

Rules and Procedures

Rule 200

August 16, 2002

C Rule 200 - CRITICAL INCIDENT MANAGEMENT

This Rule is issued to establish the policy of the Boston Police Department for its response to and management of all Critical Incidents with special attention to the management of special circumstances. The purpose of the policy is to provide guidelines to the entire Department for the operation and management of Critical Incidents while maintaining compatibility with the Incident Command System (ICS) to efficiently manage resources and plan for the tactical resolution of an incident. In addition to having the flexibility to expand or contract as the needs of an incident require, ICS allows for the practical inclusion of outside agencies in the planning and operational process with clearly definable roles and common terminology assuring a properly coordinated effort.

Sec. 1.0 Incident Command System - An Overview

The Incident Command System (ICS) is a management system which has the flexibility and adaptability to be applied to a wide variety of incidents and events both small and large. The individual designated as the Incident Commander (IC) has responsibility for all ICS management functions. Those functions and their responsibilities are as follows:

1. Command - The IC is responsible for all incident or event activity. Although some functions may be left unfilled with those duties being wielded by the IC, there will always be an Incident Commander;
2. Operations - The Operations Section is responsible for directing the tactical actions to meet incident objectives;
3. Planning - The Planning Section is responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation;
4. Logistics - The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs; and
5. Finance/Administration - The Finance/Administration Section is responsible for keeping track of incident-related costs, personnel and equipment records and administering procurement contracts associated with the incident or event.

The Incident Commander can elect to perform all the above functions or each of these functional areas can be delegated and expanded as needed into additional organizational units with further delegation of authority.

Sec. 1.1 Management by Objectives:

With ICS, every incident, regardless of size or complexity, must include the following:

1. A solid understanding of Department policy and direction;
2. The establishment of incident objectives;
3. The selection of an appropriate strategy; and
4. The application of tactics appropriate to the strategy, assigning the right resources and monitoring of performance.

Sec. 1.2 Unity and Chain of Command:

In ICS, Unity of Command means that every individual has only one designated supervisor. Chain of Command means that there is a line of authority within the ranks of the organization with lower levels subordinate to and connected to, higher levels. In the vast majority of incidents, the command structure will consist only of:

1. Command; and
2. Single resource(s)

However, as incidents expand in size and complexity, the Chain of Command is expanded through an organizational structure which can consist of as many layers as needed, such as:

1. Command;
2. Sections;
3. Branches;
4. Divisions/Groups;
5. Units; and
6. Resources.

Sec. 1.3 Establishment and Transfer of Command:

Command at an incident is initially the responsibility of the highest ranking person on scene from the agency which has jurisdiction over the incident. Transfer of Command at an incident occurs for any of the following reasons:

1. A higher ranking or more qualified person assumes command;
2. The incident situation changes over time to where a jurisdictional or agency change in command either is legally required or it would make good management sense to make such a transfer; or
3. There is a normal turnover of personnel on long or extended incidents.

Sec. 1.4 Organizational Flexibility:

Flexibility is key to the proper functioning of ICS. At any given time, the structure and organization of an incident should reflect only what is required to meet planned tactical objectives with the size of the current organization and that of the next operational period being determined through the incident action planning process.

Depending on the complexity and scope of an incident, a number of organizational elements may be activated in the various sections without designating individual section chiefs. The IC may decide to perform all or some management functions, while appointing section chiefs to others. Although each activated element must have a person in charge of it, a single person may initially command more than one unit.

Elements which have been activated and which are clearly no longer needed are deactivated to decrease organizational size.

Sec. 1.5 Unified Command:

Unified Command is an ICS management process which allows all agencies who have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. This is accomplished without losing or giving up agency authority, responsibility or accountability.

Allowing all agencies who have a legitimate responsibility at an incident to be part of the Incident Command function is an important part of ICS. Under a Unified Command the following always applies:

1. The incident will function under a single coordinated (jointly decided upon) Incident Action Plan;
2. One Operations Section Chief will have responsibility for implementing the Incident Action Plan; and
3. One Incident Command Post will be established.

Sec. 1.6 Span of Control:

Span of Control means the number of individuals that one supervisor can effectively manage. Maintaining an effective Span of Control is particularly important on incidents where safety and accountability are a top priority.

In ICS, the Span of Control for any supervisor should fall within a range of three to seven with five being the optimum number. Any time a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered.

Sec 1.7 Common Terminology:

Because ICS may evolve into a Unified Command involving different agencies with various multi-agency terms, it is important to use common terminology to avoid confusion. In ICS, common terminology is applied to:

1. Organizational Elements - There is a consistent pattern for designating each level of the organization, e.g., sections, branches, et cetera.
2. Position Titles - Those charged with management or leadership responsibility in ICS are referred to by an ICS position title such as Officer, Chief, Director, Supervisor, et cetera. This is done to provide a way to place the most qualified personnel in organizational positions on multi-agency incidents without confusion caused by various multi-agency rank designations. It also provides a standardized method for ordering personnel to fill positions.
3. Resources - Common designations are assigned to various kinds of resources. Resources may also be further classified by type and type classification, e.g., a vehicle used in fire suppression would be classified as an engine, but would also be classified by type, tank capacity, staffing level, et cetera.

Sec. 1.8 Personnel Accountability:

ICS ensures personnel accountability through the following:

1. Check-In - Requires all personnel to check-in upon arrival at an incident;
2. Unity of Command - Ensures everyone has only one supervisor;
3. Resource Status Unit - Maintains the status of all assigned resources;
4. Division/Group Assignment Lists - Identifies resources with active assignments in the Operations Section; and
5. Unit Logs - includes a record of personnel assigned and of major events occurring in all ICS organizational elements.

Sec. 1.9 Integrated Communications:

The ability to effectively communicate within ICS is absolutely critical. There are at least three ways to view the communications issues that must be solved:

1. The "hardware" systems that transfer information;
2. The planning that must occur for the use of all available communications frequencies and resources; and
3. The actual procedures and processes for transferring information.

Effective communication during every Critical Incident requires a Communications Plan. Depending on the complexity of the incident and the number of agencies involved, the communications plan can be simple or complex and involve several different communication networks. These may include:

1. Command Net - Established to link supervisory personnel from Incident Commander down to and including Division and Group supervisors;
2. Tactical Nets - Established in various ways, e.g., by agency, department, geographical area or function. Tactical nets may be established for each branch or for Divisions and groups, depending upon hardware and frequency availability and specific incident needs;
3. Support Nets - Established on larger incidents to handle logistics traffic and resource status changes;
4. Ground-to-Air - Established to coordinate ground-to-air traffic; and
5. Air-to-Air - Assigned for coordination between aircraft assigned to an incident.

An awareness of available communications systems and frequencies, combined with an understanding of incident requirements, will enable the Communications Unit Leader to develop an effective Communications Plan for each operational period.

To ensure that all personnel understand clearly the information that is being transmitted, especially in a multi-agency incident management system, all transmissions will be in clear text without the use of radio codes (or miscels).

Sec. 1.10 Resources Management:

Resources assigned to an incident are categorized in one of the following ways:

1. Single Resources - Single Resources include both personnel and their assigned equipment.
2. Task Forces - Task Forces refer to any combination of single resources within span of control guidelines. They are assembled for a particular tactical need, with common communications and a leader. Task Forces can be pre-determined or assembled at an incident from available single resources.
3. Strike Teams - Strike Teams are combinations of a designated number of the same kind and type of resources with common communications and a leader. The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines should apply. Strike Teams can be pre-determined or assembled at an incident from available single resources.

Advantages of the use of both Task Forces and Strike Teams are:

1. Maximization of the effective use of resources;
2. Reduction in the span of control; and
3. Reduction in communications traffic.

Tactical Resources assigned to an incident will always be in one of three status conditions:

1. Assigned - Resources are performing an active assignment;

2. Available - Resources are ready for deployment, but not assigned; or
3. Out of Service - Resources are not available.

Sec. 1.11 Incident Action Plan:

Every incident must have an Incident Action Plan, oral or written, which shall provide all incident supervisory personnel with appropriate direction for future actions.

Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period. It is important to use written action plans whenever:

1. Two or more jurisdictions are involved;
2. The incident will overlap major changes in personnel changes or go into a new operational period;
3. There is a partial or full activation of the ICS organization.

For smaller incidents, an ICS Incident Briefing Form may be used to record initial actions and list assigned and available resources. A more formal written Incident Action Plan, based on an ICS format, is necessary as incidents grow in size and/or complexity.

Sec. 2.0 ICS Position Responsibilities

The ICS organization develops around five major functions that are required on any incident whether it is large or small. For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times. The following are the major responsibilities and duties of all ICS positions. Individual agencies may have additional responsibilities and more detailed lists of duties.

Sec. 2.1 Incident Commander (IC) and ICS Command Staff:

The Incident Commander and the ICS Command Staff consist of the following:

1. Incident Commander
2. Information Officer
3. Liaison Officer
4. Agency Representatives
5. Safety Officer

Sec 2.11 Responsibilities of the Incident Commander

1. Assess the situation and/or obtain a briefing from the prior IC;
2. Determine incident objectives and strategy;
3. Establish the immediate priorities;
4. Establish an Incident Command Post;
5. Establish an appropriate organization;
6. Ensure planning meetings are scheduled as required;
7. Approve and authorize the implementation of an Incident Action Plan;
8. Ensure that adequate safety measures are in place;
9. Coordinate activity for all Command and General Staff;
10. Coordinate with key people and officials;
11. Approve requests for additional resources or for the release of resources;
12. Keep agency administrator informed of incident status;
13. Approve the use of trainees, volunteers and auxiliary personnel;
14. Authorize release of information to the news media; and
15. Order the demobilization of the incident when appropriate.

Sec. 2.12 Responsibilities of Incident Command Staff

1. Information Officer

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under a Unified Command and multi-jurisdiction incidents. As necessary, the Information officer may have assistants, who may or may not represent assisting agencies or jurisdictions.

The following are the major responsibilities of the Information Officer which would generally apply on any incident:

1. Determine from the IC if there are any limits on information release;
2. Develop material for use in media briefings;
3. Obtain the approval of the IC on all media releases;
4. Inform the media and conduct media briefings;
5. Arrange for tours and other interviews or briefings that may be required;
6. Obtain media information that may be useful to incident planning;
7. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel; and
8. Maintain Unit Log.

2. Liaison Officer

Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Liaison Officer major responsibilities and duties are:

1. Be a contact point for Agency Representatives;
2. Maintain a list of assisting and cooperating agencies and Agency Representatives;
3. Assist in establishing and coordinating interagency contacts;
4. Keep agencies supporting the incident aware of incident status;
5. Monitor incident operations to identify current or potential inter-organizational problems;
6. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources; and
7. Maintain a Unit Log.

3. Agency Representatives

In many multi-jurisdictional incidents, an agency or jurisdiction will send a representative to assist in coordination efforts. Known in ICS as an Agency Representative, this person is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer, or in the absence of the Liaison Officer, to the Incident Commander.

Responsibilities of an Agency Representative are:

1. Ensure that all agency resources are properly checked-in at the incident;
2. Obtain briefing from the Liaison Officer or the IC;
3. Inform assisting or cooperating agency personnel on the incident that they are appointed as the Agency Representative for that agency;
4. Attend briefings and planning meetings as required;
5. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency;
6. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident;
7. Ensure the well-being of agency personnel assigned to the incident;
8. Advise the Liaison Officer of any special agency needs or requirements;
9. Report to home agency dispatch or headquarters on a pre-arranged schedule;

10. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure;
11. Ensure that all required agency forms, reports and documents are complete prior to departure; and
12. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

4. Safety Officer

The Safety Officer's function is to develop and recommend measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants who may or may not represent assisting agencies or jurisdictions. Safety Assistants may have specific responsibilities such as hazardous materials, air operations, et cetera.

Responsibilities of the Safety Officer are:

1. Participate in planning meetings;
2. Identify hazardous situations associated with the incident;
3. Review the Incident Action Plan for safety implications;
4. Exercise emergency authority to stop and prevent unsafe acts;
5. Investigate accidents that have occurred within the incident area;
6. Assign assistants as needed;
7. Review and approve the medical plan; and
8. Maintain a Unit Log.

Sec. 2.2 ICS General Staff Positions:

The General Staff consists of the following positions:

1. Operations Section Chief
2. Planning Section Chief
3. Logistics Section Chief
4. Finance Administration Section Chief

Sec. 2.21 Operations Section

The Operations Section is responsible for the direction and coordination of all incident tactical operations. This is done under the direction of the Operations Section Chief. The Operations Section may consist of Single Resources or be further subdivided into Branches, Division/Groups and Task Force/Strike Teams, as the needs of the incident require.

Tasks and responsibilities within the Operations Section may be divided along functional lines, geographic areas or a combination of both.

1. Responsibilities of the Operations Section Chief are:
 1. Manage tactical operations;
 1. Interact with next lower level of Section (Branch, Division/Group) to develop the operations portion of the Incident Action Plan; and
 2. Request resources needed to implement the Operation's tactics as a part of the Incident Action Plan development.
 2. Assist in development of the operations portion of the Incident Action Plan;
 3. Supervise the execution of the Incident Action Plan for Operations;
 1. Maintain close contact with subordinate positions; and
 2. Ensure safe tactical operations.
 4. Request additional resources to support tactical operations;
 5. Approve release of resources from assigned status (may not release from the incident);
 6. Make or approve expedient changes to the Incident Action Plan during the Operational Period as necessary;
 7. Maintain close communication with the Incident Commander; and
 8. Maintain a Unit Log.
2. Responsibilities of Branch Director (Branches may be functional or geographic)
 1. Obtain briefing from the Operations Section Chief;
 2. Supervise Branch operations;
 3. Develop alternatives for Branch control operations;
 4. Interact with the Operations Section Chief and other Branch Directors to develop tactics to implement incident strategies;
 5. Be prepared to attend incident planning meetings at the request of the Operations Chief;
 6. Review Division/Group assignments within the Branch and report status to the Operations Section Chief;
 7. Monitor and inspect progress and make changes as necessary;
 8. Resolve logistics problems reported by subordinates; and
 9. Maintain a Unit Log.
3. Responsibilities of Division/Group Supervisor
 1. Obtain briefing from the Operations Section Chief or appropriate Operations Branch Director;
 2. Review assignments with subordinates;
 3. Inform Resource Unit (if established) of status changes of resources assigned to the Division/Group;
 4. Coordinate activities with adjacent Divisions/Groups;

5. Monitor and inspect progress and make changes as necessary;
6. Keep supervisor informed of situation and resources status;
7. Resolve tactical assignment and logistics problems within the Division/Group;
8. Keep supervisor informed of hazardous situations and significant events;
9. Ensure that assigned personnel and equipment get to and from their assignments in a timely and orderly manner; and
10. Maintain a Unit Log.

4. Responsibilities of Task Force/Strike Team Leader

1. Obtain briefing from supervisor (Division/Group Supervisor, Operations Section Chief or Incident Commander - depending upon how the incident is organized);
2. Review assignment with subordinates and assign tasks;
3. Travel to and from active assignment area with assigned resources;
4. Monitor and inspect progress and make changes as necessary;
5. Coordinate activities with any adjacent Task Force/Strike Team, single resources or functional group working in the same location;
6. Keep supervisor advised of situation and resource status;
7. Retain control of assigned resources while in available or out-of-service status; and
8. Maintain a Unit Log.

5. Responsibilities of person in charge of a Single Resource

The person in charge of a single tactical resource will carry the unit designation of the resource.

1. Obtain briefing from the Division/Group Supervisor or Task Force/Strike Team Leader;
2. Review assignments;
3. Obtain necessary equipment/supplies;
4. Review weather/environmental conditions for assignment area;
5. Brief subordinates on safety measures;
6. Monitor work progress;
7. Ensure adequate communications with supervisor and subordinates;
8. Keep supervisor informed of progress and any changes;
9. Inform supervisor of problems with assigned resources;
10. Brief relief personnel and advise them of any change in conditions;
11. Return equipment and supplies to appropriate unit; and
12. Complete and turn in all time and use records on personnel and equipment.

6. Responsibilities of a Staging Area Manager

Whenever an incident is not large enough for a Logistics Section to be activated, the

Staging Area Manager reports to the Operations Section Chief (or to the Incident Commander if the Operations Section Chief position has not been filled).

1. Establish layout of the Staging Area(s);
2. Post areas for identification and traffic control;
3. Provide check-in for incoming resources;
4. Determine required resource reserve levels from the Operations section Chief or Incident Commander;
5. Advise the Operations Section Chief or Incident Commander when reserve levels reach minimums;
6. Maintain and provide status to Resource Unit of all resources in Staging Area(s);
7. Respond to Operations Section Chief or Incident Commander requests for resources;
8. Request logistical support for personnel and/or equipment as needed;
9. Maintain Staging Area in an orderly condition;
10. Demobilize or move Staging Area(s) as required; and
11. Maintain a Unit Log.

Sec. 2.22 Planning Section

The Planning Section collects, evaluates, processes and disseminates information for use at the incident. When activated, the Planning Section is managed by the Planning Section Chief who is a member of the General Staff.

The four units within the Planning Section that can be activated as necessary are:

1. Resources Unit
2. Situation Unit
3. Documentation Unit
4. Demobilization Unit

1. Responsibilities of Planning Section Chief

1. Collect and process situation information about the incident;
2. Supervise preparation of the Incident Action Plan;
3. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan;
4. Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate;
5. Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units);
6. Determine need for any specialized resources in support of the incident;
7. If requested, assemble and disassemble strike teams and task forces not assigned to operations;

8. Establish special information collection activities as necessary, e.g., weather, environmental, toxic, et cetera;
9. Assemble information on alternative strategies;
10. Provide periodic predictions on incident potential;
11. Report any significant changes in incident status;
12. Compile and display incident status information;
13. Oversee preparation of Incident demobilization plan;
14. Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan; and
15. Maintain a Unit Log.

2. Unit Leaders - Common Responsibilities

In ICS, a number of Unit Leader responsibilities are common to all units in all parts of the organization. Instead of repeating them within the responsibilities of each Unit Leader, the Common responsibilities of all Unit Leaders listed below are:

1. Obtain briefing from Section Chief;
2. Participate in incident planning meetings, as required;
3. Determine current status of unit activities;
4. Confirm dispatch and estimated time of arrival of staff and supplies;
5. Assign specific duties to staff; supervise staff;
6. Develop and implement accountability, safety and security measures for personnel and resources;
7. Supervise demobilization of unit, including storage of supplies;
8. Provide Supply Unit Leader with a list of supplies to be replenished; and
9. Maintain unit records, including a Unit Log.

3. Responsibilities of Resources Unit

In addition to the common Unit responsibilities listed above, this Unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident by:

1. Overseeing the check-in of all resources;
2. Maintaining a status-keeping system indicating current location and status of all resources; and
3. Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, et cetera.

4. Responsibilities of Situation Unit

In addition to the common Unit responsibilities listed above, this Unit is responsible for the collection, processing and organizing of all incident information. The Situation Unit may prepare future projections of incident growth, maps and intelligence information.

1. Beginning collection and analysis of incident data as soon as possible;

2. Collecting, processing and organizing all incident information;
3. Preparing, posting or disseminating resource and situation status information as required, including special requests;
4. Preparing future projections of incident growth, maps and intelligence information;
5. Preparing predictions, periodically or as requested;
6. Preparing the incident status summary; and
7. Providing photographic services and maps, as required.

5. Responsibilities of Documentation Unit

In addition to the common Unit responsibilities listed above, this Unit is responsible for:

1. Sets up work area and begin organization of incident files.
2. Establish and provide duplication services.
3. File all official forms and reports.
4. Review records for accuracy and completeness and inform appropriate units of errors or omissions.
5. Provide incident documentation as required.
6. Store files for post-incident use.
7. Maintain accurate, up-to-date incident files, which shall be stored for legal, analytical, and historical purposes.

6. Demobilization Unit

On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

In addition to the common responsibilities listed above, this Unit is responsible for:

1. Review incident resource records to determine the likely size and extent of demobilization effort.
2. Develop the Incident Demobilization Plan.
3. Add additional personnel, workspace and supplies as needed.
4. Coordinate demobilization with Agency Representatives.
5. Monitor ongoing Operations Section resource needs.
6. Identify surplus resources and probable release time.
7. Develop incident checkout functions for all units.
8. Evaluate logistics and transportation capabilities to support demobilization.
9. Establish communication with off-incident facilities.
10. Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.
11. Prepare appropriate directions (e.g., maps, instructions, etc.) for inclusion in the Demobilization Plan.
12. Distribute Demobilization Plan (on and off site).

13. Ensure that all Sections/Units understand their specific demobilization responsibilities.
14. Supervise execution of the Incident Demobilization Plan.
15. Brief Planning Section Chief on the Demobilization Plan.

7. Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. In the Planning Section, Technical Specialists may report to either the Planning Section Chief or the Designated Unit Leader.

Sec. 2.23 Logistics Section

With the exception of aviation support, all incident support needs are provided by the Logistics Section. The Logistics Section is managed by the Logistics Section Chief, who may assign a Deputy Section Chief. A Deputy Section Chief is most often assigned when all designated units (listed below) within the Logistics Unit are activated.

Units which may be established within the Logistics Section are:

1. Supply Unit
 2. Facilities Unit
 3. Ground Support Unit
 4. Communication Technology Unit
 5. Provisions Unit
 6. Medical Unit
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1. Responsibilities of Logistics Section Chief

The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief. The Logistics Section Chief's duties and responsibilities include:

1. Manage all incident logistics;
2. Provide logistical input to the Incident Commander in preparing the Incident Action Plan;
3. Brief Branch Directors and Unit Leaders as needed;
4. Identify anticipated and known incident service and support requirements;
5. Request additional resources as needed;
6. Review and provide input to the Communications Plan, Medical Plan, and Traffic Plan;
7. Supervise requests for additional resources; and

8. Oversee demobilization of Logistics Unit.

2. Responsibilities of Supply Unit

The Supply Unit's duties and responsibilities include:

1. Provide input to Logistics Section planning activity;
2. Provide supplies to Planning, Logistics, and Finance/Administration Sections;
3. Determine the type and amount of supplies en route;
4. Order, receive, distribute, and store supplies and equipment;
5. Respond to requests for personnel, equipment, and supplies;
6. Maintain an inventory of supplies and equipment;
7. Service reusable equipment, as needed; and
8. Ordering all off-site incident resources, including tactical and support resources, personnel and all expendable and non-equipment support supplies.

3. Responsibilities of Facilities Unit

The Facility Unit's duties and responsibilities include:

1. Set up, maintenance and demobilization of all incident support facilities except Staging Areas;
2. Participate in Logistics Section/Support Branch planning activities;
3. Determine requirements for each incident facility;
4. Prepare layouts of facilities and inform appropriate unit leaders;
5. Activate incident facilities;
6. Obtain and supervise personnel to operate facilities, including Base, Camp and Security Managers;
7. Provide security services;
8. Provide facility maintenance services, e.g., sanitation, lighting, etc.; and
9. Demobilize base, camp facilities.

The following Managers report directly to the Facilities Unit Leader:

1. Security Manager
2. Base Manager
3. Camp Manager

1. Security Manager

The Security Manager's duties and responsibilities include:

1. Establish contacts with local law enforcement agencies as required;

2. Contact the Resource Use Specialist (if assigned) or Agency Representatives to discuss any special custodial requirements which may effect operations;
3. Request necessary personnel to accomplish work assignments;
4. Ensure that support personnel are qualified to manage security problems;
5. Develop a security plan for incident facilities;
6. Adjust the security plan for personnel and equipment changes and release.
7. Coordinate security activities with appropriate incident personnel;
8. Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives;
9. Prevent theft of all property;
10. Investigate and document all complaints and suspicious occurrences;
11. Demobilize in accordance with the Incident Demobilization Plan; and
12. Provide safeguards necessary for protection of personnel and property from loss or damage.

2. Base Manager

The Base Manager's duties and responsibilities include:

1. Determine requirements for establishing an Incident Base;
2. Understand and comply with establishing restrictions;
3. Determine personnel support requirements;
4. Ensure that appropriate sanitation, security and facility management services are in place at the Base;
5. Obtain necessary equipment and supplies;
6. Ensure that all facilities and equipment necessary for base support operations are set up and functioning;
7. Make sleeping area assignments;
8. Ensure strict compliance with applicable safety regulations;
9. Ensure that all facility maintenance services are provided;
10. Ensure that adequate security and access control measures are being applied; and
11. Demobilize Base when directed.

3. Camp Manager

On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations.

The Camp Manager's duties and responsibilities include:

1. Determine or establish number of personnel assigned to camp;

2. Determine any special requirements or restrictions on facilities or operations.
3. Obtain necessary equipment and supplies;
4. Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning;
5. Make sleeping arrangements and assignments;
6. Provide direct supervision for all facility maintenance and security services;
7. Ensure strict compliance with safety regulations;
8. Ensure that all camp-to-base communications are centrally coordinated;
9. Ensure that all camp-to-base transportation scheduling is centrally coordinated;
10. Provide overall coordination of camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives; and
11. Demobilize the camp in accordance with the Incident Action Plan.

4. Ground Support Unit

The Ground Support Unit's duties and responsibilities include:

1. Participate in Support Branch/Logistics Section planning activities;
2. Provide support services (fueling, maintenance, and repair) for all mobile equipment and vehicles, with the exception of aviation resources;
3. Order maintenance and repair supplies (e.g., fuel, and spare parts);
4. Provide support for out-of-service equipment;
5. Develop the Incident Traffic Plan;
6. Maintain an inventory of support and transportation vehicles;
7. Record time use for all incident-assigned ground equipment (including contract equipment);
8. Update the Resources Unit with the status (location and capability) of transportation vehicles;
9. Provide ground transportation of personnel, supplies and equipment; and
10. Maintain incident roadways as necessary.

1. Equipment Manager

The Equipment Manager reports to the Ground Support Unit Leader and is responsible for the following:

1. Service, repair, and fuel for all equipment;
2. Transportation and support vehicle services; and
3. Maintenance of equipment use and service records.

5. Communication Technology Unit

The Communication Technology Unit's duties and responsibilities include:

10. Advise on communications capabilities/limitations.
11. Prepare and implement the Incident Radio Communications Plan (ICS Form 205)
12. Establish and supervise the Technology, Incident Communications Center and Message Center.
13. Establish telephone, computer links, and public address systems.
14. Establish communications equipment distribution and maintenance locations.
15. Install and test all communications equipment.
16. Oversee distribution, maintenance and recovery of communications equipment, e.g., portable radios and FAX machines.
17. Develop and activate an equipment accountability system.
18. Provide technical advice on:
 1. Adequacy of communications systems
 2. Geographical limitations
 3. Equipment capabilities
 4. Amount and types of equipment available
10. Develop plans for the use of incident communications equipment and facilities.

6. Provisions Unit

The Provisions Unit's duties and responsibilities include:

9. Determine food and water requirements;
10. Determine method of feeding to best fit each facility or situation;
11. Obtain necessary equipment and supplies and establish cooking facilities;
12. Ensure that well-balanced menus are provided;
13. Order sufficient food and potable water from the Supply Unit;
14. Maintain an inventory of food and water;
15. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed;
16. Supervise caterers, cooks, and other Provisions Unit personnel as appropriate; and
17. Provide food for the entire incident, including all remote locations (e.g., Camps, Staging Areas), and for personnel unable to leave tactical field assignments.

7. Medical Unit

The Medical Unit's responsibilities and duties include:

0. Develop an Incident Medical Plan (to be included in the Incident Action Plan).
1. Determine level of emergency medical activities prior to activation of Medical Unit.
2. Provide medical aid.
3. Acquire and manage medical support personnel.
4. Prepare the Medical Emergency Plan (ICS Form 206).

5. Develop procedures for managing major medical emergencies.
6. Respond to requests for:
 1. Medical Aid
 2. Medical Transportation
 3. Medical Supplies
7. Assist the Finance/Administration Section with processing paper work related to injuries or deaths of incident personnel.

Note that the provision of medical assistance to the public or victims of the emergency is an operational function, and would be done by the Operations Section and not by Logistics Section Medical Unit.

Sec. 2.24 Finance/Administration Section

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated. There are four units, which may be established within the Finance/Administration Section.

1. Time Unit
2. Procurement Unit
3. Compensation/Claims Unit
4. Cost Unit

1. Responsibilities of Finance/Administration Section Chief

The Finance/Administration Section Chief's duties and responsibilities include:

1. Manage all financial aspects of an incident.
2. Provide financial and cost analysis information as requested.
3. Gather pertinent information from briefings with responsible agencies.
4. Develop an operating plan for the Finance/Administration Section.
5. Fill supply and support needs.
6. Determine need to set up and operate an incident commissary.
7. Meet with Assisting and Cooperating Agency Representatives as needed.
8. Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
9. Ensure that all personnel time records are accurately completed and transmitted to home agencies according to policy.
10. Provide financial input to demobilization planning.
11. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
12. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

2. Time Unit

The Time Unit's duties and responsibilities include:

1. Determine incident requirements for time recording function.
2. Contact appropriate agency personnel/representatives.
3. Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
4. Maintain separate logs for overtime hours.
5. Establish and manage commissary operation on larger or long-term incidents.
6. Submit cost estimate data forms to Cost Unit as required.
7. Maintain record security.
8. Ensure that all records are current and complete prior to demobilization.
9. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
10. Collect and process time records for each operational period.

Two positions may report to the Time Unit Leader:

1. Personnel Time Recorder - Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotion, etc.
2. Commissary Manager - Establishes, maintains, and demobilizes commissary. Also responsible for commissary security.

3. Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. This Unit works closely with local fiscal authorities to ensure efficiency.

The Procurement Unit's duties and responsibilities include:

1. Review incident needs and any special procedures with Unit Leaders.
2. Coordinate with local jurisdiction on plans and supply sources.
3. Obtain Incident Procurement Plan.
4. Prepare and authorize contracts and land-use agreements.
5. Draft memoranda of understanding.
6. Establish contracts and agreements with supply vendors.
7. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
8. Ensure that a system is in place, which meets agency property management requirements. Ensure proper accounting for all new property.

9. Interpret contracts and agreements, and resolve disputes.
10. Coordinate with Compensation/Claims Unit for processing claims.
11. Coordinate use of imprest funds (funds loaned or advanced for the operation of the incident) as required .
12. Complete final processing of contracts and send documents for payment.
13. Coordinate cost data in contracts with Cost Unit Leader.
14. Maintain equipment time records.
15. Manage all equipment rental agreements.
16. Process all rental and supply fiscal document billing invoices.

Equipment Time Recorder - Oversees the recording of time for all equipment assigned to an incident. Also posts all charges or credits for fuel, parts, service, etc., used by equipment.

4. Compensation/Claims Unit

In the ICS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file on injuries and illnesses associated with the incident will be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

The Compensation/Claims Unit's duties and responsibilities include:

1. Establish contact with incident Safety Officer and Liaison Officer (or Agency Representative if no Liaison Officer is assigned).
2. Determine the need for Compensation-for-Injury and Claims Specialist and order personnel as needed.
3. Establish a Compensation-for-Injury work area within or as close as possible to the Medical Unit.
4. Review Incident Medical Plan.
5. Review procedures for handling claims with Procurement Unit.
6. Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
7. Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
8. Investigate all claims involving property associated with or involved in the incident.

Two specialists report to the Compensation/Claims Unit Leader:

1. Compensation-for-Injury Specialist - Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.
2. Claims Specialist - Manages all claims-related activities (other than injury) for an incident.

5. Cost Unit

The Cost Unit's duties and responsibilities include:

1. Coordinate with agency headquarters on cost reporting procedures.
2. Collect and record all cost data.
3. Develop incident cost summaries.
4. Prepare resources-use cost estimates for the Planning Section.
5. Make cost-saving recommendations to the Finance/Administration Section Chief.
6. Provide all incident cost analysis.
7. Ensure the proper identification of all equipment and personnel requiring payment.
8. Records all cost data, analyzes and prepares estimates of incident costs, and maintains accurate records of incident costs.

Sec. 3.0 Mission Statement

The primary mission of the Department in any Critical Incident situation is the protection and preservation of life. Tactical operations that are conducted in these instances shall be managed by the Operations Chief who shall be guided by the premise that preservation of life extends to all persons, and includes sworn personnel, suspects, perpetrators, hostages and uninvolved bystanders. The Department recognizes that Critical Incidents may also create multi-jurisdictional or multi-functional responsibilities and, should the situation require, it is fully prepared to establish a Unified Command to ensure the efficient use of resources and expertise to bring about a successful resolution of the incident or the efficient transfer of command should jurisdictional or functional needs change.

The Department recognizes that in such situations personnel are subjected to extraordinary demands and stresses and shall provide, under the direction of the Stress Support Unit, evaluation, education and stress mediation through a Critical Incident Debriefing process.

Sec. 4.0 Critical Incident Definitions

Sec. 4.1 Barricaded Suspect: Any person who has the demonstrated capability and/or the stated intention to cause death or great bodily harm to himself and/or another person and has

achieved tactical superiority by the use of physical obstruction including but not limited to buildings, open fields, vehicles or any other natural or man-made barrier.

Sec. 4.2 Critical Incident: Any man-made or natural disaster, major violent incident, or incident involving an act of violence or potential act of violence in which public safety personnel and/or civilians are subject to extreme danger.

Sec. 4.3 Code 99: The Department's code which identifies a situation as being a Special Threat Situation and sets the appropriate notification/response system in action.

Sec. 4.4 Code 100: The Department's code which identifies a situation as being a Crowd Control Problem and sets the appropriate notification/response system in action.

Sec. 4.5 Code 101: The Department's code which identifies a situation as one involving Fire, Explosion or Structural Collapse incidents and sets the appropriate notification/response system in action.

Sec. 4.6 Code 102: The Department's code which identifies a situation as being one involving a Mass Casualty incident and sets the appropriate notification/response system in action.

Sec. 4.7 Code 103: The Department's code which identifies a situation as being a Natural Disaster (e.g. hurricane, major storm, etc.) incident and sets the appropriate notification/response system in action.

Sec. 4.8 Code 104: The Department's code which identifies a situation as being one involving Hazardous Materials (HazMat) or Weapons of Mass Destruction (WMD) incidents and sets the appropriate notification/response system in action.

Sec. 4.9 Code 105: The Department's code which identifies a situation as being one involving Active Shooter Rapid Deployment Protocol incidents and sets the appropriate notification/response system in action.

Sec. 4.10 Critical Incident Negotiation Team: A group of sworn officers who have been specially trained in negotiation techniques.

Sec. 4.11 Critical Incident Negotiation Team Coordinator: A Superior Officer who is an active member of the Critical Incident Negotiation Team, as well as being responsible for their selection, training, operational use and administrative affairs.

Sec. 4.12 Crowd Control Problem: Any situation involving a large crowd of people where the use of planned tactics is necessary to maintain public safety.

Sec. 4.13 Entry and Apprehension Team: Officers, under the direction of a supervisor, specifically trained and equipped in containment, assault and firearm tactics, for the purpose of

apprehending persons who are probably armed and/or barricaded and/or the rescue of hostages or victims.

Sec. 4.14 Firearms Control: Absolute adherence to the principle that there shall be no discharge of firearms unless authorized by the Incident Commander, except in self defense or the preservation of life.

Sec. 4.15 Hostage Situation: Any incident where a suspect(s) is holding a hostage(s) and where the suspect(s) threatens the life of, or great bodily injury to, the hostage(s), with the unlawful intent of evading arrest, escaping, obtaining the release of persons in custody, obtaining money and/or property or attaining any other objective.

Sec. 4.16 Incident Base: Location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the Base.

Sec. 4.17 Incident Commander (IC): The Incident Commander (IC) shall be the person with responsibility for the overall management of the incident. Except in multi-jurisdictional or multi-functional Unified Commands, the command function is the responsibility of a single person, who remains in command until formally relieved, or until transfer of command is accomplished. The IC shall be the highest ranking officer present, subject to the provisions of Rule 101, concerning Command and Control. Whenever a District Commander is relieved of the position of Incident Commander by a person of higher rank, the District Commander shall then be the Deputy Incident Commander.

Sec. 4.18 Incident Command Post (ICP): The location at which the primary command functions are executed. The ICP may be collocated with the Incident Base.

Sec. 4.19 Incident Command System (ICS): A system of incident management with the flexibility to expand and contract to meet the needs of any situation. It is a nationally recognized system that was originally mandated for use in Hazardous Materials Incidents. ICS is a model for all multi-jurisdictional events and provides for the proper application of five major management activities - Command, Operations, Planning, Logistics and Finance. It also provides a workable framework for Mobilizations and De-Mobilizations, and in cases of multi-jurisdictional or multi-functional responsibilities, allows for the formation of a Unified Command.

Sec. 4.20 Information Officer: A sworn officer from the Office of Media Relations shall be designated by the IC as the Information Officer, who shall ensure the security of the Press Area and coordinate with the Incident Commander as to what information can be released without jeopardizing the safety of the hostages, the police or the tactical plan.

Sec. 4.21 Liaison Officer: A Superior Officer so designated by the IC who shall act as the command officer of the command post. The Liaison Officer shall serve as the link to outside resources and agencies and coordinate the arrival and placement of resources, both personnel and material with the Staging Area Manager.

Sec. 4.22 Operations Chief (OC): The person in charge of the Operations Section who is responsible for the management of all tactical operations at the incident. Unless otherwise designated by the IC, the Operations Chief shall be the highest ranking officer present from the Special Operations Division.

Sec. 4.23 Operations Section: The Section responsible for all tactical operations at the incident. The Section includes any Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources and Staging Areas necessary to support tactical operations.

Sec. 4.24 Perimeter:

Sec. 4.24.1 Inner Perimeter: Area of containment closest to the situation.

Sec. 4.24.2 Outer Perimeter: Area of containment located immediately outside of the inner perimeter.

Sec. 4.24.3 Traffic Perimeter: Area of containment farthest from the situation, that prevents unauthorized persons from interfering with the situation.

Sec. 4.25 Recording Officer: Until otherwise designated by the IC, the Recording Officer shall be an officer assigned to the original response unit. The Recording Officer shall keep an incident log of all the pertinent facts and details surrounding the incident in chronological order.

Sec. 4.26 Sniper: Any person who causes, attempts to cause or threatens to cause death or bodily injury to other persons by discharging or threatening to discharge a firearm or other lethal weapon from an initially concealed position.

Sec. 4.27 Special Threat Situation: Any situation involving a barricaded suspect, a hostage situation, a threatened suicide or the execution of a search/arrest warrant.

Sec. 4.28 Staging Area: Location(s) at an incident which provide for efficient resource management by providing a specific location(s) beyond the outer perimeter for responding personnel, equipment and units to be placed while awaiting an operational assignment. Unless the Logistics Section has been activated, Staging Areas are managed by the Operations Section under the direction of a Staging Area Manager.

Sec. 4.29 Staging Area Manager: Unless the Logistics Section has been activated, the Staging Area Manager reports to the Operations Section Chief and is the person responsible for checking-in and managing the resources being held in reserve at the Staging Area while they are awaiting an operational assignment. The Staging Area Manager shall be responsible for ensuring that an accurate record is kept of all responding units and/or personnel and that a report of such is provided to the Recording Officer at the conclusion of the incident.

Sec. 4.30 Terrorism: The calculated use of violence or threats of violence by a person(s) or a group(s) to instill fear for the purpose of coercing or intimidating governments or society in the pursuit of goals that are generally political, religious or ideological.

Sec. 4.31 Unified Command: A unified team effort which allows all agencies with responsibility for an incident, either geographical or functional, to manage the incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

Sec. 5.0 Critical Incident Types

Response procedures using the Incident Command System shall be utilized for all Critical Incidents, including, but not limited to:

1. Special Threat Situations - Code 99 ([see Addendum A](#));
 1. Barricaded suspect;
 2. Hostage situation;
 3. Threatened Suicide; and
 4. Execution of Search/Arrest Warrants;
2. Crowd Control Incidents - Code 100 ([see Addendum B](#));
3. Fire, Explosion and Structural Collapse Incidents - Code 101 ([see Addendum C](#));
4. Mass Casualty Incidents - Code 102 ([see Addendum D](#));
5. Natural Disasters, e.g., blizzard, hurricane, major snow or ice storm, etc. - Code 103 ([see Addendum E](#));
6. Hazardous Materials (HazMat) and Weapons of Mass Destruction (WMD) Incidents - Code 104 ([see Addendum F](#));
7. Active Shooter Rapid Deployment Protocol Incidents - Code 105 ([see Addendum G](#)).

Sec. 6.0 Duties and Responsibilities of Responding Officers

The following duties and responsibilities apply in all situations in which the Boston Police Department is the agency with primary responsibility for resolving a particular type of critical incident. The duties and responsibilities of Boston Police Officers at critical incidents that are the primary responsibility of other agencies (EMS, Fire, etc.) shall be to provide support to those agencies by performing duties such as, directing traffic, controlling access (perimeter control) and conducting evacuations and warnings.

Sec. 6.1 First Responding Officers:

The first officer(s) to arrive at the scene, regardless of rank, shall assume the duties of Incident Commander (IC) until relieved and shall:

1. Determine the type of Critical Incident;
2. Identify and locate any injured persons, rendering first aid as necessary, and evacuate both the injured and any bystanders, if it is safe to do so;
3. Notify the dispatcher and relay the following information:
 1. Appropriate Critical Incident code;
 2. Exact location of the incident;
 3. Location to which responding units should be sent; and
 4. Areas or streets that may be unsafe for units to enter;
4. Request a Patrol Supervisor;
5. Detain witnesses to establish the following:
 1. Crime(s) committed, if any;
 2. Number of suspect(s) and weapon(s), if any;
 3. Number and location of hostage(s), if any; and
 4. Identity of all parties involved;
6. Maintain radio communication with the Dispatch Center keeping the dispatcher informed of progress of the situation; and
7. Keep the radio channel as clear as possible by maintaining appropriate radio discipline.

The response unit originally assigned to the call by the dispatcher is responsible for completing the incident report. Unless otherwise designated by the IC, this unit will be assigned as the Recording Officer for the incident and shall maintain an incident log of all the pertinent facts and details surrounding the incident in chronological order.

Sec. 6.2 Patrol Supervisor:

The Patrol Supervisor assigned by the dispatcher shall:

1. If the Patrol Supervisor is the highest ranking officer present, subject to the provisions of Rule 101, concerning Command and Control, announce arrival and assumption of command to all officers on-scene by radio and assume the duties of Incident Commander (IC);
2. Ensure that the Recording Officer maintains an incident log of all responding units, assignments, events, radio traffic and any other pertinent facts and details surrounding the incident in chronological order;
3. Debrief the first responding officer(s);

4. Evaluate the situation, verify the type of Critical Incident and notify Operations to make the appropriate notifications;
5. In coordination with the dispatcher, shift to an alternate communications channel or request a clear channel. Ensure that all officers on scene and in the Staging Area(s) make the shift to the appropriate radio channel;
6. Establish an inner perimeter. (The inner perimeter is to be staffed only by authorized uniformed personnel, excepting Negotiators. Where necessary, personnel shall be deployed or re-deployed based on the degree of danger to officers, bystanders and hostages.);
7. Establish an outer and traffic perimeter and deploy perimeter control personnel. Allow only authorized persons inside the outer perimeter;
8. Ensure injured and bystanders are evacuated, if safe to do so;
9. Establish a forward command post (FCP) and request the mobile command post (MCP) respond to a designated Staging Area;
10. Establish a Staging Area beyond the outer perimeter and ensure that all responding units report to that location. Assign an officer to act as the Staging Area Manager at the Staging Area;
11. Assign personnel to obtain required police information and continue communications, if established;
12. Request additional resources, as necessary; and
13. Ensure containment and isolation of crime scene and perimeter areas.

Sec. 6.3 District Commander:

The District Commander shall:

1. Announce arrival and assumption of command to all officers on-scene by radio; evaluate the situation and debrief the Patrol Supervisor;
2. Assume command as the IC unless relieved;
3. Maintain control of the inner perimeter; and
4. Ensure establishment of an Incident Command Post and press assembly area and assignment of a sworn officer as the Information Officer. When available, the person designated as the Information Officer shall be relieved by the Director of the Office of Media Relations, who shall then be designated as the Information Officer.

Sec. 6.4 Incident Commander:

The IC shall have absolute command and control over the Critical Incident. The IC has full responsibility and authority over all personnel, equipment and their utilization for the duration of the incident. Additionally, the IC shall:

1. Announce arrival and assumption of command to all officers on scene by radio.
2. Ensure establishment of Command Post and its communications links and assign an officer as Liaison Officer.
3. Maintain liaison with concerned agencies and other affected jurisdictions and establish a Unified Command system if necessary;
4. Debrief the previous Incident Commander involved in the incident to obtain a clear understanding of the situation and evaluate the resources on scene.
5. Appoint and/or designate individuals to fill ICS Command Staff positions as deemed necessary;
6. Call on any other Department or outside resources needed to support and/or resolve the situation.
7. Ensure that only uniformed officers, with the exception of Hostage Negotiators, are at or within the inner perimeter.
8. Obtain maps of the area and a floor plan of the location.
9. In the absence of a Planning Section having been designated, assign officers, preferably Detectives, to obtain background information and gather intelligence.
10. Ensure the availability of persons with necessary technical skills or persons with pertinent knowledge regarding the incident.
11. Ensure contact with Stress Support Unit personnel and assignment of trained peer counselors for the Critical Incident Stress debriefing process, if deemed necessary;
12. After the incident has been resolved, conduct a Technical Debriefing; and
13. In conjunction with a Formal Debriefing, prepare the After Action Report for the Chief, Bureau of Field Services. The Formal Debriefing and After Action Report shall critique the entire operation, including the management of the incident and the units, personnel and equipment involved.

Sec. 6.5 Dispatcher - Communications Division:

Upon being notified that a Critical Incident actually exists, the dispatcher shall immediately direct a Patrol Supervisor to respond, if one is not already on the scene.

Additionally, the dispatcher shall:

1. Advise the Operations Duty Supervisor of the situation;

2. Assign a separate radio frequency or clear the channel of the incident and advise all units to maintain radio discipline;
3. Dispatch sufficient units to contain and isolate the area as directed by the IC. Units so deployed will be sent to the Staging Area to check in with the Staging Area Manager and stand by for assignment(s);
4. Determine and advise responding units of streets that may be unsafe to enter;
5. Notify the responding Patrol Supervisor of actions taken and request that the Patrol Supervisor notify Operations of the status of existing conditions and requests for specific needs;
6. Dispatch ambulance and fire apparatus to the Staging Area; and
7. Advise all units not assigned to the incident to remain out of the area.

Sec. 6.6 Duty Supervisor: Communications Division

The Duty Supervisor, Communications Division when notified by a dispatcher that a Critical Incident could exist shall:

1. Notify through the most efficient means available, the Commissioner's Office, the Office of the Superintendent-in-Chief, the Chief, Bureau of Field Services, Commander, Special Operations Division, the District Commander and, if applicable, the Area Deputy Superintendent, the on-call Deputy Superintendent and, if applicable, the Night Superintendent.
2. Designate a Communications Division Clerk(s) to begin a log of all radio and telephone communications requests and notifications made relative to the incident.
3. Notify the Telecommunications Management Unit for the Mobile Command Post, and Lighting Unit to respond, as directed by the IC.
4. Establish and maintain telephone contact with the Mobile Command Post as soon as it is on scene.
5. Ensure that all actions required of the Dispatcher have been performed and that appropriate radio discipline is being maintained.
6. Monitor the incident and ensure that all officers involved are advised of changes in command and other important information.
7. Request assistance of support agencies, e.g., Public Utilities, as necessary when requested by IC.

8. Notify the Stress Support Unit's on-call officer that a Critical Incident is in progress and direct them to respond to the Staging Area.

Sec. 7.0 Support Personnel and Services

Sec. 7.1 Radio Shop/Signal Services: Upon being notified of a Critical Incident, the Radio Shop shall deploy to the scene with the Mobile Command Post, fully equipped for response for Critical Incidents.

Sec. 7.2 Liaison Officer: A Superior Officer shall be designated the Liaison Officer by the IC. The Liaison Officer shall act as the command officer of the command post and shall also be the link to outside resources and agencies and coordinate the arrival and placement of resources, both personnel and material with the Staging Area Manager.

Sec. 7.3 Information Officer: A sworn officer from the Office of Media Relations shall be designated by the IC as the Information Officer. The Information Officer shall ensure the security of the Press Area and coordinate with the Incident Commander as to what information can be released without jeopardizing the safety of the hostages, the police or the tactical plan.

Sec. 7.4 Logistics Section Chief: In the event of a prolonged operation the Incident Commander shall designate a person to assume the responsibilities of Logistics Section Chief, who shall be responsible for the following, when so ordered by the IC:

1. Establish central transportation and supply post at or near the Staging Area;
2. Maintain and issue supplies required for operation;
3. Arrange for feeding and bedding of officers if necessary;
4. Maintain complete record of supplies and equipment issued;
5. Account for expenditures, lost or damaged property and contractual agreements; and
6. Inspection and maintenance of equipment and rehabilitation of personnel.

Sec. 8.0 Post Incident Procedures

Sec. 8.1 Technical Debriefings: Upon termination of a Critical Incident the IC shall conduct a Technical Debriefing of all personnel involved in the incident and ensure Stress Support Unit personnel make arrangements for Critical Incident Stress Debriefings.

Conducted by the Incident Commander with all personnel directly involved, including Communications Division personnel, the purpose of the Technical Debriefing is to critique the Department's response, both in terms of personnel and resources, while events are fresh in the minds of the participants, for the purpose of learning, evaluating and making recommendations, as well as to aid in preparation of the After Action Report.

Sec. 8.2 Critical Incident Stress Debriefings: Upon termination of a Critical Incident, if deemed necessary by the Director, Stress Support Unit, or designee, incident debriefings of personnel

intensely involved in and/or affected by the incident, for the purpose of post-incident stress evaluation, education and mediation shall be conducted. These debriefings will be conducted by members of the Boston Police Critical Incident Support Team (BPCIST).

The Boston Police Critical Incident Support Team (BPCIST) Coordinator and/or other team members will be dispatched to the appropriate location to conduct a post-incident defusing for the officers involved in a Critical Incident. The on-scene BPCIST members will further assess the situation to determine the need for a formal debriefing and communicate their findings to the BPCIST Coordinator who shall further advise the Director, Stress Support Unit.

Upon being advised by the BPCIST Coordinator, a formal debriefing may or may not be required at the discretion of the Director, BPD Stress Support Unit or their designee.

Whenever a formal Critical Incident Stress Debriefing is deemed necessary, attendance by all officers directly involved shall be mandatory. It is the responsibility of the BPCIST Coordinator, or their designee from the Team, to notify the District or Unit Commander of the time and place the formal CISD will be held. District or Unit Commanders shall ensure that the officers involved in the incident attend.

Sec. 8.3 After Action Report/Formal Debriefing

The Incident Commander shall submit to the Chief, Bureau of Field Services, in addition to any other reports required, an After Action Report which shall include an analysis of the personnel, equipment, operation and management of the incident, as well as any recommendations for improvement.

Upon submission of all reports, the Chief, Bureau of Field Services shall hold a Formal Debriefing with the IC, Commander of the Special Operations Division, all involved Unit Commanders and any others he so designates, for the purpose of learning, evaluating and making recommendations.

Addendum A - Code 99 Special Threat Situations

1. Barricaded Subjects/Hostage Situations/Threatened Suicides

General Considerations

Special Threat Situations are among the most delicate and sensitive encounters the Department is called upon to handle. Lives are at stake and the actions of the Department will determine the outcome. The success of any Special Threat Situation plan hinges on unity of command, teamwork, communication, coordination of personnel and tactical decision making.

The procedures described herein are designed to address those actual situations which have reached such a serious magnitude that a major Department response is necessary. It does not address those incidents which can and/or must be resolved immediately.

The very nature of barricaded suspect or hostage situations indicates that this is an extremely sensitive area. The following guidelines are intentionally broad in scope, because no two situations are exactly alike. Whether it be the number of hostages and/or suspects, the mental condition of the suspect(s), the geographical location, or any other variable, each situation must be evaluated and acted upon in its own set of circumstances.

Sec. 1 Negotiation/Use of Force Policy

Once it has been determined that a Special Threat Situation exists, the Communications Division shall be notified that a Code 99 situation exists. It is the policy of this Department that except for situations where exigent circumstances require an immediate forceful response, non-force alternatives will be utilized before resorting to forceful measures. The goal to be pursued in responding to these situations is the successful termination of the operation without injury and/or loss of life. Additionally, it is the policy of this Department that the Boston Police SWAT Team shall be utilized in all Special Threat Situations and that the Critical Incident Negotiation Team shall be utilized in all Special Threat Situations involving Barricaded Subjects, Hostages and/or threatened suicides.

Sec. 2 Goal of Negotiations

In these situations the primary goal of the Department is to save and preserve the lives of police officer(s), the hostage(s), citizen(s), and hostage taker(s), barricaded suspect(s) and/or threatened suicides.

In order to achieve this goal the Department will pursue the following objective:

1. Establish and maintain complete organizational control on scene.
2. Obtain tactical advantage over the suspect(s).
3. Negotiate safe release of the hostage(s) and apprehension of the suspect(s).
4. Explore every source of intelligence information.

Sec. 3 Purpose of Negotiations

The primary purpose of negotiation is to slow down the initiative of the suspect(s) and create an atmosphere of trust. Most suspects are in a state of conflict and anxiety: and are emotionally unstable, hypersensitive to their environment, and unable to cope or focus their thoughts. The first objective of the negotiator is to reduce the suspects anxiety and return the suspect(s) to a decision-making state. Communication and stalling for time are the primary tactics used. Time allows the police to prepare alternatives, plan for different eventualities and provides an opportunity for the suspect(s) to make a mistake. Practically all demands are

negotiable, except, demands for weapons and explosive materials, or the exchange of hostages.

Sec. 4 Stockholm Syndrome:

During any hostage situation, negotiators and other police personnel should be aware of the Stockholm Syndrome. It consists of one or more of the following behaviors:

1. The hostages begin to have positive feelings toward their captors;
2. The hostages begin to have negative feelings toward the authorities; or
3. The hostage takers begin to develop positive feelings towards their hostages.

Being aware of this syndrome is essential when considering the validity of information from hostages or attempting a rescue assault.

Sec. 5 Use of Outside or Third Party Interveners

Third party Interveners, i.e. family, friends, clergy, psychiatrists, etc.: use of such parties must be carefully considered and shall not be allowed unless:

1. The Critical Incident Negotiation Team Coordinator or his designee has interviewed and approved the person, and
2. The IC has approved his/her utilization upon the recommendation of the Critical Incident Negotiation Team Coordinator.

Past experience has demonstrated that family members in particular can cause negative responses and aggravate the situation.

Therefore, before allowing their use as third party Interveners, the Critical Incident Negotiation Team Coordinator will:

1. Determine their identity, background and character.
2. Determine the constructive potential and likely impact of the intervener(s) on the suspect.
3. Establish clear guidelines for intervener's participation.
4. Brief the intervener(s) and agree on what position they will establish with the suspect(s).

Sec. 6 Containment and Fire Control

That stabilization of life-threatening situations through containment and fire control creates a tactical environment in which negotiation and problem solving can provide the basis for resolving the incident.

The primary concern of all personnel is the protection of life, whether it be of police officers, hostage(s), suspect(s), or innocent person(s). Therefore, after the initial confrontation is over and the situation is contained, only the Officer-In-Charge can authorize the discharge of weapons. No officer shall discharge a firearm without authorization of the Officer-In-Charge except in an emergency, self-defense or preservation of life.

Sec. 7 First Responding Officers:

The first responding officer and/or supervisor must recognize and carefully assess the seriousness and potential threat inherent in a potential barricaded suspect or hostage incident. The first officer(s) to arrive at the scene, usually patrol officers, shall:

1. Respond utilizing controlled - silent response;
2. Determine that a Special Threat Situation exists by determining;
 1. Whether or not a suspect has seized hostages;
 2. If a suspect has contained himself by gaining physical control of the crime scene; and
 3. If this is a threatened suicide requiring the intervention of a trained negotiation team and/or entry and apprehension team.
3. Not return fire or assault the suspect. Officers shall exercise restraint in using firearms. Return fire must be based on the immediate threat to life or great bodily injury by a suspect, the hostage/bystanders must be clear of the line of fire and the armed suspect must be clearly visible and identifiable.
4. Contain the suspect by establishing an inner perimeter and begin isolating the area;
5. Notify the dispatcher and relay the following information;
 1. A Code 99 situation exists;
 2. Exact location of the incident;
 3. Number and location of hostages;
 4. Number and description of suspects and weapons;
 5. Possible avenues of escape;
 6. Location to which responding units should be sent;
 7. Areas or streets that may be unsafe for units to enter.
6. Request the Patrol Supervisor;
7. Evacuate injured and bystanders;
8. Detain witnesses;
9. Develop Required Police Information (RPI) including;

1. Crime committed;
 2. Number of suspects and weapons;
 3. Number and location of hostages;
 4. Injuries;
 5. Identity of all parties involved.
10. Attempt to establish communication with the suspect, but make no attempt to negotiate with the suspect;
 11. Avoid accepting deadlines;
 12. Make no threats; and
 13. Maintain radio communication with the Dispatch Center keeping the dispatcher informed of progress of the situation.

Unless otherwise assigned by the IC, the unit originally assigned to the call by the dispatcher is responsible for completing the incident report, taking charge of prisoners and filing complaints when necessary.

If the originally-assigned unit is re-assigned by the IC or is unable to remain at the scene, the Patrol Supervisor or the IC shall assign a unit to replace the originally assigned unit. The replacement unit shall be responsible for completing the incident report, taking charge of any prisoners and filing complaints when necessary.

Sec. 8 Patrol Supervisors:

In addition to the general responsibilities of responding Patrol Supervisors, the Patrol Supervisor assigned by the dispatcher shall:

1. Assume the duties of the IC and announce arrival and assumption of command to all officers on scene by radio;
2. Assign an officer to maintain a log of all responding units, assignments, events and radio traffic;
3. Evaluate the situation and debrief the first responding officers;
4. In conjunction with the dispatcher, sift to an alternate communications channel or request a clear channel. Ensure that all officers on scene are informed and make the shift.
5. Establish an inner perimeter staffed by uniformed personnel only, excepting Hostage Negotiators, until such duties can be assumed by the Boston Police SWAT Team. Deploy

and/or re-deploy personnel based on the degree of danger to officers, bystanders and hostages;

6. Ensure the injured and bystanders are evacuated;
7. Establish an outer and traffic perimeter and deploy perimeter control personnel;
8. Establish a forward command post (FCP) and request the mobile command post (MCP);
9. Establish a staging area beyond the outer perimeter and ensure that all responding personnel and units report to that location for check in. Assign an officer to act as the staging area manager;
10. Assign personnel to develop required police information (RPI), to gather intelligence and to continue communications, if established;
11. If not established yet, establish communication with the suspect, but make no attempt to negotiate;
12. Request that the Boston Police SWAT Team and the Critical Incident Negotiation Team respond;
13. Request that an ambulance and fire apparatus respond to the staging area; and
14. Ensure continued containment and isolation of the area.

Sec. 9 District Commanders:

In addition to the general responsibilities of responding District Commanders, the District Commander shall:

1. Assume the duties of the IC and announce arrival and assumption of command to all officers on scene by radio;
2. Evaluate the situation and debrief the previous IC (Patrol Supervisor);
3. Maintain control of inner perimeter until such duties are turned over to the Boston Police SWAT Team;
4. Ensure the establishment of a command post and press assembly area;
5. Assign an officer to be the Liaison Officer to maintain communication with concerned agencies and other affected jurisdictions;
6. Request additional resources and units, as necessary;

7. Ensure that personnel have been assigned to develop required police information (RPI), to gather intelligence and to continue communications, if established;
8. Ensure that an inner perimeter has been established that is staffed by uniformed personnel only, excepting Hostage Negotiators, until responsibility for such duties is taken over by the Boston Police SWAT Team and such other uniformed personnel as may be necessary. Deploy and/or re-deploy personnel based on the degree of danger to officers, bystanders and hostages;
9. Obtain maps of the area and floor plan of the location;
10. Ensure that the Boston Police Critical Incident Support Team has been notified; and
11. At the conclusion of the situation, prepare and submit the After Action Report.

Sec. 10 Dispatch Center Dispatcher:

Upon being notified that a Special Threat Situation (Code 99) exists, the dispatcher shall immediately direct a Patrol Supervisor to respond, unless one is already on scene. Additionally, the dispatcher shall:

1. Advise the Dispatch Center Duty Supervisor of the situation;
2. Assign a separate radio frequency or clear the channel for the incident;
3. Dispatch sufficient units to contain and isolate the area. Units so deployed will be sent to the staging area unless directed to specific points by the IC;
4. Advise responding units of streets that may be unsafe to enter or use;
5. Notify the responding Patrol Supervisor of actions taken and request that the PS notify Operations of the status of existing conditions and any requests for specific needs;
6. Dispatch ambulance and fire apparatus to the staging area; and
7. Advise all units not assigned to the incident to remain out of the area.

Sec. 11 Dispatch Center Duty Supervisor:

When notified by a dispatcher that a Special Threat Situation exists, the Dispatch Center Duty Supervisor shall:

1. Notify the Commissioner's Office, the Bureau of Field Services, The Bureau of Special Operations, the on-call Deputy Superintendent, the Area and/or District Commander and the Commander of Mobile Operations.

2. Designate a Communications Division Clerk to begin a log of all radio communication requests and notifications made relative to the incident;
3. Notify the Critical Incident Negotiation Team Coordinator and the on-call Critical Incident Negotiation Team;
4. Notify the Commander, Boston Police SWAT Team;
5. Notify the Radio Shop and have the Mobile Command Post and the Lighting Unit respond;
6. Establish and maintain land line contact with the Mobile Command Post as soon as possible;
7. Ensure that all actions required of the dispatcher have been performed;
8. Monitor the progress of the incident and ensure that all officers involved are advised of changes in command and other important information;
9. When requested by the IC, request necessary assistance from other agencies;
10. Notify the Boston Police Critical Incident Support Team that a critical incident is in progress and provide them with the land line number of the Mobile Command Post.

Sec. 12 Critical Incident Negotiation Team Coordinator

1. Administrative Responsibilities:
 1. Selection of the Critical Incident Negotiation Team Members.
 2. Planning and scheduling of training programs for newly selected and experienced negotiators.
 3. Maintenance of an on-call system and Team Roster which will be provided to the Commander, Communications Division. The Commander, Communications Division is responsible for posting the list in the Dispatch Center Duty Supervisor notification log.
 4. Evaluation of Critical Incident Negotiation Teams and members. Periodic review of needs and goals in order to maintain proficiency.
 5. Design and development of innovative techniques and equipment for Critical Incident Negotiation Team members.
2. Operational Responsibilities:
 1. Function under the command and control of the Incident Commander, unless an Operations Section Chief has been designated.
 2. Assume responsibility for all Critical Incident Negotiation Team operations.
 3. Use the on-call system and Team Roster to request specific negotiators to respond to the scene.

4. Determine the number of negotiators needed at the scene to efficiently and effectively maintain Critical Incident Negotiation Team (unit) operations.
5. Assign each negotiator at the scene.
6. Act as staff advisor to the IC regarding the status of negotiations, the capabilities and resources of the Critical Incident Negotiation Team and alternative tactics.
7. Evaluate ongoing negotiations and recommend the implementation of various strategies to negotiators.
8. Coordinate Critical Incident Negotiation Team operations with the Entry and Apprehension Team Commander.
9. Evaluate suspects and the suspect's potential for destructive behavior.
10. Secure and determine which persons other than negotiators may speak with the suspect.

Sec. 13 Critical Incident Negotiation Team

The Critical Incident Negotiation Team will deploy to the scene upon notification. At the scene, they will be under the command and control of the Critical Incident Negotiation Team Coordinator. Team members will assist the primary negotiator or act as the primary negotiator when so directed. Their duties shall include:

1. Contact the suspect.
2. Keep the suspect in a problem-solving status.
3. Develop alternative tactics and/or options for the peaceful resolution of the suspect(s).
4. Develop intelligence information as to the identity, cause and demands of the suspect(s).
5. Interview all witnesses, police and civilian, who may have relevant information.
6. Assist the Boston Police SWAT Team Commander.
7. Advise and update Critical Incident Negotiation Team Coordinator as to situation status, direction and tactics utilized.

Sec. 14 Boston Police SWAT Team:

Responsibilities of the Entry and Apprehension Team are:

1. Respond with adequate personnel when notified by the Communications Division;
2. Be under the command of and act as staff advisor to the IC as to the capabilities and resources of his unit;

3. Supervise and direct all personnel manning the inner perimeter;
4. Limit access to inner perimeter and strictly enforce the policy that only authorized uniformed personnel, except Negotiators, shall be at or forward of the inner perimeter;
5. Have Boston Police SWAT Team personnel in position to ensure the safety of Negotiators and hostages;
6. Ensure the presence of specialized equipment and personnel with the necessary technical skills for the proper use of such equipment are brought to the scene. Deploy special equipment and munitions within established guidelines;
7. Ensure the evacuation of civilians and unauthorized police personnel;
8. Obtain and/or provide maps, floor plans, etc., of locations where hostages are held;
9. Provide scouting reports of location(s) where hostages are held;
10. Deploy sniper/observer teams to cover and observe locations where hostages are held;
11. Ensure the suspect(s) and suspect's location are under constant surveillance;
12. In conjunction with the IC, develop plans that allow decisive action to be taken, if and when conditions provide a tactical advantage;
13. Designate personnel from the Boston Police SWAT Team to take the suspect(s) into custody in the event of a peaceful or negotiated surrender;
14. Designate personnel from the Boston Police SWAT Team to make a forced entry if one is required;
15. Designate personnel from the Boston Police SWAT Team to follow the hostage movement vehicle if one is negotiated and contain the perimeter at the new location;
16. Initiate tactical and operational plans upon being so directed by the IC or a designated Operations Section Chief.

Sec. 15 Mobility/Relocation

The movement of a hostage location is an extremely hazardous operation requiring precision, coordination and control. Therefore, due to the inherent dangers involved in a change of location, the relocation of the hostage-takers and hostages(s) should be executed only when all other alternatives have failed and the relocation will:

1. Improve the safety of the hostage(s);
2. Result in the reduction of the number of hostages held.

The movement of the hostage-taker(s) and hostage(s) should include electronic surveillance, vehicle surveillance of front, rear and parallel streets and air cover. The movement shall be controlled. All major roadways, parallel streets and intersecting streets shall be closed to allow the unobstructed passage of the convoy. If possible, the relocation site should be selected in advance and secured by Boston Police SWAT Team personnel.

Sec. 15.1 Change in Jurisdictional Responsibility

If the relocation movement involves intra-state, interstate or international boundaries, the state Police, FBI, FAA and IC of the new jurisdiction shall be notified and included in the planning at the earliest possible moment.

In Special Threat Situations where the hostage/victim is a foreign official or an official guest of the United States, or which involves a federal crime, such as bank robbery, jurisdiction is shared concurrently by the FBI and Boston Police Department. If control of the situation was initiated by the Boston Police Department, primary jurisdiction shall be retained by the Boston Police Department until or unless the FBI clearly states that they are assuming command of the situation. In such instances, the FBI is then responsible for bringing the situation to a successful conclusion.

If the Special Agent-in-Charge of the FBI Boston Office, or his designee, states that jurisdiction of the situation will remain concurrent, decisions will be made jointly between the Boston Police Department IC and the senior FBI Special Agent on scene by establishing an ICS Unified Command.

Sec. 15.2 Post-relocation Consolidation and Negotiation

Unless exigent circumstances develop which require an immediate forceful response, upon establishment of the suspect(s) and the hostage(s) at a new location, the IC shall re-evaluate the situation and attempt to re-establish negotiations.

Sec. 16 Post-Incident Procedures

Post-Incident procedures (after-action reports, debriefings, et al) will be conducted in accordance with standard critical incident post-incident procedures.

Addendum B - Code 100 Crowd Control Situation

Introduction:

In the United States of America, as in the City of Boston, all people have a First Amendment right of free speech and assembly guaranteed by both the federal and state constitutions. The Boston Police Department not only recognizes the right of free speech, but also will actively protect people in the exercise of this right. It is the policy of the Boston Police Department that during marches, demonstrations, protests or rallies, whether they are planned or unplanned and/or possess parade permits or lack such permits, to preserve the peace while protecting the rights of all those assembled and protecting the property of all.

Along with guaranteeing the right to exercise certain freedoms or liberties, the Constitution places duties and obligations on both demonstrators and non-demonstrators – including members of law enforcement. Those who exercise their right to march, demonstrate, protest, rally or exercise any other First Amendment activity are obligated to respect and not abuse the civil and property rights of others. Likewise, police officers are obligated not to let their own personal, political or religious views affect their actions, regardless of the race, gender, sexual orientation, physical disabilities, appearance or affiliation of anyone exercising their lawful First Amendment rights.

Whenever it becomes necessary to control the actions of a crowd that has become an “unlawful assembly,” the Department shall do so with optimal efficiency, minimal impact upon the community and using only such force as is reasonable and necessary.

In crowd control situations where the demonstrators are engaged in unlawful conduct, the Department shall make reasonable efforts to employ “non-arrest” methods of crowd management as the primary means of restoring order. Such methods can be, but are not limited to, establishing contact with the crowd and obtaining voluntary compliance with police directives to minimize enforcement actions. Should such methods prove unsuccessful, arrests shall be made for violations of the law in order to restore and maintain order, protect life and property and protect vital facilities and infrastructures.

General Considerations:

Incident Command at the scene of a crowd control problem within the City shall reside with the Boston Police Department. In addition to the general responsibilities described previously, the duties of officers at a crowd control situation are to perform the following tasks within the limits of their training and personal protective equipment. A crowd is quick to sense fear, indecision, poor organization and training on the part of police officers and will take instantaneous advantage of it. The responsibilities placed on officers are important if they are to maintain the public tranquility and well being.

In managing a crowd control situation or civil disturbance, the policy of this Department is to use the least stringent phase of force necessary to accomplish the objective in the safest possible manner for all involved. The application of force is determined by the escalating levels or potential escalating levels of force faced by the officers in a crowd control situation or civil disturbance. Any and all use of force by the Boston Police Department and those law enforcement agencies called upon to assist the Boston Police Department shall be determined by the authorized Command and Control structure put in place for a particular crowd control or civil disturbance event – planned or unplanned.

As outlined above, it may not be feasible to apply each phase of the Use of Force Continuum in the order written. Circumstances may require that one or several of the phases be discarded depending upon the level of opposition encountered. The situation, use of force or violence used by the crowd, amount of damage being done to property that the Incident Commander or Tactical Commander encounters will dictate the phase and use of force by the police.

No two crowd control situations or civil disturbances are the same. This can be due to some of the following: type of event, location, weather, size of the crowd, make up of the crowd, mood of the crowd, time of day or night and any incidents that may have led up to the event or situation. The Incident Commander or Tactical Commander must consider the number of officers present to police the event and the type of equipment available to them at the time. The Incident Commander or Tactical Commander must also consider the amount of time it will take for the equipment or additional officers to arrive to deal with the crowd control problem at hand.

The appropriate level of force will be determined and authorized only by the Incident Commander and/or the on-scene Tactical Commander.

Sec. 1 **Types** of Crowd Control Situations:

- A. Organized Marches & Demonstrations (orderly crowd) – defined as a march or demonstration that takes place where the participants do no damage to property or injure any persons and do not materially interfere with the civil or property rights of others. In some cases, the participants will work with the police to move the march or demonstration along to its completion. Such marches or demonstrations may be planned or unplanned and could have a parade permit or lack a parade permit.

As long as the situation does not escalate, the responsibility of the police is limited to monitoring crowd activities. The police presence could be in platoon formation or in

individual officers strategically placed in and around the area, including motorcycle escorts. Normal patrol and use of force policies and responsibilities would apply.

- B. Peaceful Civil Disobedience – defined as a march or demonstration that takes place where some or all of the participants engage in some form of civil disobedience. This type of situation could manifest itself as a peaceful building takeover, a “sit-down” that blocks the entrance to a building or roadway or marching against the traffic on public streets. Demonstrators will sometimes ask to be arrested and/or will try to get arrested, and will assist and/or cooperate in the arrest process. Events such as these will usually not result in property damage and will involve only a limited infringement of the civil and property rights of others.

The initial response of the police at the scene of an unlawful, but non-violent march or demonstration will be to monitor the crowd’s activities and to provide a uniformed police presence while evaluating the situation. The Incident Commander or Tactical Commander on scene will determine whether or not to deploy crowd control tactics and formations and/or the use of force to make mass arrests based on the fluid scenario and the degree of disruption.

- C. Non-Peaceful Civil Disobedience – defined as a march or demonstration, whether they possess a parade permit or lack such a permit, that could be static or moving where the participants engage in unlawful behavior that causes damage to property and/or injury to themselves or others. This type of march or demonstration significantly infringes on the civil or property rights of others and/or causes major disruption to the city’s infrastructure, parks, roadways, traffic or commerce.

The presence of police officers at the scene of a civil disturbance or crowd control situation will not necessarily prevent an unruly crowd from committing acts of violence or destruction of property. During non-peaceful acts of civil disobedience, violent marches, violent rallies or violent demonstrations, the Incident Commander will monitor the crowd’s behavior and direct law enforcement personnel to engage persons involved in any violent and/or criminal activities as appropriate. The Incident Commander or the Tactical Commander on scene will decide to what degree the Use of Force Continuum for Crowd Control Situations or Civil Disturbances

outlined below shall be utilized, up to and including the employment of mass arrests to restore order.

Sec. 2 Use of Force Continuum for Crowd Control Situations and Civil Disturbances

The five phases of force described below do not alter or change the Use of Force policies of the Boston Police Department as described in BPD Rules 303, 303A and 304 and, to the extent possible, any and all law enforcement agencies working with the Department. These five

phases of control are meant to give officers guidelines as to what weapons systems or tools are appropriate for particular situations and when to apply them.

Listed below in Section 8, (F), are the four levels of Department response to crowd control situations or civil disturbances and who should respond. Note that Level III (and higher) authorizes the Public Order Platoons, made up of members of the Special Operations Division the Youth Violence Strike Force and Drug Control Unit. Each to be equipped with less lethal weapons systems and chemical munitions and equipment and to utilize them as deemed necessary to neutralize the situation.

- A. Constructive Force – mere uniformed police presence. This presence may be in the form of individual officers assigned to posts or officers assigned to crowd control formations. Officers may be in soft uniforms (standard police uniforms) or outfitted in authorized crowd control equipment. Generally, there is no physical contact between police and demonstrators at this level of force.
- B. Physical Force – in accordance with the provisions of BPD Rule 304, this is reasonable force, which is defined as the least amount of force that will permit officers to subdue or arrest a subject while still maintaining a high level of safety for themselves and the public. Such force may involve hands-on touching, but does not include the use or deployment of tools or weapons systems. The decision to use physical force may include the deployment of officers in squads or platoons whether they are on foot, motorcycles, bicycles, or in cruisers. Such deployment may involve the use of approved crowd control formations such as skirmish lines, wedge formations, crossbow formations and arrest teams (with or without protective shields) that are capable of dispersing a crowd or making arrests.
- C. Mechanical Force – Force within this area is broken down into two stages of tools and/or weapons systems:
 1. Stage I – In accordance with Rule 304 §5, the Department currently authorizes several baton-type or impact implements for use as non-lethal weapons against assailants, i.e., 24” police baton, 36” riot batons, et cetera. Additionally, within this level Department issued incapacitating spray (OC spray), as well as the Jay-Cor pepper ball system and/or smoke canisters may be utilized.
 2. Stage II – Includes the use of Less-lethal projectiles, i.e., FN 303 projectile system, sting balls, 12 Gauge CTS Super Sock BeanBag Munitions, 37mm or 40mm launched munitions, noise flash diversionary devices and smoke canisters. Less-lethal munitions consist of projectiles launched or otherwise deployed for the purpose of overcoming resistance, preventing escape, effecting an arrest or reducing serious injury. Less-lethal munitions are meant to significantly reduce the likelihood of causing serious injury or death and are divided into three (3) broad categories:

- a. Target Specific – Involves a situation where there is an identified individual target who is involved in unlawful or criminal activities. In tactical situations, any and all of the above weapons may be used by the Boston Police SWAT Team. Likewise, any and all of the above weapons systems may be authorized for use in a crowd control situation or civil disturbance. However, only officers who have been trained and certified in their use may use the above weapons.
 - b. Group Specific – Involves a situation where there is no identified individual target or where group behavior must be modified. In such situations, Department authorized less-lethal weapon systems would be utilized against a crowd in order to move them from an area, to prevent injury to civilians and/or officers or to prevent damage or destruction of property. As noted above, only officers who have been trained and certified in their use may use the above weapons.
 - c. Tactical Discharge – Involves a pre-planned operation. Most such situations will involve the Entry and Apprehension Team in situations such as warrant service against a high risk offender, neutralization of a barricaded subject, a high risk take-down arrest (either static or mobile), disarming an emotionally disturbed person that is doing or threatening harm to themselves or others, et cetera. In such situations, Department authorized less-lethal weapon systems would be utilized under the direction and supervision of the on scene Tactical Commander, but only by officers who have been trained and certified in their use.
- D. Chemical Force – Tools or weapons systems that disperse chemical irritants or incapacitating spray. Such force includes, but is not limited to, the use of OC spray, hand-held MK-9 or MK-46 canisters, OC sting ball munitions, Jac-Cor OC and FN 303 OC projectile systems, 12ga. launched munitions, 37mm and 40mm launched chemical munitions and hand-held and launchable CS agents.
- E. Deadly Force – Deadly force may only be used in accordance with the provisions of BPD Rule 303. There is no exception to the Department’s use of force policy regarding the use of deadly force during crowd control situations and/or civil disturbances. Such situations do not alter the Department’s use of force policy regarding the use of deadly force.

It is the responsibility of the Incident Commander or, when designated, the Operations Section Chief (on scene Tactical Commander) to evaluate the crowd control situation or civil disturbance to determine the level of force to be utilized and to authorize its use.

Sec. 3 Definitions

- A. Containment – to confine unlawful disorder to the smallest possible area.

- B. Isolation – to prevent growth of the unlawful disorder and to deny access to others who, for their own safety, are not involved.
- C. Dispersal – to disperse the crowd and to take appropriate action against law violators

Sec. 4 Tactical Objectives

- A. Control the crowd, march or moving protest with safety and with minimal injury, taking into consideration the sworn officers, the protesters and the uninvolved bystanders.
- B. Establish order and traffic control points as directed by the Incident Commander.
- C. Respect the rights of all citizens to peacefully protest and/or march.

Sec. 5 Duties of First Responding Officer

In addition to any general responsibilities described previously, first responding officers shall:

- A. Evaluate the situation and notify the Communications Division of the existence of a Code 100 event including its type, nature and/or cause. Possible types are not limited to:
 - 1. Peaceful stationary protest;
 - 2. Moving protest or march on city streets, parks or private property;
 - 3. Building take-over or blocking of entrances or exits;
 - 4. Sit-down protest in the city streets or on private property;
 - 5. Demonstration at a government facility or transportation facility; and
 - 6. Crowd control problem at a fire, structural collapse, HazMat incident, concert or sporting event;
 - B. Estimate the size of the crowd and their intentions, if known, and notify the Communications Division;
 - C. Request a Patrol Supervisor respond to the scene;
 - D. Assume the role of Incident Commander until relieved, including the following duties:
 - 1. Identify a staging area for responding units;

2. Notify the Communications Division as to the best route for additional responding units;
3. Notify the Communications Division of the locations of streets that will need to be blocked, diverted or closed;
4. Request the Communications Division contact other agencies if impacted, e.g., MBTA Police, State Police, Federal Agencies and MBTA bus routes, if affected;
5. Begin an incident log; and
6. Prepare to brief the Patrol Supervisor.

Sec. 6 Duties of Communications Division

- A. Notify the Patrol Supervisor responsible for that Sector;
- B. Make all requested notifications and pages to Command Staff, the District Commander and any impacted outside Agencies; and
- C. Prepare to open a clear channel for communications and assign a dispatcher for the incident, if requested.

Sec. 7 Duties of Patrol Supervisor

In addition to any general responsibilities described previously, upon arrival the Patrol Supervisor shall:

- A. Announce arrival and assumption of the duties of the Incident Commander by radio;
- B. Get a briefing from the first responding officer and re-evaluate the crowd control situation;
- C. Re-evaluate the staging area and notify the Communications Division if the staging area will remain the same or be re-located due to the changing situation;
- D. Assign someone to the staging area to act as the staging area manager;
- E. Re-evaluate the size and/or number of people in the crowd and update the Communications Division;
- F. Ensure that an incident log is being maintained, either by the first responding officer or another designee;
- G. Assign or re-assign responding units and brief them as to their duties;

- H. Attempt to make contact with the protest organizers and find out their intentions, their route of march and/or the length of their protest;
- I. Attempt to determine if the event has been issued a permit by the City or another organization;
- J. Meet with other agency representatives if on the scene (MBTA Police, State Police, Campus Police, Boston Transportation Department, et cetera);
- K. Request that Mobile Operations respond, if deemed necessary;
- L. Evaluate the need for further resources from the Bureau of Special Operations;
- M. Request the activation of the Emergency Deployment Team (EDT), if deemed necessary;
- N. Upon their arrival at the staging area, ensure that the EDT is properly equipped and are organized into equal squads under the command of a supervisor;
- O. Evaluate the need to have prisoner transport wagons respond to the staging area; and
- P. Prepare to brief the District Commander or other higher ranking officer who responds and assumes command.

Sec. 6 Duties of District Commander and/or Incident Commander

In addition to any other duties described previously, the District Commander or other higher ranking officer on scene shall:

- A. Announce their arrival and assumption of the duties of the Incident Commander by radio;
- B. Receive a briefing from the previous Incident Commander;
- C. Re-evaluate the staging area and notify the Communications Division if the staging area will remain the same or be re-located due to the changing situation;
- D. Ensure that a staging area manager has been designated;
- E. Ensure that an incident log is being maintained either by the first responding officer or another designee;
- F. Identify the appropriate level of Department response needed, such as:
 1. Level I – The first level of deployment in accordance with the District Commander’s plans is made up of district personnel. This deployment is in anticipation of a small

to medium-sized group with little or no violence or disruption to the event. Level I response will be under the direct command of the District Commander;

2. Level II – The second level of deployment will be to utilize the Department’s Emergency Deployment Team (EDT). The escalation to Level II will depend on the escalation of size of the crowd, their behavior and the violence and disruption being caused. The decision to escalate to Level II will be made by the District Commander, or in the case of an emergency prior to the arrival of the District Commander, the Incident Commander. If the EDT is to be used, the Incident Commander will ensure that they are properly equipped and are organized into equal squads under the command of a supervisor.
 3. Level III – the third level of deployment will consist of the activation of the Public Order Platoons (POP). The POP’s will be made up of personnel from the Special Operations Division and the Youth Violence Strike Force and Drug Control Unit. The POP’s will be deployed in cases of extreme violence and disruption or when the potential exists for such a situation to develop. The POP’s will be equipped with “less lethal” weapons, chemical munitions and any other equipment deemed necessary to neutralize the situation. The decision to escalate to Level III will be made by the Incident Commander.
 4. Level IV – The fourth level of deployment will consist of full deployment of Department resources, as well as other agencies, i.e., mutual aid. The escalation to Level IV should be considered prior to full scale rioting and in cases where the loss of control of the situation is imminent. The decision to escalate to Level IV will be the responsibility of the Incident Commander after consultation with the Emergency Operation Center (EOC).
- G. Make such assignments as necessary under the Incident Command System to ensure the safe and timely resolution of the incident;
 - H. Be aware of the limits of the training and personal protective equipment possessed by the responding officers;
 - I. Give timely updates on conditions to the Communications Division for dissemination to the Emergency Operations Center and the Command Staff;
 - J. Evaluate the need for prisoner transport wagons to respond to the staging area and/or request additional prisoner transport wagons;
 - K. Request a representative from the Office of Media Relations respond to the scene to act as the Information Officer;
 - L. Request units from Boston Emergency Medical Service respond to the staging area;

- M. Request Special Operations K-9 and/or Mounted units respond to the staging area in anticipation of performing security and crowd control duties, if deemed necessary;
- N. Request the Video Unit respond to the staging area;
- O. If not already on scene, request the Intelligence Unit respond to the staging area; and
- P. If the situation has been upgraded to a Level II, Level III or Level IV response, designate an Operations Section Chief to be in charge of the tactical response.

Addendum C - Code 101
Fire and Structural Collapse
Incidents

- 1. Fires
- 2. Structural Collapse

I. FIRES

Incident Command at the scene of a working fire within the City resides with the Boston Fire Department. The general duties of police officers at Fire incidents is to perform the following tasks within the limits of their training and personal protective equipment:

Provide personnel to secure the area and the Incident Command Post during an incident;

Establish access control and traffic control points as directed by the Incident Commander; and

Evacuate or notify affected populations and assist in making other warnings as directed by the Incident Commander.

Sec. 1 Duties of First Responding Officer

In addition to the general duties of first responding officers described previously, officers shall:

- 1. Notify the Communications Division of the conditions found on scene and confirm the existence of a Code 101 event, including;
 - 1. The type of fire and its extent;
 - 2. The intensity of the smoke;
 - 3. Wind direction and approximate speed; and

4. Whether or not there are victims inside the fire zone;
2. Determine a safe route of entry (uphill, upwind) for other responders and advise if personal protective equipment is needed for a safe response;
3. Begin an Incident Log;
4. Unless the Fire Department is already on scene, assume Incident Command and prepare to secure the area immediately adjacent to the fire;
5. Maintain radio communications with the Communications Division and keep them advised as to the progress of the situation;
6. Detain any witnesses to establish if a crime has been committed and identify any suspects and/or weapons utilized; and
7. Prepare to brief the Patrol Supervisor and/or responding Fire Department personnel.

Sec. 2 Communications Division

1. Notify the Boston Fire Department;
2. Notify Emergency Medical Services;
3. Notify the Patrol Supervisor responsible for that Sector;
4. Dispatch sufficient units to control and isolate access to the scene; and
5. Make such other notifications as may be required.

Sec. 3 Duties of Patrol Supervisor

In addition to the general responsibilities described previously, responding Patrol Supervisors shall:

1. In the absence of Fire Department personnel, announce their arrival and their assumption of the duties of the Incident Commander by radio;
2. If Fire Department personnel are on scene, establish liaison with their Incident Commander and render any assistance required within the limits of training and personal protective equipment;
3. Ensure that the first responding officer or another designee is maintaining an Incident Log;
4. Identify a staging area for responding law enforcement assets and designate a staging area manager;
5. Secure the perimeter and the Incident Command Post;
6. Establish access control and traffic control points as directed by the Incident Commander (Ranking on-scene Fire Department Officer);

7. Begin planning evacuation routes for implementation (only upon receipt of a lawful order to do so); and
8. Prepare to brief the District Commander.

Sec. 4 District Commander

In addition to the general responsibilities described previously, District Commanders shall:

1. Announce their arrival and their assumption of command of all law enforcement assets on-scene by radio;
2. Respond to the Incident Command Post and receive a briefing from the Patrol Supervisor;
3. Designate a Superior Officer to work with the Fire Department Operations Chief;
4. Make such assignments as necessary under the Incident Command System to ensure the safe and timely resolution of the incident;
5. Be prepared to render any assistance required within the limits of the training and personal protective equipment possessed by responding officers; and
6. Give timely updates on conditions to the Communications Division for dissemination to the Command Staff.

II. STRUCTURAL COLLAPSE

Incident Command at the scene of a Structural Collapse within the City resides with the Boston Fire Department. The duties of Police at Structural Collapse incidents is to perform the following tasks within the limits of their Training and Personal Protective Equipment:

1. Provide personnel to secure the area and the Incident Command Post during an incident;
2. Establish access control and traffic control points as directed by the Incident Commander; and
3. Evacuate or notify affected populations and assist in making other warnings as directed by the Incident Commander.

Sec. 1 First Responding Officer

In addition to the general duties of first responding officers described previously, officers shall:

1. Notify the Communications Division of the conditions found on scene and confirm the existence of a Code 101 event, including;
 1. The type of structure and extent of collapse;

2. The presence of any significant hazard; and
3. Whether or not there are victims inside the structure;
2. Determine a safe route of entry for other responders and advise of areas or streets that are deemed unsafe for units to enter or use;
3. Begin an Incident Log;
4. Unless the Fire Department is already on scene, assume Incident Command and prepare to secure the area immediately adjacent to the structure;
5. Maintain radio communications with the Communications Division and keep them informed as to the progression of the incident;
6. Render first aid to injured persons if able to do so; and
7. Prepare to brief the Patrol Supervisor and/or responding Fire Department and Emergency Medical Service personnel.

Sec. 2 Communications Division

1. Notify the Boston Fire Department;
2. Notify the Emergency Medical Service;
3. Notify the Patrol Supervisor responsible for that Sector; and
4. Dispatch sufficient units to isolate and control access to the scene and make such other notifications as may be required.

Sec. 3 Duties of Patrol Supervisor

In addition to the general responsibilities described previously, responding Patrol Supervisors shall:

1. In the absence of Fire Department personnel, announce their arrival and their assumption of the duties of the Incident Commander by radio;
2. If Fire Department personnel are on scene, establish liaison with their Incident Commander and render any assistance required within the limits of training and personal protective equipment;
3. Ensure that the first responding officer or another designee is maintaining an Incident Log;
4. Identify a staging area for responding law enforcement assets and designate a staging area manager;
5. Secure the perimeter and the Incident Command Post;
6. Establish access control and traffic control points as directed by the Incident Commander (Ranking on-scene Fire Department Officer);
7. Prepare to brief the District Commander.

Sec. 4 District Commander

In addition to the general responsibilities described previously, District Commanders shall:

1. Announce their arrival and their assumption of command of all law enforcement assets on-scene by radio;
 2. Respond to the Incident Command Post and receive a briefing from the Patrol Supervisor;
 3. Designate a Superior Officer to work with the Fire Department Operations Chief and Emergency Medical Services;
 4. Make such assignments as necessary under the Incident Command System to ensure the safe and timely resolution of the incident;
 5. Be prepared to render any assistance required within the limits of the training and personal protective equipment possessed by responding officers; and
 6. Give timely updates on conditions to the Communications Division for dissemination to the Command Staff.
-

Addendum D - Code 102
Mass Casualty Incident

General Considerations

Incident Command at the scene of a Mass Casualty Incident within the City resides with the Boston Fire Department. The duties of Police at Mass Casualty incidents is to perform the following tasks within the limits of their training and personal protective equipment:

1. Provide personnel to secure the area and the Incident Command Post during an incident;
2. Establish access control and traffic control points as directed by the Incident Commander; and
3. Assist in making warnings and notifications as directed by the Incident Commander.

Sec. 1 First Responding Officer

In addition to the general duties of first responding officers described previously, officers shall:

1. Notify the Communications Division of the conditions found on scene and confirm the existence of a Code 102 event, including;
 1. The type of incident and approximate number of casualties;
 2. The presence of any significant hazard;
 3. The presence of an obvious vapor plume; and
 4. Whether or not there are victims and an estimate of their number;
2. Determine a safe route of entry for other responders and advise if personal protective equipment is needed for a safe response;

3. Begin an Incident Log;
4. Unless the Fire Department is already on scene, assume Incident Command and prepare to secure the immediate area; and
5. Prepare to brief the Patrol Supervisor and/or responding Fire Department and Emergency Medical Service personnel.

Sec. 2 Communications Division

1. Notify the Boston Fire Department;
2. Notify the Emergency Medical Service;
3. Notify the Patrol Supervisor responsible for that Sector; and
4. Make such other notifications as may be required.

Sec. 3 Duties of Patrol Supervisor

In addition to the general responsibilities described previously, responding Patrol Supervisors shall:

1. In the absence of Fire Department personnel, announce their arrival and their assumption of the duties of the Incident Commander by radio;
2. If Fire Department personnel are on scene, establish liaison with their Incident Commander and render any assistance required within the limits of training and personal protective equipment;
3. Have the ranking officer of the Hazardous Materials Unit respond and be guided by the advice of the Hazardous Materials Officer as to personnel safety considerations and methods of deployment of Law Enforcement Assets;
4. Ensure that the first responding officer or another designee is maintaining an Incident Log;
5. Identify a staging area for responding law enforcement assets and designate a staging area manager;
6. Secure the perimeter and the Incident Command Post;
7. Establish access control and traffic control points as directed by the Incident Commander (Ranking on-scene Fire Department Officer);
8. Begin planning evacuation routes for implementation (only upon receipt of a lawful order to do so); and
9. Prepare to brief the District Commander.

Sec. 4 District Commander

In addition to the general responsibilities described previously, District Commanders shall:

1. Announce their arrival and their assumption of command of all law enforcement assets on-scene;

2. Respond to the Incident Command Post and receive a briefing from the Patrol Supervisor;
 3. Designate a Superior Officer to work with the Fire Department Operations Chief;
 4. Designate a Superior Officer to work with the Emergency Medical Service Operations Chief;
 5. Make such assignments as necessary under the Incident Command System to ensure the safe and timely resolution of the incident;
 6. Be prepared to render any assistance required within the limits of the training and personal protective equipment possessed by responding officers; and
 7. Give timely updates on conditions to the Communications Division for dissemination to the Command Staff.
-

Addendum E - Code 103
Natural Disasters
(e.g., hurricane, major storm, etc.)

General Considerations

Incident Command at the scene of a Natural Disaster Incident (e.g., hurricane, major storm, etc.) within the City resides with the Boston Emergency Management Agency (BEMA) who will activate the Boston Emergency Operations Center (EOC) whenever necessary.

With the possible exception of tornadoes or earthquakes, a Code 103 - Natural Disaster event usually has sufficient lead time for adequate preparation. The Department would maintain liaison with the agency having primary jurisdiction of the event and provide such law enforcement resources as are requested.

Generally, the duties of the Police Department at natural disaster incidents is to perform the following tasks within the limits of their training and personal protective equipment:

1. Maintenance of law and order;
2. Coordination of all law enforcement activities in Boston;
3. Providing crowd control and traffic control;
4. Providing access control to restricted areas;
5. Protecting key facilities;
6. Warning support (loudspeakers, radios, etc.)
7. Maintaining liaison and coordination with other law enforcement agencies;
8. Providing damage assessment support;
9. Evacuating, relocating and housing of prisoners;
10. Supporting aerial search and rescue operations;

11. Supporting medical rescue operations;
12. Providing policy, coordination and operations group staff support; support to the EOC for 24-hour operation during an emergency; and
13. Providing security for reception centers, lodging and feeding facilities and emergency shelters.

The Police Commissioner, Superintendent-in-Chief or their designee shall establish liaison with the EOC and provide such support and resources as are required.

Addendum F - Code 104

Hazardous Materials (HazMat) and Weapons of Mass Destruction (WMD) Incidents

1. Hazardous Materials (HazMat)
2. Weapons of Mass Destruction (WMD)

I. HAZARDOUS MATERIALS

General Considerations

Incident Command at the scene of a Hazardous Materials (HazMat) incident within the City resides with the Boston Fire Department. The duties of Police at HazMat incidents is to perform the following tasks within the limits of their Training and Personal Protective Equipment

1. Provide personnel to secure the area and the Incident Command Post during an incident;
2. Establish access control and traffic control points as directed by the Incident Commander; and
3. Evacuate or notify affected populations and assist in making other warnings as directed by the Incident Commander.

Sec. 1 First Responding Officer

In addition to the general duties of first responding officers described previously, officers shall:

1. Notify the Communications Division of the conditions found on scene and confirm the existence of a Code 104 event, including;

1. The type of materials involved, if possible, and whatever indications of a release are visible from a safe distance;
 2. Wind direction and approximate speed;
 3. The presence of an obvious vapor plume; and
 4. Whether or not there are victims;
2. Determine a safe route of entry for other responders and advise if personal protective equipment is needed for a safe response;
 3. Begin an Incident Log;
 4. Unless the Fire Department is already on scene, assume Incident Command and prepare to secure the immediate and downwind hazard areas;
 5. Maintain radio communications with the Communications Division and keep them informed of the progression of the situation;
 6. Render first aid to any victims if it can be done without becoming contaminated; and
 7. Prepare to brief the Patrol Supervisor and/or responding Fire Department and Emergency Medical Service personnel.

Sec. 2 Communications Division

1. Notify the Boston Fire Department;
2. Notify the Boston Police Hazardous Materials Unit;
3. Notify the Emergency Medical Service;
4. Notify the Patrol Supervisor responsible for that Sector;
5. Dispatch sufficient units to control and isolate access to the scene; and
6. Make such other notifications as may be required.

Sec. 3 Duties of Patrol Supervisor

In addition to the general responsibilities described previously, responding Patrol Supervisors shall:

1. In the absence of Fire Department personnel, announce their arrival and their assumption of the duties of the Incident Commander by radio;
2. If Fire Department personnel are on scene, establish liaison with their Incident Commander and render any assistance required within the limits of training and personal protective equipment;
3. Have the ranking officer of the Hazardous Materials Unit respond and be guided by the advice of the Hazardous Materials Officer as to personnel safety considerations and methods of deployment of Law Enforcement Assets;
4. Ensure that the first responding officer or another designee is maintaining an Incident Log;
5. Identify a staging area for responding law enforcement assets and designate a staging area manager;
6. Secure the perimeter and the Incident Command Post;

7. Establish access control and traffic control points as directed by the Incident Commander (Ranking on-scene Fire Department Officer);
8. Begin planning evacuation routes for implementation (only upon receipt of a lawful order to do so); and
9. Prepare to brief the District Commander.

Sec. 4 District Commander

In addition to the general responsibilities described previously, District Commanders shall:

1. Announce their arrival and their assumption of command of all law enforcement assets on-scene by radio;
2. Respond to the Incident Command Post and receive a briefing from the Patrol Supervisor;
3. Be guided by the recommendations made by the Hazardous Materials Officer;
4. Designate a Superior Officer to work with the Fire Department Operations Chief;
5. Make such assignments as necessary under the Incident Command System to ensure the safe and timely resolution of the incident;
6. Be prepared to render any assistance required within the limits of the training and personal protective equipment possessed by responding officers; and
7. Give timely updates on conditions to the Communications Division for dissemination to the Command Staff.

Sec. 5 Hazardous Materials Unit

1. An officer from the Hazardous Materials (HazMat) Unit shall respond to the scene of all HazMat incidents and report to the highest ranking Department officer on scene.
2. The HazMat officer shall confer with Fire Department personnel, make his own assessment as to the safety of law enforcement responders and make recommendations for the safe staging and assignment of these assets to the Ranking Boston Police officer on scene.
3. The HazMat officer shall be responsible for making continuous site assessments and conducting timely briefings of the Ranking Officer on-scene, as well as the Duty Supervisor of the Communications Division.
4. If an unsafe condition exists which unduly threatens the lives and safety of law enforcement assets, the HazMat officer shall bring it to the attention of the Ranking Officer on-scene, who shall be guided by his recommendations to re-deploy or suspend operations.
5. HazMat officers shall act according to the limits of their training and personal protective equipment.

II. WEAPONS OF MASS DESTRUCTION (WMD)

General Considerations

Weapons of Mass Destruction (WMD) events would likely be terrorist events that usually target locations of special significance at times when a large population would be present in order to obtain the greatest amount of casualties. Using Chemical, Biological or Radiological agents, WMD events may seriously affect both the short term and long term health, infrastructure and economic welfare of the City.

The primary jurisdiction and lead-investigating agency will be the FBI, whose field office will set up a Joint Operations Center (JOC). BEMA will set up their EOC in order to support the JOC. The duties of the Boston Police are to perform the following tasks within the limits of their training and personal protective equipment:

1. Provide Security personnel to limit access to the "exclusion zone" and incident command post during the incident;
2. Establish access control and traffic control points as directed by the Incident Commander (IC);
3. Evacuate or notify affected populations to shelter in place, and assist in making other warnings as directed by the IC;
4. Assist the FBI with intelligence gathering and crime scene services;
5. Provide EOD services in search of secondary devices; and
6. Provide tactical response team services.

Sec. 1 First Responding Officer

In addition to the general responsibilities described previously, first responding officers shall:

1. Notify the Operations of conditions found including and confirm the existence of a Code 104 event, including:
 1. Identifying the type of materials involved if possible and whatever indications of a release are visible from a safe distance;
 2. Determining wind direction and approximate speed;
 3. The presence of an obvious vapor plume;
 4. Signs and symptoms of any victims;
2. Identify safe routes of entry (Uphill, Upwind) for other responders and advise the Communications Division of areas and streets that are unsafe for units to enter;
3. Advise if Personal Protective Equipment is needed for a safe response;
4. Begin incident log;
5. Unless the Fire Department is already on scene, assume Incident Command and prepare to secure the immediate and downwind hazard area;
6. Request and prepare to brief the Patrol Supervisor and responding Fire Department personnel;
7. Maintain radio communications with operations informing of progression of situation;
8. Assist with victims if it can be done without becoming contaminated; and

9. If it can be done without becoming contaminated, detain witnesses so as to establish if a crime was committed, the number and description of any suspects, and a description of any dissemination devices used.

Sec. 2 Communications Division

1. Notify Boston Fire Department;
2. Notify Boston Emergency Medical Services;
3. Notify the Boston Police Hazardous Materials Unit;
4. Notify the Patrol Supervisor responsible for that Sector;
5. Dispatch sufficient units to isolate and control access to the scene; and
6. Secure a clear channel for incident operations.

Sec. 3 Patrol Supervisor

1. Unless Fire Department personnel are already on scene, announce arrival and assumption of Incident Command by radio;
2. If Fire Department Personnel are on scene, establish liaison with the Incident Commander and render any assistance required within the limits of training and personal protective equipment;
3. Have the ranking officer of the Hazardous Materials Unit respond to his location and be guided by the advice of the Hazardous Materials Officer as to personnel safety considerations and methods of deployment of Law Enforcement Assets;
4. Assign an officer to maintain an incident log if the First Responding Officer is to be assigned other duties;
5. Identify the most appropriate pre-designated Staging Area for responding Law Enforcement Assets and assign a Staging Area Manager;
6. Secure the "Hot Zone" and Incident Command Post;
7. Establish Access Control and Traffic Control Points as directed by the Incident Commander (Ranking on-scene Fire Department Officer if JOC not in place);
8. Begin planning evacuation routes and be ready for implementation upon receiving a lawful order to do so; and
9. Request and prepare to brief the District Commander.

Sec. 4 District Commander

1. Announce arrival and assumption of command of all Law Enforcement Assets on-scene by radio;
2. Respond to Incident Command Post, receive a briefing from the Patrol Supervisor;
3. Be guided by recommendations made by the Hazardous Materials Officer;
4. Identify and appoint a Superior Officer to work with the ICS Operations Section Chief;
5. Make such assignments as are necessary under the Incident Command System to ensure the safe and timely disposition of the incident;

6. Be prepared to render any assistance required within the limits of the training and personal protective equipment possessed by responding officers; and
7. Give timely updates on conditions to the Communications Division for dissemination to the Command Staff.

Sec. 5 Hazardous Materials Unit

1. An officer from the Hazardous Materials (HazMat) Unit shall respond to the scene of all HazMat incidents and report to the highest ranking Department officer on scene.
2. The HazMat officer shall confer with Fire Department personnel, make his own assessment as to the safety of law enforcement responders and make recommendations for the safe staging and assignment of these assets to the Ranking Boston Police officer on scene.
3. The HazMat officer shall be responsible for making continuous site assessments and conducting timely briefings of the Ranking Officer on-scene, as well as the Duty Supervisor of the Communications Division.
4. If an unsafe condition exists which unduly threatens the lives and safety of law enforcement assets, the HazMat officer shall bring it to the attention of the Ranking Officer on-scene, who shall be guided by his recommendations to re-deploy or suspend operations.
5. HazMat officers shall act according to the limits of their training and personal protective equipment.

Addendum G – Code 105
Active Shooter Incident Rapid
Deployment Protocol

Sec. 1 Purpose: The primary mission in an active shooter incident is to save as many lives as possible. The only way to accomplish this is to locate the threat and neutralize it as quickly as possible.

Sec. 2 General Considerations: Active shooter incidents present complex problems for the Boston Police Department as well as for law enforcement in general. Active shooter cases may involve a suspect or suspects with multiple weapons, high caliber weapons and, in some cases, automatic weapons. Active shooter scenarios can happen at any time and at any place. The common factor in all the cases is that there is “ongoing shots fired” and the suspect(s) is actively engaged in creating death or great bodily injury. Immediate Action Rapid Deployment tactics are not a substitute for conventional response tactics to a barricaded gunman.

Sec. 3 Definitions:

A. Active Shooter – Suspect(s) activity is immediately causing death and serious bodily injury. The activity is not contained and there is immediate risk of death or serious injury to potential victims.

B. Rapid Deployment Protocol – The swift and immediate deployment of law enforcement resources to on-going, life-threatening situations where delayed deployment could otherwise result in death or great bodily injury to innocent persons.

Sec. 4 Duties of the First Responding Officer:

- A. Assess the situation.
- B. Until relieved by a supervisor, assume the duties of the Incident Commander (IC) and establish an Incident Command.
- C. Request appropriate resources:
 - 1. Supervisor
 - 2. Additional Patrol Units
 - 3. Boston Police SWAT Team
 - 4. Hostage Negotiation Team
 - 5. Emergency Medical Services
 - 6. Bomb Squad
 - 7. Fire Department
 - 8. Outside agency support if needed
- D. Determine if Rapid Deployment Protocol (Move to Contact) action is necessary.
- E. Broadcast Situation to Responding Units:
 - 1. Location of incident and address with cross street, if possible.
 - 2. Type of location involved, School, Business Private Home Playground etc.
 - 3. Safest approach for responding units.
 - 4. Location & number of suspect(s) (if known).
 - 5. Type(s) of weapon(s) involved (if known).
- F. Establish a Command Post location.
- G. Designate a staging area for responding units.
- H. Designate the members of the Contact and/or Rescue Team(s) ensuring that each team consists of a minimum of four (4) officers.

Sec. 5 Contact Team:

- A. Contact Teams consist of a minimum of four (4) Officers:
 - 1. Team Leader:
 - a. Formulates & implements a plan.
 - b. Makes deployment decisions and delegates team member responsibilities.

2. Assistant Team Leader:
 - a. Communicates with responding units.
 - b. Acts as additional Contact or Rescue Officer.
 3. Point Officer:

Provides cover for area of responsibility and engages suspect(s), if necessary.
 4. Rear Guard Officer:

Provides cover for area of responsibility and engages suspect(s), if necessary.
- B. The Contact Team(s) shall:
1. Move to make contact with the threat and neutralize it.
 2. Limit suspect(s) movement by containment.
 3. Prevent escape.
 4. Continue to move past any victims.
 5. Communicate progress (location and situation).
 6. Provide preliminary assessment:
 - a. Victim(s) – location & medical needs (prioritize if possible –dead vs. living and condition).
 - b. Explosive(s) – type(s) and location, if known.
 - c. Suspect(s) – description and location, if known.
 - d. Weapon(s) – type(s) and number, if known.

Sec. 6 Rescue Team:

- A. Only the Incident Commander may determine when and/or whether to deploy a Rescue Team(s). The first responding officer shall wait for a supervisor to assume command and make this decision.**
- B. When deployed, a Rescue Team shall consist of a minimum of four (4) officers:
- 1. Team Leader:**
 - a. Formulates & implements a plan.
 - b. Makes deployment decisions and delegates team member responsibilities.
 2. Assistant Team Leader:
 - a. Communicates with responding units.
 - b. Acts as additional Contact or Rescue Officer.
 3. Point Officer:

Provides cover for area of responsibility and engages suspect(s), if necessary.
 4. Rear Guard Officer:

Provides cover for area of responsibility and engages suspect(s), if necessary.
- C. The Rescue Team shall:

1. Rescue and recover the victim(s).
 2. Extract victim(s) to a designated safe area.
 3. Notify Command Post of the number of victims, the types of injuries, if any, and the seriousness of injuries, if any.
 4. Report suspect(s) location to Contact Teams.
 5. Emphasize custody and control of victims or potential victims.
 6. Initiate identification and accountability of victims.
 7. Coordinate all actions with Contact Team Leader and the Command Post.
- D. When multiple victims are present the Rescue Team shall request that the IC expand the Rescue Team size or number of teams operating in the building.

Sec. 7 Tactical Considerations:

A. Contact/Rescue Team Concerns:

1. Element of surprise
2. Maintaining offensive initiative
3. Security
4. Flexibility of planning/thought
5. Maneuverability
6. Economy of force
7. Deployment of multiple teams:
 - a. Crossfire/Backdrop.
 - b. Target identification.
 - c. Maintenance of radio communication.
 - d. Movement in unfamiliar surroundings.
 - e. Task saturation.
 - f. Lack of direct supervisory control.

B. Approach of Contact/Rescue Teams - Use cover and concealment

whenever you can:

1. Cover – vehicles/other solid objects, etc.
2. Concealment – lighting, fog, smoke, etc.

C. Approach Considerations:

1. Number of suspect(s).
2. Last known location of suspect(s).
3. Type of suspect(s) weapons.
4. Size & layout of structure.
5. Windows & glass doors – approach from the “Cold” angle or side if possible.
6. Floor plans of building.
7. Try to locate the property manager or custodian to obtain plans or information about the building.

D. Entry Considerations:

1. Confusion – victims hiding and frightened and not responding to law enforcement officer directions.
2. Remember that in the Boston School system they are taught to use the B.R.A.C.E. system. The acronym stands for:

B - Barricade

R – Report

A – Assess

C – Control & Communicate

E - Evacuation

Refer to Boston Public School Safety Contingency Plans for further information about the actions of school administrators and students.

3. Transmit entry point to dispatcher and supervisor if on scene.
4. Update dispatcher and supervisor of location regularly
5. Transmit location of injured victims by using Room numbers or other landmarks within building.
6. Base further movement on the location & direction of other contact Teams if being used.
7. Divide location by levels, wings, floor or groups of smaller buildings.
8. Contact/Rescue Teams shall use the 360-degree coverage formation when moving. The strength of this formation is the firepower moving toward the threat.

Sec. 8 Boston Police SWAT Team:

- A. Boston Police SWAT Team personnel are generally better equipped and trained to resolve a crisis scenario. However, continued assistance by the first responding officers is critical. As soon as is practical after Entry and Apprehension Team personnel arrive on scene, the IC shall ensure that first responding officers:
 1. Coordinate and relinquish contact responsibility from the first Contact Teams to Entry and Apprehension Team personnel.
 2. Assist with containment responsibilities, if necessary and if it can be done in a safe manner.
 3. Assist with Rescue Teams, if necessary.
 4. Act as a “pathfinder” for the Entry Team:
 - a. Direct to last known location of suspect(s).
 - b. Report location of explosive, if known.
 - c. Report location of victims if known.
 - d. Provide any pertinent information such as suspect(s) description, weaponry etc.

- e. If relieved, safely leave the building and report to the Incident Commander at the Command Post for debriefing.
 - B. Inner perimeter and Outer perimeter shall be maintained in the manner prescribed in Rule 200, Critical Incident Management.
-

ADDENDUM H

EMERGENCY DEPLOYMENT TEAM

Purpose:

To ensure a uniform response to Emergency Deployment Team call-outs for critical incidents within the City of Boston.

General Considerations:

The Emergency Deployment Team (EDT) is used to assemble a large group of police officers when an immediate response is required. The EDT may be used for, but not limited to, demonstrations, missing children, major fires or explosions, terrorist assaults, security for large crime scenes, etc.. Since the call-out of the EDT usually occurs during times of critical incidents, a swift but safe response is imperative. While an immediate response is expected, officers are reminded that regardless of the emergency, they must adhere to M.G.L. c. 89 § 7B (Operation of Emergency Vehicles).

EDT call-outs will be governed by Rule 200 - Critical Incident Management by using the Incident Command System (ICS).

Section 1

The Duty Supervisor of each shift will, before roll call, choose three officers from that District to be part of the EDT. One Patrol Supervisor from each Area will also be selected for the EDT. District Commanders in each Area will design a schedule so that one supervisor from that Area is assigned to the EDT each tour. The Supervisor and Police Officers assigned to the EDT will be so noted on that shift's batting order. Batting orders will be faxed to the Dispatch Center immediately after roll call. The Dispatch Center Duty Supervisor will review the batting orders from each District to make sure each District and Area has fulfilled its requirements as it relates to the EDT. Dispatchers shall contact each EDT officer assigned to their channel to confirm their EDT status for that shift.

Section 2

During times when the District Commander or the Night Commander is not available and the

Incident Commander has requested an EDT call-out, the Dispatch Center Duty Supervisor shall determine if an officer above the rank of sergeant is needed as the platoon commander. If so warranted, the Dispatch Center Duty Supervisor shall ensure the dispatch of a lieutenant from a district other than the district of incident occurrence. The responding lieutenant shall arrive and assume control as the EDT platoon commander. Normally, a lieutenant would not be needed when the EDTs are activated for traffic control or lost children incidents. However, a lieutenant shall be required to respond to all call-outs for critical incidents and actual or anticipated large crowd disturbances.

Section 3

An Incident Commander is authorized to request an EDT call-out. The Incident Commander should do so by notifying the Dispatcher to activate the EDT. The Incident Commander requesting the EDT should immediately choose a safe staging area and identify safe routes for officer response. The staging area should be outside the inner perimeter and particular attention should be paid to wind direction and topography, when relevant to the situation.

Section 4

Officers and Supervisors responding to a call-out for an EDT shall respond to the staging area with their Emergency Deployment Team equipment. Whenever a Police Officer assigned to the EDT is unable to immediately respond to an EDT call-out, the officer will immediately notify the Dispatcher. The Dispatcher will immediately notify the Dispatch Center Duty Supervisor, who will assign another unit to respond. For this reason, ALL District Patrol Supervisors and response units assigned to motor vehicles will carry their Emergency Deployment Team equipment in their assigned police vehicle. All other sworn personnel shall have this equipment available to them in the District.

Section 5

Emergency Deployment Team Equipment shall consist of: a ballistic vest, gas mask, 36" baton, riot helmet with face shield, protective work gloves, dust mask, nitrile gloves, gear bag and any other equipment issued or authorized by the Police Commissioner. Emergency Deployment Team Equipment shall be inspected every Sunday by the District Duty Supervisor at each roll call. This inspection shall be recorded in the administrative detail book.

Addendum I **CORPORATE EMERGENCY ACCESS SYSTEM (CEAS)**

Sec. 1 Purpose: CEAS is designed to reduce the potential impact of economic injury to a municipality following a serious or catastrophic event by providing quick access to affected work-sites by critical organization employees after an area has been designated as safe. Rapid

facilitation of business recovery activities in an impacted area will allow organizations to assess damage, maintain core IT systems, meet regulatory obligations, and secure or remove critical records and data. Department personnel will assist the Mayor's Office of Emergency Preparedness (MOEP) to ensure that the objectives of this program are met.

Sec. 2 Process: Department personnel shall use the following guidelines for determining authorized access to restricted areas during a critical incident.

- A. Access is accomplished by providing a credential, recognized by law enforcement, to essential employees and critical service providers selected by the employer. (Please see attached example)
- B. Credentials are issued pre-event to participating individuals in order to streamline access, eliminate confusion, and give authorities increased control after a disaster event.
- C. Credentials only become valid when public safety officials activate the program, usually following an incident or where control of a specific area is required.
- D. Law enforcement officials control access into restricted areas once immediate safety concerns have been mitigated, and may expand or restrict access at anytime.
- E. There are five levels of access within the system that can be activated at the discretion of officials and are associated with CEAS:
 - a. **Level X - Prohibited Access.**
 - b. **Level D - Direct Involvement only**– Cardholders directly involved in mitigating the emergency.
 - c. **Level C - Critical Industries Only Access** – Critical industries identified by MOHS for priority access based on National Infrastructure Protection Center (NICP) guidelines as well as unique local needs. Cardholders represent the industries deemed “critical” to the economic welfare of the city.
 - d. **Level B - All Industries for basic functions.** Cardholders represent employees of all other participating businesses.
 - e. **Level A - All permitted with possible vehicular limitations.** There are no cards issued with Level A access. Level A is a condition that may be initiated in the event vehicular restrictions must be enacted. Only CEAS cardholders will be able to drive motor vehicles into the City during a Level A activation.
- F. Utility workers and health care professionals with proper employee identification are treated as “emergency responders” and do not require a CEAS credential.
- G. Working press will have press credentials, giving them access to designated areas. The media industry is considered a “Critical Industry,” (Level C).

Sec. 3 Program Administration:

- A. Businesses may apply for credentials based on the number of employees at each of their worksites.
- B. Credentials are issued using a photo ID. (Please see attached example)
- C. The system is self-governed by its participants, who are responsible for identifying their own essential employees, managing turnover, and any title and responsibility changes.
- D. All administrative aspects of the program are handled by the Business Network of Emergency Resources (BNet), a NYS not-for-profit corporation:

Business Network of Emergency Resources, Inc.
President: Dr. Robert H. Leviton
11 Hanover Square
New York, NY 10005
Phone: 888-353-BNET
Email: support@bnetinc.org
www.CEAS.com

Corporate Emergency Access System (CEAS) Card Composition

Rear of

Rear of Card

Note:

- Amended by SO 07-018, issued April 5, 2007, adding Addendum I.
- Amended by SO 07-038, issued June 29, 2007, addendum G (edit to Section 7, subsection D #8).
- Amended by SO 07-056, issued October 3, 2007, "Entry and Apprehension Team" or "Entry Team" in Boston Police Rules and Procedures and Special Orders changed to "Boston Police SWAT Team" in the following sections:

Sec. 4.13

Addendum "A" Code 99

Sec. 1

Sec. 8 - line 5 & 12

Sec. 9 - line 3 & 8

Sec. 11- line 4

Sec. 13- line 6

Sec. 14- Title / line 5, 13, 14 &15

Sec. 15- Mobility/relocation

Addendum "B" Crowd Control

Sec. 2 C- line 2 sub-paragraph "a".

Addendum "G" Code 105 Active Shooter

Sec. 4 - line C Sub-line 3

Sec. 8 - Title / Line "A" sub-line 4