COLUMBUS POLICE DEPARTMENT

General Order 46: Critical Incidents, Special Operations, and Homeland Security

CALEA Standards: 46.1.1
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                    46.1.4
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                    46.1.6
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                    46.1.10
                    46.2.7
                    46.3.1
                    46.3.4

Replaces: General Order 46 effective December 9, 2014
Effective date: January 28, 2017

Definitions:

When a word or term is not defined, the proper and fitting definition, as used within the context, or the generally accepted definition, as defined by the context, shall be used. When a male pronoun is used, the female pronoun is implied. When a singular word or term is used, the plural is implied unless otherwise specified.

1. Active Threat
   A situation is considered an active threat when a person uses deadly force, threatens to use deadly force, and/or attempts to use deadly force on other people, and continues to do so, while having access to additional victims.

46.1   Critical Incidents

46.1.1 Planning Responsibility

The Columbus Police Department does not have full-time components or personnel assigned to respond exclusively to critical incidents, but instead vests the responsibility of this function with the Deputy Chief and Division Captains, who shall be responsible for the planning and response by the Columbus Police Department personnel during any such incidents.

46.1.2 All Hazard Plan

If any critical incident involves an active threat, this all hazard plan along with the directive for active threats found in General Order 46.1.10 should be followed. The department has a written all hazard plan for responding to any type of critical incident, such as natural and man-made disasters, pandemics, civil disturbances, mass arrests, bomb threats, hostage/barricaded person situations, acts of terrorism, and any other unusual incident. The plan for any critical incident will follow standard Incident Command System (ICS) protocols. The following is intended to provide a broad overview of administration and operation of situations involving large-scale deployment of manpower and resources for all hazards and critical incidents.

A. The Incident Command System (ICS) permits a clear point of control and can be expanded or contracted with ease to escalating or diminishing situations. ICS establishes standardized incident management processes, protocols and procedures that all responders will use to coordinate and conduct response actions. With responders using a common language and standardized procedures, they will all share a common focus, and will be able to place full emphasis on incident management when a critical incident occurs. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents. It is typically structured to facilitate activities in five major functional areas: Command (G.O. 46.1.3), Operations (G.O. 46.1.4), Planning (G.O. 46.1.5), Logistics (G.O. 46.1.6) and Finance/Administration (G.O. 46.1.7). All of the functional areas may or may not be used based on the incident needs. As a system, ICS is extremely useful; not only does it provide an organizational structure for incident management but it also guides the process for planning, building and adapting that structure.

B. Incident Commander - The first responding officer to any scene is designated as the Incident Commander until he/she is relieved by a higher-ranking officer, who will then assume the Incident Commander role. The first responding officer has direct responsibility to initiate assessment and stabilization procedures. From a practical perspective, this may simply involve identifying the situation and requesting the types of assistance that appear to be necessary to stabilize or resolve the emergency.

1. The first responding officer shall ensure that the dispatch center is regularly updated of the situation until a supervisory officer arrives on scene to assume the role of Incident Commander.

2. It is the responsibility of the Incident Commander to establish an organizational structure based upon the needs of the current incident. This structure should be staffed with appropriately knowledgeable personnel as the need arises.

3. The Incident Commander is responsible for all functions of the ICS organization until those responsibilities are delegated to an appropriate organizational component.

4. As emergency scenes develop and fluctuate, the personnel necessary to properly staff an Incident Command System will change. Public Safety personnel from different agencies and areas of responsibility (police, fire, medical, etc.) will require that the command structure change and develop according to the situation.

5. As the need for additional personnel, resources and supervision increases, the Incident Commander will activate additional components of the Incident Command System as necessary to meet the requirements of the situation.

C. Incident Command Organizational Structure:

1. Incident Command Systems are designed to be sufficiently flexible in their implementation to handle varied and complex situations. The goal is to keep the organization as simple and as streamlined as possible while not overextending the span of control of persons in command positions.

a. In simple situations, the Incident Command System may not require a branching out beyond the Command Component. In these cases, the Incident Commander will retain responsibility for all of the functions, duties and responsibilities of managing the scene. Only those components of the ICS necessary for a given situation will be activated. ICS component activation/deactivation will depend upon the changing circumstances of the situation. There is no one "best" way to organize an incident. The ICS organization should develop to meet the needs of the situation. The characteristics of the incident and the management needs of the Incident Commander will determine what organizational elements should be established. The incident organization will likely change over time to reflect the various phases of the incident.

b. When fully activated and developed, an Incident Command System is comprised of five major organizational components. Each of these organizational components may then be sub-divided into Divisions, Groups and Branches as necessary to perform the functions necessary to the operation. Once assigned to a task or assignment, the individual in that assignment is responsible to follow the chain of command established by the ICS organizational system. Individual rank or agency command status does not apply to the situation once assigned to an ICS assignment. Any position not filled will remain the responsibility of the Incident Commander.

   i. Command (G.O. 46.1.3): The command function of the Incident Command System is responsible for the overall management of incident operations.

   ii. Operations (G.O. 46.1.4): The operations function is responsible for the management of all tactical activities. This component directs and coordinates tactical operations, assists the Incident Commander in developing strategic goals, tactical objectives and operational plans.

   iii. Planning (G.O. 46.1.5): The planning function is responsible for the collection, evaluation, dissemination and use of information regarding the incident. The planning component is responsible for resource needs evaluation and planning (past, current and predicted). Personnel assigned to the planning component assist the Incident Commander in developing an effective incident action plan, modifying the plan to meet situational needs, anticipating changing resource needs and preparing alternative strategies.

        iv. Logistics (G.O. 46.1.6): The logistics function provides support in terms of facilities, services, food and all other materials necessary to meet incident needs. This component provides resources and all other services to support the incident.

        v. Finance/Administration (G.O. 46.1.7): The finance/administration function monitors total personnel, equipment and services costs related to the incident and provides for an accounting of those costs by the agency. This component is responsible for cost recovery as applicable to the incident.

2. Within each operational component, additional levels of organization can be used as necessary, which are known as Divisions, Groups and Branches.

    a. Divisions and Groups are established to serve the needs of individual functions within the each major "Section". Divisions are used to organize groups. The kind of Divisions and Groups to be established will be determined by the needs of an incident. For example, in an earthquake incident with widespread structural damage, search and rescue activity would be organized using a search Division to coordinate the activities of various search Groups. The Search Division may contain any number of individual search Groups.

    b. Branches: On some incidents, it may be necessary to establish another level of organization within the Operations Section. These components are called Branches. Each Branch that is activated will have a Branch Director. Deputies may be used at the Branch level. Generally, Branches on an incident or an event are needed to regulate the span of control, the need for functions with multiple disciplines, or organization around jurisdictional lines in multi-jurisdictional incidents.

D. Special Considerations for Specific Incidents:

1. Man-made disasters and pandemics:

    a. Containing the affected area(s) and/or person(s);

    b. Rescuing victims;

    c. Establishing a shelter(s) for victims; and

    d. Establish transportation from the affected area(s) to the shelter(s).

2. Civil disturbances and mass arrests:

a. Containment of the disturbance and/or situation;

b. Establishing a detention area for arrestees, if necessary; and

c. Establishing transportation from the scene to the detention area and/or to the jail.

3. Bomb threats:

   a. Evacuation of the area threatened;

   b. Establishing perimeters;

   c. Officers should not touch, move or in any way disturb the suspected ordnance unless extenuating circumstances exist;

   d. Officers should turn off all radios, pagers and cellular telephones on their person; and

   e. Contact a bomb technician.

4. Hostage/barricaded person situations:

   a. Containment of the person(s);

   b. Establishing perimeters;

   c. Evacuation of the area threatened, if possible;

   d. Contact SWAT and negotiators;

5. Acts of terrorism:

   a. Containing the affected area(s);

   b. Establishing perimeters;

   c. Rescuing victims;

   d. Establishing a shelter(s) for victims;

   e. Establish transportation from the affected area(s) to the shelter(s); and

   f. Evacuation of the area threatened, if possible.

46.1.3 Command Function

The **Command** function will be responsible for maintaining overall responsibility for the incident or event to include the following:

    A. Activating the incident command system to include developing an appropriate organizational structure to meet the needs of the situation, and establishing incident objectives and priorities;

    B. Establishing a command post;

    C. Initiating the notification and mobilization of additional agency personnel;

    D. Obtaining support from other agencies;

    E. Establishing a staging area;

    F. Providing public information and controlling and maintaining media relations (see General Order 54.1.3);

    G. Maintaining the safety of all affected personnel; and

    H. Preparing a documented after action report.

46.1.4 Operations Function

The **Operations** function will be responsible for developing and maintaining the tactics used to accomplish the incident objectives and priorities, and managing all tactical operations directly related to the primary mission to include the following:

    A. Establishing inner and outer perimeters;

    B. Conducting evacuations;

    C. Maintaining command post and scene security;

    D. Providing for detainee transportation, processing and confinement;

    E. Directing and controlling traffic; and

    F. Conducting post-incident investigation.

46.1.5 Planning Function

The **Planning** function will be responsible for assembling information on current and alternative strategies and identifying needs for special resources to include the following:

A. Preparing a documented long-range incident action plan by collecting, evaluating and displaying information about the incident;

B. Gathering and disseminating information and intelligence to include maintaining resource status information on all equipment and personnel assigned to the incident; and

C. Developing plans for demobilization.

46.1.6 Logistics Function

The **Logistics** function will be responsible for manpower, facilities, equipment, services and supplies in support of the critical incident to include the following:

A. Communications;

B. Transportation;

C. Medical support;

D. Supplies; and

E. Specialized team and equipment needs.

46.1.7 Finance/Administration Function

The **Finance/Administration** function will be responsible for all financial and cost analysis aspects of the critical incident to include the following:

A. Recording personnel time;

B. Procuring additional resources;

C. Recording expenses; and

D. Documenting injuries and liability issues.

46.1.9 Annual Training

All affected agency personnel shall receive annual training on the department's All Hazard Plan, (General Order 46.1.2).

46.1.10 Active Threats

In any active threat situation, this active threats plan along with the directive for the all hazard plan (General Order 46.1.2) will be followed. Members of the department should address active threats in the following manner:

A. Notify the public for awareness and safety:

1. A request should be made to the EOC to make an emergency warning notification to the areas in danger through the Everbridge notification system, if applicable.

2. The PIO should be notified of the incident, and the PIO should release warning notifications to the media, if applicable.

B. Notification of additional public safety departments and other resources:

1. Area law enforcement and public safety departments will be notified of the active threat incident through various methods including, but not limited to, telephone, police radio, Indiana Data and Communications System (IDACS), etc.

2. If assistance from other law enforcement agencies is requested, those agencies should be notified of the location that officers are to report to.

C. Response to threats when lives are in imminent danger:

1. Officers shall respond expeditiously so that the threat can be contained, isolated, and eliminated. The highest priority is stopping the active threat.

2. As officers arrive, they shall be permitted to take immediate action without waiting for the arrival of supervisors or SWAT. In addition, as officers arrive, they are not required to wait for additional officers to arrive before taking immediate action; there is no minimum or maximum number of officers required to take immediate action.

3. If an officer(s) enters a structure, he/she shall give notice to other officers and/or dispatch of which officer(s) is entering and the specific location where entry is made.

D. Public sheltering and containment of the incident:

1. Stopping the active threat is the highest priority. Then second priority is containment of the incident.

2. Officers not involved in stopping the active threat should begin containing the incident, which will be accomplished by establishing inner and outer perimeters.

3. When the incident command system is established, the Incident Commander should address the potential need for public sheltering.

E. The Deputy Chief or his/her designee shall perform a documented annual review of the policy and plans associated with the response to an active threat situation and any training needs that should be provided independently, or otherwise incorporated with, the training requirement in General Order 46.1.9.

46.2   Special Operations

46.2.7 Special Events Plan

Special events may include parades, entertainment/sporting events, marathons, highway construction and maintenance, preplanned picketing and demonstrations, etc. In order to develop an overall plan for these events:

A. The Chief of Police or his/her designee will designate a single person as supervisor and coordinator for each event.

B. The supervisor/coordinator of each event will develop a plan that addresses the following possible problems and special circumstances:

1. Ingress and egress of vehicles and pedestrians;

2. Parking space;

3. Spectator control;

4. Public transportation;

5. Relief of personnel assigned;

6. News media;

7. Alternate traffic routes;

8. Temporary traffic controls and parking prohibitions; and

9. Emergency Vehicle Access.

C. The supervisor/coordinator should also consider special operations personnel, logistical requirements, and coordination inside and outside the agency.

46.3   Homeland Security

46.3.1 Liaison with other Organizations

The department will designate the person who is trained in criminal intelligence in accordance with General Order 42.1.6 as a liaison for Homeland Security related issues. This person is responsible for the exchange of information related to terrorism and disseminating information to the appropriate levels within the department by participating in the Indiana Intelligence Fusion Center, hosted by the Indiana Department of Homeland Security. The purpose of IIFC is to collect, integrate, evaluate, analyze and disseminate information and intelligence to support local, state, and federal agencies in detecting, preventing, and responding to criminal and terrorist activity.

46.3.4 Hazmat Awareness

All sworn officers will be required to complete annual hazardous materials training. This course will address the basic knowledge, awareness, and protection for first responders involving hazardous materials.

Acceptance by Columbus Police Department Captain's Board:

Date: 1-23-2017

Jonathan L. Rohde, Chief

Attest:

Matthew Todd Harry, Deputy Chief

Sandy LaBarbera, Chief's Secretary

Michael Richardson, Uniform Captain

Brian Wilder, Administrative Captain

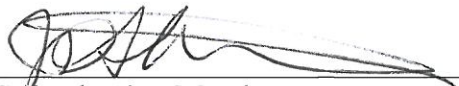Acceptance by Columbus Board of Public Works and Safety:

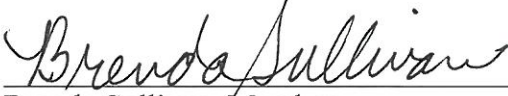Date: 01/24/2017

Jim Lienhoop, Mayor

Attest:

Mary Ferdon, Member

Luann Welmer, Clerk-Treasurer

John Pickett, Member

Jim Strietelmeier, Member

Brenda Sullivan, Member