


<p>RABUN COUNTY SHERIFF'S OFFICE</p>  <p>General Order Number: 4.28</p>	<p>Date of Issue</p> <p>2/23/2016</p>	<p>Effective Date</p> <p>2/23/2016</p>	<p>Revision Date</p>
<p>Subject: MOBILIZATION PLAN</p>	<p>Amends:</p>		<p>Rescinds:</p>
<p>Index as: Mobilization Plan</p>	<p>State Certification Standards: 5.17, 5.34</p>		

Special Instructions:

PURPOSE

The purpose of this General Order is to prescribe the Rabun County Sheriff's Office policies and procedures for mobilizing off-duty personnel in the event of a major natural disaster, civil disturbance, riot/prisoner up-rising at the Rabun County Detention Center, or other unusual occurrence.

STATEMENT OF POLICY

It shall be the policy of the Rabun County Sheriff's Office that all necessary employees will report for duty at the time and place required when notified in the event of a major natural disaster, civil disturbance, riot/prisoner up-rising, or other unusual emergency occurrence.

DISCUSSION

During an emergency situation, the department is confronted with the dual objectives of simultaneously continuing its normal operations and responding to the unusual occurrence. Depending upon the situation, the department may be faced with the extreme possibility of having to manage a major unusual occurrence, while at the same time, responding to other emergency calls for assistance; operating the Rabun County Jail; providing necessary security to the court; and transporting persons in custody.

To accomplish this, the department will have to adjust its command and control structure, especially if responding to multiple civil disturbance incidents, a widespread natural disaster, a long-term hostage or barricaded suspect situation, or a major riot at the Rabun County Jail

Such events require an adjustment that completely changes the manner in which the department works. In place of its normal decentralized structure for performing day-to-day activities under the supervision of Division Commanders, unusual occurrences require highly centralized command and control, whereby employees from many organizational elements, to include the possibility of personnel from outside agencies, are brought together to handle the emergency, often for long periods of time, while others continue to provide normal law enforcement services.

Depending upon the nature of the unusual occurrence and the time required to properly handle the emergency, one or more of the following sources of additional manpower may have to be considered:

1. The call-out of one or more on-coming shifts of Uniform Patrol Division, Criminal Investigations Division or Rabun County Jail personnel before the normally scheduled time to report for duty;
2. The freezing of one or more on-duty shifts of personnel beyond the time they would normally terminate their duties;
3. Changing the length of shifts;
4. Using Reserve officers;
5. Directing a partial mobilization of some departmental personnel;
6. Directing full mobilization of all departmental personnel; and/or
7. Obtaining outside agency assistance under the provisions of Mutual Aid.

DEFINITIONS

UNUSUAL OCCURRENCE — An emergency situation that results from disasters, civil disturbances, or other types of major criminal activity of life threatening proportions.

TACTICAL ALERT — An alert that may be called to meet an immediate or anticipated unusual situation. It represents the preliminary stage of the department's mobilization plan for major emergencies through the utilization of available on-duty personnel resources.

STAND-BY — The first stage of the agency's mobilization plan that provides official notice to designated individuals that they are expected to be available for immediate mobilization when notified.

PARTIAL MOBILIZATION — The second stage in the department's mobilization plan where-by a select number of off-duty personnel are notified to report to duty.

FULL MOBILIZATION — The final stage in the department's mobilization plan where-by all agency personnel are mobilized to handle an emergency situation.

MUTUAL AID ASSISTANCE — A local emergency situation caused by conditions of extreme peril to the safety of persons and property within Rabun County, which exceeds departmental resources, to handle and requires the combined forces of other jurisdictions to combat.

EMA — The Emergency Management Agency.

I. MOBILIZATION RESPONSIBILITIES

A. Shift Supervisors

1. The on-duty supervisor will respond to the scene of the unusual occurrence and will make an initial assessment of the situation.
2. In the event that additional manpower is required within the county or in the RCDC, the supervisor will direct a "10-33 Tactical Alert" and coordinate the deployment of on-duty Uniform Patrol Division, and Criminal Investigations Division personnel to the incident scene.
3. Should the number of on-duty personnel be insufficient to handle the unusual occurrence, the supervisor shall notify the Division Commander of the situation and request that additional personnel be mobilized to handle the situation.
4. The supervisor of the area experiencing the emergency situation is responsible for directing all response personnel until properly relieved or until the situation has been resolved.

B. Division Commanders

1. Division Commanders may only issue a Partial Mobilization Order as prescribed below.
2. The Division Commander responsible for managing the incident will decide what type of Partial Mobilization Order to issue and initiate action to notify designated subordinate supervisors.
3. Unless otherwise directed, Division Commanders will continue, to the extent possible, all regular law enforcement services during the emergency situation. The management of personnel resources should include the prioritization of services and the relief of on-duty personnel if the emergency situation lasts for a period beyond 24 hours.

C. Sheriff Or Designee(s)

1. The Sheriff or designee(s) may issue a Stand-by Order, Partial Mobilization Order, or Full Mobilization Order.
2. Once the type order is determined, action will be initiated to notify designated subordinate commanders and supervisors.

D. Rabun County Communications Center

1. Whenever a "10-33 Tactical Alert" is initiated by a supervisor, Communications Officers must be prepared to impose strict management procedures for handling calls for service. Because of the need to handle the unusual occurrence, especially during the initial stages of the event and based on the policy and procedures of Rabun County Central Communications/9-1-1 calls will be prioritized as follows:

- a. **Priority One:** Those calls requiring immediate dispatch such as in-progress call, life threatening calls, alarms and any call that may have the potential for the loss of life and/or property;
 - b. **Priority Two:** Those calls, which are not in progress, but still need to be dispatched as soon as possible; and
 - c. **Priority Three:** Routine calls for service that would normally require an officer's presence, but which must be delayed/postponed until such time when the unusual occurrence is brought under control and additional units become available to handle non emergency calls.
2. It is the policy of the Rabun County Central Communications/9-1-1 that no call, no matter what the priority may be, for service be held. In the event that a unit is not available to respond, it is the dispatcher's responsibility to notify the Rabun County Sheriff's Office Shift Supervisor of the call and for this supervisor to make the determination on holding any calls.
 3. It is vital that accurate records be maintained so that when routine operations are resumed, contact can be reestablished with those whose request for service was not previously handled.
 4. Normally, the Rabun County Central Communications Center will make initial notification to the Sheriff or his designee(s).

II. RESOURCE MANAGEMENT

- A. Resources are managed at different levels depending on the needs and requirements of the incident.
 1. Single resources are individual officers or specialized teams that are assigned as the primary tactical unit. Examples are: a tactical team, canine team, patrol unit, fire engine company, etc.
 2. A task force may involve any combination of personnel and equipment from different divisions or agencies for a specific assignment.
 - a. Task forces should be developed for specific tactical needs.
 - b. They are temporary and should be demobilized immediately after the task is completed.
 - c. They maximize effectiveness and limit the number of single resources that would be required.
 - d. They reduce the communications load that is associated with multiple single resources.
 3. Staging of resources requires that an area and a Command Officer is assigned to determine and control multiple jurisdiction or agency involvement.
 - a. Resources are requested by the Incident Commander and are deployed by a staging officer, as directed by the Incident Commander.
 - b. This allows for proper deployment and control of massive resources during a large incident.
 - c. Proper span of control and safety standards are maintained.

- d. A staging plan has been developed for this purpose and is contained in the Rabun County Emergency Operations Plan.
- e. The Rabun County Director of Emergency Management or appropriate jurisdictional head may initiate the Rabun County Emergency Operations Plan.
- f. The Rabun County Emergency Operations Plan, if utilized, will provide support services, specifically to locate and dispatch resources as requested by the Incident Commander.

III. COMMUNICATIONS

- A. The most effective means of mobilizing personnel is by radio, telephone, or beeper through the use of a pyramid system. Senior Commanders will contact their Division Commanders who in turn will contact their Sergeants who will contact their assigned personnel. Responsibility for monitoring the status of personnel will be the duty of the Division Commander.
- B. All supervisors, regardless of rank, are required to keep an up-to-date listing of residential telephone numbers and beeper numbers of all assigned personnel.

IV. ALERT STAGES

- A. The department has established a variety of alert stages that can be selected based upon the nature of the emergency and the degree of advanced warning. It should be noted that there is not always a sequential declaration of alert stages. On the contrary, the department may have to immediately declare full mobilization without having first issued a Partial Mobilization or a Tactical Alert Order. The various alert stages are designed to allow the department to provide normal services, while simultaneously responding to an unusual occurrence. Needless-to-say, this may require the deferral of routine, non-emergency requests for service until the unusual occurrence is brought under control or the mobilization of additional manpower is completed.
- B. **A Tactical Alert** represents the preliminary stage that may lead to the partial or full mobilization of departmental personnel and may be called by any on-duty supervisor faced with an unusual occurrence. A Tactical Alert serves several purposes:
 - 1. First, a Tactical Alert is intended to announce the existence of a major emergency and to warn all elements of the department that it may become necessary to redistribute on-duty personnel to meet the emergency;
 - 2. Second, the calling of a Tactical Alert requires all on-duty supervisors to designate which subordinates, regardless of assignment, to report to the incident scene; and
 - 3. Third, a Tactical Alert requires Communications Officers to strictly manage radio communications by restricting air-time to only emergency situations; to broadcast a "10-33" (emergency) and "10-3" (stop transmitting); and to notify other units going in-service (10-8) of the emergency and transmitting restrictions. When appropriate, the Communications Officer will assign an alternate channel for the emergency. All other information not concerning the incident in which the channel has been cleared will need to be taken to an alternate channel. This includes all unit-to-unit traffic not related to the incident.

- C. A Tactical Alert is declared by a supervisor over the department's primary radio channel by broadcasting "10-33 Tactical Alert." It should be called as soon as possible when a Shift Supervisor forms the judgment that an unusual occurrence has occurred or is imminent. When a "10-33 Tactical Alert" is broadcast, all field personnel, regardless of assignment (Uniform Patrol Division, Criminal Investigations Division) will:
 - 1. Return to service, except if handling an emergency/life threatening situation; and
 - 2. Be prepared to respond as directed by the supervisor handling the incident.

- D. Under a Tactical Alert, the supervisor must determine whether she/he has sufficient personnel resources to bring the unusual occurrence under control, or whether available personnel should only be used to help stabilize the emergency until additional resources can be mobilized. This is a critical decision, especially in potentially life threatening situations, such as a riot or civil disturbance incident, where the premature deployment of insufficient manpower may cause the situation to escalate and become worse by requiring out-numbered officers to resort to force for self-protection. If, in the judgment of the Field Supervisor, on-duty manpower is insufficient to handle the unusual occurrence or the situation cannot be resolved during the current shift without having to "freeze" on-duty personnel, then the Tactical Alert becomes a "trip-wire" by setting in motion other alert stages at the direction of the Division or Senior Commanders.

- E. A **Stand-By** is the first stage of mobilization, by providing official notice to designated individuals that they are expected to be available for immediate mobilization in the event they are notified to report for duty. This alert stage may only be designated by the Sheriff or his designee(s) upon receipt of information that an unusual occurrence is likely to occur at a given time or location. This advance information may come to the attention of the department from reliable Criminal Intelligence sources or from EMA officials as a result of anticipated severe weather.

- F. The individuals placed on stand-by may vary, based upon the information available. In certain situations, the entire command staff may be placed on stand-by, especially if it is anticipated that the county's Emergency Operations Center may become operational for a prolonged period due to severe weather. In other situations, shift personnel may be placed on stand-by if; they may be required to report for duty in anticipation of a civil disturbance situation or natural disaster.

- G. A **Partial Mobilization** is the second stage in the department's mobilization plan where-by a select number of off-duty personnel are notified to report to duty. A Partial Mobilization may be called for by any Division Commander or higher commander. A Partial Mobilization normally is called following a Tactical Alert or in advance of an unusual occurrence that can be anticipated because of Criminal Intelligence information or severe weather forecasting. This alert stage provides Senior Commanders with a flexible means to mobilize additional manpower by providing several options that can be used either singularly or in combination, from which to obtain additional manpower.

- H. One Partial Mobilization option that should be considered for relatively short periods, when it is estimated that additional manpower will be needed for less than 12 hours, is to either call-out one or more on-coming shifts or to recall personnel who have just terminated their duties. A second Partial Mobilization option when additional manpower may be needed for periods longer than 12 hours is to change the duration of shifts and to assign the extra personnel to the unusual occurrence. Another Partial Mobilization consideration is to recall a select number of off-duty personnel, such as the recall of one shift from the RCDC to be used when a show of force may be required. A final Partial Mobilization option is to use Reserve officers.

- I. **A Full Mobilization** is the final and most costly of the agency's means to activate additional personnel resources for an unusual occurrence. This alert stage can only be authorized by the Sheriff or his designee(s). In order to achieve the maximum number of personnel to handle the unusual occurrence, longer shifts should be imposed for all employees while Full Mobilization is in effect. During Full Mobilization, all vacations, training, breaks, and other absences will be canceled. Civilian employees will perform their normally scheduled duties unless otherwise directed.

V. PRIMARY AND ALTERNATE ASSEMBLY AREAS

- A. Assembly area locations shall be selected prior to the issue of a Mobilization Order. The exact location will be based upon the nature of the unusual occurrence, with primary consideration given to employee safety and proximity to the emergency situation.
- B. **Primary Assembly Areas:** During a Partial or Full Mobilization of agency personnel, the primary assembly area will be their normally assigned place of duty unless otherwise directed when the mobilization order is issued.
- C. **Alternate Assembly Areas:** During periods of severe weather, it may become necessary to designate alternate assembly areas where employees can report, should the primary assembly area become inaccessible. Such locations will normally be determined before the Mobilization Order is issued.
- D. Any additional equipment needed will be distributed at the assembly area at the direction of the ranking officer.

VI. SPECIAL CONSIDERATIONS

- A. The Sheriff's Office will have a representative assigned to the EOC to coordinate efforts with other public safety agencies.
- B. Movements from the assembly area to the incident site will be by use of county vehicles.
- C. Based upon the nature of the incident, restrictions may be imposed on the type of calls that will be responded to, however, it must be remembered that it is the policy of the Rabun County Central Communications/9-1-1 that no calls for service be held. It is the Rabun County Sheriff's Office Incident Commander to determine which calls will be held.
- D. All commanders must maintain strict accountability of all assigned personnel. This is especially imperative under circumstances that require unusual response measures during rapidly developing and changing situations.
- E. Commanders will attempt to permit adequate and timely relief to personnel assigned to the mobilization without endangering the public.
- F. Accurate record keeping of personnel and equipment expenditures will be required during unusual occurrences that may later qualify for State or Federal reimbursement.
- G. During an unusual occurrence, a highly centralized command and control structure may have to be established to properly manage the emergency incident and to simultaneously provide resources for

other law enforcement activities. To accomplish this, the department may have to activate and staff the following command and control centers for the duration of the unusual occurrence:

1. **Sheriff's Office Emergency Operations Center:** will normally be co-located at the county's Emergency Operations Center (EOC) and will be responsible for the command and control of all Sheriff's Office operations; the management of departmental resources; and for providing necessary coordination with outside agencies for acquiring additional personnel and specialized equipment; and
 2. **Field Command Post:** will be located at a safe site, close to the actual incident scene, from where the designated Field Commander can properly supervise all personnel directly involved in handling the emergency AND coordinate with EOC personnel for additional resources and support. In some instances, it may be necessary to activate more than one Field Command Posts, especially when multiple emergency situations exist.
- H. Periodic rehearsals shall be conducted in conjunction with other county and city agencies, as directed by EMA authorities. The Sheriff or his designee shall maintain liaison with representatives of Emergency Management in order to coordinate the Sheriff's Office plans with the Emergency Operations Plan. This liaison will provide a mutual review and updating of the contents of these plans. At least once each year it shall be the responsibility of a designee of the Sheriff, in coordination with the Division Commanders to "test recall" to verify employees' phone numbers and to check the numbers of personnel available for a call-out situation. This designee shall evaluate the results of the test recall and make recommendations as to improving the efficiency of the emergency call-out system.



By Order of the Sheriff: **Chad K. Nichols**
Sheriff, Rabun County