



POLICY AND PROCEDURE

NO. 800

Emergency Call-Up Procedural Plan and Incident Command

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IT IS THE POLICY OF THE WORCESTER POLICE DEPARTMENT TO UTILIZE THE INCIDENT COMMAND SYSTEM (ICS) FOR ALL MAJOR INCIDENTS.

The purpose of this plan is to outline actions to be taken, by the Worcester Police Department in the event of a major incident in the City of Worcester. This plan will apply to all major incidents planned and unplanned (i.e. Disasters). Upon declaration of a state of emergency by the City Manager or at the discretion of the Chief of Police; **days off, furlough, pay details, etc. may be cancelled** to ensure sufficient personnel are available to safely handle the incident and provide an adequate level of police services to the City of Worcester.

Incident Priorities:

The protection of human life and safety is paramount. Incident stabilization, preservation of public and private property and environmental considerations follow respectively. There may be other priorities as well, unique and specific to the incident.

If An Incident Cannot Be Handled By On Duty Personnel:

The senior operations official /Incident Commander shall immediately contact the Chief of Police relative to the call-up of additional forces. If the Chief of Police is not available the senior operations official / Incident Commander will call the Deputy Chief of Operations, the Investigative Deputy Chief, or the Administrative Deputy Chief, in that order.

If none of the above can be contacted, the senior on duty operations official, i.e. Incident Commander may begin a call-up of the oncoming shift. The City Manager will then be notified and briefed on the actions taken.

The senior operations official / Incident Commander shall designate where the Incident Command Post (ICP) will be initially located:

Initial locations for the ICP should consider the nature of the incident, whether it is growing or moving, and whether the ICP location will be suitable in size and safe for the expected duration of the incident.

General Considerations:

1. Position away from the general noise and confusion associated with the incident.
2. Position outside the present and potential hazard zone.
3. Position within view of the incident (when appropriate).
4. Have the ability to expand as the incident grows.
5. Have the ability to provide security and to control access to the ICP as necessary.

6. Ensure all appropriate personnel are notified of the activation and location of the ICP.

It is critical during this initial stage that the Incident Commander gather information, assess the situation and establish lines of communications as rapidly as possible.

Staging areas for personnel and equipment may be established as needed. All staging areas will have a Staging Area Manager.

Staging Areas Should:

1. Be close to the location of tactical assignment (within five minutes).
2. Be located out of any possible line of direct hazard effects to minimize risks.
3. Have different access routes for incoming and outgoing resources.
4. Be large enough to accommodate available resources and have room for growth.
5. Have necessary security controls.

Each Unit Within The Police Department Will Establish A Call-Up List:

Copies of unit call-up lists will be kept in the unit, communications, services, and operations. The call-up list will be updated when there is a change in personnel within the unit. If the unit has personnel on duty, they will handle the call-up for their unit. If there is no one on duty call-ups will be split between services, operations, and communications.

In The Event That Another Agency Has Incident Command:

(Haz-mat situations, major fires, etc.) an operations official will report to their ICP and if needed, establish a law enforcement branch.

Incident Action Plans:

Will consider, but not be restricted to, the following:

1. The need to provide for the safety of the public at large and to continue police services to the city as a whole.
2. The needs of the incident.
 - a. Inner Perimeter
 - b. Outer perimeter
 - c. Traffic Control
 - d. Search and rescue
 - e. Escorts
 - f. Staging Area Security
 - g. Secured routes for emergency vehicles in and out of the incident scene
 - h. Hospital Security

Shift Schedules:

All officers not assigned to a specific post (i.e. the EOC) by this schedule will report to the operations roll call squad bay, or the designated staging area in the uniform of the day for assignment at 18:00 hrs. Any officers relieved from his / her post or duty assignment prior to the end of shift will, if not given another assignment, report back to operations or the designated staging area.

In the event the department moves from three to two shifts per day, Operations

Division Days will staff the incident from 07:00 hrs. to 19:00 hrs. augmented by:

1. Traffic Days
2. Community Impact Days
3. Detective Bureau Days
4. Family and Youth Services Days
5. Vice Squad / Gang Unit Days

Reporting time for day personnel will be 06:00 hrs.

First Half and Last Half Operations will combine to staff the incident from 19:00 to 07:00 hrs:(The senior operations official will assume command) they will be augmented by:

1. Traffic Nights
2. Community Impact Nights
3. Detective Bureau Nights
4. Family and Youth Services Nights
5. Vice Squad / Gang Unit Nights

Reporting time for night personnel will be 18:00 hrs:

When an officer's scheduled assignment rotates between the day and night shift, the shift he / she is working on the date the of call-up will determine that officer's reporting time for the duration of the incident.

The Chief's Staff:

To include all deputies, personnel assigned to the chief's office, internal affairs and the detail office will report at the discretion of the chief.

Licensing and The Court House:

Will staff and provide security for the EOC (if activated) 07:00 hrs. to 19:00 hrs. unless designated otherwise by the chief, the traffic division commander will represent the police department.

BCI and Training Division:

Will staff and provide security for the EOC (if activated) 19:00 hrs. to 07:00 hrs. unless designated otherwise by the chief, the junior of the first and last half operations commanders will represent the police department.

Service Division:

Will be responsible for building security in addition to their normal duties. The Service Division commander will divide personnel between shifts, as he / she feels best serves the mission.

Garage Personnel:

Will report to their normal post and immediately notify the ICP and/or operations (508) 799-8669 of any vehicles presently being serviced that can be returned to duty. The garage personnel will prepare to support the incident by keeping as many vehicles operational as possible.

Maintenance Personnel:

Will report to their office and open communications with the ICP and/or Operations for assignment (i.e. placement of barricades).

Other Civilian Personnel:

May be called in at the discretion of the Chief of Police or his designee. The incident commander or designee may adjust or amend this schedule as needed to accomplish mission needs.

It is likely that units augmenting operations may have missions that require their attention (i.e. a murder investigation). The commander of the affected unit will notify the incident commander of the need and what personnel will be required.

Unit Commanders Not Involved In The Immediate Management Of The Incident;

Shall report to the chief's office to augment his staff.

Incident Action Plans:

Will consider but not be restricted to the following:

1. The need to provide for the safety of the public at large and to maintain police services to the city as a whole.
2. The needs of the incident.
 - a. Inner Perimeter
 - b. Outer perimeter
 - c. Traffic Control
 - d. Search and rescue
 - e. Escorts
 - f. Staging Area Security
 - g. Secured routes for emergency vehicles in and out of the incident scene
 - h. Hospital Security

Any events that require a large commitment of officers should also have a pre-plan, i.e.:

1. First Night
2. St. Patrick's Day Parade
3. The Summer Nationals
4. The Latin festival
5. Columbus Day Parade
6. Veteran's Day Parade

APPENDIX I:**In The Event of a Biological Incident:**

The purpose of this plan is to outline procedures for notifying members of the department how and where to report for medications in the event of a biological incident.

1. Members of the department would be alerted through the departmental e-mail system.
2. Units within the department would utilize their call-up lists to notify any officers not working.
3. On duty officers would be notified through their normal chain of command.
4. Municipal Medical Response System (MMRS) should notify the department of the activation of the distribution sites in the following order:

- a. Direct notification of the Chief's Office (508) 799-8611
- b. Operations Division (508) 799-8669
- c. Service Division (508) 799-8620 or 8621
- 5. The official on duty in the unit receiving notification will immediately begin the departmental procedure for emergency call-up of officers to notify officers.
- 6. The Chief of Police will be immediately notified of any activation of the MMRS.
- 7. If the Chief of Police is not reached, notification will be made to the Deputy Chief of Operations, the Deputy chief of Investigations, or the Deputy Chief of Administration, in that order.
- 8. The senior operations official will be immediately notified of the activation so that he/ she may:
 - a. Alert on duty officers and arrange for an official to pick up their medications.
 - b. Provide security as needed to The New England College of Pharmacology, the Airport, The Health Department, and any other locations identified at that time.
 - c. Insure that the Chief of Police or his representative has been notified.
 - d. If needed implement the department's Major Incident / Disaster Plan.

APPENDIX II:

Emergency Dispensing Sites:

The purpose of this pre-plan is to provide a basic plan for the security of Emergency Dispensing Sites (EDS) identified in the Worcester Emergency Dispensing Site Plan.

The sites are:

- 1. Burncoat Jr. High School
- 2. Burncoat Sr. High School
- 3. Doherty Memorial High School
- 4. Sullivan Middle School
- 5. South High School
- 6. North High School
- 7. Quinsigamond Elementary School
- 8. Forest Grove Middle School
- 9. Roosevelt School

An EDS Branch will be placed under the Operations Section at the Command Post (CP). 1 captain, 1 lieutenant, a radio operator and whatever assistants are needed to direct and support the strike groups will man the EDS branch.

A strike Team, of 10 officers, two sergeants and 1 lieutenant, will be assigned to each site for traffic control and security.

Strike Teams consisting of 5 officers, 1 sergeant and 1 lieutenant, will be assigned to each of the following staging areas for traffic control and security.

- 1. **Webster Square Plaza Staging Area:**
 - a. EDS #4
 - b. EDS #5
- 2. **Quinsigamond Community College Staging Area:**

- a. EDS #1
- b. EDS #2
- 3. **Greendale Mall Staging Area:**
 - a. EDS #3
 - b. EDS #8
- 4. **South Plaza Staging Area:**
 - a. EDS #6
 - b. EDS #9
- 5. **Greenwood Street and Rte. 20 Staging Area:**
 - a. EDS #7

Each EDS and staging area will need:

- 1. Barricades for controlling and directing people.
- 2. Auxiliary lighting and power source / generator.
- 3. Portable toilets with separate facilities for staff workers and victims.
- 4. Warming tents and/or shelter from the elements for personnel rotating off a post for a break.
- 5. Warming tents and/or shelter for victims forced to wait for transportation.
- 6. Feeding plans.
- 7. A medical plan.
- 8. Jersey barriers.
- 9. Tow plans for the removal of any vehicles obstructing and/or abandoned in the roadway by victims trying to walk in.
- 10. Traffic plans from the staging area to the appropriate EDS sites.
- 11. Traffic plans from each EDS site to the appropriate staging area.

APPENDIX III:

Traffic Plans Emergency Dispensing Sites:

The purpose of this pre-plan is to establish basic **traffic plans** for the eight Emergency Dispensing Sites (EDS) identified in the Worcester Emergency Dispensing Plan.

1. Staging Area Webster Square Plaza:

Servicing South High School and Sullivan Middle School:

- a. Exiting the plaza via the far southwest exit turn left onto Main Street and proceed south to Apricot Street.
- b. Bear right onto Apricot Street and proceed to the entrance to each school
- c. Exiting the schools, turn left onto Apricot Street and proceed to Goddard Memorial Drive.
- d. Turn right onto Goddard Memorial Drive to Main Street
- e. Turn left onto Main Street and proceed along the backside of the Webster Square Staging area to the designated entrance at the intersection with Stafford Street.

2. Staging Area Quinsigamond Community College:

Servicing Burncoat Sr. High School and Burncoat Middle School:

- a. Exiting the college via the designated exit from lot #5, turn right onto
- b. Burncoat Street and proceed to the entrance to each school
- c. Exiting each school turn onto Burncoat Street and proceed to the lot #5 entrance to Quinsigamond Community College

3. Staging Area Greendale Mall:

Servicing Doherty Memorial High School and Forest Grove Middle School:

- a. Exit Via Neponset Street and proceed to West Boylston Drive
- b. Proceed on West Boylston Drive to the 1st set of lights and bear left onto Goldstar Boulevard (rte.12 south)
- c. Buses for the Forest Grove EDS take Goldstar Boulevard (rte.12 south) to the intersection of Goldstar Boulevard and Grove Street, turn right onto Grove Street and proceed to the entrance to Forest Grove School
- d. Buses for the Doherty Memorial High School EDS take Goldstar Boulevard (rte. 12 south) to Park Avenue and follow Park Avenue south to Highland Street and proceed to the entrance to Doherty Memorial High School
- e. Buses exiting Forest Grove turn right onto Grove Street and proceed to Goldstar Boulevard. Turn right onto Goldstar Boulevard and move immediately to the left lane. Take the turn onto West Boylston Street (rte. 12 north) and follow West Boylston Street to the Neponset Street entrance to the Greendale Mall
- f. Buses exiting Doherty Memorial High School turn right onto Highland Street and proceed to Park Avenue. Turn left onto Park Avenue and proceed north to West Boylston Street (rte. 12 north). Follow West Boylston Street to the Neponset Street entrance to the Greendale Mall

4. Staging Area South Plaza:

Servicing Roosevelt School and North High School:

- a. Exiting South Plaza turn left onto Grafton Street (rte. 122 south) and proceed to Roosevelt School, which is located approximately ¼ mile on the right.
- b. Buses exiting Roosevelt School turn left onto Grafton Street (rte. 122 north) and proceed to South Plaza, approximately ¼ mile on the right.
- c. Buses traveling to North High School continue south on Grafton Street (rte. 122) to Sunderland Road.
- d. Turn left on Sunderland Road and proceed to Lake Avenue
- e. Turn left on Lake Avenue and proceed to Hamilton Street
- f. Turn left onto Hamilton Street and proceed to Harrington Way
- g. Turn right onto Harrington Way and proceed to the entrance to the school
- h. Exiting the school turn onto Harrington Way and proceed to Franklin Street
- i. Turn left onto Franklin Street and proceed to Plantation Street
- j. Turn left on Plantation Street and proceed to Grafton Street (rte. 122 south)
- k. Turn left onto Grafton Street (rte. 122 south) and proceed to the entrance to South Plaza

5. Staging Area Greenwood Street and Route 20:

Servicing Quinsigamond Elementary School:

- a. Exit the staging area on the Greenwood Street side turning left onto Greenwood Street. Proceed to the intersection with Millbury Street and drive straight onto Millbury Street. Proceed to the entrance to Quinsigamond Elementary School.
- b. Exiting the school turn right onto Millbury Street and follow it to the entrance of the staging area.

APPENDIX IV:

Decontamination Sites – Security Plan:

The purpose of this plan is to outline basic security plans for the MMRS Decontamination Sites. These plans represent minimal security needs to ensure the safe processing of mass casualties of a Weapon of Mass Destruction (WMD) chemical attack and/or HAZMAT incident. They will also deter the contamination of treatment centers by victims seeking treatment without undergoing the decontamination process.

- 1. The MMRS decontamination plan proposes four site locations. The first three are known. They are Kendall Street by UMASS/Memorial Hospital - Memorial Campus, the VIP parking lot behind the Emergency Communications Center UMASS/Memorial Hospital – University Campus, and the Emergency Room parking lot at St. Vincent’s Medical City. The fourth decontamination site will not be identified until an attack or incident occurs.
- 2. This plan is designated to be flexible and numbers of officers and their exact locations will be determined by the needs of the mission. The availability of Jersey Barriers and other physical means of shutting off road access and/or crowd control will have a distinct impact on the final traffic portion of the Incident Action Plan.
- 3. The inner perimeter will be the same for each of the three known sites. It will consist of a strike team of thirty-one officers broken down as follows:

	OIC (LIEUTENANT)	
ASSISTANT OIC (SERGEANT)		RADIO OPERATOR
DECONTAMINATION TENT	EMERGENCY WARD	CROWD CONTROL
SERGEANT (1)	SERGEANT (1)	SERGEANT (1)
POLICE OFFICERS (6) FOUR OFFICERS AT THE ENTRANCE AND TWO OFFICERS AT THE EXIT	POLICE OFFICERS (4)	POLICE OFFICERS (15)

- 4. In addition to personal protective equipment for the officers each site will need:
 - a. Portable toilet facilities with separate facilities for victims and staff workers.
 - b. Warming tents and/or shelter from the elements for personnel rotating out of positions.
 - c. A feeding plan.
- 5. Outer perimeter / traffic posts for the UMASS/Memorial Hospital - Memorial Campus are as follows:
 - a. Belmont Street at the emergency entrance (2 officers)
 - b. Belmont Street and Hooper Street, shutting off Hooper Street (2 officers)
 - c. Hooper Street and Kendall Street, shutting off Kendall Street (2 officers)

- d. Hooper Street and Catherine Street shutting off Hooper Street (2 officers)
 - e. Kendall Street and Channing Street, shutting off Kendall Street (2 officers)
 - f. Kendall Street and Oak Avenue, shutting off Kendall Street (2 officers)
 - g. Belmont Street and Oak Avenue, shutting off Belmont Street (2 officers)
 - h. Belmont Street and Edwards Street, shutting off Belmont Street (2 officers)
 - i. Belmont Street and Elizabeth Street, shutting off Belmont Street (2 officers)
 - j. Belmont Street and Eastern Avenue, shutting off Belmont Street (4 officers)
 - k. I-290 and Belmont Street, divert traffic from the area of the Hospital (2 officers)
 - l. Two sergeants will be assigned to supervise the outer perimeter (total of 26 officers assigned)
6. Outer perimeter / traffic posts for UMASS/Memorial Hospital – University Campus are as follows:
- a. Belmont Street and Plantation Street, shutting off northbound traffic on Plantation Street (4 officers)
 - b. Plantation Street and the South Access Road, shutting off the South Access Road (4 officers)
 - c. South Access Road and Second Road (2 officers)
 - d. South Access Road and the Emergency Room entranceway, Fourth Road (2 Officers)
 - e. Plantation Street and the North Access Road (2 officers)
 - f. North Access Road and Fourth Road (2 officers)
 - g. North Access Road and North Lake Avenue (2 officers)
 - h. North Lake Avenue and South Access Road (2 officers)
 - i. North Lake Avenue and Belmont Street (4 officers)
 - j. 1 lieutenant and three sergeants will handle supervision of the outer perimeter (total of 27 officers assigned)
7. 7. Outer perimeter / traffic posts of St. Vincent’s Medical City are as follows:
- a. Worcester Center Boulevard and Central Street, shutting down Worcester Center Boulevard (4officers)
 - b. Worcester Center Boulevard and the emergency entrance to St. Vincent Hospital Medical City (4 officers) additional officers will be required at this post if the Centrum is used as a temporary morgue site. It is recommended that ambulances off load ambulatory patients on Worcester Center Boulevard to prevent congestion around the decontamination site.
 - c. Worcester Center Boulevard and Foster Street, shutting down Worcester Center Boulevard (4 officers) these officers will have responsibility for the security of the entrance located next to that intersection.
 - d. Worcester Center Boulevard and Bridge Street, shutting down Bridge Street (2 officers)
 - e. Bridge Street by the loading docks (1 officer)
 - f. Bridge Street by the employee parking garage (1 officer)
 - g. Bridge Street and Summer Street, shutting down Bridge Street (2 officers)
 - h. Summer Street exit from St. Vincent Hospital Medical City (1 officer)
 - i. Summer Street entrance to St. Vincent Hospital Medical City (2 officers)
 - j. Summer Street and Central Street, closing down Summer Street southbound towards Washington Square (4 officers)
 - k. 1 lieutenant and two sergeants will supervise the outer perimeter / traffic posts (total of 26 officers assigned).

Per:

A handwritten signature in black ink, appearing to read "Gary J. Gemme". The signature is written in a cursive style with a blue rectangular highlight behind the middle portion.

Gary J. Gemme

Chief of Police
GJG:GVF/slb