



## MEDFIELD POLICE DEPARTMENT

**POLICY NO. 7.01**

# ALL HAZARDS PLAN / ICS

MASSACHUSETTS POLICE  
ACCREDITATION STANDARDS  
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### BACKGROUND:

The Federal Emergency Management Agency (FEMA) has developed recommendations for state and local governments to deal with all of the hazards that may threaten their communities. These recommendations include the development and implementation of an All Hazards Plan or Emergency Operations Plan for critical incidents or emergency situations that could occur.

Each town in the Commonwealth of Massachusetts has a Comprehensive Emergency Management Plan (CEMP) developed in conjunction with the Massachusetts Emergency Management Agency (MEMA) for such events. As a public safety agency, the Medfield Police Department participates in the CEMP. The CEMP provides the foundation and guidance for emergency management; it outlines a program for planning, response, and recovery from emergencies and disasters, and assigns responsibilities and functions to town departments, providing for the safety and welfare of its citizens and the continuity of essential services during an emergency.

This policy provides Incident Command System procedures for responding to situations of an emergency nature, either natural or man-made, that require more than routine

police action. Such situations may or may not involve the CEMP. Examples can include floods, hurricanes, blizzards, fires, explosions, acts of terrorism, or civil disturbances.

#### POLICY:

Members of the Medfield Police Department shall be prepared for and respond to critical incidents such as natural and man-made disasters, pandemics, civil disturbances, mass arrests, bomb threats, hostage/barricaded person situations, acts of terrorism, or other unusual occurrences when necessary. Incident Command System (ICS) procedures, as outlined in this policy, shall be used in response to such event in conjunction with the specific policies and procedures available on Hostage Situations/Barricaded Persons, Civil Disturbances/Crowd Control, Mass Arrests, Bomb Threats, and Special Operations. [46.1.2]

#### PROCEDURES:

##### Emergency Response Coordinator [46.1.1] [46.1.8]

The Operations Commander is the Department's Emergency Response Coordinator (ERC) who is responsible for planning and managing a response to critical incidents. The ERC will coordinate CEMP related issues with the Fire Chief, who is designated as the Town's Emergency Management Director.

The Emergency Response Coordinator shall be responsible for ensuring that:

1. Written plans are prepared for responding to critical incidents and major emergency situations or unusual occurrences;
2. Emergency operations plans are kept in an Emergency Operations Manual available to all command personnel;
3. The All Hazards Plan and CEMP are reviewed annually and updated as necessary; and
4. Department equipment designated for use in unusual incidents is inspected quarterly for operational readiness.

##### Incident Command System

The Incident Command System is designed to produce effective and efficient incident management through the integration of facilities, equipment, personnel, procedures and communications operating within a common organized structure.

Generally, the ICS organization is comprised of the following functions and/or positions:

1. Incident Commander
2. Command Staff
3. General Staff/Sections.

At smaller incidents, the Incident Commander may perform all of the needed functions himself. At complex incidents, the Incident Commander will appoint personnel to General Staff and Command Staff positions as necessary.

#### Command Modes

The command function may be conducted in two ways: a single Incident Commander (IC) or Unified Command (UC).

When an incident does not involve jurisdictional or functional overlap (i.e. the incident involves one department), a single IC will be designated with overall management responsibility.

For incidents that become multi-jurisdictional or involve multiple agencies within the same jurisdiction, a UC may be required to replace the IC.

#### Incident Commander

The Incident Commander has the following responsibilities:

1. Develop incident objectives on which subsequent planning will be developed;
2. Oversee the development and implementation of an Incident Action Plan (IAP); and
3. Approve requests pertaining to the ordering of incident resources.

To facilitate the management of a large-scale incident, the IC may delegate authority for performing certain functions to others, as required. The IC will base the decision to expand or contract the ICS organization on three priorities:

1. Life Safety: the IC's first priority is always the safety of emergency responders and the public
2. Incident Stability: the IC is responsible for determining a strategy that will minimize the effect the incident may have on the surrounding area, and maximize the response effort while using resources effectively, and

3. Property Conservation: the IC is responsible for minimizing damage to property while achieving the incident objectives.

The IC is also responsible for performing any Command Staff and General Staff functions that are not assigned and staffed.

#### Unified Command

The purpose of UC is to manage a multi-agency incident under a single, collaborative approach that includes:

1. A common organizational structure;
2. A single incident command post;
3. A unified planning process; and
4. Unified resource management.

Under UC, all agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident, and those able to provide specific resource support, participate in the UC structure. The composition of the UC team will depend on the location and the type of incident. Members of the UC jointly determine objectives, strategies, plans and priorities, and work together to execute integrated incident operations.

Department members who are performing IC duties at an incident that meets the above criteria shall consider the creation of a UC whenever appropriate.

#### Command Staff

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

The Command Staff positions are:

**SAFETY OFFICER:** The Safety Officer monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency response personnel.

**INFORMATION OFFICER:** The Information Officer is responsible for interfacing with the public, media and/or other agencies with incident-related information requirements.

**LIAISON OFFICER:** The Liaison Officer is the point of contact for representatives of other government agencies, non-governmental organizations, and/or private entities.

Assistants can be assigned for Command Staff positions as required.

#### General Staff

The General Staff includes incident management personnel who represent the major functional elements of the ICS. The General Staff positions report to the IC, who serves in the command function, and are:

1. Operations Section;
2. Planning Section;
3. Logistics Section; and
4. Finance and Administration Section.

Deputy Section Chiefs may be assigned for General Staff positions as needed.

#### Command Functions [46.1.3(a)]

The first officer to arrive on-scene will assume the duties of the Incident Commander and will remain so until properly relieved by a superior officer.

The IC shall activate ICS and ensure that all appropriate command functions are completed, either in person or through appointed Command Staff or General Staff.

At all times, one officer shall be designated as the IC. The IC does not have to be the highest-ranking officer on scene, but should be the most capable officer based on the situation.

If a superior officer with a higher rank than that of the IC responds to the scene and takes charge, he may relieve the IC and notify Dispatch by radio that he is now in command. All the duties and responsibilities of the designated IC will then be assumed by the ranking officer taking responsibility and he should be fully briefed on the situation. ICs should take caution and ensure that they are briefed prior to taking command of an incident that they may not fully comprehend. The IC may consider keeping the officer

that has been relieved close by for a period of time to ensure that there is not a loss of continuity in the understanding of the situation.

#### Personnel Safety [46.1.3(g)]

The IC is responsible for supervising the safety of all involved personnel. In incidents where the IC cannot personally oversee safety issues, he will designate a Safety Officer under the command function.

#### Command Post [46.1.3(b)]

The IC, or his designee under the command function, will establish a command post (CP). The CP may be a cruiser, other emergency vehicle, or a designated location within, or adjacent to, the incident site. The Metro-LEC Mobile Command Post may be assigned to the scene of any critical incident requiring its resources, at the discretion of the Metro-STAR Control Chief.

Once a CP is established, its location should be communicated to all appropriate personnel.

The Command Post should:

1. Be established away from the general noise and confusion associated with the incident;
2. Be positioned outside of the inner perimeter, but within the outer perimeter to provide security and controlled access;
3. Have the ability to expand as necessary; and
4. Be easily identified by the use of a flag, placard or other highly visible means, such as a green strobe light.

In cases where there are joint operations with other agencies, a consolidated command post will be established with all responding agencies.

The command post will be deactivated when all operational phases cease and/or the incident is terminated.

#### Mobilizations [46.1.3(c)]

If on-duty Department staff resources are inadequate to meet the incident's operational needs, the IC, or his designee under the command function, is responsible for the activation/mobilization of additional Department personnel. In such cases, the IC will initiate a call-out for additional departmental personnel.

#### Outside Agencies [46.1.3(d)]

In the event that there are insufficient local resources to properly handle an incident, appropriate outside agencies should be contacted for assistance.

In incidents where the assistance of neighboring law enforcement agencies is required to meet an incident's operational needs, the IC, or his designee under the command function, may request mutual aid or request a response from one or more Metro-LEC units through the appropriate Metro-LEC Control Chief(s).

For large-scale incidents, the Chief of Police may request that the Town's Emergency Management Director, in accordance with the procedures outlined in the Town's Comprehensive Emergency Management Plan (CEMP), request state or federal assistance. Under the provisions of MGL Ch.33 Sec. 38, the Governor has the authority to deploy the National Guard to assist state and local authorities in the protection of life and property. If a declared state of emergency in the Town of Medfield exists or is requested, the Chief of Police shall act as liaison to the Office of the Adjutant General for the purpose of directing, coordinating, and controlling operations.

During certain types of incidents (e.g. acts of terrorism), the Chief of Police or his designee may also request federal law enforcement assistance.

#### Staging Areas [46.1.3(e)]

The IC, or his designee under the command function, will identify locations for the staging of incoming personnel and/or equipment. Locations should be large enough to contain personnel and equipment awaiting assignment.

The IC will designate an officer to maintain a roster of personnel and equipment as they arrive. The roster should record the names of responding personnel, the agency they are with, any call signs or designations, any specialized equipment, and the assignment they are given.

#### Public Information [46.1.3(f)] [54.1.1(a)]

The release of information relative to ongoing emergencies is particularly sensitive and important. The ultimate responsibility for the dissemination of public information rests with IC. Depending on the size of the incident, the IC may assign a Public Information Officer (PIO) under the command function. Whenever possible, the IC or PIO will coordinate the release and distribution of information with the Department's Public Information Officer.

Information should be updated as often as practicable, as this will minimize the opportunity for rumors or misinformation to develop. Social media outlets, such as Twitter and Facebook, may be used to efficiently disseminate updates and emergency information through official Department accounts. All media inquiries will be handled in accordance with the policy on Media Relations.

#### After Action Report [46.1.3(h)]

As soon as practicable after a critical incident involving the use of ICS, the IC shall coordinate the preparation of an after-action report concerning all Department involvement. The report will include any applicable ICS forms created during the incident, budgetary impacts, and copies of any related reports issued by Department personnel or Metro-LEC units, and recommendations concerning the handling of similar problems in the future.

The Operations Commander will review the after-action report and forward it to the Chief of Police.

#### Operations Section [46.1.4]

The Operations Section is responsible for the direct management of all incident related operational activities and for establishing tactical objectives for each operational period.

#### Establishing Perimeters [46.1.4(a)]

Controlling access to an incident scene is a key function and must be based on the unique aspects associated with each incident. When necessary, the Operations Section shall establish and maintain working perimeters to contain an incident and will allocate an area for tactical deployment. Perimeters must be placed at a distance that ensures personnel safety and allows for the appropriate deployment of resources.

In ongoing emergency situations, it is essential that the free flow of necessary equipment and personnel be maintained, and that unnecessary personnel and vehicles are kept out of the immediate area of operations. The outer perimeter establishes a zone of exclusion for the public and must be kept secure until the IC declares the incident/response properly terminated.

Unless directed otherwise, officers assigned to perimeter control should adhere to the following guidelines:

1. The IC, after consultation with the command representatives from the other responding agencies, will specify what emergency personnel and/or equipment should be allowed to pass through the perimeter lines;

2. Other emergency equipment arriving at the outer perimeter will be directed to an appropriate staging area to await orders;

3. Only vehicles containing operational personnel and equipment will be permitted access through the outer perimeter lines. All other vehicles should be parked in a designated area outside of the outer perimeter.

Parking on approach roadways should be avoided if possible.

#### Maintaining Security [46.1.4(c)]

Scene and CP security are functions of the IC or Operations Section. Perimeter security should be maintained at all times and access to the CP must be strictly controlled.

A CP security detail should verify the identification of persons requesting access to the CP, allowing passage only to essential personnel.

During incidents with potentially dangerous persons, officers assigned to perimeter control should be notified, via radio, if plainclothes officers are present at the incident.

#### Evacuations [46.1.4(b)]

The evacuation of an area may be necessary if conditions create a safety threat to local residents or property. An agency representative from the area to be evacuated should coordinate evacuation activities.

When an evacuation is deemed necessary, the Operations Section will be responsible for carrying out this task. Particular attention should be given to evacuating civilian personnel from inside the perimeter area. The Operations Section may enlist the help of the media through the Information Officer or PIO during large scale or pre-incident (such as natural disaster threats) evacuations.

In some instances, it may be safer to advise civilians to remain in their houses and shelter in place rather than evacuate an area. This may be effective in areas where a dangerous individual is eluding capture.

#### Detainees [46.1.4(d)]

The threat of imminent violence, or violations of criminal law by members of an unruly or volatile crowd, may require the restraint of persons, including arrests.

If mass arrests are made in a situation such as a civil disturbance or an unruly crowd, arrestees should be removed from the scene of the disturbance as soon as possible. Documentation (business card, etc.) providing the name of the arresting officer and the criminal charges should be placed somewhere on the arrestee. If practicable, a

photograph of the arresting officer with his prisoner can be taken for accurate identification at a later time.

Unless emergency circumstances require otherwise, the transportation, processing and confinement of any detainee held in conjunction with a critical incident shall be conducted in accordance with the policies and procedures under Transportation and Detention.

#### Traffic [46.1.4(e)]

Traffic direction and control is a responsibility of the Operations Section. Officers directing and controlling traffic should:

1. Maintain perimeter security;
2. Keep roadways/intersections clear for emergency vehicles; and
3. Prevent unnecessary traffic from entering the affected area.

Whenever practicable, the media should be utilized to publish alternate routes and inform the public of possible traffic delays.

#### Follow-up Investigations [46.1.4(f)]

The IC or Operations Section, if activated, is responsible for ensuring that any necessary post-incident investigations are conducted. Detectives will be notified if the Shift Commander deems necessary.

Such investigations may be required to identify the cause/responsibility for the incident and pursue criminal charges, when appropriate.

#### Planning Section [46.1.5]

The Planning Section is responsible for the collection, evaluation, and dissemination of situation information and intelligence to the IC.

Upon its creation, the Planning Section will develop a written Incident Action Plan based on guidance from the IC. The Planning Section is also responsible for preparing status reports, displaying situation information, and maintaining the status of resources assigned to the incident.

#### Incident Action Plans [46.1.5(a)]

The IAP contains the objectives reflecting the overall incident strategy, specific tactical actions, and supporting information for the next operational period. For simple incidents,

the IAP may be verbally transmitted. For complex incidents, the IAP will be a written document.

When written, the plan may have a number of attachments, including incident objectives, organization assignment list, division assignments, incident radio communication plans, medical plans, traffic plans, safety plans, fire and weather information, along with incident maps.

A written incident action plan will be prepared for all large scale incidents that are multi-jurisdictional and multi-disciplinary (police, fire, DPH, etc.), spanning multi operational time periods.

The incident action planning process includes the following steps:

1. Understand applicable policies and directives;
2. Assess the critical incident;
3. Establish incident objectives;
4. Select an appropriate strategy or strategies to achieve the objectives;
5. Perform tactical direction (apply tactics appropriate to the strategy, assign the right resources, and monitor their performance); and
6. Provide necessary follow-up (change strategy or tactics as needed, add or subtract resources, etc.).

IAPs are always based on incident needs and the ICS organization. They must be flexible and constantly reevaluated, and should be based on an operational period of no more than 24 hours.

#### Intelligence [46.1.5(b)]

The Planning Section is responsible for gathering and disseminating information about the incident. Information obtained will be used to formulate and update the IAP. If intelligence indicates an existing or anticipated change in conditions, the IAP must be modified accordingly to ensure that operations are conducted in a safe and appropriate manner.

The Planning Section shall ensure that the updated plans are distributed to all affected officers.

#### Demobilization [46.1.5(c)]

Planning for demobilization occurs prior to the end of the incident. The Planning Section is responsible for creating a Demobilization Plan that includes specific instructions for all personnel and resources that will be demobilized. Once the Demobilization Plan is approved, it will be distributed as necessary.

The Demobilization Plan will include procedures to:

1. Account for all officers engaged in the incident;
2. Disengage officers as appropriate; and
3. Assign officers or other personnel as needed, to remain in the area of an incident to ensure that it is protected.

Post-occurrence procedures will include:

1. Deactivating the command post;
2. Ensuring that all equipment is collected and returned;
3. Conducting a tactical debriefing of the incident, when appropriate; and
4. Providing appropriate stress counseling to police personnel who require it.

#### Logistics Section [46.1.6]

The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including the ordering of resources from off-incident locations.

The Logistics Section also provides facilities, transportation, supplies, equipment maintenance, food service, communication equipment, and medical services for incident personnel.

#### Communications [46.1.6(a)]

During a critical incident, emergency communications will be coordinated with dispatch personnel in Dispatch or through the Metro-LEC Mobile Command Post, if in use. Due to the volume of radio traffic associated with a large-scale critical incident, the IC may have assigned personnel utilize alternate radio channels.

The IC may also utilize other communications resources, such as cellular phones and mobile data terminals, as necessary.

#### Transportation [46.1.6(b)]

When the transportation of personnel or equipment to or from the site of an emergency is required, the Logistics Section will consider all sources of transportation. Depending on the circumstances of the event, modes of transportation that may be utilized include: department vehicles, town vehicles, school buses, and personal vehicles.

#### Medical Support [46.1.6(c)]

The Logistics Section will ensure that appropriate medical support is available for all emergency services personnel at the incident scene. Medical support will also be provided for any civilian victims suffering from physical injury.

Medical support should include EMS/ambulance services and notification to nearby hospitals in the event that standby staff in the emergency room is needed.

#### Supplies & Equipment Needs [46.1.6(d)(e)] [46.1.7(b)]

If the IC determines the need for personnel or units with specialized training at an incident, the Logistics Section will make arrangements with the Metro-LEC Control Chief for their deployment.

The Fire Chief, as Emergency Management Director, has the authority to determine the availability of all town-owned equipment and to recall such equipment for use in emergency events as necessary.

The IC shall have the authority to recall and utilize all department resources required for a critical incident, including any department owned vehicle.

If an incident requires the acquisition of supplies to maintain operations, or specialized equipment is needed for the police response, the Logistics Section will make every effort to obtain that equipment with assistance from the Finance and Administration Section.

#### Finance & Administration Section [46.1.7(a-d)]

The Finance and Administration Section is established when incident management activities require financial and other administrative support.

Finance and Administration Section activities will include:

1. Recording all expenses related to the incident; [46.1.7(c)]
2. Processing the administrative paper work associated with procurement of additional resources and administering any such contracts; [46.1.7(b)]
3. Ensuring that staff time expended on the incident is recorded; [46.1.7(a)]

4. Documenting injury, illness and liability issues related to the incident; and [46.1.7(d)]
5. Investigating claims of damaged property associated with the incident.

#### Equipment Readiness [46.1.8]

It is the responsibility of each officer to which property is assigned to maintain any issued equipment in a state of operational readiness.

The Weapons Officer will conduct a documented quarterly inspection for operational readiness of equipment designated for use in support of this plan. Completed inspection reports will be filed in the administrative office.

#### Disturbances

MGL c.41 s.98 gives police officers the authority to suppress and prevent all disturbances and disorder, as well as to enter any building to suppress a riot or breach of the peace therein. Officers assigned to a disturbance/crowd control will:

1. Use only the amount of force reasonably necessary to obtain control, to protect themselves, other officers, or bystanders from physical injury or to make arrests;
2. Maintain a professional demeanor;
3. Be vigorous and decisive when action is required;
4. Act as a coordinated unit;
5. Keep emotional and agitated persons in the crowd separated, if possible; and

No attempt shall be made to accomplish a police objective without sufficient resources on scene. A crowd should be broken up from its outer edges and permitted to disperse as individuals or small groups. A sufficient number of avenues of dispersal will be provided whenever possible. See Department Policy on Civil Disorder.

#### Training

The Department shall provide annual training for agency personnel on the All Hazard Plan. Training shall be documented and may consist of meetings to review and discuss after action reports following an incident, or review of the Departments policy on hazardous materials, so long as the meeting is documented and in writing. [46.1.9] New officers shall have awareness level training relative to the handling of events involving hazardous materials during field training. Awareness level training for new and veteran officers shall include, but not be limited to, training on the Department's All

Hazard Policy; training on how to implement basic procedures to have authorities with the technical ability assess a situation; training to provide responding officers the basic knowledge to recognize a hazardous materials situation; training to understand basic self-protection measures; training to prevent unauthorized or unknowing persons from entering a scene. Training received in the recruit academy shall not be used to substitute for the agency specific training required by this policy for new or veteran officers. [46.3.4]