EFFECTIVE DATE: February 6, 2001   **REVISION DATE: October 22, 2025**
AFFECTS: All Personnel

I.   INTRODUCTION

This plan is designed to serve as a guide for police response during significant emergency incidents. It can be applied to a variety of situations. Command personnel may find that they need to deviate from it to address problems arising in a specific situation. As a general rule, this plan should be implemented when commanders recognize that the situation will require a large scale and rapid response or a major commitment of departmental resources for an extended period of time.

II.   PURPOSE

The purpose of this plan is to assist departmental personnel in organizing and operating effectively during significant emergency incidents. Based on the Incident Command System, the policies contained in this order provide guidance for the expansion of personnel from the initial responder to a major commitment of the Police Department's personnel and resources.

III.   TRAINING

A.   All department personnel will receive training in the Incident Command System (ICS) upon hire.

B.   The homeland security lieutenant will oversee the development and implementation of documented annual training on the department's All Hazards Plan, to include the ICS for affected agency personnel.

C.   The homeland security lieutenant is responsible for conducting a documented biennial training consisting of a tabletop or full-scale exercise to assess the agency's capabilities with the All Hazards Plan and the ICS and the training exercises will be documented. A summary of each ICS training exercise will be included in the Homeland Security End of Year Report.

IV.   PHASES OF THE INCIDENT COMMAND SYSTEM (I.C.S.)

The Incident Command System provides operating procedures for a variety of emergencies ranging from a short-term operation (1-6 hours), to a long-term operation (6 hours to several days). Regardless of the incident type, preparations will begin with Phase I and progress to Phase II, only if necessary.

A.   PHASE I OPERATIONS, EMERGENCY DEPLOYMENT PLAN

In Phase I, the emphasis is on response, establishing control, organization, and tactical operations.

1.   The incident is dynamic, fluid and changing rapidly, or has the potential to develop these characteristics.

B.   PHASE II OPERATIONS, FULL I.C.S. IMPLEMENTATION

In Phase II, the emphasis is on management of a long-term incident, involving investigative operations, protection of the scene, maintaining order, or other protracted operations.

1.   Control has been established, and the incident is protracted.

V.   OBJECTIVES OF THE EMERGENCY DEPLOYMENT PLAN (E.D.P.)

The overall objective of the Emergency Deployment Plan is to establish order and control in situations involving a large scale and rapid response by police officers to the scene of a significant emergency incident. The Emergency Deployment Plan does not replace the Incident Command System but, rather, is a part of it. The objectives of the Emergency Deployment Plan are to:

A.   Prevent further loss of life and/or injury.

B.   Establish command as soon as possible.

C.   Establish a command post at a suitable location.

D. Establish a staging area at a suitable location.

E. Control the response of personnel to the scene and the staging area.

F. Separate the different operations required to control the incident and place them on separate radio channels.

G. Designate a person to command each operation, on each channel used.

H. Establish unit to unit communications on each channel.

I. Free Command from routine concerns and decisions so that he may focus on gaining control and managing the incident.

J. Determine the identity of units already involved in the incident (engaged units), their position, and their function.

K. Revise, supplement and refine deployment as necessary.

L. Accomplish the mission.

M. Transition to Phase II, if necessary.

VI. PHASE I – THE EMERGENCY DEPLOYMENT PLAN

A. GENERAL

It is anticipated that the most difficult period of any large-scale disaster will be the first few minutes during which Command must somehow establish order. Experience teaches us that any incident which involves a large and rapid response by officers will inevitably produce chaos and confusion during the early stages. This early stage presents the greatest challenge to the commander of the operation.

B. PRINCIPLES OF THE EMERGENCY DEPLOYMENT PLAN:

1. Command should be regarded as a function, not as a right or obligation of the highest ranking officer present.

2. Establishing Command is a primary objective and must be accomplished as soon as possible.

3. Command should be assumed by the first supervisor arriving on the scene, if practical.

4. Individual functions should be assigned to separate frequencies, as needed.

5. Communications between units at the scene should be unit to unit.

6. It is not necessary that a dispatcher monitor each frequency.

7. Radio traffic should not be repeated by Communications.

8. An officer, preferably a supervisor, should be assigned to each of the frequencies, with responsibility for a particular function.

C. EMERGENCY DEPLOYMENT PLAN PROCEDURE:

1. Containing the Incident and Establishing Command – In the event of major incident that requires a large and rapid response by police units such as an airplane crash, sniper attack, or other mass casualty producing event, the first supervisor arriving on the scene will, if practical, assume command of the operation until relieved.

a. In situations where a strong potential for loss of life remains, the first arriving supervisor should first take whatever action is necessary to prevent further loss of life.

b. Should the first arriving supervisor not assume command, the next supervisor arriving on the scene will assume command.

c. Command will be assumed by announcing, "I have command." Example: "L5, Dispatch; I have command."

2. Call Sign and Transfer of Command – Once Command is established, the call sign used will be "Command."

a. The supervisor's normal call sign will not be used.

b. Should a higher ranking supervisor assume command, he will also assume the call sign "Command." No announcement to operational functions is necessary, and the transition should not be noticeable to others at the scene. (Refer to the appendix titled "Command Procedures" for further guidance).

3. Staging and Response – The next priority following the establishment of command will be to control and organize the response of units en route to the scene.

a. A staging area will be designated as soon as possible, unless only a few units will respond.

b. If the incident will cause a large number of units to respond, a supervisor should be sent to the staging area to manage staging.

c. Once a staging area is established, all responding units will go directly to the staging area (not to the scene). Units will not respond directly to the scene unless requested to do so.

d. Responding units will avoid asking for information, other than the staging area location. Responding units will utilize the designated Operations Channel (Ops 1, Ops 2, Ops 3).

e. The Communications dispatcher will coordinate responding units to the staging area. Periodic announcements will be made by the Communications dispatcher, advising of the incident type and staging area locations. (Refer to the appendix titled "Response Procedures for further guidance.") The Communications dispatcher will also provide the link between Command and Communications.

4. Activating the Emergency Deployment Plan (E.D.P.) – The Emergency Deployment Plan may be activated only by Command. In any incident involving more than a very small response, it will be advantageous to separate the various functions such as traffic control, inner perimeter and outer perimeter, and designate a person to control each function. In order to prevent overcrowding of a frequency, and to simplify the task of establishing order, each separate function should be assigned to a separate channel, as needed.

a. When it becomes apparent that the incident will involve a large number of responders, all personnel, including Communications, should anticipate that the Emergency Deployment Plan will be activated. Command should announce his intention to activate the Emergency Deployment Plan as soon as it becomes apparent that the plan will be needed.

b. Activation of the plan may take place all at once or piecemeal, depending on the circumstances. If a sufficient number of supervisors are present at the Command Post to support the system, i.e., take charge of individual functions on separate frequencies, Command may elect to activate the entire structure at once. If complete activation is desired, command will advise Communications, "I'm activating the Emergency Deployment Plan," and designate specific supervisors to take charge of the individual functions.

c. In the great majority of incidents, it will be very difficult to activate all functions of the system at once, and Command will find it is more practical to activate them one at a time.

d.   When a supervisor arrives, and is available, Command will designate him as responsible for a function.

e.   The supervisor will be instructed to contact Dispatch on the Operations Channel, and ask for a separate frequency to coordinate the function. Example: "S21- Dispatch; I need a channel for Outer Perimeter Operations."

f.   Communications will designate an available channel and advise all "engaged outer perimeter units" (units that have already arrived and taken a perimeter position) to switch to the channel and advise of the unit designation, location, and function." Example: "1A3, I am at the intersection of 17th St. and P Avenue, diverting traffic eastbound onto 17th Street."

g.   The designated supervisor will assume the call sign radio as "Perimeter" and construct a diagram depicting the scene and surrounding streets. All units will be plotted with an indication of their unit designation and function. Communications will be unit to unit, dispatchers will not be available to relay. The designated supervisor serves as a coordinator and dispatcher.

h.   The designated supervisor will evaluate the perimeter and revise as necessary. Any additional units that are needed will be requested on the "Operations Channel" from staging.

i.   The designated supervisor will maintain face-to-face contact, in order to avoid the necessity fro switching between channels.

j.   As additional supervisors arrive, command will designate them to coordinate other needed functions, as required by the circumstances of the incident. The procedure outlined in paragraphs one through seven will be followed for each function.

D.   OPERATIONS IN A LARGE SCALE INCIDENT:

1.   Effective management of emergency situations will require several basic functions. The basic functions are:

a.   Command and Command Post Operation

b.   Staging and Response Control

c.   Perimeters

(1) Inner Perimeter: The Inner Perimeter is established to contain the suspect/s and prevent further expansion of the incident. The Inner Perimeter will also be responsible for the rescue of innocents, rescue of wounded persons, and the arrest of the suspect.

(2) Outer Perimeter: The Outer Perimeter is established to prevent entry into the scene by persons on foot, and to block the flow of vehicular and pedestrian traffic into the affected area and to facilitate entry and exit of emergency vehicles.

d.   Liaisons

e.   Investigations

f.   Evacuation

2.   Need for these functions varies according to the circumstances of the incident. It is unlikely that all of these functions would be used in any one incident, and it is not necessary that all be on separate radio channels. Since the availability of channels is limited, it will be necessary to group them on several channels. Care should be taken to avoid conflict, and the amount of traffic should be as equal as possible on each channel.

VII. PHASE II – FULL INCIDENT COMMAND SYSTEM IMPLEMENTATION

When it appears that the incident will be long lasting or when multiple agencies are involved in an operation, the Incident Command System should be fully implemented. Implementation will generally occur after the initial response is complete and an orderly system of command has been established, i.e., the Emergency Deployment Plan activation has been completed. Incident Command System full implementation is normally begun after stabilization has occurred, not during the period when the greatest need is to establish control of rapidly responding units.

In an aircraft disaster incident, for example, the Emergency Deployment Plan would be relied on until the Fire Department advised that all survivors had been extricated, treated and transported, and all fires had been extinguished. From that point onward, the emphasis would be on maintaining control over a long period of time, and full Incident Command System implementation would be desirable.

It is important to realize that the Plano Police Department may serve in a supportive or subordinate role during a major incident, such as the early stages of an aircraft disaster, when the emphasis is on saving lives, treatment of the injured and firefighting. In such a situation, the lead agency would be the Fire Department, and the Incident Commander would be provided by that agency. Overall control would originate from the Command Post.

The incident changes character, however, after extrication, treatment, transportation, etc., has been achieved, and the Police Department would assume overall command of the incident from that point onward.

Similarly, should the incident originate in another agency's jurisdiction, that agency will most likely be the lead agency with the Plano Police Department in the supportive role.

It is, therefore, important to realize that the Plano Police Department could be called upon to assume any of the roles described in section K of this directive.

A. INCIDENT COMMAND SYSTEM MANAGEMENT PRINCIPLES – The Incident Command System is based on a number of concepts which have proven highly beneficial by the experience of other organizations. These principles provide for improved communications, coordination, logistical support and cost accounting.

    1. Common Terminology

    2. Modular Organization

    3. Unified Command Structure

    4. Manageable Span of Control

    5. Pre-designated Incident Facilities

    6. Consolidated Action Plans

    7. Comprehensive Resource Management

    8. Integrated Communications

B. COMMON TERMINOLOGY – In a critical incident response involving joint operations by diverse units and agencies, it is critical for managers of the event to suspend use of agency/unit specific terminology in favor of Incident Command System terminology including:

    1. Incident Commander – A supervisor who has complete authority of responsibility for conducting the overall operation.

    2. Liaison Officer – A person designated to serve as the point of contact with other participating agencies. This person provides for an effective interface between the lead agency and others.

3. Agency Representative – An individual from an assisting agency designated as point of contact with the Liaison Officer and who has been delegated full authority to make decisions on all matters pertaining to that agency's participation.

4. Command Post – The location from which all incident operations are directed.

5. Staging Area – The location designated for the assembly of available resources, including personnel and equipment. Assignments for response to the incident are made at this location.

6. Section – The next level of organization under the Incident Commander. A section encompasses a major area of responsibility such as, Operations, Logistics and Planning/Intelligence. The Commander directs the activity of Branch level units.

7. Branch – The next level of organization under the Section Commander. A Branch encompasses functions such as the Outer Perimeter, the Inner Perimeter, Traffic Control, etc. The Branch O.I.C.s coordinate and direct the activities of these functions.

8. Sector – Work group assigned to carry out specific tactical or field assignments to further the resolution of the incident. The Sector is the field work group of incident management and is controlled on the scene by the Sector O.I.C.

C. MODULAR ORGANIZATION – The Incident Command System Organizational Structure develops in modular fashion depending on the nature, size, and anticipated duration of an incident. A typical incident will begin with an Operations Section, as described in the Phase I portion of this order.

As the incident develops and it becomes apparent that it is of sufficient magnitude that other agencies will be involved, or the incident will require more than one day to conclude, additional sections are added as necessary. Planning/Intelligence and Logistics sections will be added as needed.

Under the Incident Command System plan, staff builds from the top down with responsibility and authority placed initially with the Incident Commander. If one person can manage all functional areas, no further organization is required. If one or more areas require independent management, an individual is delegated responsibility for that area.

D. I.C.S. DEVELOPMENT CHARTS – The following charts show the development of the I.C.S. System progressing from the first arriving supervisor into a major, protracted operation. The actual extent of expansion is based on the operational needs of each incident as it develops. Few incidents will actually expand to the complete implementation of all possible levels of operation.

E. UNIFIED COMMAND STRUCTURE – The principle of Unified Command means that all agencies who have responsibilities at a multi-jurisdictional/agency incident should contribute in the determination of incident objectives, selecting strategies, planning tactical activities, integrating tactical activities, and maximizing the use of available resources.

Under the Incident Command System Unified Command Organization, the Operations Commander will normally be from the agency which has the greatest jurisdictional involvement. The implementation of action plans is accomplished under the direction of a single individual, the Operations Commander.

F. INCIDENT ACTION PLAN – Every incident needs some form of an action plan. Smaller incidents may only require directions from the Incident Commander and may not require a written action plan. Incidents involving multiple agencies, several jurisdictions, or that are protracted and require changes in shifts of personnel and/or equipment may require a written action plan. The strategies and objectives of the action plan must reflect the policy and needs of all the agencies represented.

G. MANAGEABLE SPAN OF CONTROL – The optimal Span of Control under the Incident Command System for any individual with emergency management responsibility is five subordinates. With some exceptions, as the Span of Control grows too large, additional supervisory levels should be implemented, in the form of sectors.

H. PRE-DESIGNATED INCIDENT FACILITIES – The Incident Commander or other section supervisor, based upon the requirements of the incident, may designate facilities to be established around the incident area. These include the command post, staging area, aircraft landing sites, and rehabilitation area.

I. COMPREHENSIVE RESOURCE MANAGEMENT – Resources may be managed singly or grouped in task forces. A single resource is the equipment plus the required individuals to properly operate it, e.g., E.S.U., K-9, or a helicopter. A task force is any combination of resources which can be temporarily assembled for a specific mission, e.g., the E.S.U., K-9, and Bomb Unit doing a tactical entry together. They should be established to meet specific tactical needs and should be demobilized as single resources.

J. INTEGRATED COMMUNICATIONS – Communications at major incidents are managed through the use of an incident-based communications center and a communications plan established for the use of Command as well as tactical and support resources assigned to the incident.

K. POSITIONAL RESPONSIBILITIES

1. INCIDENT COMMANDER – The Incident Commander is responsible for incident management activities including the development and implementation of strategic decisions, and for approving the ordering and releasing of resources. The Incident Commander has authority for conducting the overall operation. His responsibilities include:

a. Set up an appropriate Command Post

b. Establish Command Post and Scene Security

c. Obtain incident briefing from prior Incident Commander, or if first to assume command, assess incident situation.

d. Assign Section Commanders as necessary.

e. Conduct initial briefing.

f. Activate elements of the Incident Command System.

g. Ensure planning/intelligence functions are accomplished.

h. Approve and authorize implementation of an Incident Action Plan, keeping in mind that a written plan is preferred and should be completed whenever possible.

i. Determine information needs and inform command personnel of needs.

j. Coordinate staff activity.

k. Manage incident operations (delegate to Operations Commander when that position is designated).

l. Approve requests for additional resources and requests for release of resources.

m. Approve the use of trainees, volunteers, and outside agencies on the incident.

n. Ensure Incident Status Summary is completed.

o. Authorize release of information to news media.

    p. Conduct post-incident investigation

    q. Approve the completed Incident Action Plan.

    r. Approve plan for demobilization.

2. DEPUTY INCIDENT COMMANDER

Under the direction of the Incident Commander, the Deputy Incident Commander (DIC) shall:

    a. Assist the Incident Commander as directed.

    b. Assume interim command and responsibility for IC duties when the Incident Commander is not available.

The Deputy Incident Commander position can be used to facilitate the smooth change or authority when an event representative, with a representative of the Police Department progresses from one jurisdiction to another or from one service to another.

For example, in an aircraft crash resulting in a major fire, the initial Incident Commander might be a Fire Department representative, with a representative of the Police Department designated as a Deputy Incident Commander. Once the fire is controlled and investigation becomes the primary function, the law enforcement representative would become Incident Commander and the fireman could become Deputy Incident Commander, or drop out altogether, depending upon the fire's continuing role in the event.

By using the Deputy Incident Commander position in this way, the transition of authority and responsibility from one jurisdiction or department to another is streamlined because the new Incident Commander is involved in managing the organization well before he takes over.

3. PUBLIC INFORMATION OFFICER

The Public Information Officer (PIO) is responsible for the formation and release of information about the incident to the news media. Under direction of the Incident Commander, the Public Information Officer shall:

    a. Obtain briefing from Incident Commander.

    b. Contact the jurisdictional agency to coordinate public information activities.

    c. Establish a single incident information center (separate from the Command Post)

    d. Arrange for necessary work space, materials, telephones and staffing.

    e. Prepare initial information summary as soon as possible after arrival.

    f. Observe constraints on the release of information imposed by Incident Commander.

    g. Obtain approval for media releases from Incident Commander.

    h. Develop news releases and post information in Command Post and other appropriate locations.

    i. Attend meetings to update information releases.

    j. Arrange meetings between media and incident personnel when directed to do so by the Incident Commander.

    k. Provide escort service to the media and VIPs.

    l. Maintain Public Information Log.

4. LIAISON OFFICER

The Liaison Officer is a member of the Command or Management Staff, and is the point of contact for the assisting Agency Representatives. This includes Agency Representatives from other law enforcement agencies, fire services, emergency medical providers, Red Cross, public works, medical examiner's office, etc. The Liaison Officer will be from the agency with jurisdictional responsibility. Responsibilities include:

a.   Obtain briefing from Incident Commander.

b.   Provide a point of contact for assisting mutual aid agency representatives.

c.   Identify Agency Representatives from each agency including communications link and location.

d.   Identify and report upon capabilities and limitations of participating agencies.

e.   Respond to requests from incident personnel for inter-organizational contacts.

f.   Monitor incident operations to identify current or potential inter-organizational problems.

g.   Provide information maintain liaison with other governmental and law enforcement agencies.

h.   Maintain a log of each involved agency and its contributions to the incident.

5.   AGENCY REPRESENTATIVE

An Agency Representative is an individual assigned to an incident from an assisting agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Commander if a Liaison Officer is not functioning. Each agency will assign only one (1) Representative to the incident. His/her responsibilities include:

a.   Check in at the Command Post. Ensure that all agency resources have completed check-in.

b.   Obtain briefing from Liaison Officer or Incident Commander.

c.   Establish working location. Advise agency personnel on the incident that the Agency Representative position has been filled.

d.   Attend planning meetings as required.

e.   Provide input on use of agency resources.

f.   Cooperate fully with Incident Commander and Liaison on agency's involvement at the incident.

g.   Oversee the well-being and safety of agency personnel assigned to incident.

h.   Advise Liaison Officer of any special agency needs, requirements, limitations, or restrictions.

i.   Determine if any special reports or documents are required.

j.   Report to agency on prearranged schedule.

k.   Ensure that all agency personnel and/or equipment are properly accounted for and released prior to departure.

l.   Ensure that all required agency forms, reports, and documents are completed prior to departure from the incident.

m.   Have briefing session with Liaison Officer/Incident Commander prior to departure.

6.   OPERATIONS COMMANDER OVERVIEW

The Operations Section has significant input into the planning process and implements the strategy and tactics to resolve an incident and shall operate under the direction of the Incident Commander.

The Operations Section shall:

a. Continuously appraise the tactical situation.

b. Plan and control the tactical deployment of elements assigned to the Operations Section.

c. Direct and conduct incident-related criminal investigations during unusual occurrences.

d. Direct general police activities within an involved area.

e. Prepare and execute operational orders upon approval of the Incident Commander. (Note: The Incident Commander may designate certain types of operations that do not require his specific approval).

The Operations Commander is responsible for the management of all operations directly applicable to the primary mission. The Operations Commander activates and supervises organizational elements in accordance with the Plan and directs its execution. The Operations Commander also coordinates unit tactics, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander.

Under the direction of the Incident Commander, the Operations Commander shall:

a. Obtain briefing from Incident Commander.

b. Provide input to Planning/Intelligence Section for development of the operations portion of Incident Action Plan.

c. Coordinate Operations Section activities with other sections.

d. Supervise operations.

e. Appoint a staff as needed.

f. Determine, with the concurrence of the Incident Commander, the authority of the Incident Dispatcher.

g. Prepare and maintain a log of the Operations Section activities for submission to the Incident Commander upon termination of the Incident.

h. Keep the Incident Commander advised of the organization and deployment of field forces (this is a function of the Planning/Intelligence Section, when activated).

i. Recommend general areas for staging of personnel and equipment. If staging area/s are needed, request and assign staging area supervisor/s.

j. Establish perimeters and evacuation plans as needed.

k. Establish plans for ingress and egress.

l. Furnish the Incident Dispatcher with unit designations and a unit's area of responsibility when deployed.

m. Assemble and disassemble various units assigned to Operations Section.

n. Report information about special activities, events and occurrences to Incident Commander.

o. Determine needs and request resources as required.

p. Assume all duties not delegated.

q.   Continually monitor chain-of-command and span-of-control for efficiency.

r.   Provide for detainee transportation, processing and confinement.

s.   Assure effective communications.

7.   BRANCH O.I.C.

The branch O.I.C.s, when activated, are under the direction of the Operations Commander, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the Branches.

(1)   Obtain briefing from Operations Commander.

(2)   Attend planning meetings at the request of the Operations Commander.

(3)   Review Sector assignments. Modify assignments based on effectiveness or current branch operations.

(4)   Assign specific work tasks to Sector Supervisors.

(5)   Resolve logistics problems reported by subordinates.

8.   SECTOR O.I.C.

The Sector O.I.C. reports to the Operations Commander (or to the Branch O.I.C. if activated) and is responsible for performing tactical or field assignments to his Sector. The Sector O.I.C. reports progress, resource status, and other information as required.

a.   Obtain briefing from Operations Commander/Branch O.I.C.

b.   Review assignment/s with subordinates and assign tasks.

c.   Monitor progress and make changes when necessary.

d.   Coordinate activities with other related Sector O.I.C.s and with single resources.

e.   Submit situation and resource status information to the Operations Commander/Branch O.I.C.

9.   PLANNING/INTELLIGENCE OFFICER

The Planning/Intelligence officer is responsible for the operation of the Planning/Intelligence Section. Information is needed to:

a.   Obtain briefing from Incident Commander, in particular, to determine the incident objectives.

b.   Gathering and dissemination information and intelligence.

c.   Activate and supervise Planning/intelligence Section units, if necessary.

d.   Reassign initial responding personnel to incident positions as appropriate (Through the Commander).

e.   Establish information requirements and reporting schedules for all I.C.S. organizational elements for use in preparing the Incident Action Plan.

f.   Maintain an accurate and complete record of all units activated, including names and locations of assigned personnel.

g.   Provide incident traffic plan.

h.   Establish a weather data collection system when necessary.

i. Supervise preparation of Incident Action Plan and distribute when completed.

j. Assemble and disassemble task forces not assigned to operations.

k. Identify need for use of specialized resource/s, e.g., E.S.U. Negotiators, EOD Technicians, K-9, etc.

l. Perform operations planning for Planning/Intelligence Section.

m. Provide periodic predictions on incident potential.

n. Compile and display incident status summary information.

o. Advise Incident Commander and Section Commanders of any significant changes in incident status.

p. Participating in Continuity of Operations Plan (COOP)/Continuity of Government Plan (COG).

q. Ensure that normal agency information collection and reporting requirements are being met.

r. Planning post-incident demobilization (to be submitted to Incident Commander).

10. LOGISTICS OFFICER

The Logistics Section is responsible for providing facilities, services, and materials in support of the incident, to include transportation, medical support, supplies, and specialized team and equipment needs.

The Logistics Section officer participates in development and implementation of the Incident Action Plan and activates and supervises the branches and units within the Logistics Section. His duties include:

a. Obtain briefing from Incident Commander.

b. Plan organization of Logistics Section.

c. Assign work locations and preliminary work tasks to Section personnel.

d. Establish contact with potential resource agencies.

e. Notify other Section Commander of Logistics Section units activated, including names and locations of assigned personnel.

f. Assemble and brief Branch O.I.C.s and Unit leaders, if activated.

g. Participate in preparation of Incident Action Plan.

h. Identify service and support requirements for planned and expected operations.

i. Provide input to and review Communications Plan, Medical Plan and Traffic Plan.

j. Coordinate and process requests for additional resources.

k. Review Incident Action Plan and estimate Logistics Section needs for next operational period.

l. Advise on current support capabilities.

m. Prepare service and support elements of the Incident Action Plan.

n. Estimate future service and support requirements.

o. Ensure incident communication requirements are met.

p. Recommend release of unit resources in conformity with Demobilization Plan.

11. Finance Officer

The Finance Officer/will be responsible for the compilation of all information related to the cost of the operation. This may include, but is not limited to the following:

   a. Recording personnel time.

   b. Procuring additional resources.

   c. Recording expenses.

   d. Documenting injuries and liability issues.

   e. Preparing appropriate reimbursement documents, if applicable.

VIII. INITIAL RESPONSE

In an incident, the tasks that must be performed by the Police Department are as follows:

A. Assess and report the approximate nature, size, and location of the incident scene as soon as possible.

B. Establish control of the scene and provide entrance and exit routes for rescue and emergency personnel.

C. Determine the locations of injured and dead persons and coordinate rescue efforts with the Fire Department, if necessary. Coordinate evacuation efforts utilizing Fire Department personnel if necessary.

D. Mobilize sufficient resources, e.g., specialized equipment, transportation, manpower, etc., to control situation.

E. Prevent loss of life and property.

F. Preserve the scene for identification and evidentiary purposes.

G. Investigate any criminal activity or any death or serious injury resulting from the incident.

   1. The first officer on the scene will report the general situation to Dispatch and maintain a communications link with the dispatcher to provide the information needed to establish crowd and traffic control. The Communications Supervisor will ensure that the Watch Commander and each Division Commander is notified. Other key notifications will be made depending upon the nature of the incident.

   2. The first responding officers will concentrate their efforts towards gaining control of the scene. **RESPONDING OFFICERS WILL PARK THEIR VEHICLES IN A MANNER TO ALLOW RESCUE AND OTHER EMERGENCY VEHICLES ENTRANCE AND EXIT ROUTES TO THE DISASTER SCENE.**

IX. ASSESSMENT OF DISASTER SCENES

The scope of an incident must be determined as soon as possible to indicate the level of response necessary for the Police Department to successfully discharge its duties. The Incident Commander at the Command post will determine as accurately as possible and by whatever means available.

A. Size of Incident Scene – Determine perimeter boundaries and estimate the number of personnel necessary to prevent access by unauthorized persons.

B. Type and locations of Hazards:

   1. Fires

    2.   Structural Damage

    3.   Damaged Utilities

    4.   Hazardous Chemical/Materials

C.   Location for the following areas (coordinated with the Fire Department):

    1.   Morgue Area

    2.   Transportation Area

    3.   Manpower Staging Area

    4.   Press Area

X. TACTICAL ALERT AND ACTIVATION OF OFF-DUTY PERSONNEL

A Watch Commander or higher ranking supervisor may order a Tactical Alert for on-duty units. A Tactical Alert is a condition which restricts traffic and on view stops, as well as restricts, to essential calls only, the type of calls officers will be dispatched to during the alert. If more personnel are needed than can be supplied by on-duty personnel, the Chief of Police or his designee (as provided in Administrative Directive 101.001, I. Chain of Command and Section 100.006.VIII of the Policy Manual) can activate off-duty personnel to supplement manpower needs.

A.   When there is a probability of a local emergency developing e.g., a major storm, flooding, a civil disturbance, etc., the emergency will be reported through city channels as directed in the City of Plano Emergency Management Plan.

B.   The City of Plano Emergency Management Plan provides for the eventual commitment, if necessary, of personnel and equipment from the Collin County Sheriff's Office, the Texas Department of Public Safety, as well as other services and agencies outside the City of Plano.

XI. EMERGENCY OPERATIONS CENTER:

Upon orders from the City Manager's office the Emergency Operations Center (EOC) will be activated in accordance with the provisions in the City of Plano Emergency Management Plan [see Section IV, Direction and Control, B(3)].

A.   The EOC and Emergency Communications Center will be set up in the Lower Level of the City of Plano Municipal Center at 1520 Avenue K.

B.   The EOC and ECC will be manned by city officials, department heads, and their assistants as provided in the Emergency Management Plan [see Section IV, Direction and Control, B(3)].

C.   Assigned personnel will monitor conditions and evaluate information received from police radio, commercial radio, commercial television, and other informational sources. The Field Command Post/s will keep the EOC staff advised regarding the situation and will make all requests through the EOC. The EOC staff will keep the Police Chief and ranking officials advised of all significant developments associated with the operation.

XII. CITY OF PLANO EMERGENCY MANAGEMENT PLAN

The master copy of the Emergency Management Plan will be maintained by the Planning and Research Coordinator. A current copy of the Emergency Management Plan will be maintained by every division of the Police Department.

XIII.PUBLIC INFORMATION OFFICER

The Police Department Public Information Officer will work with civil authorities, the Fire Department, and the press at the incident and provide safe, escorted access for them to the area of operations, if deemed

appropriate. The Public Information Officer will work in conjunction with the City's Public Information Director and will provide accurate and timely information, as available, in order to dispel rumors and encourage the cooperation of the community.

XIV.   NECESSITY FOR EVACUATION

Evacuation of an area may be necessary in any number of emergencies. If the Fire Department is on the scene, the evacuation effort will be closely coordinated with the Fire Department.

XV. LEVELS OF EVACUATION

Experience has revealed that there are three levels of evacuation. Each level requires a different level of resource commitment.

A. Level I Evacuation – "Site Evacuation" involves a small number of citizens. This evacuation typically includes the residents or workers at the site and persons from adjacent occupancies or areas. The citizens are easily evacuated and collected outside the perimeter area. Evacuation holding times are typically short, generally less than eight hours and citizens are permitted to return to their businesses or homes.

B. Level II Evacuation – An Intermediate Level Evacuation involves larger numbers of citizens and/or affects a larger area. This level affects off-site homes and businesses. Evacuation completion times will be somewhat longer, but will generally be rapid and persons may remain out of the area for a period of eight hours or more. Collecting, documenting, and controlling the evacuees becomes more difficult and off-site collection sites or shelter areas will need to be determined and managed. CLOSE COORDINATION WITH THE FIRE DEPARTMENT AND OTHER AGENCIES WILL BE REQUIRED.

   1. Under the direction of a Lieutenant or higher ranking officer, Level II evacuation procedures will be initiated.

      a. Teams of officers, under the direction of designated supervisors, will be assigned specific areas in which to alert the public of the need to evacuate. Supervisors will take into consideration population density, geographic barriers, and the number of officers available to man the evacuation effort when designing areas for evacuation.

C. LEVEL III EVACUATION – "Large Scale Evacuation" will be required when an incident may cause a large off-site evacuation. Thousands of citizens could be evacuated and rapid initiation of the evacuation process may be required. Evacuees may be out of their homes many hours or days necessitating the identification and staffing of evacuation shelters. VERY CLOSE COORDINATION WITH THE FIRE DEPARTMENT AND MULTIPLE AGENCIES WILL BE REQUIRED.

   1. Level III evacuations may require a Tactical Alert and off-duty personnel mobilization. A Watch Commander or higher ranking supervisor may order a Tactical Alert for on-duty units. If more personnel are needed than can be supplied by on-duty employees, off-duty mobilization can be ordered by the Police Chief or his designee as provided in Administrative Directive 101.001, I, Chain of Command.

XVI.   HAZARDOUS MATERIALS INCIDENT:

Because of the nature of hazardous materials, cooperation and coordination between the Police Department and the Fire Department is essential.

A. In a hazardous materials incident involving a response by the Police Department, the major tasks of the Police Department will be as follows:

   1. Assess and report the approximate nature, size, and location of the scene as soon as possible.

  2. Establish perimeter control, identify staging areas, and provide entrance and exit routes for rescue and emergency personnel.

  3. Co-locate the command post with the Fire Department Incident Commander.

  4. Closely coordinate evacuation efforts with the Fire Department and provide resources needed for the evacuation effort.

  5. Provide perimeter security and evacuation zone security.

  6. Provide traffic control and traffic routing.

 B. Training

  1. ICS training is developed and delivered through the National Incident Management System (NIMS), managed by FEMA's Emergency Management Institute (EMI).

  2. Employees must receive initial training on responding to incidents involving hazardous materials prior to field training and recurrent training at least once every 3 years.

  3. Personnel who operate within ICS follow the ICS training progression. Additional NIMS/ICS training is required when an employee's assignment or rank changes. The training progression schedule is based upon recommendations in the NIMS training program guidance.

XVII. DE-ESCALATION PROCEDURES:

When the situation has subsided, the Incident Commander will survey the affected area and determine the continued need for police personnel at the scene. As the situation allows, the Incident Commander will decrease the amount of personnel utilized in each Section as appropriate, until the normal operation of the Department is able to control the remnants of the situation.

XVIII. DEBRIEFING PROCEDURES:

Following the completion of any incident involving the use of the Incident Command System, a debriefing will be scheduled by the Chief of Police, after giving adequate time for the preparation and completion of all requisite reports, documents, and investigations pertaining to the incident.

Personnel required to attend are:

A. Chief of Police.

B. Assistant Chief of Police.

C. Incident Commander

D. Each person acting as Section Commander.

E. Public Information Officer

F. Liaison Officer

G. Each person acting as Branch and/or Sector O.I.C..

H. Communications Dispatcher(s) controlling incident dispatching operations.

I. Communications Supervisor(s) controlling incident dispatching operations.

J. The primary criminal investigator, if the incident resulted in or from a criminal law violation.

Optional attendance will be allowed for any other personnel involved in the incident.

It will be the duty of the person who acted as Planning/Intelligence Commander of the incident, to assemble all logs and journals kept on the incident, and a written report of the incident. This record will be maintained in the Office of the Chief of Police.

EFFECTIVE DATE: February 6, 2001   **REVISION DATE: October 22, 2025**
AFFECTS: All Personnel

ICS APPENDIX – 1
COMMAND PROCEDURES

Effective command is essential to the success of any emergency operation, large or small. This appendix addresses assumption of command, transfer of command, and a list of counterproductive habits that are to be avoided.

A. ASSUMPTION OF COMMAND

1. Assess – Supervisors arriving on the scene must first assess the situation with the objective of determining of how they can best contribute, taking into account the circumstances that exist at the time of their arrival.

   a. Lifesaving measures and containment have the highest priority.

   b. Command must be established as soon as possible.

   c. Assumption of command will be expected of each arriving supervisor, unless he must address matters of higher priority.

2. Command will be assumed as early as possible in the incident by the first available supervisor. In the event that a supervisor is not available, command will be assumed by the first available officer subject to the above guidelines. Command will be retained until it is assumed by a higher ranking officer or transferred for operational reasons.

3. Command uses the call sign "Command." The supervisor's normal unit designator will not be used.

B. TRANSFER OF COMMAND

1. Transfer of command should be attempted only after the following has occurred:

   a. The relieving commander must meet face to face with the current commander.

   b. The current commander must brief the relieving commander as to the status of the incident.

   c. Transfer must be acknowledged and the relieving commander will advise Dispatch of the change for taping purposes.

2. The relieving commander will use the call sign "Command." The commander being relieved will resume use of his normal unit designator, or that of the appropriate Section Commander, if he is so designated.

3. The transfer of command need not be announced on the radio.

C. COUNTERPRODUCTIVE PRACTICES

1. Commanders should not attempt to issue instructions or direct the operation unless present at the scene. The on-scene commander should be relied on for direction of the incident until command can be transferred in an orderly fashion.

2. Commanders not present at the scene should avoid use of the radio unless absolutely necessary. Unnecessary questions, instructions or commands only serve to make the on-scene commander's task more difficult.

3. Superior officers should not countermand the orders of the on-scene commander over the radio, except in cases when it is absolutely necessary. When possible, such communication should take place via telephone.

EFFECTIVE DATE: February 6, 2001   **REVISION DATE: October 22, 2025**
AFFECTS: All Personnel

ICS APPENDIX – 2
COMMAND POST OPERATIONS

An efficient command post is vital to the success of any emergency operation. In order to function properly, the command post should be correctly located, critical personnel must be present and non-essential personnel should be excluded.

A. ACCESS TO THE COMMAND POST

Access must be limited to those who have a role in the direction of the incident. Often, what limited space there is will be occupied by well-meaning but non-essential personnel. The result is confusion and reduced effectiveness.

1. All persons whose presence in the command post is not needed, should remain outside.

2. Command and the Function Commanders must maintain face to face contact at the command post. Coordination of the various functions under Operations will be accomplished by face to face communications between Command and the Function Commanders.

3. The area surrounding the command post should be marked with crime scene tape or other barriers, to discourage the curious.

4. The Mobile Command Post awning should be erected to provide a shaded area outside the van for personnel who need to be close at hand and accessible to command.

B. COMMAND

Command should not be endlessly transferred upward as higher ranking officers arrive on the scene.

1. In intermediate to large incidents, command will most appropriately be the responsibility of a Captain or Lieutenant, until Phase II is implemented.

2. In Phase II, a Captain or above will almost always assume the role of the Incident Commander.

3. Higher ranking officers may assume the role of Command or Advisor.

4. In order to maintain unity of command, all orders emanating from the command post should pass through Command (exception: staging and requests for manpower from the staging area).

a. During Phase I Operations, command will most likely be the responsibility of a Lieutenant directing the activation of the Emergency Deployment Plan (EDP).

b. During Phase II, command will be the responsibility of the Incident Commander; the member formerly in command will most likely assume the role of the Operations Leader.

c. In both phases, Commanders in the Advisor role should work through command in a supportive fashion, rather than issue orders directly.

C. COMMAND POST LOCATION

1. The command post should be located well away from the area of danger and in an area that will not hamper tactical operations. Never locate the command post in the suspect's field of fire.

2. The command post may initially be established on the hood of a convenient vehicle. Select one with a phone, if possible.

a. Care should be taken to find a location away from noisy equipment, such as fire trucks, if possible.

b. The command post should be marked by placing a traffic cone on the roof of the vehicle.

3. If operational responsibility primarily involves the Fire Department, co-locate the command post in the Fire Command van and provide for liaison. In large incidents, an agency representative should be sent to the Fire Department command post.

D. COMMAND POST LOCATION

Command must maintain contact with Dispatch to provide a link between central communications and operations in the field. The channel must be monitored by a dispatcher. Normally, Command will remain on the Operations Channel along with staging and response. Contact and coordination with the various function is maintained by face to face contact with the Function Leaders.

E. MEDIA AREA

The media have a vital function in our society and should be accommodated to the extent possible without compromising the operation. In major events, a media briefing area should be established near the command post. Periodic briefing should be provided by the Public Information officer.

EFFECTIVE DATE: February 6, 2001   **REVISION DATE: October 22, 2025**
AFFECTS: All Personnel

ICS APPENDIX – 3
COMMUNICATIONS PROCEDURES

Communicating under the E.D.P. will make necessary several significant changes from normal communications procedures. Functions such as traffic perimeters and evacuation may be switched to different frequencies that are not controlled or monitored by a communications operator. The following apply:

A.   Functions will be switched to separate channels based on need. The number of channels used will be determined by the complexity of the incident, the number of responding units and the number of available channels. The Incident Commander will assign frequencies in order to maintain the ability of the Command Post to contact an individual function if necessary.

B.   The individual functions are called Sectors. Each Sector will be controlled by a Sector O.I.C.. Sector O.I.C.s will use a call sign which denotes their function, e.g., "Traffic, Perimeter."

C.   Coordination of activities on the different channels is essential and will be accomplished by face to face communications between command and the function O.I.C.s, at the Command Post.

D.   During Phase I, Command will share a frequency with Operations and Staging. The channel must be monitored by Dispatch in order to maintain a link between central communications and operations in the field. Normally, this channel will be the designated Operations channel (Ops-1, Ops-2, or Ops-3).

E.   The person in command of Operations will use the call sign "Command", during Phase I of ICS. Should the incident progress to Phase II, the Incident Commander will use the call sign "Command" and the Operations Commander will use the call sign "Operations." When these responsibilities are transferred to another person, the call sign will remain with the function.

F.   The various functions in an incident, such as Outer Perimeter, Inner Perimeter and Tactical will be assigned to different channels as the incident progresses. Radio traffic will be unit-to-unit, with the exception of response control by Communications Operators. Communications Operators will not repeat unit transmissions unless requested to do so.

G.   Units will use the following unit-to-unit procedure when using the radio.

1.   The call sign of the transmitting unit will be broadcast first, followed by the call sign of the unit the traffic is intended for. Examples: "Command to Traffic," "Command to Dispatch," "Traffic to 1A3."

2.   The receiving unit will respond by stating their call sign and the statement "go ahead," indicating they are prepared to receive the message. Examples: "Traffic, go ahead," "Dispatch," "1A3 go ahead."

3.   Once contact is established, the procedure may be abbreviated appropriately.

H.   Communications on the response channel will be handled in normal fashion, however, radio traffic must be minimized. Communications Operators will direct responding units to the staging area by periodically broadcasting the nature of the incident and the location of the staging area. Communications Operators will also broadcast recommended routes and/or best avenues or approach as specified by Command or the staging area supervisor. Responding units will minimize radio traffic by relying on the periodic broadcasts for needed information, rather than asking the dispatcher for directions, unless the urgency of the situation dictates otherwise.

EFFECTIVE DATE: February 6, 2001   **REVISION DATE: October 22, 2025**
AFFECTS: All Personnel

ICS APPENDIX – 4
RESPONSE PROCEDURES

When Police Departments are called upon to respond to emergency incidents, the most difficult phase is often the first few minutes when the operation is disorganized and difficult to control. A systematic response will alleviate much of the difficulty commonly encountered.

A. RESPONDING TO THE SCENE AND/OR STAGING AREA

    1. When a significant emergency incident occurs, officers will respond according to the following procedure:

        a. When Dispatch announces the incident, responding officers will switch to the designated channel. It is expected that multiple officers will be needed at the scene as soon as possible to stabilize the situation. It is inevitable, however, that if the response continues uncontrolled, too many units will converge on the scene, producing confusion and chaos.

        b. When it is apparent that the incident will involve a large and rapid response by officers, all responding units will be alert for an announcement that the Emergency Deployment Plan will be activated.

           (1) The announcement will be made by Command and repeated by Dispatch.

        c. In any large response, a staging area will be designated early in the incident.

           (1) When a staging area is designated, officers will be directed to it by the dispatcher. Periodic announcements will be made as described in the following paragraphs.

        d. Responding officers will make every effort to minimize use of the radio during their response to the scene.

           (1) Officers will listen attentively for periodic announcements by radio advising of the following:

               (a) Nature of the incident

               (b) Location

               (c) Staging area location

               (d) Best avenue of approach to the staging area.

               (e) Any known hazards

               (f) On arrival at the staging area, vehicles will be parked diagonally, not nose to end). This procedure will avoid "blocking in" other vehicles). If the vehicle is left parked, keys will be left in the ignition.

               (g) Officers must report to the staging supervisor immediately upon arrival. The unit designation and vehicle number will be reported and recorded by the staging leader. If asked for, mileage will also be provided. (Example: "1A3 reporting in vehicle 98056, mileage is 27,462".)

               (h) Officers will wait for an assignment to a function in the incident. Instructions will be provided as to the assignment location, and the Channel on which the assignment is directed.

               (i) Officers will then drive, walk, or be transported to the location of their assignment according to the requirements of the incident.

B. ENGAGED UNITS

1. When a large and rapid response occurs, it is probable that several minutes will elapse before command is established and a staging area is designated. It is inevitable that a large number of units will have arrived on the scene and become involved in some type of necessary activity, such as traffic direction, containment, rescue or crowd control. These involved units are called "engaged units."

    a. Engaged units must be alert for an announcement that the Emergency Deployment Plan has been, or will soon be activated.

    b. When the plan is activated, engaged units will be advised to switch to a designated channel, according to their assignment. For example, all traffic engaged units might be switched to Channel A. The channel will most likely be a non-monitored one, and communications will be unit-to-unit.

    c. Upon switching to the designated channel, engaged units will advise the Branch O.I.C. of their call sign, locations and current duty. Example, "1A3, I'm at 14th Street and L Avenue blocking northbound traffic; I'm routing east on 14th Street."

    d. All subsequent communications will be directed to the Branch O.I.C.

    e. Officers will deviate from this procedure only when absolutely necessary. For example, an officer who needs an immediate back-up will switch back to the Operations Channel. Officers are reminded that the designated channel they were switched to probably will not be monitored by Dispatch. As a result, if immediate assistance is needed, as in a foot pursuit, it is important to switch to the Operations channel.