

# **MASTER EMERGENCY OPERATIONS**

## **BASIC PLAN**



**CITY OF DALLAS**

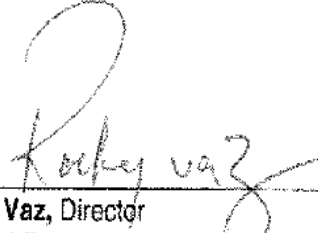
This Page Intentionally Left Blank

**Signature Page**



---

**Eric D. Campbell**  
Assistant City Manager



---

**Rocky Vaz, Director**  
Office of Emergency Management



---

**David Brown, Chief**  
Dallas Police Department



---

**Louie Bright III, Fire Chief**  
Dallas Fire-Rescue



**MASTER EMERGENCY OPERATIONS BASIC PLAN**

---

**PRIMARY AGENCY: CITY OF DALLAS OFFICE OF EMERGENCY MANAGEMENT**

**PARTNER AGENCIES:**

**I. PURPOSE AND SCOPE**

- A. Purpose** - The Basic plan outlines the City of Dallas’s approach to emergency operations. It provides general guidance for emergency management activities and an overview of the city’s methods of mitigation, preparedness, response, and recovery. The Plan outlines the city’s emergency response organization and assigns responsibilities for various emergency tasks. This plan provides a framework for more specific functional Annexes describing in more detail who does what, when, and how.
- B. Scope** – This Plan applies to all local officials, departments, and agencies within the City of Dallas. The primary audience for the document includes chief elected officials, City Management, emergency management staff, department and agency directors and their senior staff members, leaders of local volunteer organizations that support emergency operations and others who may participate in our mitigation, preparedness, response, and recovery efforts.

**II. SITUATION AND ASSUMPTIONS**

- A. Hazard Profile** – Dallas is exposed to many hazards which have the potential to disrupt the community, cause casualties, damage or destroy public and private property. A summary of major hazards is provided in Figure 1. More detailed information is provided in the City of Dallas – Hazard Analysis, published separately.

**Figure 1  
 HAZARD SUMMARY**

<i>HAZARD TYPE:</i>	LIKELIHOOD OF OCCURRENCE*	ESTIMATED IMPACT ON PUBLIC HEALTH & SAFETY	ESTIMATED IMPACT ON PROPERTY
	(SEE BELOW)	LIMITED MODERATE MAJOR	LIMITED MODERATE MAJOR
<b><i>NATURAL</i></b>			
TORNADO	Highly Likely	Limited-Major	Moderate-Major
FLOODING	Likely	Moderate-Major	Moderate-Major
WINTER STORMS	Likely	Moderate	Limited
EARTHQUAKE	Likely	Limited-Moderate	Limited-Moderate
DROUGHT	Likely	Moderate-Major	Moderate-Major
EXTREME HEAT	Highly Likely	Moderate	Limited
SEVERE WEATHER (HAIL, HIGH WINDS, AND LIGHTNING)	Occasional	Moderate	Limited
<b><i>TECHNOLOGICAL</i></b>			
HAZARDOUS MATERIALS INCIDENT (FIXED AND TRANSPORT)	Likely	Moderate	Moderate
LEVEE/DAM FAILURE	Unlikely	Major	Major

AIRCRAFT ACCIDENT	Unlikely	Major	Major
BIOLOGICAL	Unlikely	MAJOR`	Major
TERRORIST ATTACK	Immeasurable	MAJOR`	Major
* <b>LIKELIHOOD OF OCCURRENCE:</b> UNLIKELY, OCCASIONAL, LIKELY, OR HIGHLY LIKELY			

**B. Planning Assumptions**

1. Effective prediction and warning systems have been established to make it possible to anticipate certain disaster situations that may occur throughout the jurisdiction or the general area beyond the jurisdiction or the general area beyond the jurisdiction’s boundaries.
2. The city assumes any of the disaster contingencies could individually, or in combination, cause a grave emergency situation. These contingencies will vary in scope and intensity, from an area in which the devastation is isolated and limited to one that is wide-ranging and extremely devastating. Planning efforts are made as general as possible for greater latitude in application considering they can occur in several locations simultaneously.
3. Proper mitigation actions, such as floodplain management and fire inspections, can prevent or reduce disaster-related losses. Detailed emergency planning, training of emergency responders and other personnel, and periodic emergency drills and exercises can improve our readiness to deal with emergency situations.
4. Federal and State disaster assistance will supplement, not substitute for, relief provided by the City of Dallas when provided.
5. Officials under this plan are responsible for saving lives, protecting property, relieving human suffering, sustaining survivors, repairing essential facilities, restoring services, and protecting the environment.
6. Outside assistance will be available in most emergency situations. Since it takes time to summon external assistance, it is essential for us to be prepared to carry out the initial emergency response on an independent basis.

**III. CONCEPT OF OPERATIONS**

**A. General**

1. The City of Dallas is responsible to protect public health and safety and preserve property from the effects of hazardous events. Public safety is the primary role in identifying and mitigating hazards, preparing for, responding to, and managing the recovery from emergency situations affecting the City of Dallas.
2. Local government is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting emergency services. The State and Federal governments offer programs to assist with portions of these responsibilities.
3. The City of Dallas has organized an emergency management program that is integrated (employs governmental resources, organized volunteer groups, and business) and comprehensive (addresses mitigation, preparedness, response, and recovery) to achieve public safety objectives. This plan is one element in those objectives.
4. Departments and agencies tasked in this plan are expected to develop and keep current standard operating procedures that describe how emergency tasks are performed.
5. The Plan is based on the concept that emergency functions that must be performed by many departments or agency are generally parallel to some of their normal, day-to-day functions. As much as possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations.

6. The City of Dallas has adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive (HSPD)-5.
7. ICS-EOC Interface:
  - a. For major emergencies and disasters, the Emergency Operations Center (EOC) will be activated. It is essential, in an activation, to establish a division of responsibilities between the incident command post and the EOC for the specific emergency operation. Those responsibilities are outlined below:
    - i. The Incident Commander (IC) is generally responsible for field operations including:
      - 1) Isolate the scene.
      - 2) Direct and control the on-scene response to the emergency situation and managing the committed resources.
      - 3) Warn the area population for the emergency situation and issuing instructions.
      - 4) Determine and implement protective measures (evacuation or shelter-in-place) for populations in the immediate area and emergency responders at the scene.
      - 5) Implement traffic control arrangements in and around the incident scene.
      - 6) Request additional resources from the EOC.
    - ii. The EOC is generally responsible for:
      - 1) Provide resource support for Incident Command Operations.
      - 2) Issue community-wide warning.
      - 3) Issue instructions and provide information to the general public.
      - 4) Organize and implement large-scale evacuation.
      - 5) Organize and implement shelter and mass arrangements for evacuees.
      - 6) Coordinate traffic control for large-scale evacuations.
      - 7) Request assistance from the State and other external sources.
  - b. In some large-scale incidents or disasters, emergency operations with different objectives may be conducted at geographically separated scenes. In such situations, more than one Incident Command Operation may be established. If this situation occurs, a transition to an Area Command and/or Multi-Agency Coordination Center is desirable. The allocation of resources to specific field operation will be coordinated through the EOC.

**B. Hazard Control and Assessment:**

1. Perceive the threat.
2. Assess hazard.
3. Select control strategy.
4. Control hazard
5. Monitor hazard.

**C. Protective Action Selection:**

1. Analyze the hazard.
2. Determine protective action.
3. Determine public warning.
4. Determine protective action implementation plan.

**D. Public Warning**

1. Determine message content.
2. Select appropriate public warning system(s).
3. Disseminate public warning.

**E. Protective Action Implementation**

1. Monitor progress of protective action implementation.
2. Control access and isolate danger area.
3. Evacuation support.

4. Decontamination support.
5. Medical treatment.
6. Special population support.
7. Search and rescue.

**F. Short-Term Needs**

1. Shelter operations.
2. Unite families.
3. Provide continued medical treatment.
4. Increase security in affected area.
5. Stabilize the affected area.

**G. Long-Term Needs**

1. Re-entry.
2. Recovery.

**IV. ORGANIZATION AND RESPONSIBILITIES**

**A. General**

Most government departments/agencies have emergency functions in addition to their normal, day-to-day duties. The emergency functions usually parallel or complements normal functions. Each department/agency is responsible for developing and maintaining its own emergency management procedures.

**B. Organization**

1. The individual primarily responsible for an emergency function is normally responsible for coordinating preparation and maintenance of the portion of the emergency plan addressing that function. Plan and Annex assignments are outlined in Appendix 1: Assignment Matrix. Listed below are the general responsibilities assigned to the Executive Group, Emergency Services, Support Services, and other Support Agencies. Additional specific responsibilities can be found in the functional Annexes to this Basic Plan.
2. Executive Group Responsibilities
  - a. The Mayor will:
    - i. With the assistance of the legal staff, declare a local state of disaster, request the Governor declare a state of emergency, or invoke the emergency powers of government when necessary.
    - ii. Request assistance from other local governments or the State when necessary.
  - b. The City Manager will:
    - i. Implement the policies and decision of the governing body relating to emergency management.
    - ii. Establish objectives and priorities for the emergency management program and provide general policy guidance on conduct of the program.
    - iii. Assign emergency management program tasks to departments and agencies.
    - iv. Ensure departments and agencies participate in emergency planning, training, and exercise activities.
    - v. Monitor emergency responses during disaster situations and provide direction where appropriate.
    - vi. With the assistance of the Public Information Officer (PIO), keep the public informed during emergency situations.
  - c. The EMC will:
    - i. Serve as the staff advisor to the Mayor and City Manager on emergency management matters.



- ii. Keep the Mayor, City Manager, and governing body apprised of our preparedness status and emergency management needs.
  - iii. Coordinate local planning and preparedness activities and the maintenance of this plan.
  - iv. Prepare and maintain a resource inventory through Business Development and Procurement Services (BDPS).
  - v. Arrange appropriate training for local emergency management personnel and emergency responders.
  - vi. Coordinate periodic emergency exercises to test our plans and training.
  - vii. Manage the EOC, develop procedures for its operation, and conduct training for the staff.
  - viii. Activate the EOC when required.
  - ix. Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel.
  - x. Coordinate with organized volunteer groups and businesses regarding emergency operations.
3. Common Responsibilities
- a. All emergency services and support services will:
    - i. Provide personnel, equipment, and supplies to support emergency operations upon request.
    - ii. Develop and maintain SOPs for emergency tasks.
    - iii. Provide trained personnel to staff the incident command post and EOC and conduct emergency operations.
    - iv. Provide current information on emergency resources for inclusion in the Resource List in the Appendix of Annex M: Resource Management.
    - v. Report information regarding emergency situations and damage to facilities and equipment to the Incident Commander or the EOC.
4. Emergency Services Responsibilities
- a. The Incident Commander will:
    - i. Manage emergency response resources and operation at the incident site command post to resolve the emergency situation.
    - ii. Determine and implement required protective actions for response personnel and the public at an incident site.
  - b. Warning:
    - i. Primary responsibility for this function is assigned to the EMC who will prepare and maintain Annex A: Warning to this Plan and supporting SOPs.
    - ii. Emergency tasks to be performed include:
      - a. Receive information on emergency situations.
      - b. Alert key local officials of emergency situations.
      - c. Disseminate warning information through available warning systems.
      - d. Disseminate warning and instructions to special facilities such as schools and hospitals.
  - c. Communications:
    - i. Primary responsibility for this function is assigned to the EMC who will prepare and maintain Annex B: Communications to this Plan and supporting SOPs.
    - ii. Emergency tasks to be performed include:
      - a. Identify the communications systems available with the local area and determine the connectivity of those systems, and ensure their interoperability.













efforts with our local government. Other organized faith-based and relief agencies that make up the Dallas County Volunteer Organizations Active in Disaster (VOAD) will also provide assistance as needed.

- y. American Red Cross – Dallas Chapter:
  - i. Provides shelter management, feeding at fixed facilities and through mobile units, first aid, and assistance to those affected by emergency situations. The Red Cross also provides feeding for emergency workers.
- z. The Salvation Army:
  - i. Provides emergency assistance to include mass and mobile feeding, temporary shelter, counseling, missing person services, medical assistance, and the warehousing and distribution of donated goods including food, clothing, and household items. It also provides referrals to government and private agencies for special services.
- aa. RACES:
  - i. The Radio Amateur Civil Emergency Service provides amateur radio support for emergency operations, including communications support in the EOC.

## **V. DIRECTION, CONTROL, AND COORDINATION**

### **A. Authority to Initiate Action:**

1. The mayor is responsible for establishing objectives and policies for emergency management and providing general guidance for disaster response and recovery operations, all in compliance with NIMS. During disasters, the mayor may carry out those responsibilities from the EOC.
2. The City Manager will provide overall direction of the response activities of all City departments. During major emergencies and disaster, the City Manager will normally carry out those responsibilities from the EOC.

### **B. Command Responsibility for Specific Actions:**

1. General guidance for emergency operations:
  - a. The EMC will manage the EOC.
    - i. The following individuals are authorized to activate the EOC:
      - 1) Mayor
      - 2) City Manager
      - 3) Emergency Management Coordinator
      - 4) Chiefs of Police and Fire
      - 5) Emergency Management Specialists
  - b. The Incident Commander, assisted by sufficient staff to perform assigned tasks, will manage the emergency response at an incident site.
  - c. Department heads retain administrative and policy control over their employees and equipment during emergency operations. However, personnel and equipment will carry out mission assignments directed by the incident commander. Each department and agency is responsible for having its own operating procedures to follow during response operations. Interagency procedures, such as a common communications protocol, may be adopted to facilitate coordinated effort.
  - d. If resources are insufficient or inappropriate to deal with an emergency situation, the City of Dallas may request assistance from other jurisdictions, organized volunteer groups, or the State. The process for requesting State or Federal assistance is covered in section VIII of this Plan. External agencies are expected to conform to the general guidance and direction provided by senior decision makers.
2. Direction of Response:





- ii. Deputy Mayor Pro-Tem.
    - iii. Councilmember elected by remaining council members.
  - b. The Line of Succession for the City Manager is:
    - i. First Assistant City Manager.
    - ii. Designated Assistant City Manager.
    - iii. Senior Assistant City Manager.
  - c. The Line of Succession for the Emergency Management Coordinator is:
    - i. Current Duty Officer.
    - ii. Senior Emergency Management Specialist.
    - iii. Next most Senior Emergency Management Specialist.
  - d. The lines of succession for each of our departments and agency heads will be established by those departments and agencies in accordance with their SOPs.
- 8. NIMS Compliance:
  - a. Each department director is responsible to ensure their personnel, in accordance with the NIMS, possesses the level of training, experience, credentialing, currency, physical and medical fitness, and capability for any positions they are tasked to fill.

## **VI. Information Collection and Dissemination**

- A. Disaster information managed by the City of Dallas Emergency Operations Center (EOC) is coordinated through agency representatives located in the EOC. These representatives collect information from and disseminate information to counterparts in the field. These representatives also disseminating information within the EOC that can be used to develop courses of action and manage emergency operations.
- B. Detailed procedures that identify the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and specific times the information is needed are maintained in the EOC.

## **VII. Communications**

- A. Communication protocols and coordination procedures are described in detail in Annex B: Communications. Please refer to this plan for additional information.

## **VIII. Administration, Finance, and Logistics**

- A. General Policies:

This section outlines general policies for administering resources including the following:

  - 1. Agreements and Contracts:
    - a. Should City of Dallas resources prove to be inadequate during an emergency; requests will be made for assistance from other jurisdictions, other agencies, and industries according to existing mutual aid agreements and those concluded during the emergency. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and should be in writing whenever possible. Agreements and contracts should identify the local official authorized to request assistance pursuant to those documents.
    - b. In an effort to facilitate assistance pursuant to mutual aid agreements, available resources are identified and are a part of the Texas Regional Response Network (TRRN).
    - c. The agreements and contracts pertinent to emergency management are summarized in Appendix 4 of this Plan.
  - 2. Reports:

The Plan should include requirements for tracking the source and use of resources and expenditures.

    - a. Responsibility for submitting local government reports to the Texas Division of Emergency Management (TDEM) rests with the City of Dallas EMC.

- b. The City of Dallas EOC Staff will maintain records of expenditures and obligations in emergency operations. They should also support the collection and maintenance of narrative and long-type records of response to all declared disasters.
  - c. **Hazardous Materials Spills Reporting** – If the City of Dallas is responsible for a release of hazardous materials of a type or quantity that must be reported to State and Federal agencies, the department or agency responsible for the spill shall make the required report. See Annex O: Hazardous Materials and Oil Spill Response for more information. If the party responsible for a reportable spill cannot be located, the Incident Commander shall ensure that the required report(s) are made.
  - d. **Initial Emergency Report** – This short report should be prepared and transmitted by the EOC when an on-going emergency incident appears likely to worsen and the City may need assistance from other local governments or the State. See Annex N: Direction and Control for the format and instructions for this report.
  - e. **Situation Report** – A daily situation report should be prepared and distributed by the EOC during major emergencies or disasters. See Annex N: Direction and Control for the format and instructions for this report.
  - f. **Other Reports** – Several other reports covering specific functions are described in the Annexes to this Plan.
3. Records:
- a. **Record Keeping for Emergency Operations** – Dallas is responsible for establishing the administrative controls necessary to manage the expenditures of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with established fiscal policies and standard cost accounting procedures.
  - b. **Activity Logs** – The Incident Command Post and the EOC shall maintain accurate logs recording key response activities, including:
    - i. Activation or deactivation of emergency facilities
    - ii. Emergency notifications to other local governments, State, and Federal agencies.
    - iii. Significant changes in emergency situations.
    - iv. Major commitments of resources or requests for additional resources from external sources.
    - v. Issuance of protective action recommendations to the public.
    - vi. Evacuations.
    - vii. Casualties.
  - viii. Containment or termination of the incident.
  - c. **Incident Costs** – All departments and agencies shall maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs that can be used in preparing future department or agency budgets.
  - d. **Emergency or Disaster Costs** – For major emergencies or disasters, all departments and agencies participating in emergency response shall maintain detailed records of costs for emergency operations to include:
    - i. Personnel costs, especially overtime costs.
    - ii. Equipment operations costs.
    - iii. Costs for leased or rented equipment.
    - iv. Costs of specialized supplies expended for emergency operations.

These records may be used to recover costs from the responsible party, insurers, or as a basis for requesting assistance for certain allowable response and recovery costs from the State and/or Federal government.

**e. Preservation of Records**

- i. In order to continue normal government operations following an emergency situation disaster, vital records must be protected. These include legal documents as well as property and tax records. The principle causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each agency is responsible for preparation of Annexes to this Plan to include protection of vital records in its SOPs.
- ii. If records are damaged during an emergency situation, the City of Dallas will seek to preserve and restore them.

**f. Assistance Stipulations** – Established local policies regarding the use of volunteers or accepting donated goods and services should be summarized. Elements that should be addressed in this section include:

- i. Administration of insurance claims.
- ii. Consumer protection.
- iii. Duplication of benefits.
- iv. Nondiscrimination.
- v. Relief assistance.
- vi. Preservation of environment and historic properties.

**g. State & Federal Assistance**

- i. If local resources are inadequate to deal with an emergency situation, the City of Dallas will request assistance. County and State assistance furnished to the city is intended to supplement local resources.
- ii. Requests for State assistance will be made to the Disaster District Committee (DCC) Chairperson located at the Department of Public Safety District Office in Garland. See Appendix 3 of Annex M: Resource Management for a form that can be used to request State assistance. In essence, State emergency assistance to local governments begins at the DDC level and the key person to validate a request for, obtain, and provide that State assistance and support is the DDC Chairperson. A request for State assistance must be made by the Mayor, or designee, and may be made by telephone, fax, or teletype. The DDC Chairperson has the authority to utilize all State resources within the district to respond to a request for assistance with the exception of the National Guard. Use of National Guard resources requires the approval of the Governor.
- iii. The Disaster District staff will forward requests for assistance that cannot be satisfied by state resources within the District to the State Operations Center (SOC) in Austin for action.

**h. Other Assistance**

- i. If resources required to control an emergency situation are not available within the State, the Governor may request assistance from other states pursuant to a number of interstate compacts or from the Federal government through the Federal Emergency Management Agency (FEMA).
- ii. For major emergencies and disasters for which a Presidential declaration has been issued, federal agencies may be mobilized to provide assistance to States and local governments. The National Response Framework (NRF) describes the policies, planning assumptions, concept of operations, and responsibilities of designated Federal operations, and

responsibilities of designated Federal agencies for various response and recovery functions.

- iii. FEMA has the primary responsibility for coordinating Federal disaster assistance. No direct Federal disaster assistance is authorized prior to a Presidential Declaration. FEMA has limited authority to stage initial response resources near the disaster site and activate command and control structures prior to a declaration. The Department of Defense has the authority to commit its resources to save lives prior to an emergency declaration. See Annex J: Recovery for additional information on the assistance that may be available during disaster recovery.
- iv. The NRF applies to Stafford and non-Stafford Act incidents and is designed to accommodate not only actual incidents, but also the threat of incidents. Therefore, NRF implementation is possible under a greater range of incidents.

## **IX. Plan Development and Maintenance**

### **A. Development**

- 1. The City Manager is responsible for approving and promulgating this plan.
- 2. The EMC is responsible for supporting emergency planning.
- 3. The Basic Plan includes a distribution list that indicates who receives copies of the Basic Plan and the various Annexes to it in Appendix 1. In general, individuals who receive Annexes to the Basic Plan should also receive a copy of this plan. The Basic Plan describes the City's emergency management organization and basic operational concepts.

### **B. Maintenance**

#### **1. Requirements**

- a. The Emergency Management Coordinator will maintain, distribute, and update the MEOP. Responsible officials should recommend changes and provide updated information periodically (e.g., changes of personnel and available resources). Revisions will be forwarded to those on the distribution list.
- b. Directors of supporting agencies have the responsibility of maintaining internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.

#### **2. Review and Update**

- a. **Review** – The Basic Plan and its Appendices should be reviewed by local officials. The EMC will establish a process for the review of planning documents by those tasked in those documents, and for preparation and distribution of revisions or changes.

§418.043(4) of the Government Code provides that TDEM shall review local emergency management plans. The process for submitting new or updated planning documents to TDEM is described in Chapter 6 of DEM-10.

- b. **Update**

- i. The Basic Plan and its Annexes must be revised or updated by formal change at least every five years. Responsibility for revising or updating the Basic Plan is assigned to the EMC.
- ii. **Changes** – Changes should be made to Plans and Appendices when the documents are no longer current. Changes in planning documents may be needed when:
  - 1. Hazard consequences or risk areas change.
  - 2. The concept of operations for emergencies changes.

3. Departments, agencies, or groups that preform emergency functions are reorganized and can no longer perform the emergency tasks laid out in planning documents.
  4. Warning and communications systems change.
  5. Additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available.
  6. A training exercise or an actual emergency reveals significant deficiencies in existing planning documents.
  7. State or Federal planning standards for the documents are revised.
- iii. **Methods of Updating Planning Documents**
1. **Plan Revision**
    - a. A revision is a complete rewrite of an existing EOP or Appendix that essentially results in a new document. Revision is advisable when numerous pages of the document have to be updated, when major portions of the existing document must be deleted or substantial text added, or when the existing document was prepared using a word processing program that is obsolete or no longer available. Revised documents should be given a new date and require new signatures by officials.
  2. **Formal Plan Change**
    - a. A formal change to a planning document involves specific changes to a limited number of pages. Changes are typically numbered to identify them and are issued to holders of the document with a cover memorandum with replacement pages attached. The cover memorandum indicates which pages are to be removed and which replacement pages are to be inserted in the document to update it. The person receiving the change is expected to make the required page changes to the document to indicate that the change has been incorporated into the document. A change to a document does not alter the original document date; new signatures on the document need not be obtained.

**X. Authorities and References**

**A. Legal Authority**

**1. Federal**

- a. Robert T. Stafford Disaster Relief & Emergency Assistance Act (as amended), 42 USC 5121
- b. Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
- c. Emergency Management and Assistance, 44 CFR
- d. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- e. Homeland Security Act of 2002
- f. Homeland Security Presidential Directive, HSPD-5, Management of Domestic Incidents
- g. Homeland Security Presidential Directive, HSPD-3, Homeland Security Advisory System
- h. National Incident Management System
- i. National Response Framework
  - j. National Strategy for Homeland Security, July 2002
  - k. Nuclear/Radiological Incident Annex of the National Response Plan

2. **State**
    - a. Government Code, Chapter 418 (Emergency Management)
    - b. Government Code, Chapter 421 (Homeland Security)
    - c. Government Code, Chapter 433 (State of Emergency)
    - d. Government Code, Chapter 791 (Inter-local Cooperation Contracts)
    - e. Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
    - f. Executive Order of the Governor Relating to Emergency Management
    - g. Executive Order of the Governor Relating to the National Incident Management System
    - h. Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
    - i. The Texas Homeland Security Strategic Plan, Parts I and II, December 15, 2003
    - j. The Texas Homeland Security Strategic Plan, Part II, February 2004
  3. **Local**
    - a. City Ordinance #258334, dated 12/08/2004
- B. References**
1. **Federal**
    - a. Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, March 2009
    - b. Homeland Security Exercise and Evaluation Program (HSEEP), February 2007
    - c. National Incident Management System (NIMS), December 2008
    - d. National Response Framework, Federal Emergency Management Agency, January 2008
  2. **State**
    - a. Texas Department of Public Safety, Governor's Division of Emergency Management, *Local Emergency Management Planning Guide*, DEM-10
    - b. Texas Department of Public Safety, Governor's Division of Emergency Management, *Disaster Recovery Manual*
    - c. Texas Department of Public Safety, Governor's Division of Emergency Management, *Mitigation Handbook*
  3. **Local**
    - a. City of Dallas Hazard Analysis
    - b. Office of Emergency Management – Standard Operating Procedures
    - c. Inter-local agreements

This page intentionally left blank.

## **Appendix 1: Assignment Matrix**



City of Dallas (TX)  
Master Emergency Operations Basic Plan

	WARNING	COMMUNICATIONS	SHELTER & MASS CARE	RADIOLOGICAL PROTECTION	EVACUATION	FIREFIGHTING	LAW ENFORCEMENT	HEALTH & MEDICAL	PUBLIC INFORMATION	RECOVERY	PUBLIC WORKS & ENGINEERING	UTILITIES	RESOURCE MANAGEMENT	DIRECTION & CONTROL	HUMAN SERVICES	HAZARD MITIGATION	HAZMAT & OIL SPILL RESPONSE	SEARCH & RESCUE	TRANSPORTATION	DONATIONS MANAGEMENT	LEGAL	TERRORIST INCIDENT RESPONSE	
MAYOR	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
CITY MANAGER									S	S			S	P						S			
OEM	P	C	C	C	S	C	C	C	C	P	C	C	S	C	C	S	C	C	C	S	C	C	C
LAW ENFORCEMENT	S	P	S	S	P	S	P						S	S	S		S	S		S			P
DALLAS FIRE-RESCUE	S	S	S	P	S	P		P					S	S		S	P	S		S			S
STREETS		S	S	S	S		S			S	P	S	S	S		S	S	S					S
WATER UTILITIES		S								S		P	S	S		S	S				S		S
DCHHS			S	S	S								S	S	S						P		S
HUMAN RESOURCES													S								S		
FINANCIAL SERVICES										S			S			S					S		
PW&T			S		S								S		S	P	S		P				S
CITY ATTORNEY'S					S								S			S					S	P	S
CIS		P																					
PARKS AND RECREATION			P																				
BDPS													P										
CITY PIO									P														

City of Dallas (TX)  
 Master Emergency Operations Basic Plan

<b>ANNEX</b>	<b>ASSIGNED TO:</b>
ANNEX A: WARNING	EMC
ANNEX B: COMMUNICATIONS	DIRECTOR, CIS
ANNEX C: SHELTER & MASS CARE	DIRECTOR, PARKS AND RECREATION
ANNEX D: RADIOLOGICAL PROTECTION	FIRE CHIEF
ANNEX E: EVACUATION	POLICE CHIEF
ANNEX F: FIREFIGHTING	FIRE CHIEF
ANNEX G: LAW ENFORCEMENT	POLICE CHIEF
ANNEX H: PUBLIC HEALTH SERVICES (SECTION 1) MEDICAL SERVICES (SECTION 2)	DALLAS COUNTY HHS FIRE CHIEF
ANNEX I: PUBLIC INFORMATION	CITY PUBLIC INFORMATION OFFICER
ANNEX J: RECOVERY	OEM
ANNEX K: PUBLIC WORKS & ENGINEERING	STREET SERVICES DIRECTOR
ANNEX L: UTILITIES	WATER UTILITIES DIRECTOR
ANNEX M: RESOURCE MANAGEMENT	DIRECTOR, BDPS
ANNEX N: DIRECTION & CONTROL	CITY MANAGER
ANNEX O: HUMAN SERVICES	DALLAS COUNTY HHS
ANNEX P: HAZARD MITIGATION	PUBLIC WORKS AND TRANSPORTATION DIRECTOR
ANNEX Q: HAZARDOUS MATERIALS & OIL SPILL RESPONSE	FIRE CHIEF
ANNEX R: SEARCH & RESCUE	FIRE CHIEF
ANNEX S: TRANSPORTATION	PW&T ASSISTANT DIRECTOR - TRANSPORTATION
ANNEX T: DONATIONS MANAGEMENT	DALLAS COUNTY VOAD
ANNEX U: LEGAL	CITY ATTORNEY
ANNEX V: TERRORIST INCIDENT RESPONSE	POLICE CHIEF

## Appendix 2: Acronyms and Glossary

### A. ACRONYMS

AAR	After Action Report
ARC	American Red Cross
CFR	Code of Federal Regulations
DDC	Disaster District Committee
DHS	Department of Homeland Security
EOC	Emergency Operations or Operating Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency, an element of the U.S. Department of Homeland Security
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive 5
ICP	Incident Command Post
ICS	Incident Command System
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
NIMS	National Incident Management System
NRF	National Response Framework
OSHA	Occupational Safety & Health Administration
PIO	Public Information Officer
SOPs	Standard Operating Procedures
SOC	State Operations Center
TRRN	Texas Regional Response Network
TSA	The Salvation Army

### B. DEFINITIONS

1. AREA COMMAND/MULTI-AGENCY COORDINATION CENTER. AN ORGANIZATION ESTABLISHED (1) TO OVERSEE THE MANAGEMENT OF MULTIPLE INCIDENTS THAT ARE EACH BEING MANAGED BY AN ICS ORGANIZATION (AREA COMMAND) OR (2) TO OVERSEE THE MANAGEMENT OF LARGE OR MULTIPLE INCIDENTS TO WHICH SEVERAL INCIDENT MANAGEMENT TEAMS HAVE BEEN ASSIGNED (MULTI-AGENCY COORDINATION CENTER). SETS OVERALL STRATEGY AND PRIORITIES, ALLOCATES CRITICAL RESOURCES ACCORDING TO PRIORITIES, ENSURES THAT INCIDENTS ARE PROPERLY MANAGED, AND ENSURES THAT OBJECTIVES ARE MET AND STRATEGIES FOLLOWED. AREA COMMAND BECOMES MULTI-AGENCY COORDINATION CENTER WHEN INCIDENTS ARE MULTI-JURISDICTIONAL.
2. DISASTER DISTRICT. DISASTER DISTRICTS ARE REGIONAL STATE EMERGENCY MANAGEMENT ORGANIZATIONS MANDATED BY THE EXECUTIVE ORDER OF THE GOVERNOR RELATING TO EMERGENCY MANAGEMENT WHOSE BOUNDARIES PARALLEL THOSE OF HIGHWAY PATROL DISTRICTS AND SUB-DISTRICTS OF THE TEXAS DEPARTMENT OF PUBLIC SAFETY.
3. DISASTER DISTRICT COMMITTEE. THE DDC CONSISTS OF A CHAIRPERSON (THE LOCAL HIGHWAY PATROL CAPTAIN OR COMMAND LIEUTENANT), AND AGENCY REPRESENTATIVES THAT MIRROR THE MEMBERSHIP OF THE STATE EMERGENCY MANAGEMENT COUNCIL. THE DDC CHAIRPERSON, SUPPORTED BY COMMITTEE MEMBERS, IS RESPONSIBLE FOR IDENTIFYING, COORDINATING THE USE OF, COMMITTING, AND DIRECTING STATE RESOURCES WITHIN THE DISTRICT TO RESPOND TO EMERGENCIES.

4. EMERGENCY OPERATIONS CENTER. SPECIALLY EQUIPPED FACILITIES FROM WHICH LOCAL GOVERNMENT OFFICIALS EXERCISE DIRECTION AND CONTROL AND COORDINATE NECESSARY RESOURCES IN AN EMERGENCY SITUATION.
5. PUBLIC INFORMATION. INFORMATION THAT IS DISSEMINATED TO THE PUBLIC VIA THE NEWS MEDIA BEFORE, DURING, AND/OR AFTER AN EMERGENCY OR DISASTER.
6. EMERGENCY SITUATIONS. AS USED IN THIS PLAN, THIS TERM IS INTENDED TO DESCRIBE A RANGE OF OCCURRENCES, FROM A MINOR INCIDENT TO A CATASTROPHIC DISASTER. IT INCLUDES THE FOLLOWING:
  - a. INCIDENT. AN INCIDENT IS A SITUATION THAT IS LIMITED IN SCOPE AND POTENTIAL EFFECTS. CHARACTERISTICS OF AN INCIDENT INCLUDE:
    - 1) INVOLVES A LIMITED AREA AND/OR LIMITED POPULATION.
    - 2) EVACUATION OR IN-PLACE SHELTERING IS TYPICALLY LIMITED TO THE IMMEDIATE AREA OF THE INCIDENT.
    - 3) WARNING AND PUBLIC INSTRUCTIONS ARE PROVIDED IN THE IMMEDIATE AREA, NOT COMMUNITY-WIDE.
    - 4) ONE OR TWO LOCAL RESPONSE AGENCIES OR DEPARTMENTS ACTING UNDER AN INCIDENT COMMANDER NORMALLY HANDLE INCIDENTS. REQUESTS FOR RESOURCE SUPPORT ARE NORMALLY HANDLED THROUGH AGENCY AND/OR DEPARTMENTAL CHANNELS.
    - 5) MAY REQUIRE LIMITED EXTERNAL ASSISTANCE FROM OTHER LOCAL RESPONSE AGENCIES OR CONTRACTORS.
    - 6) FOR THE PURPOSES OF THE NRP, INCIDENTS INCLUDE THE FULL RANGE OF OCCURRENCES THAT REQUIRE AN EMERGENCY RESPONSE TO PROTECT LIFE OR PROPERTY.
  - b. EMERGENCY. AN EMERGENCY IS A SITUATION THAT IS LARGER IN SCOPE AND MORE SEVERE IN TERMS OF ACTUAL OR POTENTIAL EFFECTS THAN AN INCIDENT. CHARACTERISTICS INCLUDE:
    - 1) INVOLVES A LARGE AREA, SIGNIFICANT POPULATION, OR IMPORTANT FACILITIES.
    - 2) MAY REQUIRE IMPLEMENTATION OF LARGE-SCALE EVACUATION OR IN-PLACE SHELTERING AND IMPLEMENTATION OF TEMPORARY SHELTER AND MASS CARE OPERATIONS.
    - 3) MAY REQUIRE COMMUNITY-WIDE WARNING AND PUBLIC INSTRUCTIONS.
    - 4) REQUIRES A SIZABLE MULTI-AGENCY RESPONSE OPERATING UNDER AN INCIDENT COMMANDER.
    - 5) MAY REQUIRE SOME EXTERNAL ASSISTANCE FROM OTHER LOCAL RESPONSE AGENCIES, CONTRACTORS, AND LIMITED ASSISTANCE FROM STATE OR FEDERAL AGENCIES.
    - 6) THE EOC WILL BE ACTIVATED TO PROVIDE GENERAL GUIDANCE AND DIRECTION, COORDINATE EXTERNAL SUPPORT, AND PROVIDE RESOURCE SUPPORT FOR THE INCIDENT.
    - 7) FOR THE PURPOSES OF THE NRP, AN EMERGENCY (AS DEFINED BY THE STAFFORD ACT) IS "ANY OCCASION OR INSTANCE FOR WHICH, IN THE DETERMINATION OF THE PRESIDENT, FEDERAL ASSISTANCE IS NEEDED TO SUPPLEMENT STATE AND LOCAL EFFORTS AND CAPABILITIES TO SAVE LIVES AND TO PROTECT PROPERTY AND PUBLIC HEALTH AND SAFETY, OR TO LESSEN OR AVERT THE THREAT OF CATASTROPHE IN ANY PART OF THE UNITED STATES."

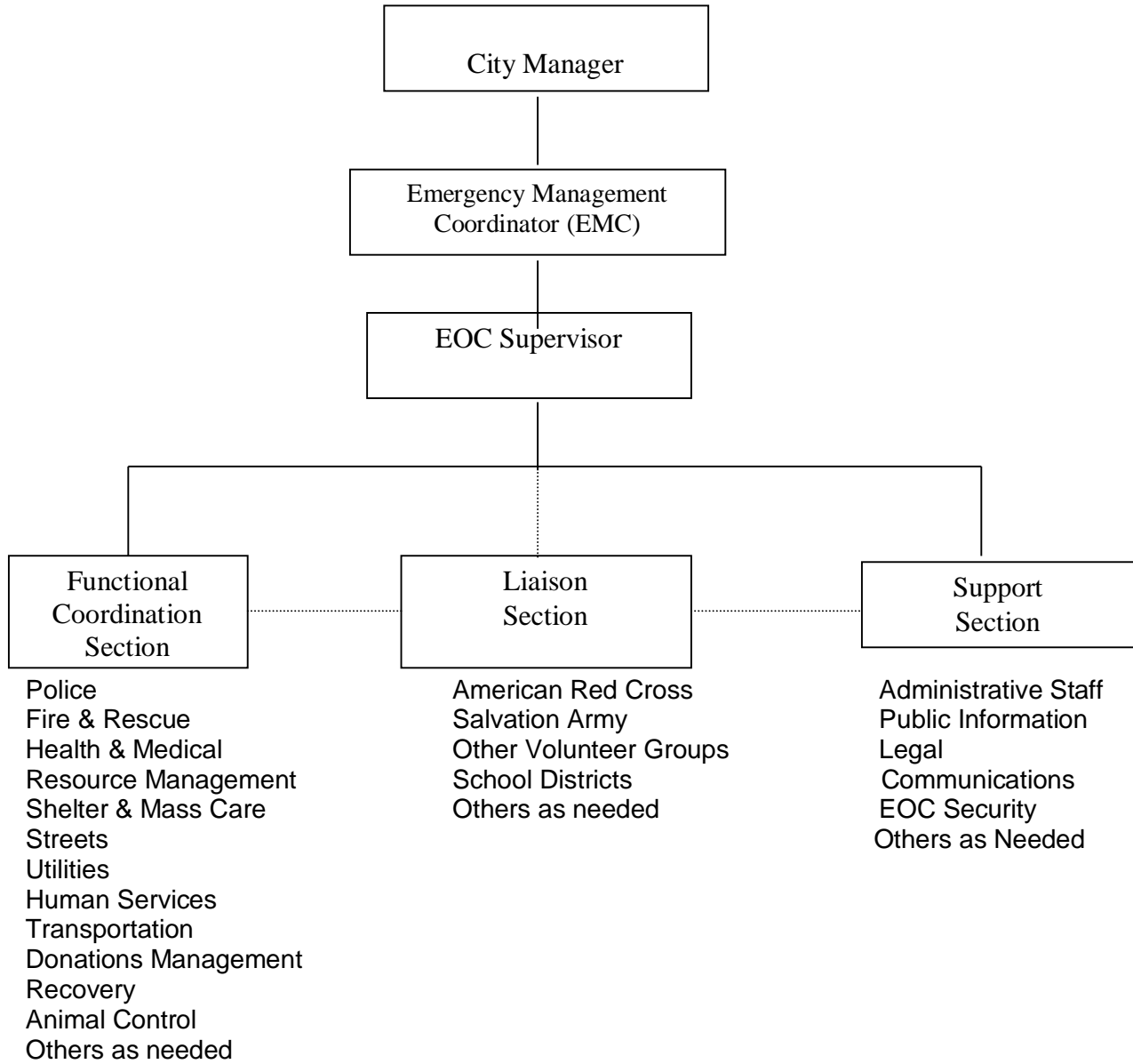
- c. DISASTER. A DISASTER INVOLVES THE OCCURRENCE OR THREAT OF SIGNIFICANT CASUALTIES AND/OR WIDESPREAD PROPERTY DAMAGE THAT IS BEYOND THE CAPABILITY OF THE LOCAL GOVERNMENT TO HANDLE WITH ITS ORGANIC RESOURCES. CHARACTERISTICS INCLUDE:
- 1) INVOLVES A LARGE AREA, A SIZABLE POPULATION, AND/OR IMPORTANT FACILITIES.
  - 2) MAY REQUIRE IMPLEMENTATION OF LARGE-SCALE EVACUATION OR IN-PLACE SHELTERING AND IMPLEMENTATION OF TEMPORARY SHELTER AND MASS CARE OPERATIONS.
  - 3) REQUIRES COMMUNITY-WIDE WARNING AND PUBLIC INSTRUCTIONS.
  - 4) REQUIRES A RESPONSE BY ALL LOCAL RESPONSE AGENCIES OPERATING UNDER ONE OR MORE INCIDENT COMMANDERS.
  - 5) REQUIRES SIGNIFICANT EXTERNAL ASSISTANCE FROM OTHER LOCAL RESPONSE AGENCIES, CONTRACTORS, AND EXTENSIVE STATE OR FEDERAL ASSISTANCE.
  - 6) THE EOC WILL BE ACTIVATED TO PROVIDE GENERAL GUIDANCE AND DIRECTION, PROVIDE EMERGENCY INFORMATION TO THE PUBLIC, COORDINATE STATE AND FEDERAL SUPPORT, AND COORDINATE RESOURCE SUPPORT FOR EMERGENCY OPERATIONS.
  - 7) FOR THE PURPOSES OF THE NRP, A *MAJOR DISASTER* (AS DEFINED BY THE STAFFORD ACT) IS ANY CATASTROPHE, REGARDLESS OF THE CAUSE, WHICH IN THE DETERMINATION OF THE PRESIDENT CAUSES DAMAGE OF SUFFICIENT SEVERITY AND MAGNITUDE TO WARRANT MAJOR DISASTER FEDERAL ASSISTANCE.
- d. CATASTROPHIC INCIDENT. FOR THE PURPOSES OF THE NRP, THIS TERM IS USED TO DESCRIBE ANY NATURAL OR MANMADE OCCURRENCE THAT RESULTS IN EXTRAORDINARY LEVELS OF MASS CASUALTIES, PROPERTY DAMAGE, OR DISRUPTIONS THAT SEVERELY AFFECT THE POPULATION, INFRASTRUCTURE, ENVIRONMENT, ECONOMY, NATIONAL MORALE, AND/OR GOVERNMENT FUNCTIONS. AN OCCURRENCE OF THIS MAGNITUDE WOULD RESULT IN SUSTAINED NATIONAL IMPACTS OVER PROLONGED PERIODS OF TIME, AND WOULD IMMEDIATELY OVERWHELM LOCAL AND STATE CAPABILITIES. ALL CATASTROPHIC INCIDENTS ARE *INCIDENTS OF NATIONAL SIGNIFICANCE*.
7. HAZARD ANALYSIS. A DOCUMENT, PUBLISHED SEPARATELY FROM THIS PLAN, THAT IDENTIFIES THE LOCAL HAZARDS THAT HAVE CAUSED OR POSSESS THE POTENTIAL TO ADVERSELY AFFECT PUBLIC HEALTH AND SAFETY, PUBLIC OR PRIVATE PROPERTY, OR THE ENVIRONMENT.
8. HAZARDOUS MATERIAL (HAZMAT). A SUBSTANCE IN A QUANTITY OR FORM POSING AN UNREASONABLE RISK TO HEALTH, SAFETY, AND/OR PROPERTY WHEN MANUFACTURED, STORED, OR TRANSPORTED. THE SUBSTANCE, BY ITS NATURE, CONTAINMENT, AND REACTIVITY, HAS THE CAPABILITY FOR INFLECTING HARM DURING AN ACCIDENTAL OCCURRENCE. IS TOXIC, CORROSIVE, FLAMMABLE, REACTIVE, AN IRRITANT, OR A STRONG SENSITIZER, AND POSES A THREAT TO HEALTH AND THE ENVIRONMENT WHEN IMPROPERLY MANAGED. INCLUDES TOXIC SUBSTANCES, CERTAIN INFECTIOUS AGENTS, RADIOLOGICAL MATERIALS, AND OTHER RELATED MATERIALS SUCH AS OIL, USED OIL, PETROLEUM PRODUCTS, AND INDUSTRIAL SOLID WASTE SUBSTANCES.
9. INCIDENT OF NATIONAL SIGNIFICANCE. AN ACTUAL OR POTENTIAL HIGH-IMPACT EVENT THAT REQUIRES A COORDINATED AND EFFECTIVE RESPONSE BY AND APPROPRIATE COMBINATION OF FEDERAL, STATE, LOCAL, TRIBAL, NONGOVERNMENTAL, AND/OR PRIVATE SECTOR ENTITIES IN ORDER TO SAVE LIVES AND MINIMIZE DAMAGE, AND PROVIDE THE BASIS FOR LONG-TERM COMMUNICATION RECOVERY AND MITIGATION ACTIVITIES.
10. INTER-LOCAL AGREEMENTS. ARRANGEMENTS BETWEEN GOVERNMENTS OR ORGANIZATIONS, EITHER PUBLIC OR PRIVATE, FOR RECIPROCAL AID AND ASSISTANCE DURING EMERGENCY

SITUATIONS WHERE THE RESOURCES OF A SINGLE JURISDICTION OR ORGANIZATION ARE INSUFFICIENT OR INAPPROPRIATE FOR THE TASKS THAT MUST BE PERFORMED TO CONTROL THE SITUATION. COMMONLY REFERRED TO AS MUTUAL AID AGREEMENTS.

11. STAFFORD ACT. THE ROBERT T. STAFFORD DISASTER RELIEF AND EMERGENCY ASSISTANCE ACT AUTHORIZES FEDERAL AGENCIES TO UNDERTAKE SPECIAL MEASURES DESIGNED TO ASSIST THE EFFORTS OF STATES IN EXPEDITING THE RENDERING OF AID, ASSISTANCE, EMERGENCY SERVICES, AND RECONSTRUCTION AND REHABILITATION OF AREAS DEVASTATED BY DISASTER.
12. STANDARD OPERATING PROCEDURES. APPROVED METHODS FOR ACCOMPLISHING A TASK OR SET OF TASKS. SOPs ARE TYPICALLY PREPARED AT THE DEPARTMENT OR AGENCY LEVEL. MAY ALSO BE REFERRED TO AS STANDARD OPERATING GUIDELINES (SOGs).

### Appendix 3: Emergency Management Organization

#### EMERGENCY OPERATIONS CENTER ORGANIZATION CHART



## Appendix 4: Agreements

### **AGREEMENTS**

**DESCRIPTION: STATEMENT OF AGREEMENT BETWEEN THE AMERICAN RED CROSS – DALLAS AREA CHAPTER, AND THE CITY OF DALLAS, NOVEMBER, 2004**

**SUMMARY OF PROVISIONS: DESCRIBES METHODS OF COOPERATION AND COORDINATION BETWEEN THE AMERICAN RED CROSS – DALLAS AREA CHAPTER AND THE CITY OF DALLAS RELATIVE TO DISASTER PREPAREDNESS AND DISASTER OPERATIONS.**

**OFFICIALS AUTHORIZED TO IMPLEMENT: CITY AND ARC OFFICIALS**

**COSTS: NONE**

**COPIES HELD BY: ARC AND OEM**

**DESCRIPTION: REGIONAL DISASTER ASSISTANCE AGREEMENT, JULY, 1995**

**SUMMARY OF PROVISIONS: FORMAL AGREEMENT BETWEEN CITIES IN THE NORTH CENTRAL TEXAS REGION TO PROVIDE ASSISTANCE IN THE FORM OF PERSONNEL AND EQUIPMENT DURING THE INITIAL EMERGENCY AND THE PROTRACTED CLEAN-UP PERIOD OF NATURAL AND MAN- MADE DISASTERS.**

**OFFICIALS AUTHORIZED TO IMPLEMENT: GOVERNING OFFICIALS AND CITY MANAGEMENT OF EACH ENTITY THAT HAS ENTERED INTO THE AGREEMENT.**

**COSTS: RESPONDING ENTITIES SHALL BE REIMBURSED BY THE REQUESTING ENTITY FOR COSTS INCURRED PURSUANT TO THIS AGREEMENT IN FURNISHING DISASTER ASSISTANCE OR AID.**

**COPIES HELD BY: EACH ENTITY THAT HAS ENTERED INTO THE AGREEMENT.**

**DESCRIPTION: DALLAS COUNTY FIRE MUTUAL AID AGREEMENT, MARCH, 1984**

**SUMMARY OF PROVISIONS: PROVISION OF FIREFIGHTING EQUIPMENT AND PERSONNEL TO OTHER ENTITIES THAT ARE PARTIES TO THE AGREEMENT.**

**OFFICIALS AUTHORIZED TO IMPLEMENT: FIRE CHIEFS OR DESIGNEES**

**COSTS: NONE**

**COPIES HELD BY: EACH ENTITY THAT IS A PARTY TO THE AGREEMENT.**

**DESCRIPTION: REGIONAL LAW ENFORCEMENT MUTUAL AID AGREEMENT, OCTOBER, 2002**

**SUMMARY OF PROVISIONS: PROVISION OF LAW ENFORCEMENT ASSISTANCE**

**OFFICIALS AUTHORIZED TO IMPLEMENT: CHIEF LAW ENFORCEMENT OFFICIAL OR DESIGNEE OF EACH PARTY TO THE AGREEMENT.**

**COSTS: NONE**

**COPIES HELD BY: EACH ENTITY THAT IS A PARTY TO THE AGREEMENT.**



## Appendix 5: NIMS/ICS Overview

### A. BACKGROUND

- A. NIMS is a comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. This system is suitable across a wide range of incidents and hazard scenarios, regardless of size or complexity. It provides a flexible framework for all phases of incident management, as well as requirements for processes, procedures, and systems designed to improve interoperability.
- B. NIMS is a multifaceted system that provides a national framework for preparing for, preventing, responding to, and recovering from domestic incidents.

### B. COMPONENTS

- A. Command and Management. The incident management structures employed by NIMS can be used to manage emergency incidents or non-emergency events such as celebrations. The system works equally well for small incidents and large-scale emergency situations. The system has built-in flexibility to grow or shrink depending on current needs. It is a standardized system, so personnel from a variety of agencies and geographic locations can be rapidly incorporated into a common management structure.
  - 1. Incident Command System (ICS). A system that can be used to manage emergency incidents or non-emergency events such as celebrations.
  - 2. FEATURES OF ICS
    - a. ICS has a number of features that work together to make it a real management system. Among the primary attributes of ICS are:
    - b. Common Terminology. ICS requires the use of common terminology, such as the use of standard titles for facilities and positions within an organization, to ensure efficient and clear communications.
    - c. Organizational Resources. All resources including personnel, facilities, major equipment, and supply items used to support incident management activities must be “typed” with respect to capability. This typing will minimize confusion and enhance interoperability.
    - d. Manageable Span of Control. Span of control should ideally vary from three to seven days. Anything less or more requires expansion or consolidation of the organization.
    - e. Organizational Facilities. Common terminology is used to define incident facilities, the activities conducted at these facilities, and the organizational positions that can be found working there.
    - f. Use of Position Titles. All ICS positions have distinct titles.

- g. Reliance on an Incident Action Plan. The incident action plan, which may be verbal or written, is intended to provide supervisory personnel a common understanding of the situation and direction for future action. The plan includes a statement of objectives, organizational description, assignments, and support material such as maps. Written plans are desirable when two or more jurisdictions are involved, when state and/or federal agencies are assisting local response personnel, or there has been significant turnover in the incident staff.
- h. Integrated Communications. Integrated communications includes interfacing disparate communications as effectively as possible, planning for the use of all available systems and frequencies, and requiring the use of clear text in communications.
- i. Accountability. ICS is based on an orderly chain of command, check-in for all responders, and only one supervisor for each responder.

### 3. UNIFIED COMMAND

- a. Unified Command is a variant of ICS used when there is more than one agency or jurisdiction with responsibility for the incident or when personnel and equipment from a number of different agencies or jurisdictions are responding to it. This might occur when the incident site crosses jurisdictional boundaries or when an emergency situation involves matters for which state and/or federal agencies have regulatory responsibility or legal requirements.
- b. ICS Unified Command is intended to integrate the efforts of multiple agencies and jurisdictions. The major change from a normal ICS structure is at the top. In a Unified command, senior representatives of each agency or jurisdiction responding to the incident collectively agree on objectives, priorities, and an overall strategy or strategies to accomplish objectives; approve a coordinated Incident Action Plan; and designate an Operations Section Chief. The Operations Section Chief is responsible for managing available resources to achieve objectives. Agency and jurisdictional resources remain under the administrative control of their agencies or jurisdictions, but respond to mission assignments and direction provided by the Operations Section Chief based on the requirements of the Incident Action Plan.

### 4. AREA COMMAND

- a. An Area Command is intended for situations where there are multiple incidents that are each being managed by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned.
- b. The organization of an Area Command is different from a Unified Command in that there is no operations section, since all operations are conducted on-scene, at the separate ICPs.

### 5. MULTI-AGENCY COORDINATION SYSTEMS. Multi-agency coordination systems may be required for incidents that require higher level resource management or information management. The components of multi-agency

coordination systems include facilities, equipment, EOCs, specific multi-agency coordination entities, personnel, procedures, and communications; all of which are integrated into a common framework for coordinating and supporting incident management.

6. **Public Information.** The NIMS system fully integrates the ICS Joint Information System (JIS) and the Joint Information Center (JIC). The JIC is a physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. More information on JICs can be obtained in the DHS National Incident Management System Plan, dated March 2004.
  7. **Preparedness.** Preparedness activities include planning, training, and exercises as well as certification of response personnel, and equipment acquisition and certification. Activities would also include the creation of mutual aid agreements and Emergency Management Assistance Compacts. Any public information activities such as publication management would also be preparedness activities.
  8. **Resource Management.** All resources, such as equipment and personnel, must be identified and typed. Systems for describing, inventorying, requesting, and tracking resources must also be established.
  9. **Communications and Information Management.** Adherence to NIMS specified standards by all agencies ensures interoperability and compatibility in communications and information management.
  10. **Supporting Technologies.** This would include any technologies that enhance the capabilities essential to implementing the NIMS. For instance, voice and data communication systems, resource tracking systems, or data display systems.
- B. **Ongoing Management and Maintenance.** The NIMS Integration Center provides strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

## Appendix 6: Readiness Levels

### General Information:

- I. The EOC has various levels of readiness. Depending on the scope of the event, the EOC readiness level can be scaled up or down as necessary. These are the default descriptions of the readiness levels and tasks to be completed by OEM.

#### **Level 4: NORMAL CONDITIONS (Green)**

*Activation Authority: Daily Operations*

- Update and Maintain EOC equipment and repair or replace as needed
- Update and Maintain EOC supplies and restock as needed
- Update and Maintain EOC resource data
- Update and Maintain EOC staff call lists

#### **Level 3: INCREASED READINESS (Yellow)**

*Activation Authority: OEM Director or OEM Duty Officer*

- Check status of EOC equipment and repair or replace as needed
- Check status of EOC supplies and restock as needed
- Check status of EOC resource data
- Check status of EOC staff call lists
- Alert OEM staff, determine personnel availability

#### **Level 2: HIGH READINESS (Orange)**

*Activation Authority: OEM Director, Police Chief or Fire Chief*

- Determine specific EOC staff assignments and alert OEM staff based on threat
- Monitor potential emergency situation and determine possible impact areas
- Update maps, charts, displays, and resource data
- Consider situation briefings for EOC staff
- Consider partial activation of EOC
- Check status of Alternate EOC
- Consider situation briefings for senior staff

#### **Level 1: MAXIMUM READINESS (Red)**

*Activation Authority: City Manager, OEM Director, Police Chief or Fire Chief*

- Assemble OEM staff and EOC representatives and fully activate the EOC
- Monitor current situation and potential secondary incidents
- Determine possible hazard impact areas and potential hazard effects
- Formulate and implement precautionary measures to protect the public
- Conduct briefings for senior staff and EOC staff
- Arrange for food service if needed