

POLICY #46-1



CRITICAL INCIDENTS

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GENERAL GUIDELINES

Department members may be called upon at any time to respond to major emergency situations or unusual incidents. This policy shall guide the actions of members responding to the site of emergencies and unusual incidents requiring more than routine police action, equipment and/or personnel.

The department will make every effort to ensure the protection of life and property in emergency incidents requiring more than routine police action, while being mindful that any large-scale incident will also impact overall the Town of Weymouth as well as the communities surrounding the incident site. While the initial focus must be on the management of the incident, long-term planning must incorporate the need to support alternative transportation operations and address the impact of those operations as well as the initial incident on the surrounding communities.

This All Hazards Plan will guide the actions of department personnel initially responding to the site of such an incident and covers basic organizational and technical issues, which can be implemented by personnel responding to a critical incident.

POLICY

It is the policy of the Weymouth Police Department to be prepared for and respond to natural or manmade disasters, civil disturbances, hostage/barricaded person situations, mass arrests, bomb threats, acts of terrorism or other unusual occurrences. While many variables are involved in these incidents that prevent the precise development of plans for each situation, basic planning and response considerations may be used.
[46.1.2]

The Department will establish and utilize the Incident Command System (ICS), a component of the National Incident Management System (NIMS), whenever an incident requires more than a routine police response.
[46.1.2] The ICS is a management system designed to enable effective and efficient incident management

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by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organized structure.

The key concepts and principles of ICS include the following:

1. ICS is modular, scalable, and is readily adaptable to any emergency or incident.
2. ICS has interactive management components that set the stage for effective and efficient incident management and response.
3. ICS incorporates common terminology, standards and procedures enabling diverse organizations to work together efficiently.
4. ICS establishes a Chain of Command and Unity of Command, clarifying reporting relationships and eliminating confusion.
5. ICS incorporates measurable objectives to ensure fulfillment of incident management goals (Management by Objectives).
6. The ICS may be utilized to manage incidents regardless of cause, size, location, or complexity. Incident Command may consist solely of the responding Police Supervisor (for smaller incidents) or a multi-agency Unified Command structure with identified Incident Commanders from several responding agencies (for larger, more complex incidents). The ICS can expand or contract as necessary to match escalating or diminishing situations. The level and/or type of ICS structure established would vary based on the size and complexity of the incident and response. In many cases, since emergencies occurring will invariably impact the surrounding neighborhood and require a response from other agencies, the ICS will involve the implementation of a Unified Command structure to facilitate the coordination of the various governmental or private agencies involved.
7. Department members shall utilize the formal Incident Command System (ICS) procedures that are delineated in this policy for all serious incidents and unusual occurrences. The first officer to arrive on-scene will activate and assume the duties of the Incident Commander and will remain so until properly relieved by a superior officer. The ICS system may also be utilized in small events or incidents when necessary and when necessary activated by the Officer. [46.1.1] [46.1.2]

DEFINITIONS

Command - The Incident Commander (or Unified Command) and the Command Staff positions.

Command Staff - ICS positions required to support the command functions that are not specifically identified in the General Staff functional elements: Safety Officer, Information Officer and Liaison Officer.

General Staff - Incident management personnel (Section Chiefs) who represent the major functional elements of the ICS: Operations, Planning, Logistics and Finance/Administration.

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Incident Command System - A management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organized structure.

Incident Commander (IC) - The person designated as being in charge of the overall incident for an agency or jurisdiction.

Inner Perimeter - The immediate area of containment around an incident site.

Outer Perimeter - The peripheral control area surrounding the inner perimeter that provides a safe zone for access to and from the inner perimeter, and defines the limit of access by unauthorized persons.

Staging Area - Locations designated by the IC or Operations Section Chief where resources are placed while awaiting a tactical assignment to the incident site.

Unified Command - The command structure formed when ICs from some or all of the responding agencies or jurisdictions operate together to manage an incident.

Unity of Command - The principle that every individual has a designated supervisor to whom they report at the incident scene.

Unusual Occurrences - Unusual occurrences connote situations, generally of an emergency nature, that result from disasters, both natural and man-made. Natural disasters include floods, snowstorms, hurricanes, etc. Civil disturbances include riots, political protests, or labor disputes, or any other events leading to mass arrests. Unusual occurrences also include such incidents as fires, train/trolley accidents, emergency evacuations, hostage/barricaded person situations, and acts of terrorism. [46.1.2]

PROCEDURES

1. "All Hazard Plan" [46.1.2]

1.1. The department's "All Hazard Plan" refers to an Emergency Operation Plan (EOP). An EOP is a written plan containing general objectives reflecting the overall strategy for responding to and managing critical incidents. The plan defines the scope or preparedness and incident management activity required of the agency, and is flexible enough for use in all emergencies.

1.2. The "All Hazard Plan" is utilized for responding to critical incidents such as natural and man-made disasters, pandemics, civil disturbances, mass arrests, bomb threats, hostage/barricaded person situations, acts of terrorism, and other unusual incidents. The plan will follow standard Incident Command System (ICS) protocols, which include functional provisions for command, operations, planning, logistics, and finance/administration. [46.1.2]

2. Emergency Response Coordinator

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- 2.1. The Town of Weymouth's Emergency Management Director has been designated as the Emergency Response Coordinator (ERC), who shall be responsible for the management of the planning functions for the Town Departments' response to unusual occurrences. [46.1.1]

3. Administration

- 3.1. The Chief of Police is responsible for coordinating and supervising police personnel and equipment, to include mutual aid as necessary, to respond to critical incident. [46.1.1]
- 3.2. The Lieutenant in charge of the Personnel Office has been designated as the Local Emergency Planning Committee Representative. He shall review annually and provide any necessary documents to include, but not limited to, law enforcement resources to and coordinate department training on the critical incident policy, "All Hazards Plan," with all affected personnel which include sworn officers and civilian support such as police dispatchers. [46.1.1] [46.1.9]
- 3.3. The Captain of Field Services is responsible for maintaining stored department property / equipment designated for use in support of critical incident plans in a state of operational readiness and will inspect such equipment quarterly. [46.1.8]
- 3.4. A copy of the Comprehensive Emergency Management Plan (CEMP) is located in dispatch as a reference during critical incidents. Watch Commanders should study all plans and ensure that their acting supervisors are also fully aware of their command responsibilities in terms of implementing all plans. Supervisors are required to inform all employees of the plan and assure they have a complete understanding.

4. Emergency Operations Drills [46.1.9]

- 4.1. Annually, the Chief of Police or his/her designee and various department heads will develop an emergency operation drill designed to examine and test operational readiness. The time and date of the exercise will be announced to members of the department. Following completion of drill, the Incident Commander will critique the drill. A written report will be forwarded to the appropriate personnel to include the Chief of Police.

5. Command Modes

- 5.1. Command is responsible for the overall management of the incident. The Command Staff is responsible for activating the ICS and for the overall management of the incident. The command function may be conducted in two general ways: Single Command IC and Unified Command.
 - 5.1.1. Single Command IC - When an incident does not involve any jurisdictional or functional agency overlap, a single IC should be designated with overall management responsibility by the appropriate jurisdiction (an incident that involved a Weymouth Police response only).
 - 5.1.2. Unified Command (UC) should be employed for incidents involving multiple jurisdictions (Weymouth Police, Weymouth Fire, Massachusetts State Police, EMS and other Weymouth agencies), or multiple jurisdictions with multiple agency

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involvement (Weymouth Police, METRO-LEC, State Police and Sheriff's Department, etc.)

6. Incident Commander

- 6.1. The Incident Commander (IC) is responsible for developing incident objectives on which subsequent incident action planning will be developed as well as the approval of Incident Action Plans (IAP) and all requests pertaining to the ordering of incident resources. The IC is also responsible for performing any Command Staff and General Staff functions that are not assigned and staffed. Although the response to every incident will differ based on the particular aspects of the incident, the IC will be guided by existing written plans and procedures to the extent possible.
- 6.2. At smaller incidents, the Incident Commander may perform all of the needed functions him/herself. At more complex incidents, the Incident Commander will appoint personnel to General Staff (Operations, Planning and Logistics) and Command Staff (Safety Officer, Public Information Officer and Liaison Officer) positions as necessary.

7. Command Staff

- 7.1. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. Assistants can be assigned for Command Staff positions as required.
 - 7.1.1. The Safety Officer (SO) monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency response personnel.
 - 7.1.2. The Public Information Officer (PIO) is responsible for interfacing with the public and media and/or other agencies with incident-related information requirements.
 - 7.1.3. The Liaison Officer (LNO) is the point of contact for representatives of other government agencies, non-governmental organizations and/or private entities.

8. General Staff Function

- 8.1. The General Staff includes incident management personnel who represent the major functional elements of the ICS including the Operations, Planning, Logistics, and Finance and Administration Section Chiefs.
 - 8.1.1. The Operations Section is responsible for the direct management of all incident related operational activities including establishing perimeters, maintaining command post and scene security, coordinating evacuation operations, directing and controlling traffic, providing for detainee transportation and process, establishing tactical objectives for each operational period and conducting a post-incident investigation.
 - 8.1.2. The Planning Section is responsible for developing and documenting the IAP based on guidance from the IC, preparing status reports, displaying situation information,

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maintaining status of resources assigned to the incident. The Planning Section is also responsible for the collection, evaluation and dissemination of incident situation information and intelligence to the IC. [46.1.5]

- 8.1.3. 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 and fueling, food service, communications, and medical services for incident personnel. [46.1.6(a)(b)(c)(d)(e)]
- 8.1.4. The Finance and Administration Section is established when the agencies involved in incident management activities require finance and other administrative support, including administering any procurement contracts; ensuring that the time personnel spend on the incident is recorded; recording expenses; processing the administrative paper work associated with rental or supply contracts; and documenting injuries, illnesses and liability issues related to the incident. The Finance and Administration Section also investigates claims involving damaged property associated with or involved in the incident. [46.1.7]

9. Initial Incident Response Procedures [46.2.1(a)]

- 9.1. Personnel responding to or dispatching others to the scene of an incident shall comply with the procedures below. The first Police Officer on the scene will:
 - 9.1.1. Identify the nature of the emergency and notify the Police Dispatcher of the required response and the location of that response. If the emergency is not on, or limited to, the Authority's property, the Police Dispatcher will immediately notify the police agency having jurisdiction;
 - 9.1.2. Request the use and isolation of a radio channel for the sole use of incident personnel;
 - 9.1.3. Contain the situation to the smallest possible area consistent with officer safety and attempt rescue or treat any injured persons;
 - 9.1.4. Establish an inner perimeter around the situation denying access to the area;
 - 9.1.5. Secure all witnesses at a safe point outside of the inner perimeter;
 - 9.1.6. Advise the Police Dispatcher of the need for back-up assistance and/or special equipment (e.g., utility companies, highway department, water department, fire apparatus, ambulance, medical examiner, etc.);
 - 9.1.7. Take immediate steps necessary to protect life and property; and
 - 9.1.8. Be prepared to brief responding personnel concerning any and all pertinent information.

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10. Responsibilities of the Police Dispatcher

10.1. Immediately upon being advised that an emergency situation exists, the Police Dispatcher will:

- 10.1.1. Dispatch a Patrol Supervisor and back-up units to the scene; and provide them with all available information;
- 10.1.2. Keep the radio channel clear of all unnecessary traffic and, if necessary, designate a separate radio channel for the incident;
- 10.1.3. Notify other agencies that may require a response, such as the fire department, emergency medical services, other law enforcement agencies, public works, etc.; and
- 10.1.4. Maintain a log of events in the Department's Police Computer System, including noting the time and names of any notifications made.

11. Responsibilities of the First Ranking Officer/IC

11.1. Immediately upon arriving at the scene, the first ranking officer will, if necessary, activate the ICS. If ICS is activated, he/she will assume the duties of the IC and notify the Police Dispatcher that he/she is the IC. Based on the nature and the emergency situation the IC will:

- 11.1.1. Assume responsibility for overall operations at the scene and implement all appropriate Command functions;
- 11.1.2. Estimate the number and type of injuries and/or deaths;
- 11.1.3. Confirm, if necessary, that the area is secure from electrical power;
- 11.1.4. Keep a traffic lane clear for use by emergency vehicles entering and exiting the secure area;
- 11.1.5. Coordinate with responding emergency medical technicians regarding areas for emergency medical operations, including a collection station near the scene for triage and an ambulance loading area;
- 11.1.6. Request special units or equipment, such as METRO-LEC SWAT/RRT; [46.2.1(b)]
- 11.1.7. Update the Dispatch Supervisor with incident information;
- 11.1.8. Develop and implement strategies to keep the situation under control and prevent injury to patrons or bystanders;
- 11.1.9. Assess the transportation needs related to the incident and contact transportation authority officials to provide any necessary vehicles;

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11.1.10. Designate a public information area at a location convenient to the command post, but outside the inner perimeter; and

11.1.11. Maintain overall control of the personnel on the scene until relieved.

12. Initiating ICS Emergency Response Protocols

12.1. Command Function:

12.1.1. Activating the Incident Command System - The IC will immediately notify Dispatch that he/she is activating the ICS; [46.1.3(a)]

12.1.2. Establishing the Command Post

- The first function of the IC is to establish a Command Post. Initially, the Command Post may be a cruiser or another emergency vehicle or a designated location within or adjacent to a transit facility. Once the Command Post is established, its location should be communicated to all appropriate personnel. [46.1.3(b)]

12.1.3. The Command Post should:

- Be established away from the general noise and confusion associated with the incident (when appropriate, it may be located within view of the incident scene);
- Be positioned outside of the present and potential hazard zone (inner perimeter) but within the outer perimeter to provide security and controlled access;
- Have the ability to expand as necessary; and
- Be easily identified by the use of a flag, placard, or other highly visible means.

12.1.4. Obtaining Support from Other Agencies [46.2.1(b)(c)]

- Some situations, based on the nature or scope of the emergency, may require more resources than the primary response agency has immediately available or can sustain on a prolonged basis. For this reason, it is particularly important that the Weymouth Police IC work with other responding agencies to establish a Unified Command organization to ensure that all available resources are utilized in the most effective manner.
- In the event that it is determined that there are insufficient Weymouth Police resources available to properly handle a situation, the Chief of Police or designee may, in accordance with the procedures outlined in the Commonwealth's Comprehensive Emergency Management Plan (CEMP), request through the General Manager and/or the Secretary of Transportation, state or federal assistance. [46.2.1]

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- The Massachusetts Emergency Management Agency (MEMA) is responsible for overseeing all CEMP operations, including requests or activation of state military support, (e.g. acts of terrorism, etc.) the Chief of Police or designee, may request federal law enforcement assistance from agencies such as the FBI, ATF, and/or Secret Service, etc. [46.1.3(d)]

12.1.5. Mobilization and Support [46.1.3(c)]

- In the event that available resources are inadequate to meet existing needs, the Chief of Police or designee is responsible for the mobilization of the additional resources needed to control the incident. He/she may initiate the notification and mobilization of additional personnel, activate mutual aid agreements or request state or federal assistance to secure needed support.

12.1.6. Staging Areas [46.1.3(e)]

- Locations will be identified for the staging of personnel or equipment available for assignment by the Incident Commander or Operations Section Chief.

12.1.7. Public Information [46.1.3(f)]

- The ultimate responsibility for the dissemination of Public Information rests with IC. Depending on the size of the incident, the IC may activate the position of Public Information Officer (PIO) as a member of the Command Staff. The release of information relative to ongoing emergencies is particularly sensitive and important. Whenever possible, the Weymouth Police IC and PIO will coordinate the release and distribution of information. Information will be updated as often as practicable so as to minimize the opportunity for rumors or misinformation to develop.

12.1.8. After Action Report (AAR) [46.1.3(h)]

- An AAR will be required whenever ICS is established in conjunction with a significant incident that involved either a multi-agency Unified Command structure with identified Incident Commanders from several responding agencies. The IC will submit an AAR to the Field Services Division Commander for review and forwarding to the Chief of Police.

12.1.9. Personnel Safety - The Command Section will be responsible for maintaining the safety of all affected personnel. [46.1.3(a)]

12.2. Operations Section

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

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12.2.2. Establishing Perimeters [46.1.4(a)]

- When necessary, the operations section shall establish and maintain working perimeters to contain the incident and allocate an area for tactical deployment. At all times the perimeters must be placed at a distance that insures both personnel safety and allows for the appropriate deployment of resources. In ongoing emergency situations, it is essential that the free flow of necessary emergency equipment and personnel be maintained and that unnecessary personnel and vehicles be kept out of the immediate area of operations.
- Additionally, the outer perimeter also establishes a zone of exclusion for civilians and must be kept secure until the IC declares the incident/response properly terminated. Controlling access or admission to an incident scene is a key function of the IC and must be based on the various unique aspects associated with each emergency incident. Unless directed otherwise, Officers assigned to perimeter control should adhere to the following guidelines with regard to the admittance of people and vehicles into a secure area.
 - Fire and medical personnel will be allowed access to the scene. The command representatives of fire and emergency medical services will be directed to report to the Command Post.
 - The IC, after consultation with the command representatives from the other responding agencies, or the UC, will subsequently specify what emergency equipment should be allowed to pass through the perimeter lines. Other emergency equipment arriving at the perimeter will be directed to an appropriate staging area to await orders.
 - The Medical Examiner's staff shall be granted admittance whenever appropriate. If necessary, an area should be designate for the Medical Examiner's operations outside the perimeter, for the identification of bodies and securing of personal effects.
 - Responding Weymouth Police personnel and officials will be directed to report to a designated staging area. The IC/UC will decide as to which persons should be admitted inside the outer perimeter, report to the Command Post or, if necessary, enter the inner perimeter.
 - Privately owned vehicles are not permitted access through the outer perimeter lines unless carrying required or specialized equipment and cleared by the IC/UC.
 - Parking on approach roadways should be discouraged. If allowed, it must be maintained in an orderly manner to ensure that it does not hinder the access or egress of any emergency equipment.

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12.2.3. Maintaining Command Post and Scene Security [46.1.4(c)]

- Scene and Command Post security are functions of the IC or Operations Section. Perimeter security should be maintained at all times until the end of the incident and Officers assigned to perimeter control should know the positions of other security officers and the types of weapons in use. Perimeter officers should be notified, via radio, of the arrival or presence of plain-clothes officers so as to avoid their being mistaken for a suspect. Access to the Command Post must be strictly controlled. The Command Post Security detail should verify the identification and function of persons requesting access to the Command Post, allowing passage only to essential personnel.

12.2.4. Conducting Area Evacuations [46.1.4(b)]

- An area evacuation may be necessary if an element of the incident creates a public safety threat to area residents or property. All decisions related to an area must be approved and coordinated by the IC representative from the affected area. If an evacuation is deemed necessary, the Operations Section will be responsible for carrying out this mission. Particular attention should be given to evacuating civilian personnel from inside the perimeter area. The MBTA and Weymouth Police will work with the IC/UC to support planned or ongoing evacuation efforts to the fullest extent possible. The Operations Section may enlist the help of the media through the Public Information Officer during large scale or pre-incident (such as a hurricane threat) evacuations.
 - Shelter in Place - In some instances, civilians may be asked to remain in their houses behind locked doors or Shelter in Place rather than evacuate the area. This is effective where a dangerous individual is eluding capture.

12.2.5. Prisoner Transportation [46.1.4(d)]

- Unless circumstances require otherwise, the Transportation, Processing and Confinement of Weymouth Police prisoners shall be conducted in accordance with department policy.

12.2.6. Directing and Controlling Traffic [46.1.4(e)]

- Traffic direction and control is a responsibility of the Operations Section. Officers directing and controlling traffic should do so in a manner that is the least inconvenient and disruptive to the public while maintaining perimeter security and open access ways for necessary responders. Public safety officials from the appropriate municipality will be involved in all long-term traffic diversion planning efforts. Whenever practicable, the media will be utilized to publish alternate routes and inform the public of possible delays.

12.2.7. Conducting Post Incident Investigations [46.1.4(f)]

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- The IC or Operations Section, if activated, is responsible for ensuring that a post-incident investigation is conducted. The investigative findings may identify the cause/responsibility for the incident and enable the filing of criminal charges, when appropriate.

12.3. Planning Section [46.1.5]

12.3.1. The Planning Section is responsible for the collection, evaluation and dissemination of incident situation information and intelligence to the IC. The Planning Section is also responsible for preparing status reports, displaying situation information, maintaining status of resources assigned to the incident and developing and documenting the Incident Action Plan (IAP) based on guidance from the IC.

12.3.2. Incident Action Plan (IAP) [46.1.5(a)]

- Upon initiation of the Incident Command System, the Incident Action Plan shall be created and triggered by the Incident Commander.
- The IAP contains the objectives reflecting the overall incident strategy and 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. Complex or large incidents that 1) are multi-jurisdictional, (2) are multi-disciplinary (police, fire, DPH, etc.) and/or (3) span multi-operational periods (i.e. 8 hours/12 hours).
- When written, the plan may have a number of attachments, including incident objectives, organization assignment list, division assignments, incident radio communication plan, medical plan, traffic plan, safety plan, and fire, weather, and incident maps.
- The incident action planning process includes the following steps:

Step	Action
1	Understand applicable Departmental policies and directives.
2	Assess the incident situation.
3	Establish the 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).
6	Provide necessary follow-up (change strategy or tactics as needed, add or subtract resources, etc.).

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- 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.

12.3.3. Information and Intelligence [46.1.5(b)]

- Unless the IC/UC appoints an Intelligence Officer, 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 plan is distributed to all effected officers.

12.3.4. Post-Incident Demobilization [46.1.5(c)]

- Demobilization planning occurs prior to the end of the incident. The Planning Section is responsible for creating an Incident Demobilization Plan that includes specific instructions for all personnel and resources that will require demobilization. Work on the demobilization plan should begin early in the incident with Planning Section personnel creating rosters of personnel and resources and obtaining additional necessary information from check-in proceeds. Once the Incident Demobilization Plan is approved, it will be distributed both at the incident site and elsewhere as necessary.

12.4. Logistics Function [46.1.6]

- 12.4.1. 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 and fueling, food service, communications, specialized team and equipment needs and medical support and services for the scene and emergency response personnel.

12.5. Finance and Administration Function [46.1.7]

- 12.5.1. The Finance and Administration Section is established when the agencies involved in incident management activities require finance and other administrative support, including administering any procuring additional resources; ensuring that the time personnel spend on the incident is recorded; recording expenses; processing the administrative paper work associated with rental or supply contracts; and documenting injuries, illnesses and liability issues related to the incident. The Finance and Administration Section also investigates claims involving damaged property associated with or involved in the incident.

13. De-Escalation of Personnel

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13.1. The IC may authorize the de-escalation of the police response to an emergency situation under the following conditions:

13.1.1. When it appears that the emergency situation has been resolved and the public is no longer in jeopardy; and/or

13.1.2. The emergency situation is ongoing but does not present any danger to the public.

13.2. The de-escalation process may involve the reassignment of personnel from the scene of the emergency.

14. Debriefing

14.1. Within forty-eight (48) hours of the termination of an emergency situation, the IC will be responsible for meeting with, and debriefing, all personnel involved in the situation, and to review and document the events that occurred and the actions that were taken. The IC will ensure that appropriate stress counseling is made available to all Weymouth Police personnel involved in the incident.

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