield County District Attorney's Office.
2. If tactical units from other agencies are utilized, they are responsible for maintaining an open line of communication with the Incident Commander.
3. Tactical units shall be responsible for the creation and implementation of tactical plans, including the use of chemical weapons, after obtaining the Incident Commander's approval to do so. The Incident Commander shall maintain all decision-making authority for operations utilizing tactical units.
4. The Incident Commander is authorized to request assistance of any needed person or agency in the community (DFACS, psychiatrist, minister, etc.)
5. All communications between the Department and other agencies shall be coordinated through the Whitfield County 911 Center.

G. Jurisdiction during Certain Circumstances

If the incident involves a foreign official or an official guest of the United States or the incident involves the commission of a federal crime (bank robbery, for example), the FBI has concurrent jurisdiction.

1. When control of the situation has been initiated by the Department, operational command is retained by the Department until the FBI clearly indicates a wish to assume Incident Command.
2. If the FBI assumes Incident Command, Department personnel and resources shall shift to an assist mode, and responsibility for the termination or conclusion of the operation shall shift to the FBI.

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3. If the FBI desires the jurisdiction to remain concurrent, joint decision-making shall be undertaken by the Incident Commander and the senior FBI agent at the scene. In the event that tactical intervention becomes necessary, every effort shall be made to ensure mutual agreement in the decision-making process prior to implementation.

H. Mobilization of Hostage and / or Barricaded Person

If it becomes necessary to allow a suspect(s) to move from the original location of negotiations by vehicle or other means accompanied by a hostage(s), the following procedures shall be followed:

1. The Incident Commander shall notify the Whitfield County 911 Center if there is to be a movement of the suspect(s) and hostage(s) and the proposed route and destination, if known.
2. Other Officers in the area shall not interfere with the progress of the convoy.
3. The Whitfield County 911 Center shall notify other agencies, if pertinent.

I. Post Occurrence Duties

The Incident Commander or his / her designee shall ensure that any applicable post-occurrence duties are completed, as outlined in Section XXI of this directive.

XX. **Pandemics**

- A. A pandemic occurs in many localities - perhaps even worldwide - almost simultaneously. Because of this, much of the planning for a pandemic must be the responsibility of state and local governments. Community strategies that delay or reduce the impact of a pandemic (also called non-pharmaceutical interventions) may help reduce the spread of disease until a vaccine is available.
- B. The Department shall cooperate and support the Whitfield County Local Emergency Planning Committee (LEPC) in this endeavor. This support may include, after a court order has been issued, the enforcement of public health measures and quarantines.
- C. There are six phases concerning pandemic incident development. They are as follows:
  1. Phase 1: Low risk of human cases
  2. Phase 2: Higher risk of human cases (new virus found in animals but not humans)
  3. Phase 3: No or very limited human-to-human transmission of virus (Pandemic Alert)
  4. Phase 4: Evidence of increased human-to-human transmission (new virus causes cases in humans)

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5. Phase 5: Evidence of significant human-to-human transmission
6. Phase 6: Efficient and sustained human-to-human transmission (Pandemic Incident at hand)

D. Protective Measures

1. The following measures shall be taken to ensure that Department personnel are proactively protected:
  - a. All employees shall be educated about transmission, vaccinations, and treatment.
  - b. Personal protective equipment, such as N95 masks, gloves, eye protection, hand sanitizer, and sanitary wipes, shall be procured and made available to all employees.
2. The following measures may be taken to ensure that the Department reasonably adjusts to the pandemic situation as it unfolds in a manner consistent with public expectations:
  - a. Prioritization of calls for service
  - b. Planning for reductions in staff or working remotely
  - c. Prioritization of job importance
  - d. Consolidation of units or job functions
  - e. Cross-training of job functions
3. The following measures may be taken when planning for reductions in resources (gas, food, electricity, water):
  - a. Stockpiling, purchase agreements
  - b. Redeployment of personnel, as necessary
  - c. Activation of alternate response methods / complaint-taking methods
4. The following measures shall be taken to assist in the protection of the community and those we are charged with protecting:
  - a. Work with existing partners in the community to discuss needs and resolve issues pertaining to the pandemic incident.
    - (1) Whitfield County Health Department
    - (2) Hospitals

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- (3) Mental health
- (4) Local vendors, food suppliers
- (5) EMS
- (6) Other law enforcement jurisdictions
- (7) Coroner's Office
- (8) Court Administration
- (9) City and county governments
- (10) Churches

- b. Meet and explain our response to pandemic issues with the community at large.

#### **XXI. Post Occurrence Duties**

The following post occurrence duties, if applicable, shall apply:

- A. All equipment resources shall be inspected for maintenance needs.
- B. All incident-related documents shall be collected and bound for future reference.
- C. Personnel shall be debriefed, individually or in groups (whichever is applicable), based on the event.
- D. After-action reports shall be completed, which shall include but not be limited to the need for additional training, required policy changes, or the revision of operational procedures.
- E. Departmental Command Staff shall review applicable policies and the after-action report for possible revision of guidelines and policies.

#### **XXII. GISAC**

The Patrol Division Operations Supervisor shall serve as a liaison with the Georgia Information Sharing and Analysis Center. The Patrol Division Operations Supervisor shall email alerts and information received from the GISAC to Department personnel as needed.

#### **XXIII. Training**

- A. The Training Coordinator shall provide documented annual training on this directive, including the Incident Command System, for all affected Department personnel.
- B. Department personnel shall participate every two (2) years in a tabletop or full-

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scale exercise to assess the Department's capabilities with the All Hazards Plan and the Incident Command System. Participation in the tabletop and full-scale exercises conducted by the Whitfield County LEPC shall fulfill this requirement.

- C. At least every two (2) years, sworn personnel shall receive training in the tactics used in response to crowd control situations.

**XXIV. Operational Readiness**

- A. A documented quarterly inspection for the operational readiness of Officers' / Investigators' chemical protective gear and portable radio shall be conducted by the-appropriate Division Commander or his / her designee.
- B. The Patrol Division Operations Supervisor shall conduct a documented quarterly inspection of all other Department equipment designed for use in the support of this plan.

*This policy supersedes any previous policies issued.*

**BY ORDER OF**

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**CHIEF OF POLICE**

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