

COOLIDGE POLICE DEPARTMENT		
	CHAPTER 46 CRITICAL INCIDENTS AND HOMELAND SECURITY CALEA Standard(s):	General Orders
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46.1 Handling and Investigation of Critical Incidents

A. A critical incident includes any officer involved shooting, in-custody death, or other incident where the actions of a department employee result in death or serious injury.

B. Criminal investigations of critical incidents may be referred to another law enforcement agency, as directed by the Police Chief or the Chief’s designee.

C. At the discretion of the Police Chief or the Chief’s designee, either the Professional Standards Unit or another outside law enforcement agency will conduct the administrative investigation of a critical incident. If there is an ongoing criminal investigation, all interviews of witnesses and involved employees should be completed in the criminal investigation prior to the commencement of the administrative investigation.

D. At the direction of the Police Chief or the Chief’s designee, whenever a law enforcement officer has been killed, suffered serious bodily injury or been assaulted with a deadly weapon, the suspect has fled, there is a description of the suspect’s vehicle or license plate, and the suspect is considered to pose an imminent threat to the public or other law enforcement, the Department may request that the Department of Public Safety issue a Blue Alert so that the information concerning the suspect may be broadcast throughout the State.

E. Critical incidents shall be investigated pursuant to the Critical Incident Protocol.

The purpose of the Critical Incident Protocol is to:

1. Ensure that investigations of these incidents are conducted impartially and professionally in order to maintain the trust of the community.
2. Protect the rights of all persons involved in critical incidents.

3. Prevent undue delay of the investigation.
4. Ensure the appropriate use of departmental resources.

F. Investigators and their chain-of-command must be fully aware of the legal requirements regarding the need to establish and maintain separation between the criminal investigation and the administrative investigation, as well as the rights of involved employees. If there are any questions regarding this protocol the department's legal counsel should be contacted.

G. Officers who discharge their firearm in the course of duty, striking another person, shall be placed on administrative leave. Officers involved as witnesses, or in other critical incidents, may be placed on administrative leave. The length of administrative leave, will be determined on a case-by-case basis.

46.2 Hazardous Materials Incidents

A. Incidents involving hazardous materials, including collisions or accidents, shall be handled in cooperation with the Fire Department, who shall be notified immediately. The initial officers on the scene must use caution in approaching the scene, to avoid exposing themselves to the hazard.

B. Pending the arrival of the Fire Department, officers should establish a safe perimeter, attempt to remove any persons in immediate danger to a safe location (usually uphill or upwind), and contain the emergency.

C. Upon the arrival of the Fire Department, any necessary evacuation and containment procedures should be completed. If the situation is a crime scene, efforts should be made to preserve the scene to the extent reasonable as evacuation and containment is completed. If there is no crime involved, the Fire Department will assume primary responsibility for the incident. Officers will provide necessary assistance with evacuation, traffic control and crowd control.

D. Prosecution for possession, use, misuse and mishandling of hazardous materials may involve local, state or federal laws and prosecution offices. Department investigative personnel, Fire Department staff and local prosecutors will generally need to be consulted prior to the issuance of any charges related to hazardous materials.

46.3 Bomb Threats

A. Any employee receiving a telephone call of a bomb or other explosive threat, shall attempt to keep the caller on the line, record the call if possible and request the following information:

- Exact location of the bomb
- Time set for detonation
- Description of the bomb or device
- Explosive involved
- Reason the bomb was planted
- Identification of the person furnishing the information

B. The existence of the threat shall be immediately reported to Communications and a supervisor shall be dispatched. If the threat involves any structure or area where a large number of people may be present (hospitals, schools, restaurants, businesses, theaters, etc.) the Fire Department shall also be notified immediately.

C. The on-scene incident commander shall have the decision-making authority at bomb threat scenes. Relatively few reported threats actually have a basis in fact. An on-scene evaluation of all available facts and circumstances is therefore necessary to determine the appropriate course of action.

1. It may be appropriate to initially contact the responsible party for the involved building or facility who will then make the decision as to whether or not to evacuate and/or to search the building. If requested, officers may assist with any evacuation or building search.

2. If there is reason to believe that there is an actual emergency, officers shall take control of the scene and take whatever action is necessary to save lives, including an order to evacuate a building.

D. If an item is found that could be an explosive or incendiary device, officers will assume command of the scene, evacuate the building and establish a safe perimeter. The DPS bomb squad shall be contacted for response. Officers will not handle, or allow others to handle, touch or come in contact with any bomb, letter, package or other suspicious item which could be an incendiary or explosive device.

E. It is important that radio transmissions concerning the existence or location of a possible explosive or incendiary device be as limited as possible; any reference to the device over the radio will be in terms of “suspect item” or “unidentified item.” Since high-frequency radio waves may cause the detonation of electrically primed explosives; radios shall not be used when in line-of sight of any suspected explosive device.

46.4 Emergency Management and Homeland Security

A. The Emergency Management and Homeland Security officer is responsible for keeping the agency’s plan up to date. The plan is the Department’s pre-planned response to a large critical incident or natural disaster. Positions within the agency are assigned specific responsibilities within the plan based upon current duty assignments. If an event occurs, the person assigned to each position is to respond as outlined in the plan to perform the assigned functions.

B. The Department shall regularly conduct an exercise to test the functionality of the plan. Each such exercise shall include a debriefing and any changes necessary to enhance the plan shall be made following the debriefing.

46.5 Terrorism Liaison Officer Program

The Department participates in the Terrorism Liaison Officer (TLO) program through the Arizona Counter Terrorism Information Center (ACTIC). ACTIC provides the Department with access to intelligence information. Although the Investigations Division is responsible for the Department's Terrorism Liaison Officer Program; TLO's may be assigned anywhere within the Department.

This is a published plan and has been designed to furnish guidance and general procedures for hostage situations. It is not intended to be a rigid or inflexible set of rules, and may be deviated from as the situation requires.

A. Hostage situations--General

1. The increasing frequency of barricaded suspects holding hostages necessitates the formulation of a flexible procedure for handling such situations.

- a. The procedure is divided into two phases. Phase I involves the Operations Division directed by a shift supervisor and is a containment, control and verbal persuasion operation. Phase II involves the Operations Division directed by the Operations Commander or the Chief of Police and is designed to contain, negotiate and conclude the operation.
- b. The primary concern in all hostage situations is the preservation of the lives of hostages, Police Officers, and innocent by-standers.

B. Tactical considerations

1. The procedures outlines are based on various tactical considerations which are designed to preserve the lives of all involved.
 - a. Containment of the suspect and hostages to as small an area as possible is desirable. As a general rule, the less mobility a barricaded suspect has, the more likely he is to become depressed with his demands and to surrender.
 - b. Firearm discipline must be maintained; i.e.: do not shoot unless absolutely necessary to protect life, or when so ordered by a Command Officer.
 - c. Time is often a useful tool in a hostage situation. As a general rule, the more time a suspect spends with his hostage, the less likely he is to take the hostage's life.
 - d. Information on the suspect is vital; his location, armament, and what type of suspect he is should be ascertained and disseminated to Officers involved as quickly as possible.
 - e. Communication should be established with the suspect as soon as possible, and restricted by police authority to only those authorized by the police commander.
 - f. Negotiation should be encouraged so that the suspect will feel he has viable alternatives to taking the lives of the hostages. The negotiator should attempt to keep the suspect mentally occupied. Absolute denial of a demand should be avoided and a concession should be obtained, if possible, before any demand is met. The negotiator should force as many small decisions on the suspect as possible (i.e.; if he should demand sandwiches, ask what kind, with or without butter, etc., what type of bread, etc., etc.).
 - g. Security of the area should be maintained so that suspects do not escape, innocent by-standers do not enter the area of the hostage situation, and friends of the suspect do not enter and lend support or affect a rescue.

- h. The suspect's family and/or friends can be valuable aids to negotiators. Care should be taken, however, to insure that the relatives or friends do not also become hostages and should be screened concerning their personal relationship and its resulting effect on the subject.
- i. Tactics should take advantage of the suspect's character weaknesses. The three basic suspect types are:
 - 1. The criminal whose escape is blocked during the commission of a crime: Such a person is considered to be a relatively rational thinker who, after assessing the situation, will come to terms and refrain from unnecessary violence or useless killing.
 - 2. The psychotic: He tends to be irrational and unpredictable. His actions, the words he uses and the demands he makes are often valuable clues to his mental condition. Time works against the suspect, since the psychotic is emotionally tense and expends a great deal of physical and psychic energy under such conditions. This eventually wears him down.
 - 3. The terrorist: Such individuals rationalize their behavior by claiming to be revolutionaries seeking social justice. In hostage situations, the resolve to die for a cause may deteriorate with the passage of time, thus allowing mistakes to be made.
- j. Crime scene preservation is as important in a hostage barricade or sniper situation as it is at the scene of any other serious crime. It is important that the scene be secured pending final investigation at the conclusion of all such incidents.
- k. Additional equipment, weapons, ammunition and supplies are available at the Police Department.

C. Phase I:

- 1. Begins with either an on-view incident or a citizen reported incident.
 - a. The first Officer at the scene should:
 - 1. Determine that a hostage or barricaded situation does in fact exist.
 - 2. Advise radio and request sufficient assistance to contain the suspect.

3. Gather information on the suspect's description, clothing, identity, location and armament. The same type of information should be gathered for hostages.
 4. Establish an assembly point and advise responding units as to the safest entry into the area.
 5. Attempt to establish communication with the suspect.
 6. Brief the first supervisor on the scene as to all known facts.
- b. The first supervisor on the scene should:
1. Set up a command post.
 2. Insure that firearm discipline is maintained.
 3. Deploy units to contain the suspect.
 4. Evacuate by-standers and isolate the hostage area.
 5. Evacuate buildings within the suspect's line of fire.
 6. Insure that communications with the suspect have been established.
 7. Brief the Division Commander upon arrival and continue direct supervision of the line personnel.
- c. The Division Commander will assume command of the situation unless relieved by a supervisor of higher rank. He should:
1. Evaluate the manpower at the scene and adjust as necessary.
 2. Insure that by-standers have been evacuated.
 3. Request portable radios for all units involved.
 4. Oversee communications with the suspect.
- d. As a general rule, offensive action should not be initiated in Phase I. In the event circumstances are such that the Division Commander believes that offensive action is necessary to preserve the lives of the hostages, he may act. However, containment and verbal persuasion are the primary objectives of Phase I situations.
- e. Prior to recommending the implementation of Phase II,, the following should be considered.
1. Manpower availability.
 2. The suspect's attitude.
 3. Crowd reaction.
 4. Fire power capabilities of the suspect.

5. Special tactical requirements (chemical agents, etc.)
6. Need for assault and containment teams.

D. Phase II:

1. When circumstances indicate that a prolonged hostage situation has developed and that offensive action is necessary, the Commanding Officer at the scene will decide if Phase II is to be initiated.
 - a. The objectives of Phase II are:
 1. Maintain firearms discipline.
 2. Determine the optimum positions for containment and surveillance.
 3. Determine the suspect's exact weapons capabilities via passive tactics.
 4. Insure that communications are established by other than conventional means if necessary.
 5. Determine the suspect's demands and plan both active and passive tactics.
 6. Negotiate with the suspect, keeping in mind that most demands are negotiable except two:
 - i. Weapons will never be supplied. If the suspect is bluffing with an unloaded or bogus weapon, giving him a weapon would obviously create a dangerous situation.
 - ii. Additional hostages will not be given to the suspect or exchanged. Police Officers will not be exchanged for civilian hostages.
 - b. The On-Scene Command Center will include the following:
 1. The Division Commander, or in his absence his designated replacement, will direct all hostage negotiation operations and will be responsible for containment of the suspect. He will direct all tactics, active and passive.
 2. A Shift Commander will monitor all negotiations and maintain direct supervision of uniformed personnel. He will insure that a chronological log of the incident is kept and that a relief

schedule is set up to insure suitable relief for personnel as needed.

3. A Shift Commander, or his replacement, will disseminate facts to perimeter units in order to dispel rumors.
 4. A Shift Commander, or his designee, will act as communications coordinator.
 5. Officers will carry out active and passive tactics as directed and report status changes immediately to their supervisors. At the conclusion of the incident, they will preserve the crime scene for follow up investigation by the Investigation Division.
 6. The Chief of Police or Administrative Division shall assume media relations responsibilities and keep the media informed without revealing information that would endanger negotiations or other tactics.
- c. A Headquarters Command Center may be established if desired, and will operate as follows.
1. The Headquarters Command Center will be commanded by the Chief of Police.
 2. The Chief will insure that auxiliary services required at the scene are procured.
 3. The Division Commander will coordinate normal field operations activities so that they do not conflict with the hostage situation.
 4. The Division Commander shall, at his discretion, assign radio channels for the incident at hand and for continued police services.
 5. An emergency planning unit may be formed and will consist of one (1) to three (3) employees of the Investigative Division. This unit will attempt to acquire as much information as possible on the suspect, the location and/or the situation that may assist on-scene commanders in planning or executing tactics, (i.e.: the unit may gather background information on the suspect from friends, neighbors, etc., may obtain blueprints of the building in which the suspect is barricaded, may contact appropriate City agencies or utilities for information on communications, utilities, access to buildings, etc.).
- d. Auxiliary agencies

1. The listed auxiliary agencies will be available to the ranking supervisor and the Emergency Planning Unit, and may provide the services indicated:
 - i. Records – may provide criminal history of the suspect, associates and modus operandi.
 - ii. Investigations Division – has access to intelligence files to determine past activities of a confidential nature.
 - iii. DPS and FBI – may be able to provide criminal and intelligence information.
 - iv. Clergymen – if religious preference can be determined, a member of that denomination may be called.
 - v. Building Inspections – commercial and non-commercial blueprints may be on file and available through this office.
 - vi. Utilities companies – may assist in the lighting, cooling and heating of the building the suspect is in.
 - vii. Telephone company – unconventional means of communication may be obtained.
 - viii. Fire Department – will provide a stand-by fire unit in the event chemical agents are used which may result in a fire; will also provide ambulance services.
 - ix. Armored Motor Service – may provide an armored vehicle to retrieve trapped or injured persons in the line of fire. The Air Police in Tucson also have an armored vehicle.
 - x. Community Leaders – because of their standing in the community, may be able to influence individuals to release hostages, surrender, etc.

2. Other Law Enforcement Agencies such as the Arizona Department of Public Safety, Maricopa County Sheriff's Office, Phoenix Police Department, Mesa Police Department, and the Pinal County Sheriff's Office have available Tactical Operations Response (SWAT) and/or Hostage Negotiations Teams which will respond if requested.