


# TEXARKANA POLICE DEPARTMENT

## GENERAL ORDERS MANUAL

<b>SUBJECT</b>	<b>Incident Command System</b>		
<b>NUMBER</b>	<b>1102.31</b>	<b>EFFECTIVE DATE</b>	<b>March 18, 2011</b>
<b>Scheduled Review Date</b>	<b>August 30, 2018</b>	<b>ISSUE DATE</b>	<b>March 18, 2011</b>
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<b>APPROVED BY</b>		<b>ALEAP Standards</b>	8.05, 8.06, 8.07, 8.08, 8.09; 13.12

### I. Scope and Purpose

- A. The purpose of the following policy shall be to establish procedures for the operation of an Incident Command System in the event of a large scale unusual occurrence. The elements of this policy apply to all personnel.

### II. Policy

- A. It shall be the policy of the Texarkana Police Department to utilize an Incident Command System in response to large scale unusual occurrences. This system shall be utilized to establish and maintain control of the event while working toward a collective end to return the community to a state of normalcy. The Incident Command System will aid in the coordination of other agencies in response to an actual incident and is modeled in accordance with the Federal Emergency Management Agency (FEMA) incident management approach.
- B. All members of the Texarkana Police Department shall recognize and adhere to the guidelines established within this policy. [ALEAP 8.05c](#)

### III. Definitions

- A. **Incident Command System (ICS)**—ICS is a method of emergency realignment of normal operating management structure and will be utilized by the Texarkana Police Department during a variety of unusual occurrences. This system of realignment allows the Agency to better manage and coordinate the application of its resources during critical incident management ensuring certain vital functions are accomplished while utilizing basic experience and training. This ICS may be adapted to any emergency situation, as deemed necessary and appropriate. The ICS relies on a set of guidelines to assist in any given emergency. The system can be modified to meet any contingency surrounding less than critical incidents.
- B. **Police Incident Commander**—A ranking member of the police agency who is on the scene of the incident and designated to be in charge of all police operations concerning the specified event. Initially, it may be a first line supervisor. Ideally, a division commander—or his designee—should respond and assume the role of Police Incident Commander.
  - 1. Depending upon the circumstances of those incidents requiring the deployment of the Incident Command System, the SWAT Commander will at times assume the role as the Police Incident Commander.

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- C. **SWAT Commander**—A ranking member of the Agency who is at the scene of an incident and designated to be in charge of all tactical and negotiation operations.
- D. **Traffic Point / Perimeter Coordinator**—Any ranking member of the Agency who has been designated by the Police Incident Commander and charged with establishing and maintaining traffic points and perimeters throughout the incident.
- E. **Perimeter Officer**—Any sworn officer of the Agency—or a sworn officer from an assisting agency—who has been assigned to establish and maintain control of an established perimeter surrounding the incident.
- F. **Traffic Officer**—Any sworn member of the Agency—or a sworn officer from an assisting agency—who has been assigned a traffic control function within the areas surrounding the incident.
- G. **Staging Officer**—Any sworn member of the Agency who has been assigned the responsibility for directing the assembly of personnel and equipment at the staging area.
- H. **Liaison Officer**—Any sworn member of the Agency who has been assigned to coordinate activities between multiple agencies. This officer shall work closely with the Staging Officer.
- I. **Operations Officer**—Any sworn member of the Police Department who has been assigned the responsibility for assisting the Incident Commander and assigning officers to specific tasks or other tactical assignments. The Operations Officer will normally only be utilized during major unusual occurrences or events.
- J. **Scribe**—The Scribe, who is often overlooked and at times appears as a waste of manpower, can prove to be vital in reconstructing an event. The Scribe is assigned to maintain a detailed record of each event to include, if possible, the reasoning and discussion that lead to a decision. Although there is a tendency is to rely solely on radio recordings which are often available for documentation through the radio system, unless a full-time recording system is available at the Command Post, a Scribe will be assigned and responsible for recording all relevant activity occurring throughout the incident.
- K. **Critical Incident**—A major unplanned event—such as a natural disaster, major civil disorder or an act of terrorism—which requires a special response from the Texarkana Police Department. All critical incidents consist of three (3) phases:
  - 1. **Response Phase**—The initial phase of the incident which spans from the period of the initial report until the situation is stabilized.
  - 2. **Management Phase**—This phase begins with the stabilization of the incident and the establishment of on-scene command.
  - 3. **Stand Down Phase**—This phase begins when the Police Incident Commander initiates plans to terminate the incident.

**IV. Incident Command System — Procedures and Guidelines**

- A. This policy provides guidance to officers and supervisors when responding to and handling emergencies or critical incidents. While specific guidance is provided—and in most cases an appropriate response—officers and supervisors must evaluate each situation encountered and respond based on training, their judgment and the guidance provided within this policy.
- B. If deemed necessary and prudent, the first supervisor on a scene may activate the Incident Command System. The initial step in the activation process is accomplished by advising the Communications Center that the ICS is activated. The Incident Command System should be utilized during incidents of a magnitude and scope where it is determined a large number of resources will be needed to successfully mitigate the incident.

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1. As outlined by the on-scene supervisor, the Communications Center shall have the responsibility of notifying the Chief of police or a Division Commander to determine the appropriate response level.
  2. The Chief of Police or Division Commander will be responsible for determining the necessity and appropriate level of mobilization for responses to any unusual occurrence or high risk incident. Mobilization may only be authorized by the Chief of Police or his designee.
  3. The following elements of implementation may be considered during the mobilization of personnel:
    - a. The act of designating a primary and alternate point of assembly for those personnel who are mobilized; and
    - b. Placing all off-duty personnel on a “*call-out*” status.
- C. In a response and mobilization of any critical incident whereby law enforcement resources are committed to operations within the City of Texarkana, Arkansas, the following command, control and chains-of-command shall be strictly followed:
1. The Chief of Police or his designee shall have command authority over all law enforcement resources utilized within the City of Texarkana, Arkansas. The Chief of Police is ultimately responsible for controlling law enforcement activities during all police operations.
  2. The Incident Commander will have command over on-scene emergency operations.
  3. The SWAT Commander shall have command over tactical and negotiation operations within the inner perimeter.
  4. If the assumption of command becomes necessary during critical incident management, the following procedures shall be followed:
    - a. Supervisors arriving on the scene shall first assess the situation to determine how they can best contribute and take into account the circumstances that exist at the time of their arrival.
    - b. Supervisors in route to the scene of a critical incident or large scaled unusual occurrence shall not issue any instructions, recommendations or orders until they have arrived at the scene of the incident. The on-scene supervisor who has assumed the role of the Police Incident Commander shall be responsible for direction, command and control of the incident until his/her duties can be transferred to another supervisor in an orderly fashion.
    - c. Supervisors not present at the scene of the incident shall avoid the use of the radio unless absolutely necessary. Unnecessary questions, instructions or commands only serve to make the on-scene Police Incident Commander’s task more difficult and defeat the purpose of the Incident Command System.
    - d. Superior officers who are not present at the scene of the incident shall not countermand the orders of the on-scene Police Incident Commander over the radio unless absolutely necessary. A telephone, if available, should be used for inquiries regarding operations.
    - e. Transfer of command shall only take place after the following elements have occurred:
      - (1) The relieving Incident Commander has personally conferred with and been briefed by the current Incident Commander; and

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- (2) Transfer must be acknowledged by the receiving Incident Commander as well as relayed to the Communications Center. The relieved Incident Commander will then assume whatever new duties are assigned.

D. As soon as possible after the operation is underway, the Incident Commander shall appoint a Scribe to begin documenting essential information surrounding the incident's operation. The Scribe's purpose serves to document operational information as well as the operational and command decisions which have been issued to resolve the emergency. This documentation is critically essential, for in the event of a change of command, this documentation will minimize any disruption caused by the command transition. Although not inclusive, the documentation gathered during the critical incident or large scaled unusual occurrence shall contain, at a minimum, the following elements:

1. The nature of the event including relative times and locations;
2. The names of specific personnel in charge of specific tasks;
3. Documenting the times specific tasks are initiated and completed;
4. Resources in use, or those resources that are available, to include:
  - a. The number of personnel involved;
  - b. Other departments involved;
  - c. Major equipment being utilized;
  - d. Any information related to private sector involvement; and
  - e. A list containing any resources previously dismissed from the scene of the incident.

E. **Duties and Responsibilities** ALEAP 8.05

1. **Initial Responding Officer** — The first officer at the scene of a critical incident or large scaled unusual occurrence shall report the incident to the Communications Center. As soon as possible, the officer will provide the Communications Center with information needed to assist with injured people, crowd control, traffic control and establishing a perimeter.
  - a. The initial responding officer must make an initial evaluation of the incident and relay critical information to his/her shift commander or shift supervisor. Such action reports shall include the following information:
    - (1) **LOCATION** — address, streets involved, direction of movement
    - (2) **SIZE** — number of victims, suspects, area affected
    - (3) **ACTIVITY** — type of incident, crime(s) occurring, natural disaster, terrorist act
    - (4) Any additional information available to the officer that will assist other personnel to evaluate and respond to the incident.
2. **Initial Supervisor** — The first supervisor who arrives on the scene of a critical incident will assume command of the Police Department's disaster response, becoming the Incident Commander until relieved by the Police Incident Commander.
3. **Police Incident Commander** — The Police Incident Commander will assess the situation, direct personnel, coordinate/manage equipment and establish a temporary command post. The Police Incident Commander will keep the Chief of Police informed of all relevant information and make recommendations for additional resources needed to manage and mitigate the critical incident.

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- a. Under normal circumstances, and unless specifically relieved of these duties by a division commander or the Chief of Police, a shift commander will serve as the Police Incident Commander. The division commanders and the Chief of Police will remain available to provide assistance and advice to the Police Incident Commander; however, the command of the incident rests with the Police Incident Commander. Although not inclusive, the following is a list of essential duties and functions of the Police Incident Commander:
- (1) Select a command post location and notify all units of the location and safe approach routes. Direct the Communications Center to begin notifications of the chain of command as well as the Public Information Officer;
  - (2) Quickly assess the situation and determine if life threatening situations exist and, if feasible, begin an appropriate response to these situations;
  - (3) Determine what immediate resources are required and request an appropriate response of those resources deemed essential. Select an inner and outer perimeter, as appropriate, and deploy personnel to these positions. Uniformed officers should be assigned to inner perimeter positions;
    - (a) Continuously monitor the circumstances of the critical incident, and as the resource requirements change, remain in a position to request and secure the additional resources.
  - (4) Determine radio channel assignments for the critical incident and communicate this information to all involved units and agencies. A tactical channel, rather than the primary dispatch channel, should be selected.
    - (a) When determining an appropriate communications channel, the Police Incident Commander can rely upon section VI of this policy—as well as [General Order 1109.03--Radio Communications](#)—which contains all radio fleet maps.
    - (b) Appropriate lines of communication should be secured with other entities such as the fire department, other law enforcement agencies, public works, utilities and medical facilities.
  - (5) Identify the specific goals and objectives surrounding the operation. Begin implementing efforts and direction that serve to mitigate, control and stabilize the incident while working towards achieving these identified goals and objectives.
  - (6) Should the magnitude and scope of the incident require a large number of resources to successfully mitigate the incident, or should the incident result in a multi-agency response, the Police Incident Commander must ensure the tenets of the Incident Command System are utilized.
  - (7) Appoint a Scribe to begin collecting documentation consistent with the Section IV, Paragraph D of this policy. Ensure the Scribe's documentation contains information relating to personnel assignments, resources requested and all appropriate time notations.
  - (8) Quickly determine if a staging area(s) is needed, and if so, select the appropriate location(s).
    - (a) Police Personnel;
    - (b) Fire Department equipment and personnel;
    - (c) Media personnel;

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- (d) Emergency medical personnel; and
  - (e) Private sector personnel to include disaster relief organizations.
- (9) Early on during the response phase of the incident, the Police Incident Commander must designate one supervisor and a minimum of four (4) patrol units to respond to calls for service in the unaffected areas of the City.
- (a) If deemed necessary, the Police Incident Commander may authorize the Communications Center to dispatch only “priority one (1)” and emergency calls for police service.
- (10) The Police Incident Commander is responsible for the assignment of personnel, as deemed necessary, to each of the following tasks:
- (a) Perimeter Officer;
  - (b) Staging Officer;
  - (c) Traffic Officer;
  - (d) Liaison Officer; and
  - (e) Operations Officer.
- b. The Police Incident Commander’s primary objective shall rest with the development and implementation of an Incident Action Plan that serves to stabilize and resolve the incident. The Incident Commander must constantly monitor the incident and revise the Incident Action Plan accordingly. The Incident Action Plan may be written or oral, and it should include the following elements:
- (1) Specific tasks to be completed;
  - (2) Organizational structure to include the assignment of tasks;
  - (3) Contingencies and probable responses; and
  - (4) An overall review of available and required resources.
- c. Evaluate the security needs of public buildings and facilities and deploy security units as needed for locations such as police or municipal buildings, schools, gun stores and National Guard facilities.
- d. Develop a demobilization plan—to include a briefing—and collect all necessary information needed for the generation of an After Action Report. Release incident personnel and equipment as soon as possible while maintaining the integrity of the incident.
4. **Communications Center** — A specific radio channel shall be designated by the Police Incident Commander for use during the critical incident, and the Communications Center will maintain open lines of communication on the assigned channel by assigning a dispatcher to constantly monitor the respective channel.
5. **Division Commander** — Should a substantial amount of Department resources be required to respond to the critical incident, the division commander will respond to the scene—and if necessary—assume the role of the Police Incident Commander.

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- a. The division commander shall maintain the responsibility to determine whether the presence of on-duty personnel can adequately provide all of the resources necessary for de-escalation and bring stabilization to the incident. The division commander is responsible to provide a briefing to the Chief of Police.
6. **SWAT Commander** — Should an incident call for a response from the SWAT Team, the SWAT Commander will be notified and will respond to the scene. The SWAT Commander will be in charge of all inner perimeter personnel to include all tactical teams and members of the Hostage Negotiation Team.
    - a. Assessing the inner perimeter will be the SWAT Commander's responsibility.
    - b. As quickly as possible, the SWAT Commander must establish communications with the Police Incident Commander, the Tactical Team leader and Hostage Negotiation Team leader while ensuring the flow of information between these teams remains sufficient.
    - c. Coordinate with the Criminal Investigation Division after the scene is secure and collect all documentation for the preparation of an After Action Report.
  7. **Chief of Police** — The Chief of Police, or his designee, will ensure the city administrator is notified of the incident. The Chief of Police, or his designee, has the authority to request assistance from surrounding jurisdictions through mutual aid agreements and will coordinate the use of other city departments and resources through the city administrator. For additional information regarding mutual aid, refer to [General Order 1101.15---Mutual Aid](#).
  8. **Mayor** — In the event the critical incident exceeds the City's ability to control, the Mayor can declare a local emergency and initiate the process of obtaining assistance from the state and federal government. For additional information regarding requests for state and federal assistance, refer to [General Order 1101.12---Requesting Federal Assistance](#).
  9. **Staging Officer** — The Staging Officer will respond immediately to the staging area and provide for the orderly placement of vehicles and equipment in order to maintain safe and uninterrupted routes for ingress and egress.
    - a. Maintain communication with the Police Incident Commander while providing general security for the staging area.
    - b. Maintain documentation of all actions taken within the staging area and provide this documentation to the Police Incident Commander at the conclusion of the incident.
  10. **Traffic Point / Perimeter Coordinator** — This coordinator will maintain communications with the Police Incident Commander while establishing and maintaining personnel on all traffic control points and outer perimeter areas throughout the incident. Maintain documentation of all actions taken within the staging area and provide this documentation to the Police Incident Commander at the conclusion of the incident.
  11. **Traffic Point Officer** — The Traffic Point Officer will maintain a traffic perimeter that serves to block the flow of vehicular and pedestrian traffic into the affected area of operation. This officer must facilitate ingress and egress of emergency vehicles while maintaining an adequate level of manpower. The use of barricades and traffic cones must be deployed to limit manpower requirements. Maintain communications with the Traffic Point / Perimeter Coordinator.
  12. **Perimeter Officer** — The Perimeter Officer must determine the resources necessary to secure established perimeters while maintaining communications with the Traffic Point / Perimeter Coordinator.

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13. **Liaison Officer** — The Liaison Officer must coordinate the use of personnel and equipment from other agencies, department and private sector enterprises while ensuring all necessary communications between the Police Incident Commander and representatives from these groups remains viable. This officer must assist the Incident Police Commander in planning and using resources of equipment belonging to these groups while maintaining documentation of all actions taken and providing this documentation to the Police Incident Commander at the conclusion of the incident.
14. **Operations Officer** — The Operations Officer must work closely with the Police Incident Commander to establish radio frequencies and call signs for a variety of Incident Command functions such as investigations, traffic control, perimeter control, staging areas and special units.
  - a. Assist the Police Incident Commander with assigning officers to specific tasks and duties.
  - b. Maintain close contact with the Police Incident Commander and keeping him/her updated regarding the status of police related functions and communicating the Incident Action Plan to police personnel.
  - c. Maintain documentation of all actions and provide this documentation to the Police Incident Commander at the conclusion of the incident.

**V. Personnel Call-Out — Procedures and Guidelines**

- A. Call Out procedures shall follow the Department’s established chain-of-command and will be initiated by the Chief of Police or his designee.
  1. During all critical incidents, the Chief of Police, or his designee, shall utilize information gathered from the Police Incident Commander to determine whether the incident merits the resources of an Agency-wide call out. Information such as size, scope, nature and location of the incident shall be critical in determining the need for such resources.
- B. Division commanders, or their designees, are responsible for maintaining current and accurate phone listings of personnel under their command. Copies of all listings will be maintained in the Administrative Services Division, by each division commander and within the Communications Center.
- C. The Chief of Police, or his designee, will notify the Communications Center of the decision to initiate an Agency-wide call out. Once determined, the Communications Center shall contact and instruct division commanders to begin a systematic call out of personnel within their division.
  1. The circumstances and scope of the incident will always determine the Agency’s level of response. Personnel call-outs may include the recall of specific units, limited personnel or all Department personnel. In addition, deployment times, changes in duty schedules and duty hours will also remain dependent upon the circumstances and scope of the incident. Acting upon the information received from the Police Incident Commander, the Chief of Police or his designee may initiate a “call out” order for all personnel.
  2. Should the Chief of Police or his designee declare an Agency-wide call-out of Department personnel, the CodeRed system may be utilized by the Communications Center. For additional information surrounding the CodeRed System, refer to [General Order 1108.10--Code Red Emergency System](#).
  3. Division commanders will notify shift commanders, or shift supervisors, of the nature and scope of the call out. Division commanders and supervisors will notify and provide instructions for all personnel under their supervision. This may be accomplished by personnel within the Communications Center utilizing the CodeRed system. Although not always inclusive, the following elements should be provided to personnel affected by the call-out order:

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- a. Reporting times;
  - b. Assembly point location(s);
  - c. Equipment needed; and
  - d. A brief description of the nature of the incident.
4. The primary assembly point will be designated by the Police Incident Commander. The supervisor making the notifications will inform the on-duty supervisor of their subordinate's status while continuing attempts to contact / locate those officers not contacted or located during the initial call-out.
- a. In the event of a large scale disaster—or an incident involving multiple city departments, outside agencies, emergency management personnel or private sector entities—the Texarkana Police Department's Training Room located on the 1st floor of the Bi-State Justice Center will serve as the command center.
  - b. Unless otherwise specified during the call-out notification, all sworn personnel shall report wearing their assigned Class D Uniform. For additional information regarding the Class D Uniform, refer to [General Order 1101.03---Uniforms, Equipment and Appearance](#).
  - c. The on-duty patrol supervisor(s) will maintain a list of Department personnel who respond to the call-out. The call-out list will be included within the After Action Report submitted by the Police Incident Commander and will include:
    - (1) The officer's name, assigned shift, employee number and radio number;
    - (2) The time the officer reports for duty as well as the time the officer ends his tour of duty; and
    - (3) Recalled officer assignments.
  - d. In the event of an unusual occurrence, officers who have been assigned a take home unit will use their assigned unit to respond to the designated area and provide transportation for other employees as needed. Supervisors will ensure that transportation is provided for any of their assigned employees who are unable to respond.

**D. Standby for Call-Out — Procedures and Guidelines**

- 1. During those periods in which Department personnel are placed on standby for the call-out notification process, supervisors shall instruct their personnel to prepare for a probable response and issue the following instructions to all personnel affected:
  - a. All affected personnel shall be instructed to monitor their telephone, pager or Department radio traffic;
  - b. All affected personnel shall be instructed to refrain from consuming alcoholic beverages or engaging in any other activity that may prohibit their rapid response; and
  - c. All affected personnel shall be instructed to gather all of their necessary equipment.
- 2. The appropriate supervisor will notify their respective personnel when their response is needed. If telephone communications are not functioning, the Communications Center will utilize the police radio system to facilitate the notification and recall of personnel and will broadcast an alert tone on all channels. The broadcast will be accompanied by a recall message that includes information directing the personnel to the designated assembly location.

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3. Personnel should direct all calls to the on-duty patrol supervisor, their immediate supervisor or the specified contact number. **Personnel shall not call the Communications Center for information.**

**E. Personnel Grouping — Squad Organization**

1. In order to effectively manage, group and organize personnel in response to the scope of critical incidents, and when determined necessary by the Chief of Police or his designee, all recalled Agency personnel will be assigned and grouped in the following manner:
  - a. A Squad            A and C Squad personnel (7am to 7pm)
  - b. B Squad            B and D Squad personnel (7pm to 7am)
  - c. C Squad            Special Operations Section personnel
  - d. D Squad            SWAT personnel
  - e. E Squad            CID and Narcotics personnel
  - f. F Squad            Services Division personnel
2. During periods involving critical incidents, the Police Incident Commander may utilize these squads in accordance with the guidelines contained within this section; however, the Police Incident Commander may deviate from these guidelines as deemed necessary to accomplish the Department’s mission.
3. Once the squads have responded, and as they begin to assemble within their respective groups, the respective Squad Leader will organize their squad in the following manner:
  - a. The Squad Leader should assign four officers to each unit and designate one officer or sergeant as the unit’s leader;
  - b. The Squad Leader should obtain all of the required equipment for each unit. Equipment includes patrol units and any other specialized equipment deemed essential; and
  - c. Unless otherwise directed, all reporting officers should arrive in their Class D Uniform with their personal gear bag and other equipment necessary for patrol operations and will report to their designated Squad Leader.

**4. Squad Operations**

**a. Squads A, B, C**

- (1) In order to maintain continuous police services to the non-involved areas of the City, Squads A and B may be assigned to a twelve (12) hours shift rotation. During these periods, Squad A will be assigned to work between the hours of 0700 and 1900 hours, and Squad B will be assigned to work between the hours of 1900 and 0700.
- (2) Members of Squads D and C may be assigned to a twelve hour shift rotation as well. During these periods, Squad C will be assigned to work between the hours of 0600 and 1800, and Squad D will be assigned to work between the hours of 1800 and 0600. Both squads will be assigned duties related to critical incident operations. Members of Squad C will obtain and make available any Special Operations equipment requested by the Police Incident Commander. Squad D and C hours of operation are offset 1 hour from Patrol Squads to provide coverage and continuity of operations.

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**b. Squad D**

- (1) Members of Squad D may be assigned to inner perimeter and tactical operations in those critical incident scenarios involving criminal activity. In those critical incident scenarios involving non-criminal activity, the Incident Commander may return Squad E to other squads or assign members of this squad to other duties.

**c. Squad E**

- (1) Members of Squad E will conduct investigations and evidence collection/processing duties during critical incident scenarios involving criminal activity. In those critical incident scenarios involving non-criminal activity, members of Squad F may be assigned other duties as deemed appropriate by the Police Incident Commander.

**d. Squad F**

- (1) Members of Squad F will remain in a position to provide administrative support, logistical support or other duties deemed appropriate by the Police Incident Commander. Necessary support will include the Public Information Officer's function, equipment management and communications assistance.

**VI. Communications Protocol—Response to Critical Incidents**

- A. When implemented, this communications protocol will provide a clear and concise flow of critical information to all agencies responding to a major incident which could present an immediate danger to responders and/or the public. This section of the policy meets the requirements contained within the National Incident Management System (NIMS) that governs communications interoperability.
- B. This protocol should be utilized on all multi-agency or multi-jurisdictional responses to major incidents. Although not inclusive, a major emergency may include hazardous material releases, terrorist attacks or large scaled mass casualty incidents.

**C. Procedures and Guidelines**

1. While in route to the scene of a major incident, the senior response official—who will serve as incident commander on a major incident—will designate a common communications channel such as OEM 1 to the Communications Center. The dispatcher receiving that information will notify or coordinate notification of that channel designation to the shift supervisor and/or senior representatives of all respective responding agencies on each of their normal response frequencies.
  - a. The senior response official—who will serve as incident commander—will vary depending upon the type of incident. For example, a hazardous material incident or a rescue response would normally establish the fire department's senior response official as the incident commander. During incidents that include active shooters, potential terrorist events or those incidents involving criminal acts will establish the senior law enforcement representative as the incident commander.
2. All responding supervisors/senior representatives will switch to the designated channel and monitor for updated information.
3. When command is established on scene, the exact location of the command post and applicable staging area(s), if established, will be announced on the designated communications channel. The senior representative of each responding agency will respond to the command post where a short initial briefing will take place.
  - a. Each agency representative will assign radio channels to their personnel. One common channel will also be selected for command and control and announced to all agency representatives at

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the command post during the initial briefing. Only those personnel assigned to a command and control function will utilize the channel designated for that function.

- b. When the command and control channel is established, it will be monitored by the Communications Center. Any updated information will be broadcast on the command and control channel.
4. Strict radio discipline will be maintained by all agencies on all communication channels keeping communications to a minimum and utilizing plain text. During the initial response to the scene, dispatch will monitor the announced response channel. Any pertinent information or updates received through dispatch will immediately be broadcast to all responding units on that designated frequency.
5. A senior representative of each agency on scene will remain at the command post at all times.

#### **VII. Incidents Involving the Bi-State Justice Center**

- A. During incidents surrounding fires, rescues or hazardous materials, the ranking member of the Texarkana Arkansas Fire shall assume the role of Incident Commander.
- B. During incidents surrounding bomb threats or other criminal activity, the Incident Commander will be determined by the following criteria:
  1. The senior ranking supervisor who shall assume the role of Incident Commander will be determined by which side of state line the call originated. The Incident Commander shall continue having command authority until the threat is resolved. For more information related to bomb threat procedures, refer to [General Order 1102.24--Bomb Emergencies](#).
- C. The Incident Commander shall be responsible to activate the evacuation plan for the Bi State Justice Center. Should the Incident Commander determine evacuation is necessary, the following guidelines are recommended:
  1. The Communications and Records Section (CRC) should be notified immediately of the decision to evacuate. CRC personnel should notify the Texarkana Jail as well as building maintenance personnel.
  2. A building wide announcement of the evacuation should be disseminated over the Bi State Justice Center's Allworx telephone intercom system by building maintenance personnel. The announcement should include information related to evacuation routes as well as any personnel staging areas. The Incident Commander will assign the appropriate police and/or fire personnel to conduct a building check to determine if the building is clear of personnel.
  3. Personnel from CRC will relocate to the Southwest Center, which is located on West 7<sup>th</sup> Street. The Incident Commander may assign an appropriate number of personnel to assist in transporting CRC personnel to the Southwest Center.
  4. Personnel assigned to the Texarkana Jail (Lasalle) shall be responsible to conduct the evacuation of the jail. The Incident Commander will be responsible to coordinate this evacuation and assign personnel to provide assistance as requested and/or necessary.

#### **VIII. De-escalation of Critical Incidents**

- A. As the emergency lessens and control in the involved area is established, economy of force shall be employed by reducing the number of personnel and equipment in the area. As the event subsides, the Police Incident Commander will responsible for the following elements:

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1. Survey the affected area and determine the continued need for police involvement. Personnel reduction shall coincide with the restoration of public services and coordinate with other City Departments for any necessary clean-up operations.
2. Reduce the manpower and equipment at the scene until only those directly involved in the operation remain deployed. Police involvement will continue until the event is brought to a successful conclusion. Early withdrawal of forces may aggravate or reawaken a situation. Some incidents may present special problems because of potential for looting; therefore, police patrols may need to remain in an area for protection.
3. Personnel who have been relieved from the event shall be directed to report to the staging area for debriefing. Any specialized equipment that was utilized shall be turned in at that time. Debriefing will serve to:
  - a. Obtain intelligence for operations planning;
  - b. Critique tactics employed for handling the incident;
  - c. Encourage the reporting of incidents not previously known or included in situation reports; and
  - d. Ensure all participating agencies have an opportunity to contribute to after-action reporting.
4. The Incident Commander will be responsible for determining who is to gather all written materials including the Incident Command Checklists that were distributed and prepare an After Action Report.
5. Supervisors will be responsible for ensuring that all equipment issued to their employees for use during the emergency is turned in and accounted for before they are relieved from duty.
6. Each supervisor will keep a record of all personnel assigned to his unit. This record will contain the names, assignments, employee numbers, as well dates, times and hours worked.

**IX. After Action Report** ALEAP 8.06

- A. After any natural, manmade disaster, or occurrence as determined by the command staff, an after-action report will be conducted. Occurrences that may involve an after action include but are not limited to Special Response Team activations and events involving over ten thousand participants.
  1. The report will contain a comprehensive description of the event, the plans that were made prior to the event, and modifications to the plans during the event. Staffing during the event will be evaluated, how employees were contacted and the appropriateness of the number and response timing of officers should be documented. Traffic issues incurred throughout the event and an evaluation of the effectiveness of measures taken will be included in the final draft.
  2. The After Action Report will contain a description of the things that went well and the things that should be improved next time. Recommendations regarding any policy changes, staffing, equipment, and planning issues will be recorded.

**X. Homeland Security** ALEAP 8.08

- A. Primary Contact

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1. A division commander will be designated as the primary contact with homeland security. The commander will be responsible for disseminating all relevant homeland security information throughout the agency. The commander will also be primary Arkansas FUSION contact.
2. All intelligence reports disseminated to homeland security and the Arkansas FUSION center will receive direct approval from the division commander prior to being released.
3. The primary contact will receive all mandated training to be a primary contact from Homeland Security and the Arkansas Fusion Center.

**IX. Training and Evaluations** [ALEAP 8.07](#)

**A. Incident Command System Rehearsals**

1. The Texarkana Police Department’s Incident Command System will be rehearsed on an annual basis. These rehearsals will be used to evaluate the effectiveness, efficiency and applicability of the plan to different situations and will include the involvement of those agencies expected to participate in an actual incident. The Chief of Police, or his designee, will determine the extent, scope, and format for the rehearsal. In the event of an actual implementation of the Incident Command System due to a natural or man-made disaster incident, the actual implementation of the plan will replace the annual rehearsal. The after action report required for all natural and man-made disasters will serve as the critique of the Incident Command System.

**B. Annual Training** [ALEAP 13.12](#)

1. All commissioned personnel shall undergo training on the Incident Command System / NIMS model and all related written directives. Training will be commensurate with the officer’s rank and may involve mock exercises, actual exercises, tabletop exercises as well as in-service training. Key personnel identified in the Incident Command System manual will be trained in the requirements of the positions to be staffed. Related certificates documenting this training shall remain on-file within each officer’s training file.

**C. Analysis of Incidents and Training Effectiveness**

1. Annually, a documented evaluation of the effectiveness of all Incident Command System incidents and related training will be prepared by the Services Division Commander or as designated by the Chief of Police. This evaluation will include an analysis of all system activations and an evaluation of all related training with an emphasis on suggestions for improvement and identifying future training needs.

**D. National Incident Management System** [ALEAP 8.09](#)

1. Personnel will be trained in NIMS (National Incident Management System). Every sworn officer will complete all of the NIMS courses required for each rank.

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