The Allegheny County Chiefs of Police Association

CRTICAL INCIDENT

MODEL POLICY

An Allegheny County Criminal Justice Advisory Board Project

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In Partnership With

The Allegheny County District Attorney's Office

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In partnership with the Allegheny County District Attorney's Office and County 911 attached is a revised MODEL "Critical Incident Response Plan," Quick Reference Guide for Critical Tasks, and 911 Guidelines for Emergency Channel Operations with Radio Channels and Frequencies

These should serve only as a "**Starting Point**" for those departments who wish to update their Rules and Regulations Manual in this area. To best serve your department, it should be reviewed and revised by you, your Municipality and Insurance Carrier.

A copy of this Model Policy in "Word" is available on the Allegheny County Chiefs of Police website at http://www.alleghenychiefs.com

CRITICAL INCIDENT RESPONSE PLAN

The purpose of this policy is to provide Police Officers with general guidelines on Critical Incident Response. Each Critical Incident has its own unique challenges, and these guidelines are intended to be flexible in their implementation and should serve as a general guideline.

A critical incident is an extraordinary event that places lives and property in danger, requiring the commitment and/or coordination of numerous resources to bring about a successful resolution. Critical Incidents usually occur without notice or warning.

Initial actions or lack of actions by first responding Police Officer(s) can cause the incident to accelerate or decelerate. By implementing a command leadership role and aggressively taking action to manage the controllable factors, Officer(s) will enhance the ability to limit the growth and stabilize the scene.

Following are examples of "Critical Incidents."
- Natural Disasters (tornadoes, floods, blizzards, etc.)
- Transportation Accidents (plane crash, train derailment, vehicle accident, boating accidents, etc.)
- Criminal Activities (terrorist activities, bombings, explosions, barricaded gunman, hostage taking incident, high risk search warrant execution, etc.)
- Fires/Hazardous Materials (hazardous chemical spills or explosions, industrial fires/accidents, high rise and multiple dwelling fires, nuclear, biological, chemical (NBC) response, etc.)

Five Critical Incident Phases:

1- Emergency Response Phase
The goal is to limit the growth of the incident and ensure citizen/officer safety by stabilizing the scene. Officers should always be aware that the most routine incident could rapidly evolve into a critical incident. The first responding officer to a critical incident is essentially the incident commander, until this authority can be relegated to another.

2- Resource Management Phase

The goal is to implement a proactive management effort to gain control of the scene and effectively manage resources. The initial actions by the first responding officer(s) to manage the "controllable" factors, such as access to the scene, limiting crowd size, evacuations, rerouting of traffic, requesting additional personnel and equipment will have a positive impact on limiting growth and stabilizing the scene. Care and discretion must be utilized in protecting crime or incident scenes. Protection of life and property is the first priority.

3- Resolution Phase

The goal is "incident resolution" through establishing a decision-making team, "Incident Command System," to bring about a safe and successful conclusion to the incident.

4- Restoration Phase

The goal is smooth transition back to normal operations once the incident is resolved and order restored.

5- Evaluation Phase

The goal is continuous improvement.

1-EMERGENCY RESPONSE PHASE

I. The first police officer(s) at the scene of a critical incident should immediately notify Communications/County 911 of the nature of the incident.

II. Specific actions to be taken by a responder to a critical incident include:

A. Establish Communication and Control.

(1). Clear frequency and request routine traffic be taken to an alternate channel.
(2). Assume command of the scene.
(3). Evaluate the situation and try to determine the number of suspects, type of weapons, type of chemicals, etc.

B. Identify INCIDENT ZONE. RED/HOT

(1). Immediate identification limits additional exposure to danger for citizens and Officers.
(2). No one should be allowed in or out of this area.
(3). Communicate the "RED/HOT" to all responding agencies.

C. Establish Inner Perimeter.

(1). When the "RED/ HOT Zone" is identified, initiate actions to control and contain.
(2). The presence of plainclothes officers at the inner perimeter locations not equipped with items (e.g., police raid vest, jacket, shirt, ball cap) that help ensure recognition as **"POLICE"** to the public and other officers should be replaced as soon as possible.
(3). Limit movement of personnel.
(4). Ensure cover and concealment of personnel.

D. Establish Outer Perimeter. GREEN/ COLD

(1). Crowd control.

(2). Control movement to and from scene and prevent traffic gridlock.

E. Establish Command Post.

(1). Not necessarily within view of scene, but between inner and outer perimeter.

(2). Direct all agency representatives and mission unit leaders to the command post.

F. Establish a Staging Area.

(1). Between inner and outer perimeter to ensure that traffic and crowds do not interfere with the movement of resources to the scene.

G. Identify and Request Additional Resources.

1). Select a recorder.

2). Evaluate the situation, and request manpower, equipment, supplies, and assistance:

a). Identify agencies or units needed e.g. SWAT, Red Cross, Gas & Electric Company.

b). Additional number of police personnel needed for immediate response. (Consider use of adjacent agencies.)

c). Specific equipment needed, and the nature of the task to be performed.

d). Number of emergency vehicles immediately required; preferred routes of approach, response mode (siren or no siren), exact location to respond, and the probable number and type of casualties.

H. Make "Notifications."

1. Ensure Chief of Police and other pertinent departments and/or agencies are notified e.g., EMC/ERs, EMS, Public Works, Fire Department.

I. Critical Incident Response – School Facility

ACTIVE ASSAILANT Initial Responder Immediate Action (See Active Shooter Policy)

1. a). Whenever possible, the first two (2) to five (5) responding officers should form a single contact team and enter the affected area or structure **immediately**. The first officers entering the area or structure should recognize that their primary objective is to stop further violence.
b). If a single officer has arrived on scene and the officer believes active violence is occurring at that time and no immediate assistance is available, then that individual officer will move **immediately** to engage and stop the threat without assistance.
c). Responding officers should identify and attempt to stop active threats as their first priority. Once the threat has been stopped, officers should begin assessing victims needing medical attention.

2. Response to other critical incidents at any School will follow the guidelines outlined above.

3. Additional information specific to each school facility is available in the Emergency Action Plan, available on the departmental computer network, accessible to Officers via the MDT in each patrol car (what can go wrong will go wrong, it is suggested to have a paper copy available).

4. Emergency Plan Information.
    a). Overhead aerial photographs of the facility.
    b). Maps of the area immediately surrounding the facility
    c). Floor plans, including exterior door numbering.
    d). Emergency contact information and chain of command at the facility.
    e). Staging areas and MEDEVAC helicopter landing zones.
    f). Student evacuation locations.
    g). Faculty responsibilities during a critical incident.

2- RESOURCE MANAGEMENT PHASE.

The OIC will:

1. Delegate tasks to subordinate supervisors and/or officers:
    a). Command Post
    b). Staging Area
    c). Perimeter Posts and zones (RED/YELLOW/GREEN).
    d). Arrest Teams
    e). Media Staging Area
    f). Family Briefing Area
    g). Evacuation Center/ Reunification Area
    f). Triage Center

2. Establish a PIO media briefing area.

3. Establish a briefing area for family members of victims.
    a). Briefing areas to be established outside the outer perimeter and at separate locations.

4. Confirm an Evacuation/ Reunification Center has been established to maintain care and control of all persons who are either evacuated or rescued and to document their identities until they can be reunited with family or others. Victims and witnesses suffering from emotional and/or physical trauma or shock should be kept under the observation of medical personnel until such time as they may be safely transported to a hospital or home in the care of family or friends.

5. Confirm that a triage area has been established by the Medic Incident Commander.
    a). All injured persons will be processed through the triage area.
    b). Police Department personnel will not transport injured persons unless requested by Medic personnel at the triage area.
    c). Emergency routes to hospitals will be identified.

6. Attempt to estimate the duration of the detail.
    a). This estimate will help determine the need to recall additional personnel by their respective supervisors.

7. If appropriate, initiate Resolution Phase.

8. Brief command officers upon their arrival.

3- RESOLUTION PHASE

If the incident requires command decision making for resolution, the ranking Command Officer or appropriate decision-maker will assume command in the Resolution Phase:

1. Activate the Emergency Operations Center (EOC), (Municipal EOP) if necessary.

2. Determine the need for a Mobile Command Center and if needed request it from Allegheny County 911.

3. Brief supervisors from other departments of existing conditions as they arrive on the scene.

4. Assign responsibility for supervision of the Police operation in specific areas to subordinate Supervisory Officers.

5. Confer with other authorities to clear streets for access of emergency vehicles by movement of equipment, relocation of hose lines, or removal of other obstructions.
   a). Communications and the field command post will maintain current information of vehicle movement to facilitate rapid handling of casualties and reactivation of equipment.

6. If necessary, notify the Allegheny County Crime Lab for Specialists to respond for fingerprinting, photographing, or evidence gathering.
   a). This could help identify deceased victims.

7. Design, implement, and execute resolution plan.

4- RESTORATION PHASE/INCIDENT DE-ESCALATION:

1. When control of the scene is established and there is a reduction in general disorder, reduce the perimeters of the area.
   a). Adjust the perimeters to have the least amount of interference as possible upon traffic flow ensuring protection of the CRIME SCENE.
   b). Detail personnel to protect the disaster area to prevent looting of bodies or property, if necessary.

2. Each supervisor will account for his personnel prior to relieving personnel of assignments.
   a). A Supervisors will evaluate each officer's physical and mental condition to determine if assistance or intervention is necessary.
   b). The police department psychologist should be available to provide assistance.
   c). The inspection and assessment of personnel will be noted in the after-action report.

3. Each supervisor will conduct an inventory of equipment prior to relieving personnel.
   a). Deficiencies and damaged equipment will be noted in the after-action report.

4. The OIC will ensure completion of all Department reports generated during the incident.

5. The OIC will conduct a debriefing to inform personnel of the outcome and exchange of pertinent information (e.g., a suspect apprehended after chase and has a communicable disease).

6. Each supervisor is responsible for completing an after-action report of his activities and observations.

7. The OIC will complete an “After Action Report" incorporating the actions and observations of each supervisor.

5- EVALUATION PHASE

1. Department personnel will utilize the after action report to review and evaluate the response.
    a). The evaluation will center around four (4) categories:
        1). Strengths - What did we do well?
        2). Weaknesses - What could we have done better?
        3). Opportunities - What is available to us?
        4). Threats - What are we currently exposed to?

2. The training Deputy Chief / Lieutenant will critique the response and forward necessary recommendation(s) to the Police Chief for review.

3. Once approved by the Police Chief, a critique will be conducted at the command level.

4. The Police Chief will revise, generate, and change departmental policy or organizational needs.

QUICK REFERENCE

CRITICAL TASKS

ESTABLISH	**COMMUNICATIONS & CONTROL**
IDENTIFY	**ACTIVE PERIMETOR-RED/HOT ZONE**
ESTABLISH	**INNER PERIMETER- YELLOW/WARM**
ESTABLISH	**OUTER PERIMETER- GREEN/ COLD**
ESTABLISH	**COMMAND POST**
ESTABLISH	**STAGING AREA**
REQUEST	**RESOURCES**

MODEL OPERATIONAL PROCEDURES

1) The initiating agency will call the appropriate host agency to establish a County Interoperability Radio System (CIRS) patch. Notification will originate from the Dispatch Center or Communications Section of the initiating jurisdiction. The Police Mutual Aid Radio System (PMARS) will serve as the primary notification vehicle for law enforcement agencies requesting a CIRS patch. Telephone or requests originating from field personnel are considered alternate methods of notification. The host agency will announce Police Mutual Aid Radio System (PMARS) when the County Interoperability Radio System (CIRS) patch is in place.

2) A Regional PSAP may initiate a patch on their own, in the event the telecommunications operator at the PSAP recognizes that the incident will, with all probability, go multi-jurisdictional.

3) Each participating agency will be responsible for clearing all non-related communications from the radio channel to be used for the CIRS patch.

4) The initiating agency will control CIRS field operations within its jurisdictional boundaries. In the event of a mobile incident, the initiating agency will relinquish control of the CIRS operations to the receiving jurisdiction when the receiving jurisdiction's control point advises that it is prepared to assume control. It is important to note that CIRS will not extend the coverage area of any radio system; when a unit is out of range of its own system, it will lose communications interoperability. If the agency responsible for the incident requires modification to the patch (ie. Agency added or removed), the request will be made by the controlling agency.

5) The dispatchers of agencies using a CIRS patch will monitor CIRS communications. Direct participation of dispatchers will be minimized to reduce confusion. Dispatchers will serve as resource agents, providing support as requested by CIRS patch mobile units.

6) Mobile units participating in a CIRS operation will be identified by their Department Name followed by their numerical designation. For example: Scott 804 or Crafton 1110.

7) NO 10-Codes, signal codes, or departmental slang phrases will be used during a CIRS patch operation. ALL transmissions will be in PLAIN English.

8) The use of the Incident Command System (ICS) should be encouraged in all CIRS operations.