COLUMBIA POLICE DEPARTMENT
"Policing Excellence through Community Partnerships"

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Subject: Emergency Operations / All Hazard Plan		
Amends/Supersedes: Section 09, Chapter 02, Emergency Operations / All Hazard Plan 2008	*Chief of Police:*	
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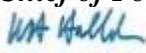
1.0   INTRODUCTION

On a daily basis, the Police Department manages the vast majority of incidents by utilizing its own resources and available manpower. Based on the type of incident, the factors determining the complexity of the incident can increase.

The Emergency Operations/All Hazard Plan establishes guidelines for the effective and efficient deployment of Police Department's resources during critical situations such as natural or man-made disasters, civil disturbances, mass arrests, bomb threats, hostage/barricaded person situations, terrorist incidents, etc.

Critical incidents can be dangerous, dynamic, complex, and potentially confusing. The successful management of critical incidents will depend on the involvement of additional City departments and/or the assistance of agencies from other jurisdictions.

2.0   DEPARTMENT GOALS

During any critical incident, the primary goals of the Columbia Police Department are the protection of lives and property as well as the restoration and maintenance of order.

3.0   USE OF THE INCIDENT COMMAND SYSTEM

The Columbia Police Department shall utilize the Incident Command System (ICS) as established by the National Incident Management System (NIMS) to ensure effective communications, information management, information and intelligence sharing, and efficient coordination with other agencies throughout the life cycle of a critical incident.

The Incident Command System (ICS) is the model tool for the command, control, and coordination of an emergency situation. ICS serves as a method to manage and coordinate efforts to protect lives, stabilize the incident, and preserve property.

The Deputy Police Chief is responsible for planning and coordinating responses to critical incidents and will review and update the "All Hazard" plans as needed. The Deputy Police Chieft shall serve as the primary advisor to the Chief of Police for critical incidents.

4.0   MODULAR ORGANIZATION

The Incident Command System (ICS) is a modular organization system that can contract or expand depending on the magnitude of the incident and/or operational necessity. The specific organizational structure for any incident is based on the management needs of the incident.

The Incident Command System (ICS) organization has five major management functions: Command, Operations, Planning, Logistics, and Finance/Administration. The modular nature of the ICS can extend to incorporate all elements necessary for the type, size, scope, and complexity of a given incident/event. **The Incident Commander (IC) is responsible for the overall management of the incident.** The IC may assign/delegate responsibility for command activities.

If the Incident Commander can manage the incident independently; no expansion of the ICS organization is required. If the need arises, the Incident Commander may utilize additional staff to manage the other functions of the Incident Command System due to the complexity of the incident or other situational demands for the following positions to assist in managing the incident:

- ICS Command Staff positions: Public Information Officer, Safety Officer, and inter-agency Liaison Officer.

- ICS General Staff positions: Operations Section Chief, Planning Section Chief, Logistics Section Chief, and/or Finance/Administration Section Chief

For larger incidents, the IC may delegate specific responsibilities by appointing individuals to ICS Command Staff and/or ICS General Staff positions, or may choose to utilize the Unified Command structure or an Area Command.

5.0   COMMAND BRIEFINGS

Once the ICS structure is in place, <u>frequent formal command meetings with members of the ICS Command Staff and ICS General staff must be conducted</u> to provide the Incident Commander (IC) with situational updates, progress, status of available resources, and recommendations for additional resources. Command meetings are essential for establishing and updating objectives, priorities, and strategies to accomplish the objectives.

6.0   SINGLE COMMAND STRUCTURE

In a Single Command structure, the Incident Commander (IC) is solely responsible (within the confines of his/her authority) for establishing incident management objectives and strategies. The IC is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.

For most incidents, the Incident Commander (IC) can accomplish all of the requirements of the Command Function. The Incident Command System's structural organization builds from the top down; responsibility and performance begin with the officer responding to the initial call. Once the Incident Command System is activated, the IC must determine if he/she can simultaneously manage all the functions required to resolve the incident.

6.1   Example of a Single Command Organizational Structure
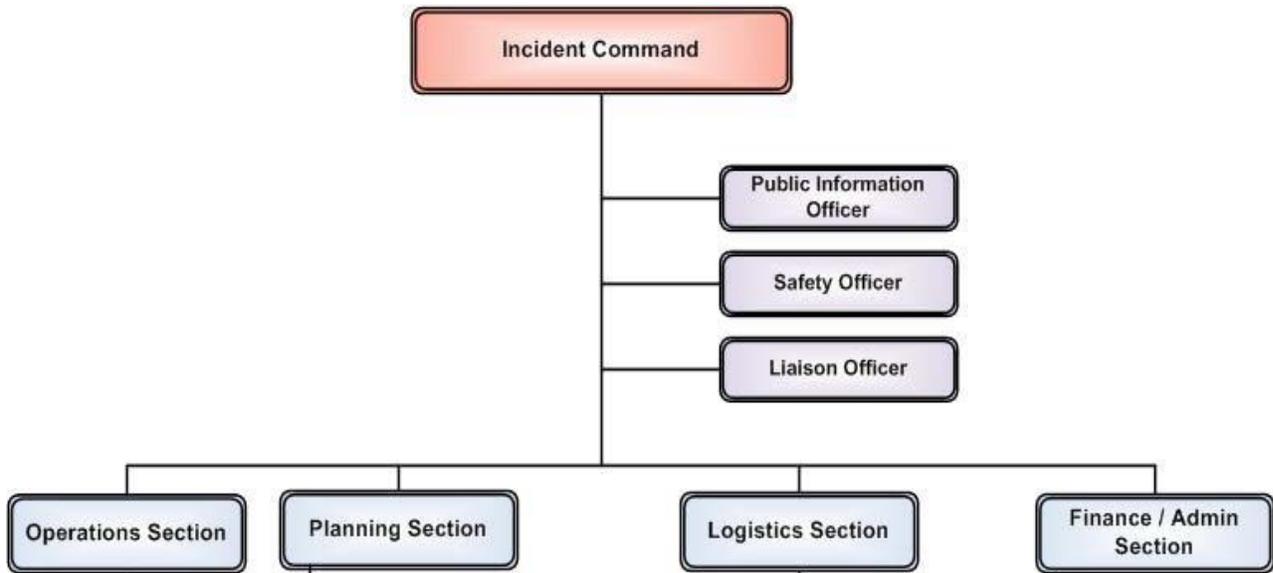
7.0   UNIFIED COMMAND STRUCTURE

Unified Command (UC) can be utilized when management of the incident requires City of Columbia departments, public safety agencies with concurrent jurisdiction, assisting public safety agencies, organizations, or private industries (when an incident affects their facilities).   **Major incidents requiring Unified Command may be considered Special Tactics And Response (STAR) Incidents.**

The Incident Commander for individual agencies continue to carry out their respective agency's responsibilities and, in doing so, contributes to the incident's overall objectives and strategies with guidance from the Unified Command. The Unified Command (UC) links the responding organizations to the incident and provides a forum for these agencies to make consensus decisions. Under UC, the various jurisdictions, agencies, and/or non-government responders may blend together throughout the organization to create an integrated response team. Unified Command allows agencies to work together effectively without affecting individual agency authority, responsibility, or accountability.

In a Unified Command (UC) structure, the individuals designated by their department (or jurisdiction) must jointly determine objectives, strategies, plans, and priorities so that agencies can come together to execute integrated incident operations and maximize the use of assigned resources.

Unified Command (UC) is not a "decision by committee". The UC member representing the lead agency, or agency with the most jurisdictional responsibility, is usually designated as the Incident Commander (IC) and should be deferred to for the final decision. The Incident Command Matrix can be used to identify the "lead" agency for specific disaster and major incident.

The Unified Command (UC) is responsible for overall management of the incident, directing activities, developing and implementing the incident's objectives and strategies, and approving the ordering and releasing of resources.

7.1   Example of an Unified Command Organizational Structure

Multi-jurisdiction
Unified Management Structure
- Jurisdiction A
- Jurisdiction A
- Jurisdiction A

Unified Objectives

Command Staff

| Operations Section | Planning Section | Logistics Section | Finance / Admin Section |
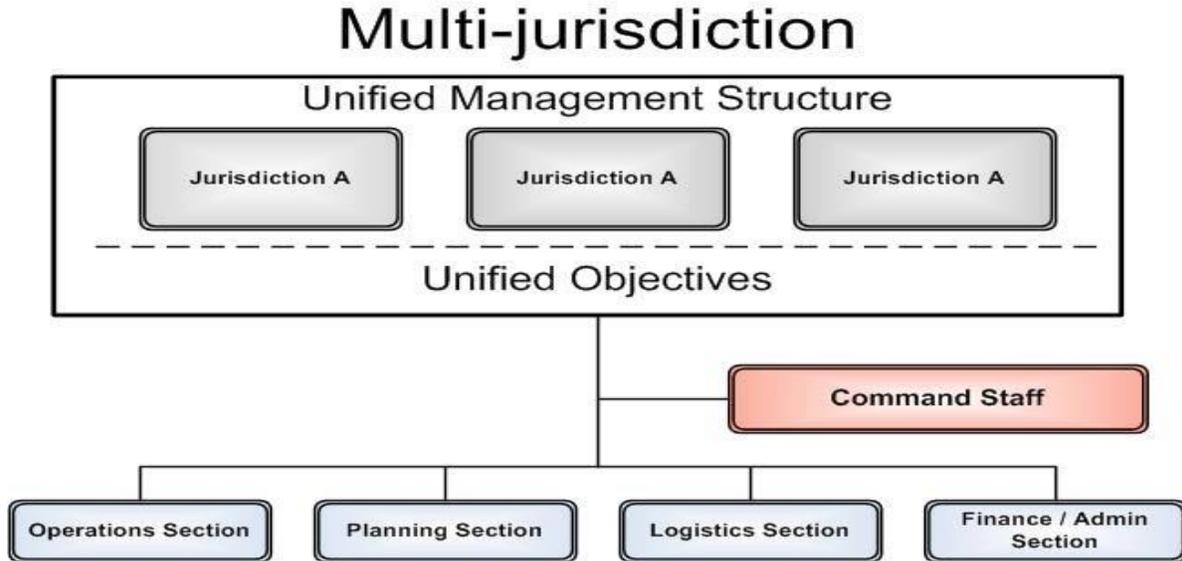
8.0   AREA COMMAND STRUCTURE

The oversight of multiple incidents can be handled by a separate Incident Command System (ICS) organization or multiple ICS organizations can be managed by utilizing an Area Command (AC).

The purpose of an Area Command is to oversee the management of the incident(s), focusing primarily on strategic assistance, direction, and resolution of competition for scarce and/or critical response resources. An AC is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Area Command does not supplant the authority of Incident Command or Unified Command organizations, but instead supports and provides strategic direction. Execution of tactical operations and coordination remains the responsibility of the on-scene Incident Command or Unified Command structure.

8.1   Example of an Area Command Organizational Structure

AREA COMMAND ORGANIZATION EXAMPLE
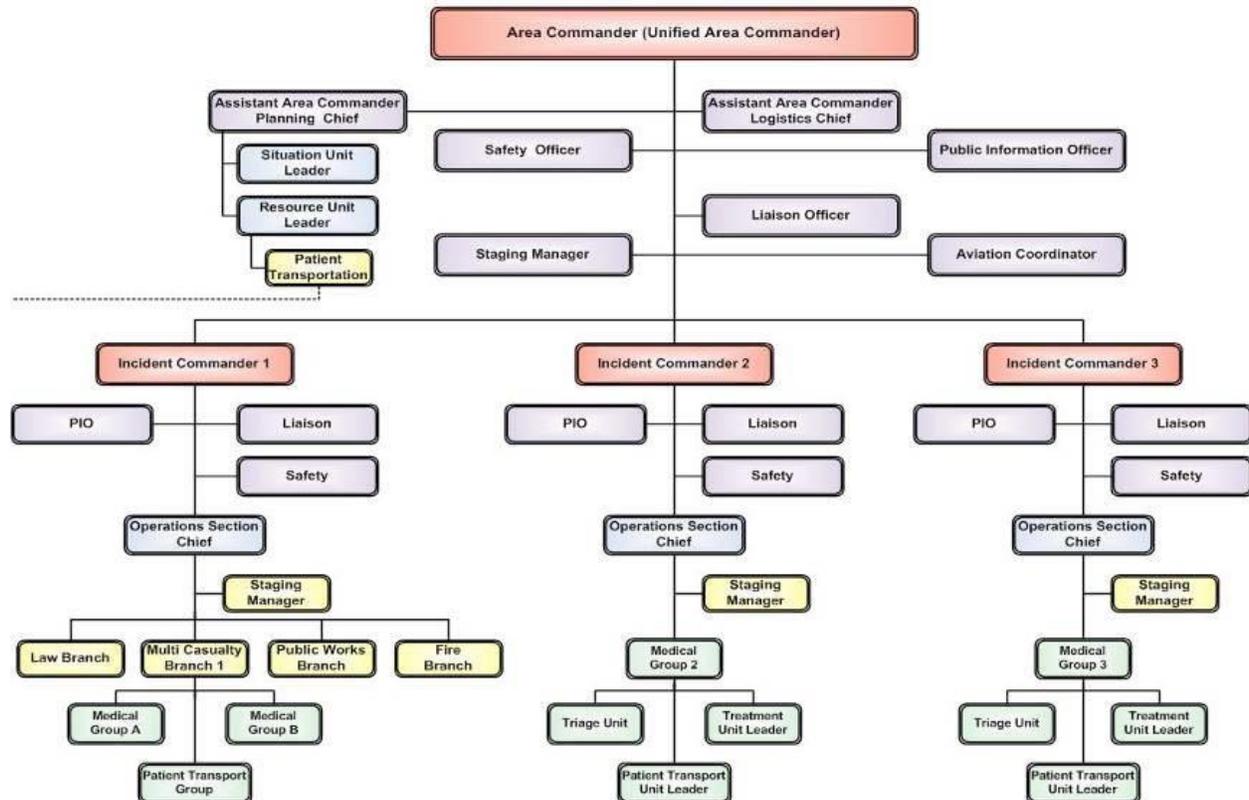
9.0   INCIDENT COMMANDER/COMMAND FUNCTION RESPONSIBILITIES

The first officer arriving at a critical incident location serves as the initial Incident Commander (IC). As additional personnel arrive, the role of Incident Commander may be transferred. **The role of Incident Commander does not automatically become the responsibility of the highest-ranking officer on the scene, but shall be based on qualifications and/or experience.**

The Command Function is responsible for the overall management of the incident and dependant upon the type/size of the critical incident includes, but is not limited to:
- Activate the incident command system.
- Establish/designate a command post.
- Initiate the notification and mobilization of additional agency personnel, if necessary.
- Establish a staging area, if necessary.   Staging areas must be of adequate size to accommodate personnel, equipment, and responder "re-hab" accommodations.
- Maintain the safety of all affected personnel.
- Establish overall incident-related priorities and objectives.
- Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.
- Identify and report critical resource needs.
- Obtain support from other agencies, if necessary.
- Provide public information and maintain media relations.
- Allocate/reallocate critical resources based on priorities.

- Coordinate with agency administrators, Emergency Operations Center (EOC), and/or other Multi-agency Coordination (MAC) groups, if necessary.
- Coordinate short-term recovery activities for transition to full recovery operations.
- Ensure effective communications.
- Provide for personnel accountability and a safe operating environment.
- Coordinate the demobilization of assigned resources.
- Prepare a written After Action report.

10.0 COMMAND STAFF POSITIONS

The positions of Public Information Officer, Safety Officer, and Liaison Officer, are included in the Incident Commander's Command Staff.

10.1 Public Information Officer

The Public Information Officer (PIO) is responsible for interacting with the media, the public, and/or with other agencies with incident-related information. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external dissemination. The PIO should monitor and approve all information released to the media and/or public.

The Public Information Officer (PIO) shall:
- Coordinate the release of information with regard to sensitive topics, such as the cause of the incident, victims' names, and injuries, with the Incident Commander (IC).
- Establish a Press Area away from the command post and all incident activities to serve as a central point for dissemination of information.
- Make internal information available in a timely manner to all emergency participants, including those in staging areas and remote areas.
- Arrange for media to talk with the Incident Commander, as necessary.
- Arrange for tours or photo opportunities if possible, with consideration for the safety of the press, non-interference with the incident activities, and the preservation of evidence, as necessary

10.2 Safety Officer

The Safety Officer (SO) is responsible for monitoring incident operations and advising the Incident Commander (IC) on all matters relating to operational safety, including the health and safety of emergency responder personnel. *The ultimate responsibility for the safe conduct of incident management rests with the IC and all supervisors.*

The Safety Officer (SO) shall:
- Monitor potential environmental hazards and assess safety hazards or unsafe situations.
- Develop measures to promote emergency responder safety, to include multi-agency safety efforts.
- Keeping the Incident Commander informed of present or potential hazards.
- Offer suggestions about how to minimize risks.
- Review all Incident Action Plans for safety considerations with the Incident Commander.

The Safety Officer has the authority to bypass the chain of command to correct unsafe acts and remove persons from imminent danger.

10.3 Liaison Officer

The Liaison Officer (LNO) is responsible for serving as the point of contact for representatives of assisting or cooperating agencies and/or private entities. Agency representatives working with the LNO must have the authority to speak for their parent agency/organization on all matters following appropriate consultation with the leadership of their agency.

The Liaison Officer (LNO) shall:
- Provide lines of authority, responsibility, and communication for assisting agencies.
- Provide increased safety for all involved.
- Act as a diplomat in cases of another agency's lack of familiarity with the incident command system.
- Give strong direction to help assisting agencies to fit into the Incident Command System.

At smaller or less complex incidents, a specific area for agency representatives may not need to be established; however, at large or complex emergencies, the LNO may establish an area for agency representatives at the Emergency Operations Center (EOC).

11.0   ICS GENERAL STAFF RESPONSIBILITIES

The positions of Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief are included in the Incident Commander's General Staff.

11.1   Operations Section

The Operations Section Chief shall be responsible for managing on-scene tactical operations directed toward meeting the incident/event objectives as established by the Incident Commander or the Unified Command. These incident/event objectives generally involve reducing the immediate hazard, saving lives and property, establishing situation control, and restoring pre-incident conditions.

Because of its functional unit management structure, ICS is applicable across a spectrum of incidents and events differing in size, scope, and complexity. The types of agencies that could be included in the Operations Section are fire, law enforcement, public health, public works, medical, and emergency medical services, working together or separately depending on the situation. Many incidents may involve private individuals, companies, or non-governmental organizations (NGOs), some of which may be fully trained and qualified to participate as partners in the Operations Section.

Incident Operations can be organized and executed in many ways. The specific method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. In some cases, a method will be selected to accommodate jurisdictional boundaries, categorizing the method as a Division. In other cases, the approach will be strictly functional and therefore will be categorized as Groups. A mix of functional (Group) and geographical (Division) approaches may be appropriate. ICS offers extensive flexibility in determining the appropriate approach using the factors described above.

The Operations Function will be responsible for the following:
- Establish inner and outer perimeters.
- Delegate personnel to conduct evacuations, if necessary.
- Maintain command post and scene security.
- Provide detainee transportation, processing, and confinement.
- Delegate personnel to direct and control traffic.
- Conduct a Post-Incident investigation

11.2   Planning Section

The Planning Section Chief shall be responsible for collecting, evaluating, and disseminating an incident's situational information. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident.

The Planning Section prepares Incident Action Plans (IAPs) and incident maps and gathers and disseminates information and intelligence critical to the incident. The Planning Section can have up to four primary units and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

The Planning function will be responsible for the following:
- Prepare a written Incident Action Plan(s).
- Gather and disseminate information and intelligence.
- Plan and establish Post-Incident Demobilization procedures.

11.3   Logistics Section

The Logistics Section Chief provides all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.

The Logistics function will be responsible for the following:
- Inter/intra agency Communications
- Responder transportation
- Responder medical support
- Supplies/materials
- Specialized team and equipment needs

When the incident is very large or requires a large number of resources and/or facilities, the Logistics Section can be divided into two branches: Service and Support.

11.4   Finance/Administration Section

The Finance/Administration Section Chief is responsible for ensuring financial reimbursement (individual, agency, or department), and/or administrative services to support incident/event management activities. Under ICS, not all agencies will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of incident management organization.

The Finance/Administration Section must track and report incident costs to the IC and shall also monitor cost expenditures to ensure that applicable statutory rules are met. Close coordination with the Planning Section and Logistics Section is essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide.

The Finance/Administration Section shall determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit may not need to be established if it would consist of only one person. In such a case, a procurement technical specialist could be assigned in the Planning Section. Because of the specialized nature of Finance/Administration Section, the Section Chief should come from the agency that has the greatest requirement for this support.

The Finance/Administration function will be responsible for:
- Recording personnel time
- Procuring additional resources
- Recording incident related expenditures
- Documenting incident related injuries and liability issues

12.0   INCIDENT ACTION PLAN

The Command Staff and General Staff must continually interact and share vital information, assessments of the current and future situation and develop the recommended course of action for consideration by the Incident Commander. The Planning Function will create and distribute a written Incident Action Plans (IAP) to provide clear strategic direction and state the sequence of events in a coordinated way for achieving multiple incident objectives.

The following five primary phases must be followed, in sequence, to ensure a comprehensive Incident Action Plan:

1. Understand the Situation
2. Establish Incident Objectives and Strategies
3. Develop the Incident Action Plan
4. Prepare and Disseminate the Plan
5. Evaluate and Revise the Plan

Incident/event operations must be directed and coordinated as outlined in the Incident Action Plan (IAP). Any deviation must be approved by the Operations Chief and communicated to and approved by the IC. Response organizations' personnel accountability procedures should be documented within the IAP.

12.1   Spontaneous Events

During the initial stages of incident management, the Incident Commander (IC) can develop simple plans that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information.

An ICS Incident Briefing form may serve as the Incident Action Plan (IAP) for the initial response, and remains in force and shall continue to be updated until the response ends or the Planning Section generates the incident's first written Incident Action Plan.

As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies will enable more detailed planning and cataloging of events and "lessons learned."

12.2   Pre-planned Events

The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required in developing a written Incident Action Plan (IAP). A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

- Current information that accurately describes the incident situation and resource status
- Predictions of the probable course of events
- Alternative strategies to attain critical incident objectives
- An accurate, realistic IAP for the next operational period

13.0   TRANSFER OF COMMAND

During the Transfer-of-Command process, the initial Incident Commander (IC) shall conduct a briefing with the incoming Incident Commander/Unified Commander with basic information regarding the incident situation and the resources requested/assigned to the incident.

14.0   SAFETY AND ACCOUNTABILITY

14.1   Check-In and Deployment

Responder safety hinges on accountability. Knowing where responders are assigned and what equipment is available allows the Command Function to properly manage an incident. Therefore, all responders, regardless of agency affiliation, must check-in and to receive/verify their assignment. Check-in is normally conducted in the designated Staging Area.

Personnel and equipment shall only respond to the incident location when requested or when dispatched by an appropriate authority.

14.2   Unity of Command

In order to prevent accountability breakdowns, each individual involved shall be assigned to only one supervisor.

14.3   Span of Control

Supervisors must be able to adequately supervise, communicate with, manage, and control all personnel under their supervision. Supervisors should have between three (3) and seven (7) subordinates, with five (5) being optimal.

11.4   Resource Tracking

Supervisors shall record resource personnel and/or equipment status changes as they occur to the Planning Section (or Resources Unit if one has been established).

14.5   Communications

It is imperative that all responders have the ability to communicate with each other. Clear communication is facilitated through the use of designated common communications frequencies and the use of "plain talk". TEN-CODES AND/OR SIGNAL CODES WILL NOT BE USED DURING INCIDENTS REQUIRING A MULTI-AGENCY RESPONSE.

15.0   EQUIPMENT READINESS

The Mobile Communications Center and the Special Operations Van contain specialized equipment that may be required during critical incidents. Documented inspections shall be conducted at least quarterly to ensure that the equipment is maintained in a state of operational readiness.

16.0   TRAINING

Personnel utilized during critical incidents are required to complete Incident Command System (ICS) training as established in Homeland Security Presidential Directive 3.

Initial training on the Department's Emergency Operations/All Hazard Plan shall be conducted as part of Basic Candidate School (BCS) for newly hired personnel.

Annual training on the Department's Emergency Operations/All Hazard Plan will be conducted for all affected personnel.

ICS and Emergency Operations/All Hazard Plan shall be documented and conducted or coordinated by the Department's Training Division.

17.0   RICHLAND COUNTY EMERGENCY OPERATIONS PLAN

The Richland County Emergency Operations Plan provides available forces, resources and responsibilities of county and municipal agencies in the event of a major disaster.

The Columbia Police Department plays an integral part in the Richland County Emergency Operations Plan and has the resources of the Richland County Emergency Preparedness Office during critical incidents and other emergencies.   In return, the Police Department shall make its' resources available to the Richland County Emergency Preparedness Office when called upon to assist other agencies during critical incidents and emergencies.