

**LITTLE ROCK POLICE DEPARTMENT
GENERAL ORDER**

G. O. 312 EMERGENCY OPERATIONS/INCIDENT COMMAND

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I. Purpose

- A. The purpose of this General Order is to establish guidelines for the Little Rock Police Department, while responding to major emergencies, disasters, large, preplanned events or spontaneous lawful protests/demonstrations. The Little Rock Police Department's organizational philosophy is based on effective coordination and containment, transparent and timely communication, and if required, the appropriate levels of control being utilized. The Little Rock Police Department Emergency Operations Plan will focus on three (3) distinct facets of approach/operation required during any response: Genesis and initial response, an investigation of the event, and responding to calls for service and investigations within the entire city.
- B. This General Order is designed to establish procedures for the handling of unusually serious incidents, which will require multiple police unit responses and/or coordination of responses with other city departments, cities, state, or federal units or agencies. It is intended to facilitate the accomplishment of the mission assigned to the Department by the City of Little Rock Emergency Operations Plan.
- C. The General Order will establish guidelines for the implementation and utilization of the Incident Command System (ICS) in response to large-scale unusual occurrences. 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 Administration (FEMA) incident management approach.

II. Responsibilities

- A. All members of the Little Rock Police Department will respond to incidents in a manner consistent with the guidelines of this General Order. All members should be aware that inaction may result in an escalation of the incident.
- B. The City of Little Rock Emergency Operations Plan will be distributed to all sworn personnel with the rank of Major Captain and above. These personnel will familiarize themselves with the plan and have it available for reference in the event of a major emergency.
- C. The Emergency Operations Plan will be reviewed and updated annually.
- D. The Chief of Police will designate a Homeland Security Advisor who will serve as the Department's Emergency Operations Planning Officer. He will be responsible for coordinating the planning function for response to critical incidents and unusual occurrences. He will report to the Chief of Police or his/her designee.
- E. The Homeland Security Advisor will coordinate an annual rehearsal of the Department's mobilization procedure.

III. Alert Stages

- A. The following guidelines will be utilized in determining the degree of Department mobilization required to handle an emergency situation.
1. Stage I Alert: - An unusual incident which could be controlled by on-duty Field Services Division personnel and leave sufficient staffing to provide police services.
 2. Stage II Alert: - An incident of such proportion that all available on-duty personnel not required to provide other emergency services will be mobilized to establish immediate control of a situation, and which may require temporary modification of the Department's organizational structure.
 3. Stage III Alert: - An incident which threatens the safety of the city to such an extent that, in the opinion of the Chief of Police or his/her representative, it is necessary to mobilize the resources of the Department and/or request the assistance of other city departments and/or outside agencies (i.e. other law enforcement agencies, National Guard, etc.). Requests for the Arkansas National Guard and the Arkansas State Police should be made through the City Emergency Operations Center to the appropriate state agency. In any incident approaching such magnitude that the need for extensive police response is obvious (i.e. riots, major disasters, etc.) and telephone contact is not possible, it shall be the duty of all officers, including off-duty, to report, without notification, to his/her Division of assignment.

IV. Command Centers

- A. The Department may have three separate Command Centers in operation during an alert. The Emergency Operations Center and the Department Command Center may be activated for a Stage II or III alert, or at the direction of the Chief of Police:
1. The Incident Command Post, staffed by the Assistant Chief of Police – Field Services Bureau, the affected Field Services Division Commander, the Special Operations Division Commander, Headquarters Division designee, and support personnel, normally located at or very near the actual incident;
 2. The City Emergency Operations Center (EOC), staffed by the Chief of Police, the Assistant Chief of Police – Executive Bureau, the Emergency Management Lieutenant Homeland Security Advisor and support personnel, normally located in the Emergency Operations Center, 7000 Murray Street, Little Rock, Arkansas. In an effort to ensure the effectiveness and increase the synergy necessary to monitor, direct resources and handle the event, it is recommended that the Mayor, City Manager, Fire Chief (or designee), MEMS Director, Director of Housing and Neighborhood Programs, Neighborhood Programs, Director of Public Works and Fleet Service Manager, and Arkansas Division of Emergency Management (ADEM) and National Guard Command personnel (if applicable) also report to the City EOC;

3. The Department Command Center, staffed by the Assistant Chief of Police, Investigative Bureau, Major Crimes Division Commander, Special Investigations Division Commander, ~~Records and Support~~ 21st Century Policing Division Commander and other additional support personnel normally located at 700 W. Markham, Little Rock, Arkansas.
4. Specialty Units such as the Real Time Crime Center (RTCC); Intelligence; and Crime Analysts will normally report to their offices unless redirected by the Office of the Chief of Police.

V. Implementation

- A. This Incident Command System and/or Emergency Operation Plan may be implemented during the following types of civil disturbances or disasters:
 1. Riots;
 2. Large scale demonstrations;
 3. Strikes;
 4. Natural disaster (i.e. tornado, earthquake); and/or,
 5. Any other type of civil disorder or disaster that threatens human life or property.

VI. Mobilization Procedure

- A. Divisional Rosters
 1. Each Division will prepare and maintain an up-to-date Special Call-Out Procedure - Emergency (S.C.O.P.E.) Plan, which lists the name, address, and telephone numbers of each of its members. All supervisory personnel shall retain a copy of their Division's S.C.O.P.E. Plan at their homes and offices for ready use.
 2. Division S.C.O.P.E. Plans shall be updated, and a copy forwarded to the Homeland Security Advisor and the Communications Center by the 10th of each month. A copy of these updates shall be maintained with the Desk Officer.
 3. Each Field Services Division shall assign at least two (2) officers as drivers for the Mobile Command Vehicle. These officers will be trained by the Little Rock Police Department Training Division on proper driving and setup procedures of the Mobile Command Vehicle. A list of all drivers and their contact numbers will be forwarded to the Homeland Security Advisor on a quarterly basis. The Homeland Security Advisor will maintain an up-to-date Mobile Command Vehicle Call-Out List, which will be provided to the *Department of Emergency Communications (911) Division* on a quarterly basis.

- B. When an incident necessitating a Stage I Alert occurs, the affected on-duty Shift Commander will assume command and evaluate the incident to determine if ICS is needed to initiate the level of mobilization necessary to control the incident. The Shift Commander will be responsible for making staff notifications at his/her discretion.
- C. Whenever an incident appears to necessitate a Stage II or III Alert, the on-duty Shift Commander shall immediately notify the Chief of Police, the Assistant Chief of Police – Investigative Bureau, Homeland Security Advisor, Assistant Chief of Police - Field Services Bureau, Assistant Chief of Police - Executive Bureau and the appropriate Field Services Division Commander and advise them of the situation. The ranking commander available shall determine what level of mobilization may be appropriate and direct that the mobilization procedure be implemented.
 - 1. The Homeland Security Advisor shall notify all Division Commanders.
 - 2. Division Commanders will ensure that all the necessary personnel under the command are alerted and will direct them to report for duty to a specified location.
 - 3. In the event of a Stage II or III alert, the on-duty Shift Commander shall contact the Department of Emergency Communications (911) Division and have the Mobile Command Vehicle mobilized. The Department of Emergency Communications (911) Division shall utilize the Mobile Command Vehicle Call-Out List to dispatch a qualified vehicle operator, the Information Technology Lieutenant and the On-Call Information Technology Technician. The Operator will retrieve the Mobile Command Vehicle and transport it to the location designated by the Incident Commander.
 - 4. Each member notified shall immediately report to the designated location, properly equipped and prepared to perform police duties.
 - 5. Members unable to respond to the designated location due to road or bridge damage or other obstruction, shall respond to the nearest available Field Services Division and perform such duties, as assigned by the on-scene commander. When this occurs, the member shall contact the supervisor who requested his/her mobilization and shall advise him/her of the alternative action.
 - 6. Supervisors shall maintain a record of members contacted with mobilization instructions. A copy of this record will be forwarded to their Division Commander.
- 7. Supervisors shall maintain a roster of all officers who report to them for assignment in order to coordinate personnel deployment and to subsequently account for the staffing utilized. A copy of this roster will be forwarded to their Division Commander.
- D. Report Without Notification
 - 1. In any incident approaching such magnitude that the need for extensive police response is obvious (i.e. riots, major disasters, etc.) and telephone contact is not possible, it shall be the duty of each officer to report, without notification, to his/her Division of assignment.

2. If any member, reporting for duty without notification, cannot reach the Division of their assignment, they shall respond to the nearest available Field Services Division and perform such duties as may be assigned by the on-scene commander.
- E. Demobilization - At the completion of any incident requiring mobilization, the Chief of Police or his/her designee will determine the staffing requirements for post-incident duty and direct that surplus personnel be released.
1. Officers released from duty shall complete any required reports and check out with their incident supervisor before going off-duty.
 2. Officers who remain on extended duty shall be released by their incident supervisors at the completion of their assignments.
 3. Division Commanders shall submit a record, using National Incident Management System (NIMS) Incident Command System (ICS) forms, of the names of officers assigned to them during the incident, including the times they reported to and were released from duty. These records shall be delivered to the Incident Commander after the incident is ended. The Financial Services Manager will adequately assess the staffing expenditure.

VII. Field Command - Emergency Operations

- A. Incident Command should be established whenever an incident requires the response of multiple police units to a Stage I, II, or III Alert. Incident Command will be established in accordance with the Department's chain-of-command structure.
- B. Command Structure
1. The operational structure of the Police Department may be modified during Emergency Operations. Whenever a police incident requires the establishment of Incident Command, the Departmental order of succession for line control of the incident will be as follows:
 - a) Chief of Police;
 - b) Assistant Chief of Police – Executive Bureau ~~and the Homeland Security Advisor;~~
 - c) Assistant Chief of Police -Field Services Bureau and the Homeland Security Advisor;
 - d) Assistant Chief of Police – Investigative Bureau;
 - e) Field Services Division Commander in the Division of Occurrence;
 - f) Shift Commander in the Division of Occurrence;
 - g) Sergeant assigned to the scene of the incident; and,
 - h) Officers assigned to the scene of the incident.

C. Assuming Command

1. In the initial stages of an emergency incident investigation, the first officer on the scene (senior officer if more than one officer arrives simultaneously) shall assume and retain Incident Command, until relieved by a supervisor (Sergeant) or command-level officer (Lieutenant or above).
2. The modification of the Department's organizational structure for line control during an emergency situation does not negate the Department's established chain-of-command. This means that any command level officer in the Department's normal chain-of-command may assume command and responsibility for police response at any time during the police emergency.
3. The appearance or mere presence of a command-level officer at the scene of a police incident shall not indicate his/her assumption of command. However, should this command-level officer issue orders or direct the activities of personnel, they have indicated the assumption of Incident Command and must follow the procedures outlined in this General Order.
 - a) If this command-level officer wishes to remain at the scene in an advisory capacity to the Incident Commander, they must not issue orders or direct the activities of police personnel.
 - b) If the Incident Commander is unsure of the status of a command-level officer on the scene, they should ask the command-level officer directly if they have assumed command, so that no confusion exists.

D. Incident Commander Authority

1. When a member of the Command Staff personally appoints an Incident Commander, this officer will normally be relieved of command by the Chief of Police or the Command Staff member who appointed the Incident Commander.
2. The Incident Commander, regardless of rank, shall have complete authority and responsibility for conducting the field operations of the Police Department for the duration of the emergency, until properly relieved.
3. All personnel assisting in or assigned to the involved area shall be subjected to the direct command and supervision of the Incident Commander.

E. Change of Overall Command - Major Crime Scenes

1. After an emergency operation involving a major crime scene has been resolved and the Incident Commander decides that the emergency has passed, the on-scene command of the incident may be passed to the Major Crimes Division for further investigation, if necessary.
2. A supervisory officer of the Major Crimes Division shall then assume Incident Command and direct the follow-up investigation.

3. All personnel from other Divisions will continue to assist as needed, obeying orders and directives given by the Major Crimes Division supervisor (Incident Commander), and will remain on their assignments until properly relieved by that Incident Commander.

VIII. Command Responsibilities - Stage I Alert

- A. When a Stage I Alert has been declared, officers shall assume the following basic responsibilities:
 1. First Officer at the Scene - The first officer at the scene of a major incident that requires a large and rapid response of police units shall:
 - a) Assume and retain Incident Command until properly relieved by a superior officer;
 - b) Observe and record the activities taking place; and,
 - c) Request a supervisor and any other assistance he deems necessary (i.e. additional units, fire department personnel, medical personnel, tow truck).
 2. First Supervisor at the Scene - The first supervisor at the scene of a major incident that requires a large and rapid response, shall:
 - a) Assume Incident Command;
 - b) Assess the incident and initiate a plan of action;
 - c) Notify a Shift Commander who will respond to the scene; and,
 - d) Request the necessary resources to carry out his/her plan of action (i.e. additional staffing, special equipment).
 3. The Shift Commander at the scene of the incident shall assess the incident to determine if it is of a magnitude that warrants escalation to a Stage II or III Alert.
 - a) If a Stage I Alert, they will assume Incident Command and ensure the Departmental staffing and resources necessary to control the situation have been requested. At the conclusion of the incident, they will submit a detailed After-Action Report through the chain of command to the Chief of Police and forward a copy to the Homeland Security Advisor.

IX. Escalation from Stage I to Stage II Alert

- A. Whenever the decision is made to move from a Stage I to a Stage II Alert, the Incident Commander shall:
 1. Ensure that the Chief of Police, Assistant Chief of Police – Investigative Bureau, Assistant Chief of Police - Field Services Bureau, Assistant Chief of Police - Executive Bureau and the Homeland Security Advisor are notified;

2. Direct all field units in the involved area to switch to a common frequency. (This frequency will usually be designated by the highest-ranking supervisor in Communications;
 3. Direct the Communications Center Dispatchers to screen all calls so that units are only dispatched to emergency incidents;
 4. If not on the scene, ensure that a Field Services Division Commander, preferably from the Division of occurrence, responds to the scene; and,
 5. Coordinate the mobilization of all on-duty personnel by notifying the Homeland Security Advisor or his/her designee.
- B. On-duty, non-uniformed members shall report in person to their supervisors. These supervisory officers shall prepare a roster of available personnel. A copy of this record will be forwarded to their Division Commander and the Homeland Security Advisor.

X. Escalation from Stage I or II to Stage III Alert

- A. Whenever the Chief of Police or his/her representative declares a Stage III Alert:
1. The Homeland Security Advisor shall notify the Assistant Chief of Police – Investigative Bureau, Assistant Chief of Police - Field Services Bureau, Assistant Chief of Police - Executive Bureau and all Division Commanders, or their designees, to activate their S.C.O.P.E. Plans.
 2. The Public Affairs Office will be utilized to ensure radio and television stations are requested to periodically broadcast that off-duty officers are to report for assignment and that calls for service will be prioritized and that response times may be affected.
 - a) The Public Affairs ~~Officer~~ Lieutenant will respond to the City Emergency Operations Center (EOC) and develop specific times for the media to be briefed.
 - b) ~~The Crime Stopper Officer will respond to the Incident Command Post and develop specific times for the media to brief.~~
 - c) ~~The Crime Prevention Coordinator will respond to the Department Command Center and develop specific times for the media brief. F.O.I. Sergeants will also respond to the Department Command Center and support the Assistant Chief of Police Investigative Bureau and the Major Crimes Division Commander.~~
 3. All off-duty members who have not been contacted through the S.C.O.P.E. Plan have the responsibility to report, without notification, when they become aware of such an emergency situation.
 4. Officers on an approved extended leave have the responsibility to contact the Department as soon as possible. Officers on Extended Leave and working in a restricted duty assignment will be assigned to the Communications Center for the duration of the event.

XI. Command Responsibilities - Stage II or III Alert

- A. In a law enforcement event, the Chief of Police or his/her representative shall serve as the Law Enforcement Coordinator and will be responsible for:
1. The issuance of appropriate instructions for the purpose of ensuring coordinated, effective deployment of personnel and equipment for control of the incident, and for providing effective police services to the remainder of the City;
 2. The monitoring of police activities, as well as the coordination of the entire organization with outside agencies;
 3. Informing other authorities (i.e. City Emergency Control Group, other agency heads, etc.) of police activities upon request or when appropriate;
 4. The constant evaluation of incoming information in order to keep apprised of the scope and direction of the incident;
 5. Requesting any necessary assistance from City Departments, other police agencies, and State and/or Federal Agencies;
 6. The review of requests and authorization for use of special equipment;
 7. Maintain ongoing media relations, through the Public Affairs Office; and,
 8. Approving a plan for demobilization.
- B. Assistant Chief of Police – Executive Bureau and the Emergency Management Lieutenant ~~Homeland Security Advisor~~ shall be responsible to:
1. Respond to the City Emergency Operations Center, and assist in coordinating the analysis of incoming intelligence;
 2. Keep a current account of personnel assigned to the incident area and assist the Department Command Center in planning for and meeting the personnel and logistical needs of the Incident Commander;
 3. Serve as the Incident Recorder, and be responsible for compiling an overall chronological history of the incident, in writing, by monitoring all related telephone and police radio communications;
 4. Act as the Damage Assessment Officer by keeping an account of reported damage;
 5. Provide auxiliary services, personnel, equipment, and supplies, as required to support field operations; and,
 6. Act as liaisons for outside agencies, including courts and the Prosecuting Attorney's Office.

C. Assistant Chief of Police – Field Services Bureau, affected Field Services Division Commander, Special Operations Division Commander and Headquarters Division designee shall be responsible to:

1. Establish an Incident Command Post if one has not been established;
2. Order the use of special equipment (if time does not permit authorization through the Chief of Police);
3. Estimate the immediate and future equipment and staffing needs, so that off-duty personnel and other agencies can be mobilized, if necessary (personnel assigned to the Headquarters Division shall be utilized to work from the Command Post and may be supplemented from any other division, with approval from the Chief of Police or his/her designee, except those personnel assigned to the Department Emergency Operations Center);
4. Maintain situation maps and activity logs encompassing the emergency area, and prepare oral and/or written status reports for the Chief of Police or his/her representative;
5. Establish a Department Staging Area to coordinate personnel and equipment for effective control of the incident;
6. Establish a traffic control plan, to include detour routes, removal of vehicles, ingress and egress routes, emergency vehicle routes, etc.; Establish crowd control and area isolation, if necessary;
7. Institute the evacuation of buildings and danger areas, if necessary;
8. Establish interior patrol to provide general law enforcement and the prevention of looting;
9. Collect and disseminate information regarding dangerous and/or damaged areas and the traffic capabilities of the streets;
10. Compile information regarding casualties or missing persons;
11. Establish a first-aid station for police and support personnel; and,
12. Participate in a review and critique at the completion of the Incident.

D. Assistant Chief of Police – Investigative Bureau, Major Crimes Division Commander, Special Investigations Division Commander, and ~~Records and Support~~ 21st Century Policing Division Commander shall be responsible to:

1. Respond to the Department Command Center, and assist in coordinating the analysis of incoming intelligence;
2. Coordinate the collection and analysis of intelligence information;

- 3 Coordinate communication with assisting outside agencies;
- 4 Maintain constant communications with the Field Command Post and the City Emergency Operations Center;
5. Review traffic control plans in affected areas based upon recommendations of Field Services Division Commanders.
6. Assist with logistical needs.

E. Major Crimes Division Commander shall be responsible to:

1. Respond to the Department Command Center, and assist in monitoring police activities and the evaluation of incoming information, unless directed otherwise by the Chief of Police;
2. Coordinate communications with assisting outside agencies;
3. Maintain constant communications with the Field Command Post and the City Emergency Operations Center;
4. Review traffic control plans in the stricken areas, based on the recommendations of the Field Services Division Commanders;
5. Assist with logistical needs; and,
6. Ensure that staffing of Major Crimes personnel is sufficient for investigation of the duration of the event and for investigation requests/requirements in the other divisions.

F. Field Services Division Commanders, not involved in the incident Division of occurrence, will have command over the regular police activities within their areas of responsibility to ensure that normal patrol functions are accomplished.

G. Headquarters Division Commander or designee will be responsible to:

1. Respond to the Incident Command Post and ensure that all Memorandums of Agreement (MOA) or Memorandums of Understanding (MOU) that have been developed between other city departments and or civic organizations are activated involving:
 - a) Relocation/temporary housing for displaced civilians
 - b) Requesting mass transit for civilians
 - c) Food and essential supplies for displaced affected civilians
 - d) Providing protection/security for displaced civilians
 - e) Medical care (i.e. MEMS, UAMS)
 - f) Any other required assistance

- g) Ensure that the Departmental S.C.O.P.E. plan call-out is exercised at minimum annually
- h) Prepare a memorandum to the Office of the Chief of Police identifying any discrepancies in the annual S.C.O.P.E. plan and suggestion(s) for improvement within 30 days

XII. Pre-assigned Duties and Responsibilities – Stage II or III Alert

A. The Training Division personnel shall:

- 1. Have primary responsibility for the implementation of the Department's mass arrest and prisoner first aid operations in accordance with established procedures;
- 2. Provide Training building security and video/photograph recording teams during mass arrests;
- 3. ~~Arrange for the emergency vehicle repair and transportation needs of the Department, or other duties at the direction of the Training Division Commander or the Assistant Chief of Police – Executive Bureau;~~
 - a) Have the responsibility to equip and train all sworn personnel in line operations, riot control tactics.
 - b) NIMS ICS 100, 200, 700, 701, 702, 703, 800 ~~and ICS 300 & 400~~ training will be administered to all Basic Recruits and the appropriate NIMS training for supervisors selected for specific staff positions in the Incident Command Post will be tailored for supervisory In-Service.
 - c) Responsible for providing a checklist of responsibilities for divisions/sections with reassigned responsibilities. Specifically, training will be developed for: Safety Officer, Liaison Officer, Information Officer, and Operations officer, Planning/Intelligence Officer, Logistics Officer and Finance Officer.

B. The Professional Standards Section will provide adequate citizen complaint accessibility as necessary. F.O.I. Sergeants will also respond to the Department Command Center and support the Assistant Chief of Police Investigative Bureau and the Major Crimes Division Commander. Professional Standards personnel may be assigned by the Chief of Police any other duties necessary for the successful completion of the overall mission.

C. The Public Affairs Office will provide press liaison in cooperation with the Chief of Police from the various command center locations. The PAO should respond quickly to rumors and misinformation by disseminating accurate and timely information to media outlets.

D. The Major Crimes Division personnel will be assigned to process prisoners arrested for serious crimes, to assist authorities in identification of the dead and damage assessment, and other duties as directed.

- 1. Ensure that staffing of Major Crimes personnel is sufficient for investigation of the duration of the event and for investigation requests/requirements in the other divisions.

E. Headquarters Division personnel shall:

1. Provide for the physical security of the main police headquarters complex, Communications Center, and essential city offices.
2. Arrange for the emergency while repair and transportation needs of the Department or other duties at the direction of the Training Division Commander or the Assistance Chief of Police – Executive Bureau.

F. Special Investigations Division personnel will be assigned to intelligence-gathering tasks or other duties at the direction of the Special Investigations Division Commander or the Assistant Chief of Police – Investigative Bureau.

1. Respond to the Department Command Center, and assist in monitoring police activities and the evaluation of incoming information, unless directed otherwise by the Chief of Police;
2. Coordinate the collection and analysis of intelligence information;
3. Coordinate the viewing, deployment, and retention of data for the City-Wide Camera system in affected areas.
4. Assist any officer(s) and family involved in high profile incidents, with temporary housing, protection, and due process of law.

G. 21st Century Policing Division:

1. School Resource Officers (SRO) will be assigned depending on the needs at the time and at the direction of the Office of the Chief of Police.

H. Special Operations Division personnel shall:

1. The Community Engagement Unit (CEU) ~~Special Events~~ Lieutenant, Sergeant, and two officers will be assigned to the Department Command Center.
2. Special Operations Units (K-9, ~~SRO~~, Motorcycles) will be utilized at the incident scene in either a riot control capacity, or as identified by the Incident Commander.
3. The Special Response Unit may be utilized in either a riot-control capacity, or as an element of the City's Disaster Urban Search and Rescue Team.
4. The Special Weapons and Tactics (SWAT) Unit may be deployed to provide cover for field units. The manner of their deployment should not be such that the Unit is unable to be quickly redeployed to meet special threats as they arise.

I. Field Services Division personnel shall monitor and enforce all regular police activities within their areas of responsibility to ensure that normal patrol functions are accomplished.

- J. Sergeants assigned to field duty shall normally command a squad of no more than seven officers and shall report directly to the Incident Command Post for duty assignment.

XIII. The Incident Command Post

- A. Personnel assigned to the Incident Command Post shall provide the following:

1. Operational facilities for utilization by the Incident Commander; and,
2. Establishment of a communications link with the Emergency Operations Center and the Department Command Center.

- B. Incident Command Post Personnel

1. Incident Command Post personnel shall be commanded by the Incident Commander.
2. The Incident Commander may appoint such staff as he may need.

- a) Safety Officer – will be responsible for the overall safety of emergency responders assigned to the incident and often acts as an advisor to the IC. ~~See addendum for duties.~~ Duties would include the following:

- (1) Identify and mitigate hazardous situations.
- (2) Ensure safety messages and briefings are made.
- (3) Exercise emergency authority to stop and prevent unsafe acts.
- (4) Review the Incident Action Plan for safety implications.
- (5) Assign assistants qualified to evaluate special hazards.
- (6) Initiate preliminary investigation of accidents within the incident area.
- (7) Review and approve the Medical Plan.
- (8) Participate in planning meetings.

- b) Liaison Officer - provides in-depth contact with staff from outside agencies and may step in for the IC during busy moments at and around the command post but often operates very near, but not within, the command post. ~~See addendum for duties~~ Duties would include the following:

- (1) Act as a point of contact for agency representatives.
- (2) Maintain a list of assisting and cooperating agencies and representatives.
- (3) Assist in setting up and coordinating interagency contacts.

(4) Monitor incident operations to identify current or potential inter-organizational problems.

(5) Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.

(6) Provide agency-specific demobilization information and requirements.

- c) Information Officer – The Crime Stopper Officer or designee will respond to the Incident Command Post and develop specific times to brief the media with current, accurate, and authorized information about the emergency. ~~See addendum for duties~~ Duties would include the following:

(1) Determine, according to direction from the IC, any limits on information release.

(2) Develop accurate, accessible, and timely information for use in press/media briefings.

(3) Obtain IC's approval of news release.

(4) Conduct periodic media briefings.

(5) Arrange for tours and other interviews or briefings that may be required.

(6) Monitor and forward media information that may be useful to incident planning.

(7) Maintain current information, summaries, and/or displays on the incident.

(8) Make information about the incident available to incident personnel.

(9) Participate in planning meetings.

- d) Operations Officer – is responsible for managing and performing all actions on scene. Operations personnel may perform a wide variety of on-scene tasks including fighting fire, rescuing and treating victims, managing hazardous materials, and anything else necessary and practical to resolve the emergency. ~~See addendum for duties~~ Duties would include the following.

(1) Assure safety of tactical operations.

(2) Manage tactical operations.

(3) Develop the operations portions of the IAP.

(4) Supervise execution of operations portions of the IAP.

- (5) Request additional resources to support tactical operations.
- (6) Approve release of resources from active operational assignments.
- (7) Make or approve expedient changes to the IAP.
- (8) Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.

e) Planning/Intelligence Officer - continuously monitors, evaluates, updates, and recommends modifications to the Incident Action Plan. ~~See addendum for duties~~ Duties would include the following:

- (1) Collect and manage all incident-relevant operational data.
- (2) Conduct and facilitate planning meetings.
- (3) Reassign personnel withing the ICS organization.
- (4) Compile and display incident status information.
- (5) Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).
- (6) Determine need for specialized resources.
- (7) Assemble and disassemble Task Forces and Strike Teams (or law enforcement Resource Teams) not assigned to Operations.
- (8) Establish specialized data collection systems as necessary (e.g., weather).
- (9) Assemble information on alternative strategies.
- (10) Provide periodic predictions on incident potential.
- (11) Report significant changes in incident status.
- (12) Oversee preparation of the Demobilization Plan.

f) Logistics Officer - manages procurement and distribution of assets related to the incident. ~~See addendum for duties~~ Duties would include the following:

- (1) Facilities.
- (2) Transportation.
- (3) Communications.

(4) Supplies.

(5) Equipment maintenance and fueling.

(6) Food services (for responders).

(7) Medical services (for responders).

(8) All off-incident resources.

- g) Finance Officer - deployed at large incidents where financial support, reimbursement, and/or administrative services are needed. ~~See addendum~~
Duties would include the following:

(1) Manage all financial aspects of an incident.

(2) Provide financial and cost analysis information as requested.

(3) Ensure compensation and claims, functions are being addressed relative to the incident.

(4) Gather pertinent information from briefings with responsible agencies.

(5) Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.

(6) Determine the 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) headquarters on finance matters.

(9) Ensure that personnel time records are completed accurately and transmitted to home agencies.

(10) Ensure that all obligation documents initiated at the incident are properly prepared and completed.

(11) Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

- h) Intelligence Officer - ensures that intelligence and investigative operations and activities are properly managed and coordinated. Duties would include the following:

(1) Collect, process, analyze, secure, and disseminate information intelligence, and situational awareness.

- (2) Identify, document, process, collect, create a chain of custody for safeguard, examine and analyze, and store evidence or specimens.
- (3) Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension.
- (4) Conduct missing persons and mass fatality death investigations.
- (5) Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts.
- (6) Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and /or help prevent the occurrences of similar incidents.

C. Incident Command Post Operations

1. Incident Command Post operations shall include facilitating the Incident Commander's duties and responsibilities, as follows:
 - a) Staffing and equipment needs and estimates;
 - b) Crowd control and area isolation;
 - c) Building or area evacuation;
 - d) Interior patrol and general law enforcement;
 - e) Bomb threat or bomb emergency response, in accordance with policy;
 - f) First-aid station and/or morgue; and,
 - g) Incident staging-area operations.

XIV. Field Communications Post

- A. The Incident Commander, at the scene of a major police incident, shall establish a Field Communications Post whenever one of the following conditions exists:
 1. When the number of personnel or units assigned to the incident is large enough that coordination through a Field Communications Post is necessary.
 2. When the incident is of such severity that constant communication with the Department Command Center is desirable.

- B. The Field Communications Post should be established either at or near the Incident Command Post, to enable secure telephone contact between the Incident Command Post and the Department Command Center.
- C. Whenever a Field Communications Post is established, the Chief Dispatcher will be notified immediately. The Communications Center on-duty Supervisor shall allocate the frequency (or frequencies) necessary for handling the incident and make the necessary adjustments in assigning frequencies for policing the remainder of the City.
- D. A Field Communications Officer shall be assigned by the Incident Commander to remain at the Field Communications Post and shall be constantly available for communications.

XV. Staging Areas

A. Staging Areas

- 1. The Incident Commander may elect to establish a Staging Area. The location of such staging area will normally be near or adjacent to the Incident Command Post, but may be located elsewhere, as site availability, security, accessibility, or other factors may dictate.
- 2. The mission of the Staging Area may include:
 - a) Providing a check-in area for arriving personnel and equipment;
 - b) Providing a maintenance area for damaged vehicles and equipment;
 - c) Providing a temporary storage area for impounded vehicles; and,
 - d) Providing a secure area for parking of law enforcement personnel's private vehicles.

B. Department Staging Area

- 1. The Department Staging Area will normally be activated only during a Stage II or III Alert, or at the discretion of the Chief of Police or his/her representative. The Department Staging Area will be located at the designated Departmental facility or at any other site, selected by the Chief of Police or his/her representative.
- 2. The mission of the Department Staging Area is to provide a central location for:
 - a) The personnel function of accounting and processing incoming and relieved members;
 - b) The expedient dispatching of personnel and equipment to involved areas; and,
 - c) The disbursement and control of vehicles, emergency equipment, food, etc.

XVI. Reports and Communications

- A. Effective command and control are dependent upon prompt, accurate, and complete information. During Emergency Operations or large-scale occurrences, all personnel shall have a primary responsibility to communicate all pertinent information upward to the next higher level of authority.
- B. Situation Reports - A periodic Situation Report shall include the following information:
 - 1. Current developments of the incident;
 - 2. Control measures implemented;
 - 3. Analysis of the overall situation; and,
 - 4. Staffing and equipment needs, etc.
- C. Situation Reports may be included on a Little Rock Police Department Officer's Report Form (5600-02) and shall be forwarded and/or communicated to the Department Command Center, at appropriate intervals, by the Incident Commander. Situation Reports may be communicated by computer link-up, when available, and a copy of that communication retained by the Incident Commander.
- D. After Action Report - At the conclusion of every incident in which ICS is implemented, Homeland Security Advisor shall ensure that a comprehensive after-action report is completed and forwarded to the Office of the Chief of Police within ten (10) business days. The After-Action Report shall detail the ICS protocol and address any deficiencies. The Homeland Security Advisor shall be responsible for the completion of a documented analysis of ICS incidents as well as all interagency training and rehearsals triennially.
- E. Units having equipment designated for use in emergency operations will inspect that equipment quarterly for operational readiness and retain documentation of that readiness inspection.
- F. The Department of Emergency Communications (911) Division will document the numbers and types of equipment utilized by Communications personnel in support of the Emergency Operations Plan. The Department of Emergency Communications (911) Division is responsible for inspecting all the call taker and dispatch positions equipment on a monthly basis for operational readiness.

XVII. Disaster Urban Search and Rescue

- A. In accordance with the City Emergency Operations Plan, the City Manager may declare a state of disaster and activate the Little Rock Disaster Urban Search and Rescue Team.
- B. The Special Response Unit (SRU), acting under the command of the SRU Lieutenant and the oversight of the affected assigned Field Services Division Commander, will provide the police response portion of the Little Rock Disaster Urban Search and Rescue Team.
- C. The City of Little Rock Emergency Control Group, operating from the Emergency Operations Center, will coordinate the activities of the various City Departments (i.e. fire, engineering, police, etc.) providing search and rescue personnel and equipment.

- D. The Special Response Unit will provide that portion of the search and rescue function which best suits its training and equipment (i.e. crowd control, protective services, etc.).
- E. The Law Enforcement Coordinator (i.e. Chief of Police) will coordinate the activities of the Special Response Unit with the needs identified by the Emergency Control Group.

XVIII. Outside Agencies

- A. The use of outside agencies will be consistent with state and federal laws, the City of Little Rock Emergency Operations Plan, and any mutual aid agreement that may be in force.
- B. Arkansas State Police
 - 1. Requests for Arkansas State Police support should be made through the City Emergency Operations Center to the State Office of Emergency Services.
 - 2. Upon initiation of a Stage II or III Alert, the Chief of Police or his/her representative may confer with the ranking on-duty officer of the Arkansas State Police to coordinate the assistance to be provided by Arkansas State Police personnel.
- G. Arkansas National Guard
 - 1. In the event the Arkansas National Guard is requested, the official request will be made by the chief executive officer of the City of Little Rock (i.e. the Mayor).
 - 2. The request will be made through the State Office of Emergency Services, who will provide liaison between the City of Little Rock and the Governor's Office.
 - 3. Upon making his/her decision, the Governor may have the State Office of Emergency Services contact the Mayor or the Governor may contact the Mayor himself/herself.
 - 4. When National Guard troops are assigned to an area within the City for the purpose of assisting in the preservation of law and order and/or the protection of life and property, they will be under the command of, and directly responsible to, their military commanders. The authority of the Chief of Police or any other Department Commanders will not extend to such troops. However, the Chief of Police or his/her representative will advise the military commanders as to the specific needs of the City and recommend areas in which the military can most appropriately be used in support of the civil authorities to restore order. National Guard personnel will be utilized for support roles and not actively engaged in riot control measures at the scene. Support roles include but are not limited to: establishing an emergency operations center for intelligence, social media and technical support; providing security for identified critical buildings and or/infrastructure; processing and security of prisoners and other duties as approved by the Military Commanders.
- D. Intervention by Federal Troops

1. In case of intervention by Federal troops, the military commander will cooperate to the fullest possible extent with the Governor, or other civil authorities and forces, unless such cooperation interferes with the accomplishment of his/her federal mission.
2. Military personnel assigned to a problem area may recognize the authority of the Chief of Police and assist in mutually restoring the area to normalcy; or, if circumstances warrant, sole command of the area may be assumed by the military commander.

E. Request for Mutual Aid

1. Mutual Aid will be requested in accordance with Arkansas Statute, 12-75-119 Statewide Mutual Aid System.
2. Requests for aid from the Little Rock Police Department shall be made by the Chief of Police or his/her designee.
3. Should another agency request aid outside business hours, the Shift Commander will be responsible for LRPD response. Notification will be made up the chain as soon as possible. The Office of the Chief of Police will make notification to the City Manager.

XIX Incident Command Training

- A. The Homeland Security Advisor will coordinate an annual training exercise involving departmental personnel and will assist the Training Division to ensure that agency personnel are trained and updated as needed in the Incident Command System.
- B. Department personnel will participate annually in a training exercise which may include a tabletop, actual exercise, or exercises involving multiple agencies.
 1. A documented evaluation of the training will be completed by the ranking supervisor attending the exercise.
 - a) A copy of the evaluation shall be forwarded to the Homeland Security Advisor for inclusion in his/her triennial analysis. 3. Each Division Commander will assign officers to be trained as drivers for the Mobile Command Vehicle. The Little Rock Police Department Training Division will be responsible for driver training and will ensure that each assigned officer has an understanding of the operation and set-up of the Mobile Command Vehicle.
 - b) Each Field Services Division Commander will assign officers to be trained as drivers for the Mobile Command Vehicle. The Little Rock Police Department Training Division will be responsible for driver training and will ensure that each assigned officer has an understanding of the operation and set-up of the Mobile Command Vehicle.

- C. All Sworn Officers of the Little Rock Police Department will receive NIMS Certification for first responders, which will be facilitated by the Training Division.

XX. Information Exchange

- A. All information related to suspicious incidents and criminal intelligence relating to criminal and homeland security will be documented and immediately forwarded to the Special Investigations Division Intelligence Unit, who will investigate and forward the information to the FBI Joint Terrorism Task Force (JTTF).
- B. The Special Investigations Division Intelligence Unit will maintain relationships with outside agencies for the purpose of exchanging information relating to suspected acts of terrorism.
- C. The Special Investigations Division Intelligence Unit will provide awareness information and contact information for reporting suspected terroristic acts by the public.

XXI. High Profile Events Preparation and Notification

- A. The Little Rock Police Department routinely monitors upcoming events/programs that may have large crowds in an effort to discover any demonstrated and confirmed history of violence in other cities or venues, which may possibly impact the safety and security of residents and visitors to the City of Little Rock. Events are most often held at private clubs, event centers, public city parks and occasionally at one of the five Large Area Facilities (LAF) that operates in the City.
- B. Anytime information is obtained involving an upcoming event/program that may possibly impact the safety and security of residents and visitors to the City of Little Rock and there is confirmation of a history of violence in other cities or venue(s), that the information is promptly submitted to the Office of Chief of Police for review and submission to:
 - 1. City Manager;
 - 2. Mayor;
 - 3. Little Rock Planning Department; and,
 - 4. The Special Operations Division Commander.
- C. The Special Operations Division Commander, or designee, is responsible for contacting the promoter of the specific event to inquire if any LRPD officers or other individuals, who are certified by the State of Arkansas to act as Law Enforcement Officers, will be working.
- D. In the event that LRPD will be working off-duty at the event, the Special Operations Division Commander, or designee, will determine if the number of officers is sufficient. They have the discretion to require more officers or may deny any LRPD officers from working the event.
- E. The Special Operations Division Commander, or designee, will request from the event promoter that they notify him/her immediately when a performer has been added to the performance.

- F. The City of Little Rock Planning Department will determine if any permits are required and assign Code Enforcement and/or a Little Rock Fire Department Fire Marshall to inspect the venue to ensure the facility is operating to city codes.

Additions and revisions are *italicized and underlined.*

Deletions are denoted with a strikethrough.