

Subject: Critical Incident Response Plan
Policy No.: 600-0001
Effective Date: 11/15/2010

A. PURPOSE: The purpose of this plan is to establish principle duties and responsibilities for City of Woodstock employees when it becomes necessary to respond to a critical incident.

B. POLICY: The response policy for city employees is to immediately respond to any report of a critical incident that threatens the lives and safety of the general public; to take appropriate action to stop the threat to public safety if possible; to provide immediate assistance to those who may be directly affected by the incident; and to reestablish order by returning residential and commercial activities to normal as quickly as possible.

C. GENERAL: a critical incident is defined as any natural or man-made event that may pose a significant threat to the general public within the City of Woodstock. Because the potential list of threats to the general public are varied, Woodstock employees must be prepared to address “All Hazards” that may affect the general welfare of the public. Such hazards can be categorized into three general types:

1. Some types of critical incidents may be forecasted in advance by federal, state, or local authorities. Normally, conditions for natural disasters can be predicted allowing for the timely notification of the general public to take appropriate precautions. Such advance warning also allows for city government to take proper preparation steps so that response measures are can be initiated when necessary.

2. Another type of critical incident that may provide authorities with advance warning is the man-made threat to public safety. Such situations as a planned civil disturbance, a threat posed by international or domestic terrorism, pandemic, or an uncontained active shooter loose in the Metro-Atlanta area may allow time for adequate notification to the general public and for government authorities to take proactive steps to mitigate the hazard.

3. The third type of critical incident is the situation that develops without warning and that places large portions of the public in immediate risk to death or serious physical injury. Normally these incidents are man-made and are criminal in nature, such as a bomb threat, hostage situation, or an active shooter in a public place. But on occasion, a sudden natural event may also place citizens in immediate risk, such as the flood of September, 2009.

D. RESPONSIBILITIES:

1. City Council: shall have the authority to enact Emergency Ordinances as appropriate IAW Sec. 2.35 Code of Ordinances and Emergency Appropriations as prescribed in Sec. 3-1-9 and to authorize the implementation of special water conservation measures.

2. Mayor, Mayor Pro-tem, or Designee: shall declare the existence of an emergency when the conditions of Sec. 34-1 exist and, following such a declaration, may exercise those powers as outlined in Sec. 34-2 and Sec. 34-3 to include:

- a. Using city employees to assist in the safety and preservation of life, limb, and property of city citizens;
- b. Closing streets and sidewalks and to delineate areas within the city where an emergency exists;
- c. Imposing curfews
- d. Closing businesses within affected areas;
- e. Closing municipally owned buildings to the general public; and
- f. Taking action necessary for the preservation of life, limb, and property to include waiving permit fees, license fees, and other fees as appropriate.

3. City Manager: is responsible for the preparation, response, recovery, and mitigation for all critical incident situations. In addition, he shall perform the following duties:

- a. Serve as, or appoint his designee to perform, the duties of Incident Commander during any declared emergency by the Mayor or for other unusual occurrence situations that occur within the City of Woodstock.
- b. Review and approve all emergency requests for expenditures associated with the critical incident.
- c. Appoint a member of his staff to serve as the Critical Incident Planner to be the principle point of contact with the Director, EMA of the Cherokee Sheriff's Office for purposes of planning and preparing for critical incident response measures.
- d. Process disaster reimbursement requests with FEMA/GEMA authorities.

4. Police Department: under the direction of the Chief of Police the members of the department shall exercise primary responsibility for all critical incidents of a criminal nature such as those situations involving a hostage/barricaded incident; active shooter; bomb threat; or other criminal activity that poses an immanent threat to the general public. In addition, the Police Department is responsible for:

- a. Public warning when sufficient advance information to a possible criminal incident is known;
- b. Perimeter control around a critical incident to isolate and contain the situation;
- c. A liaison officer to the County EOC when activated to serve as the City's representative for the coordination of resources:

- d. Assistance to Fire personnel in the evacuation of those who might be the victims of a pending or actual natural disaster;
- e. Conducting search operations for persons reported lost or missing due to suspected foul play;
- f. Coordinating mutual aid requests for additional law enforcement support when needed;
- g. Maintaining and operating the Incident Command Post when activated;
- h. Providing a Public Information Officer to the Incident Commander;
- i. Providing a representative(s) to staff the Incident Command Post;
- j. Providing Chaplain assistance to victims, for death notifications, and for establishing liaison with local churches when necessary;
- k. Providing other assistance as required by Fire and Emergency Services personnel during response and recovery operations for which they are primarily responsible;
- l. Coordinating security and traffic control at shelter sites; and
- m. Conducting criminal investigations once the threatened area is declared safe.

5. Fire Department: under the direction of the Fire Chief, the members of the Fire Department are primarily responsible for all critical incidents involving fire suppression, medical treatment, search and rescue, HAZMAT, and the evacuation of those threatened by natural disasters and for providing emergency medical and fire fighting assistance to man-made critical incidents once declared safe by police personnel. In addition, the Fire Department is responsible for:

- a. Coordinating mutual aid requests for additional fire fighting and emergency medical assistance when needed;
- b. Maintaining accountability of persons evacuated for treatment at area medical facilities;
- c. Providing a representative(s) to staff the Incident Command Post;
- d. Rendering other assistance as requested by Police Department personnel during response and recovery operations for which they are primarily responsible;
- e. Conducting post incident arson investigations;
- f. Performing search and rescue operations for missing or lost persons once foul play has been eliminated as a cause;
- g. Providing back-up assistance to the city's EOC liaison representative as necessary.

6. Public Works Department: under the direction of the Director of Public Works, the members of the department are primarily responsible for removing debris and any obstruction on public roadways or walk-ways; maintaining the storm water system; providing portable barriers for traffic and pedestrian control; coordinating public work assistance to reconstitute public power, natural gas, and other utilities damaged or destroyed by a critical incident; and for providing a representative to staff the Incident Command Post;

7. Community Development Department: The Director, Community Development shall serve as the alternate city PIO should designated police personnel be unavailable or require additional assistance.

8. Code Enforcement Officers:

- a. Shall provide access control at the Command Post location when requested and other duties as directed by the Incident Commander and
- b. Shall evaluate residential and business structures that may have been damaged to determine whether they are fit for occupancy.

9. GIS: mapping support to the Command Post.

10. Finance Department: emergency funding for purchases approved by the City Manager or his designee associated with the critical incident.

11. Parks and Recreation Department: shall provide necessary assistance to the Director of Public Works and shall open and staff city facilities as needed.

12. Economic Development: the Director shall serve as the alternate PIO as needed and will coordinate temporary lodging and food requests from the IC.

13. Human Resources:

- a. Processing of Workers Compensation claims
- b. Access to employee records for next-of-kin notifications.
- c. Processing property claims and
- d. Processing of insurance claims.

14. Information Technology (IT):

- a. Providing IT support to the Incident Command Post upon request
- b. Furnishing "EOC Fly Aware Kits" consisting of mobile phones upon request by the IC

15. City Clerk: shall assist in providing information about the critical incident situation to members of the general public by maintaining coordination with the PIO and the city's liaison representative at the EOC when activated. In addition, the Clerk is responsible for:

- a. Providing assistance to the city's elected officials as appropriate and

b. Providing liaison with other elected officials outside the city when directed by the City Manager and/or council member or mayor.

E. COMMAND AND CONTROL: All critical incident situations within the City of Woodstock will be managed in accordance with the Incident Command System (ICS). The following procedures shall be used by city employees in response to a declared critical incident.

1. **INCIDENT COMMAND:** the first responding public safety officer to a critical incident will establish incident command and will take charge of all response activities until properly relieved by their on duty supervisor. The first responding police or fire officer shall perform the following duties:

- a. Assess the situation, provide information to the 911 Communications Center, and request additional personnel and resources as appropriate;
- b. Establish an initial command post and inform 911 of its location;
- c. Isolate and contain the incident by establishing an inner perimeter and prevent non-essential persons from entering the affected area;
- d. Provide emergency medical treatment within personal capability; and
- e. Issue general warnings to the public and other response personnel as necessary.

2. **ON-DUTY SUPERVISOR RESPONSIBILITIES:** the police or fire supervisor having primary responsibility for the incident will respond to the critical incident and assume Incident Command of the situation until properly relieved by higher authority.

- a. The immediate objectives to be accomplished are to continue isolation, containment, and evacuation efforts; to provide immediate medical assistance to those injured; to protect property; to make appropriate notifications to higher ranking supervisors; to maintain accountability of all response personnel; and to form a structured incident command system (ICS) as dictated by the situation by using available on-duty personnel.
- b. The Incident Commander will also make an assessment of the city's capability to handle other routine requests from the general public for police or fire assistance. Should the nature of the critical incident require the deployment of all on-duty police and/or fire personnel, the Incident Commander shall request appropriate county assistance under the provisions of Mutual Aide and will initiate mobilization of off-duty personnel in accordance with established police and fire procedures.

3. **COMMAND POST:** an on-scene command post shall be established for all critical incidents from which the Incident Commander and others can properly supervise the situation. The command post should be placed at a location close to the incident between the inner and outer perimeter, where it is not exposed to any direct threat of the situation.

- a. For contained critical incidents that are confined to a specific geographical area, the Police Department's mobile command post trailer may be used for command post operations.

- b. Should the incident exceed the response capability of city public safety personnel and equipment, the Cherokee County “Strike Team” will be requested through 911 channels to deploy the Sheriff’s Office mobile command post to the incident location.
- c. For city wide emergencies and large scale natural disasters, the command post may be located at the City Hall Annex or at some other large facility that provides sufficient space and support areas for long term command and control of the incident.
- d. Should there exist multiple critical incidents, a command post shall be established to control each situation by using available city resources or by requesting outside agency support as indicated below.
- e. For designated large scale emergency situations, it may become necessary for the Incident Commander to transfer radio dispatch responsibilities from the 911 Center to the command post. When this occurs, the Incident Commander will designate a radio operator to direct the deployment of response personnel and to handle other calls for assistance received from 911. The radio operator shall maintain a record of the location and status of all dispatched personnel and shall utilize the city’s emergency radio frequency to deploy response personnel.

4. **TRANSFER OF COMMAND:** a senior ranking supervisor to the on-duty Incident Commander has the authority to assume command of the emergency situation when he/she feels such intervention is appropriate.

- a. Under such circumstances the senior officer must specifically inform the subordinate supervisor that he/she has been relieved of command and their new duty assignment.
- b. The mere presence of the City Manager, City Council member, or other senior ranking officer at the incident scene does not automatically signal an intent to assume command.
- c. When command is transferred, a briefing should take place to address the current nature of the situation, resources available and their status, logistical support needed, and command structure established to manage the emergency.

5. **INCIDENT COMMAND STRUCTURE:** the Incident Commander will impose the ICS Organizational Structure needed to effectively handle the situation.

- a. The IC has the authority to assign available city personnel to staff required positions needed to handle the situation. Initially such positions may include an operations officer, PIO, safety officer, staging area manager, and liaison officer.
- b. For critical incidents expected to last beyond six hours in duration, a more formal structure of command may be required. Under such circumstances, the IC should designate planning and logistics officers and may request additional assistance from other city departments such as Public Works, IT, and GIS as needed.

- c. When personnel support is required from outside agencies, a representative shall be requested to be available at the command post for necessary coordination.
- d. **UNIFIED COMMAND:** when the emergency situation involves the presence of resources from other jurisdictions or multiple city departments, a Unified Command structure shall be formed consisting of senior ranking representatives in order to work together to formulate a single Incident Action Plan (IAP), to coordinate resources, and to establish common objectives to resolve the incident.

6. NOTIFICATION AND MOBILIZATION OF ADDITIONAL RESPONSE PERSONNEL: should off-duty personnel be needed to handle the critical incident, each city department will take steps to immediately make contact with their assigned employees and direct them to report for duty at the designated assembly area.

- a. When mobilizing off-duty personnel, supervisors must take into consideration staffing requirements to continue to provide normal city services, unless authorization is given to suspend operations until the critical incident has been resolved.
- b. All personnel mobilized as a result of the critical incident will receive compensation and benefits in accordance with established pay procedures.
- c. It is imperative for each supervisor to keep accurate records of time actually worked for each employee required to perform duties pertaining to the critical incident. Such information may be used in the event that the city becomes eligible to apply for reimbursement from federal or state authorities.
- d. When notified to report for duty, off-duty employees are required to comply with all instructions unless there is a compelling medical or safety reason that may preclude the employee from working as directed.
- e. On-duty employees may be required to work beyond their normally scheduled work hours, as either part of the critical incident response force or to handle normal city operations. Should this become necessary, each employee is expected to comply with their supervisor's instructions unless there is a compelling hardship that will prevent such compliance.

7. OBTAINING OUTSIDE AGENCY SUPPORT: should the Incident Commander require support from other agencies to assist in handling the critical incident, requests will be made as follows:

- a. For police and fire resources, the procedures established in preexisting agreements or under the provisions of Mutual Aid will be followed and shall be referred directly to the 911 Communication Center.
- b. For assistance from State agencies, such as National Guard or Georgia Defense Force personnel, Public Works, Ham Radio and for all other resource needs, requests for personnel, equipment, or other specialized capabilities shall be made directly to the County's EOC.

8. STAGING AREA(S): The Incident Commander will also designate a staging area(s) so that additional response personnel can assemble and receive instructions for deployment.

- a. The area designated should be able to accommodate large and heavy vehicles and should be at a relatively secure location for weapons and specialized equipment.
- b. The IC should designate a Staging Area Manager who will be responsible for establishing check-in and personnel accountability procedures and for maintaining communications with the Command Post for additional instructions.

9. **PUBLIC INFORMATION AND MEDIA RELATIONS:** all information pertaining to the critical incident will be approved prior to release to the media by the Incident Commander.

- a. To assist the Incident Commander in performing this critical function, a PIO from the Police Department will be assigned to prepare information for release to the public and for release to the media as directed by the IC. In addition, the PIO will be responsible for establishing a media assembly area that is located at a safe distance from the incident outside the outer perimeter. All press conferences and interviews of response personnel will be coordinated with the Incident Commander.
- b. For large scale critical incidents involving the response of multiple agencies functioning under Unified Command, it may become necessary to establish a Joint Information Center (JIC). Should this become necessary, the city PIO will join with other agency Public Information Officers assigned to the incident, in order to insure that accurate information is obtained and released to the public and/or media.
- c. No information concerning the identity of persons injured, hospitalized, or killed will be released until next of kin have been notified.
- d. A variety of means are available to provide information to the general public concerning a critical incident. In addition to public service announcements through the media, the city has the capability to issue messages via Nixle, Facebook, Twitter, e-mail, Nation of Neighbors, texting, electronic portable message boards, and/or fax, as appropriate. It is the responsibility of the IC to insure that appropriate notifications are made so that public safety can be maintained.

10. **MAINTAINING SAFETY OF AFFECTED PERSONNEL:** protecting the general public, response personnel, and other involved city employees is a critical and on-going objective for the Incident Commander. This is why it is imperative to isolate and contain the emergency situation as quickly as possible; to issue warning messages alerting the general public of the hazards posed; and to prevent any unsafe or potentially dangerous action(s) by response personnel that may result in unnecessary harm to others.

- a. The ultimate responsibility for the safe conduct of critical incident management rests with the Incident Commander.
- b. **SAFETY OFFICER:** to assist him in performing his duties, the Incident Commander shall appoint a Safety Officer to monitor incident operations, to include all matters relating to the health and safety of emergency responders and

the general public within the affected area. The Safety Officer has the authority to immediately stop and/or prevent unsafe acts during incident operations.

- c. Maintaining personnel accountability is the responsibility of the Incident Commander. The Incident Commander will insure that each supervisor involved in a critical incident establishes procedures whereby their employees involved in an emergency response are properly accounted for and their status is monitored.

F. FIELD OPERATIONS:

1. **ESTABLISHING PERIMETERS:** isolating and containing a critical incident is an immediate and on-going objective. It is critical that members of the general public be separated from natural and man-made hazards posed by armed criminals, explosives, hazardous materials, fire, or from damaged utilities such as downed electrical and/or ruptured gas lines.

- a. An inner perimeter shall be established to safely contain the immediate area of the incident or to isolate a particular hazard. For incidents involving armed criminals, the perimeter's size shall be based upon the range and type of weapons or dangerous devices used by the perpetrator.
- b. An outer perimeter shall be established to encircle the incident location in order to divert unauthorized vehicles and pedestrians from entering the threatened area. For a criminal situation, the perimeter will be established at a sufficient distance around the inner perimeter to protect the general public from the effects of line-of-sight gun fire. For natural or HAZMAT disasters, the size of the area to be isolated may be quite large and may require the use of outside city resources. Whenever possible, portable barriers, electronic signs, and non-public safety personnel and equipment should be used.

2. EVACUATION:

- a. When there is advanced notice of a pending natural disaster, such as the potential for flooding, the PIO for the police and fire departments shall issue warnings to the general public within the threatened area to make preparations to evacuate to designated safe locations should conditions warrant.
- b. During a critical incident that develops without warning, involving a contained criminal threat, bomb threat, or fire, individuals located within the outer-perimeter shall be immediately evacuated to designated safe areas until the situation can be declared safe by the Incident Commander. During a natural disaster that may cause damage to electrical power lines, it may be necessary to initially direct citizens to "stay-put" within residential or commercial facilities until power company officials can render the area safe for evacuation.
- c. When an evacuation order is deemed essential, members of the public cannot be compelled to leave. When such individuals refuse to evacuate, they shall be informed that it may be unsafe for City employees to provide public safety assistance in the future until after the emergency conditions have abated. In addition, police and/or fire personnel shall record the refusal over the radio channel and provide the identity of the individual(s) and their location to the command post.

- d. Should it become necessary to evacuate patients or the elderly from one of the city's care-giver facilities, they will be medially transported to appropriate locations within the Metro-Atlanta area.
- e. During HAZMAT emergencies, it may become necessary for persons suspected of being contaminated to undergo decontamination by Fire Services personnel before they can be evacuated to area shelters.

3. EMERGENCY SHELTERS:

- a. The County EMA is responsible for establishing and operating the designated emergency shelter(s) for the Woodstock area.
- b. For situations requiring the immediate evacuation of the general public before county shelters can be placed in operation or for a critical incident occurring at one of the county's schools that requires the evacuation of students, the Woodstock First Baptist Church may be used as an evacuation shelter.

4. TRAFFIC CONTROL:

- a. The Police Department, with assistance from Fire and Public Works personnel, is responsible for the control of vehicular and pedestrian traffic during a critical incident.
- b. When flooding conditions are predicted, Public Works personnel shall preposition electric signs around the intersection of I 575 and SR 92 in case the order is given to close the bridge at Noon Day Creek to vehicular traffic.
- c. Whenever it becomes necessary to close I 575, SR 92, or SR 5, State DOT officials will be advised of the situation.
- d. When road closures are expected to last for extended periods, assistance can be obtained from other law enforcement agencies under the provisions of Mutual Aide.

5. DEATH AND CASUALTY NOTIFICATIONS:

- a. It is the responsibility of the Fire Department to obtain the identity of all individuals evacuated for treatment at area medical facilities and to make notifications to next of kin when appropriate.
- b. Death notifications to next of kin will be performed by the Police Chaplain, accompanied by other designated personnel.
- c. Employee death or casualty notifications will be made by the Police Chaplain, accompanied by available city officials and co-workers as arranged by the City Manager.

G. LOGISTICS AND SUPPORT OPERATIONS:

1. **FOOD AND SHELTER:** for critical incidents lasting for extended periods, it may become necessary to provide involved city employees with meals, water, and temporary lodging assistance.

- a. Food items will be procured from local restaurants.
- b. Temporary lodging will be furnished by either local motels or by the Woodstock First Baptist Church.
- c. Requests for portable toilets will be coordinated with the Public Works Department.
- d. Payment for food and lodging will be made by using city issued credit cards and receipts will be obtained for all purchases to be turned-into the Finance Department at the conclusion of the emergency.

2. COMMUNICATIONS:

- a. Public safety personnel will use issued communications equipment and will operate on the designated emergency frequency by the 911 Center.
- b. Other city employees will communicate by using issued cell phones, EOC “Fly Aware Kits” and direct connect devices.
- c. Should outside Public Safety personnel respond to the emergency, the Sheriff’s Office communications vehicle can be used to integrate inter-agency radio equipment to provide a “direct-talk” capability with all on-scene personnel.

3. TRANSPORTATION:

- a. City personnel shall use issued city vehicles to perform emergency operations.
- b. Requests for additional transportation support shall be made to the county’s EOC.

4. MEDICAL SUPPORT:

- a. Emergency medical assistance shall be provided by Fire personnel.
- b. Employees and members of the public requiring off-site medical assistance will be transported by Fire EMS personnel to available facilities in the area.

5. SUPPLIES:

- a. The Incident Commander shall designate a logistics officer to be responsible for obtaining necessary supplies for the emergency.
- b. Supply item not immediately available from city sources, shall be obtained from local establishments or by making requests to the county’s EOC.

6. SPECIALIZED TEAMS AND EQUIPMENT:

- a. The Fire Department shall coordinate requests for specialized teams and equipment with Cherokee Fire and Emergency Services personnel.
- b. The Police Department shall coordinate requests for Special Weapons and Tactics, Hostage Negotiation Team, communications, and/or robotic support with the Cherokee Sheriff's Office.
- c. All other requests for specialized teams and equipment shall be made with the county's EOC.

H. RECOVERY AND DE-ESCALATION: once the source of the emergency situation is sufficiently stabilized and is declared fully under control by the Incident Commander, actions can be initiated to return the affected area to normal.

1. **FOR EMERGENCIES OF A CRIMINAL NATURE:** actions to be taken at this stage of the operations include: crime scene processing, witness identification and interview, and the proper seizure of evidence and property related to the event.

2. **FOR NATURAL DISASTER AND NON-CRIMINAL EMERGENCIES:** actions to be taken include: clean-up of debris, restoration of damaged/destroyed public utilities,

3. OTHER ACTIONS AS APPROPRIATE:

- a. Persons evacuated from within the outer perimeter should be allowed to return to their residents or businesses as soon as it is safe to do so. Facilities destroyed or severely damaged that pose a risk to public safety should be isolated and reentry strictly controlled.
- b. Public information announcements shall be made as needed.
- c. Adjust perimeters and traffic control patterns.
- d. EMA, Public Works personnel, and city building inspectors shall initiate a damage assessment of the affected area.
- e. Continue to support shelter sites when appropriate.

4. RELEASE OF OUTSIDE RESPONSE PERSONNEL:

- a. The Incident Commander shall designate an exit assembly area for the release of response personnel no longer needed for the emergency. Mutual aid personnel will receive first priority of release and individuals who have been on duty for more than 12 hours will receive second priority for release.
- b. Prior to release, the following tasks must be accomplished:
 - (1) Ensure all personnel are accounted for;
 - (2) Identify any injuries or workers compensation claims;

- (3) Account for all property and equipment;
 - (4) Ensure personnel complete all necessary incident reports and documentation;
 - (5) Identify individuals who may need psychological assistance.
- c. Supervisors shall conduct an initial debriefing of all response personnel.

5. RELEASE OF CITY RESPONSE PERSONNEL:

- a. City personnel shall be released when no longer needed by the Incident Commander.
- b. Prior to release, the following tasks must be accomplished:
 - (1) Ensure all personnel are accounted for;
 - (2) Identify any injuries or workers compensation claims;
 - (3) Account for all property and equipment;
 - (4) Ensure personnel complete all necessary incident reports and documentation;
 - (5) Identify individuals who may need psychological assistance.
 - (6) Ensure time worked is properly recorded for compensation

6. AFTER ACTION REPORT AND DEBRIEFING:

- a. Once the emergency situation has been terminated, the City Manager will conduct a briefing of designated city supervisors and personnel involved in the critical incident. The purpose of the debriefing is to identify strengths and weaknesses of the city's response measures and to ensure all required documentation is being obtained to support any claims to state or federal authorities for financial reimbursement for expenditures associated with the emergency.
- b. The Incident Commander will be responsible for preparing a detailed after action report, documenting all actions taken during the incident. The report will address each of the following areas:
 - (1) General overview of the operation;
 - (2) Unique or special problems encountered;
 - (3) Personnel involved and any workers compensation issues;
 - (4) Expenditures;
 - (5) Commendations; and
 - (6) Recommendations.