



FREDERICKSBURG GILLESPIE COUNTY

Annex N Direction & Control

October, 2015

APPROVAL & IMPLEMENTATION

Annex N

Direction & Control


Emergency Management Coordinator

10-2-2015
Date


Assistant Emergency Management Coordinator

10/2/2015
Date

ANNEX N
DIRECTION AND CONTROL

I. AUTHORITY

Refer to Section I of the Basic Plan for general authorities.

II. PURPOSE

The purpose of this annex is to define the organization, operational concepts, responsibilities, and procedures necessary to accomplish direction and control for this jurisdiction. This annex describes our concept of operations and organization for direction and control of such operations and assigns responsibilities for tasks that must be carried out to perform the direction and control function.

III. EXPLANATION OF TERMS

County/City	Gillespie County/City of Fredericksburg
DDC	Disaster District Committee
DHS	U.S. Department of Homeland Security
DPS	Department of Public Safety
DSHS	Department of State Health Services
EMC	Emergency Management Coordinator
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
TDEM	Texas Division of Emergency Management
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
NIMS	National Incident Management System
NRF	National Response Framework
SOP	Standard Operating Procedures
TLETS	Texas Law Enforcement Telecommunications System

IV. SITUATION & ASSUMPTIONS

A. Situation

1. Our community is vulnerable to many hazards, which threaten public health and safety and public or private property. See the general situation statement and hazard summary in Section IV.A of the Basic Plan.

2. Our direction and control organization must be able to activate quickly at any time day or night, operate around the clock, and deal effectively with emergency situations that may begin with a single response discipline and could expand to multidiscipline requiring effective cross-jurisdictional coordination. These emergency situations include:
 - 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 of the incident, not community-wide.
 - 4) Typically resolved by one or two local response agencies or departments acting under an incident commander.
 - 5) Requests for resource support are normally handled through agency and/or departmental channels.
 - 6) May require limited external assistance from other local response agencies or contractors.
 - 7) For the purpose of the NRF, incidents include the full range of occurrences that require an emergency response to protect life or property.
 - b. Emergency. An emergency is a situation 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. The EOC may be activated.
 - 5) May require some external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
 - 6) For the purposes of the NRF, 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 most or all local response agencies. The EOC and one or more incident command posts (ICP) may be activated.
 - 5) Requires significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.

- 6) For the purposes of the NRF, 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 NRF, 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.

B. Assumptions

1. Many emergency situations occur with little or no warning. If warning is available, alerting the public, recommending suitable protective actions, taking preventative measures, and increasing the readiness of and deploying emergency response forces may lessen the impact of some emergency situations.
2. We will use our own resources to respond to emergency situations and, if needed, request external assistance from other jurisdictions pursuant to mutual aid agreements or from the State. 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.
3. Emergency operations will be directed by local officials, except where state or federal law provides that a state or federal agency must or may take charge or where local responders lack the necessary expertise and equipment to cope with the incident and agree to permit those with the expertise and resources to take charge.
4. Effective direction and control requires suitable facilities, equipment, procedures, and trained personnel. Direction and control function facilities will be activated and staffed on a graduated basis as needed to respond to the needs of specific situations.
5. Our county/city has adopted the National Incident Management System (NIMS) and we have implemented all of the NIMS procedures and protocols, which will allow us to effectively work with our mutual aid partners, and state and federal agencies during any type of incident response.

V. CONCEPT OF OPERATIONS

A. General

1. Our direction and control structure for emergency operations is pursuant to the NIMS, which employs two levels of incident management structures.
 - a. The Incident Command System (ICS) includes a core set of concepts, principles, and terminology applicable to single or multiple incidents regardless of their scope.

- b. Multiagency Coordination Systems integrate a combination of facilities, equipment, personnel, procedures, and communications into a common framework, which allows for the coordination and support of incident management.
2. An Incident Commander (IC) using response resources from one or two departments or agencies, will normally handle emergency situations classified as incidents. The EOC will generally not be activated.
3. During major emergencies, disasters, or catastrophic incidents, a Multiagency Coordination System may be advisable. Central to this System is the Emergency Operations Center (EOC), which is the nucleus of all coordination of information and resources. The Incident Commander will manage and direct the on-scene response from the ICP. The EOC will mobilize and deploy resources for use by the Incident Commander, coordinate external resource and technical support, research problems, provide information to senior managers, disseminate emergency public information, and perform other tasks to support on-scene operations.
4. For some types of emergency situations, the EOC may be activated without activating an incident command operation. Such situations may include:
 - a. When a threat of hazardous conditions exists but those conditions have not yet impacted the local area. The EOC may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warning to the public. When the hazard impacts, an ICP may be established, and direction and control of the response transitioned to the Incident Commander.
 - b. When the emergency situation does not have a specific impact site, but rather affects a wide portion of the local area, such as an ice storm.
5. For operational flexibility, both ICS and EOC operations may be sized according to the anticipated needs of the situation. The structure of ICS is specifically intended to provide a capability to expand and contract with the magnitude of the emergency situation and the resources committed to it. The EOC may also be activated on a graduated basis.

B. Incident Command Operations

1. The first local emergency responder to arrive at the scene of an emergency situation will serve as the Incident Commander until relieved by a more senior or more qualified individual. The Incident Commander will establish an ICP, provide an assessment of the situation to local officials, identify response resources required, and direct the on-scene response from the ICP.
2. The Incident Commander is responsible for carrying out the ICS function of command – making operational decisions to manage the incident. The four other major management activities that form the basis of ICS are operations, planning, logistics, and finance/administration. For small-scale incidents, the Incident Commander and one or two individuals may perform all of these functions. For more serious emergency situations, individuals from various local departments or agencies or from external response organizations may be assigned to separate ICS staff sections charged with

those functions. For these serious emergency situations, it is generally desirable to transition to a Unified Command.

3. If the EOC has been activated, the Incident Commander shall provide periodic situation updates to the EOC.
4. In emergency situations where other jurisdictions or state or federal agencies are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified Area Command structure. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.

C. EOC Operations

1. The EOC may be activated to monitor a potential emergency situation or to respond to or recover from an emergency situation that is occurring or has occurred. The EOC will be activated at a level necessary to carry out the tasks that must be performed. The level of activation may range from a situation monitoring operation with minimal staff; to a limited activation involving selected departmental representatives, to a full activation involving all departments, agencies, volunteer organizations, and liaison personnel.
2. The principal functions of the EOC are to:
 - a. Monitor potential threats.
 - b. Support on-scene response operations.
 - c. Receive, compile, and display data on the emergency situation and resource status and commitments as a basis for planning.
 - d. Analyze problems and formulate options for solving them.
 - e. Coordinate among local agencies and between the county/city and state and federal agencies, if required.
 - f. Develop and disseminate warnings and emergency public information.
 - g. Prepare and disseminate periodic reports.
 - h. Coordinate damage assessments activities and assess the health, public safety, local facilities, and the local economy.
 - i. Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State.

D. ICS - EOC INTERFACE

1. When both an ICP and the EOC have been activated, it is essential to establish a division of responsibilities between the ICP and the EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations.
2. The IC is generally responsible for field operations, including:
 - A Isolating the scene.
 - b. Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
 - c. Warning the population in the area of the incident and providing emergency instructions to them.
 - d. Determining and implementing protective measures (evacuation or in-place sheltering) for the population in the immediate area of the incident and for emergency responders at the scene.
 - e. Implementing traffic control arrangements in and around the incident scene.
 - f. Requesting additional resources from the EOC.
 - g. Keeping the EOC informed of the current situation at the incident site.
3. The EOC is generally responsible for:
 - a. Mobilizing and deploying resources to be employed by the IC.
 - b. Issuing community-wide warning.
 - c. Issuing instructions and providing information to the general public.
 - d. Organizing and implementing large-scale evacuation and coordinating traffic control for such operations.
 - e. Organizing and implementing shelter and mass care arrangements for evacuees.
 - f. Requesting assistance from the State and other external sources.
4. Transition of Responsibilities

Provisions must be made for an orderly transition of responsibilities between the ICP and the EOC.

- a. From EOC to the ICP. In some situations the EOC may be operating to monitor a potential hazard and manage certain preparedness activities prior to establishment of an ICP. When an ICP is activated under these circumstances, it is essential that the IC receive a detailed initial situation update from the EOC and be advised of any

operational activities that are already in progress, resources available, and resources already committed.

- b. From the ICP to the EOC. When an incident command operation is concluded and the EOC continues to operate to manage residual response and recovery activities, it is essential that the IC brief the EOC on any on-going tasks or operational issues that require follow-on action by the EOC staff.

5. Extended EOC Operations

While an incident command operation is normally deactivated when the response to an emergency situation is complete, it may be necessary to continue activation of EOC into the initial part of the recovery phase of an emergency. In the recovery phase, the EOC may be staffed to compile damage assessments, assess long term needs, manage donations, monitor the restoration of utilities, oversee access control to damaged areas, and other tasks.

6. In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes, in which case it may be necessary to employ a Unified Area Command. In such situations, more than one incident command post may be established. In this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC.

E. Activities by Phases of Management

1. Mitigation

- a. Establish, equip, and maintain an EOC [and an Alternate EOC].
- b. Identify required EOC staffing; see Tab B to Appendix 1.
- c. Prepare maintain maps, displays, databases, reference materials, and other information needed to support ICP and EOC operations.
- d. Identify and stock supplies needed for ICP and EOC operations.
- e. Develop and maintain procedures for activating, operating, and deactivating the EOC. See Appendix 1 and its tabs.

2. Preparedness

- a. Identify department/agency/volunteer group representatives who will serve on the EOC staff and are qualified to serve in various ICP positions.
- b. Pursuant to NIMS protocol, conduct NIMS training for department/agency/volunteer group representatives who will staff the EOC and ICP.
- c. Maintain maps, displays, databases, reference materials, and other information needed to support ICP and EOC operations.

- d. Test and maintain EOC equipment to ensure operational readiness.
 - e. Exercise the EOC at least once a year.
 - f. Maintain a resource management program that includes identifying, acquiring, allocating, and tracking resources.
3. Response
- a. Activate an ICP and the EOC if necessary.
 - b. Conduct response operations.
 - c. Deactivate ICP and EOC when they are no longer needed.
4. Recovery
- a. If necessary, continue EOC activation to support recovery operations.
 - b. Deactivate EOC when situation permits.
 - c. Restock ICP and EOC supplies if necessary.
 - d. For major emergencies and disasters, conduct a review of emergency operations as a basis for updating plans, procedures, and training requirements.

VI. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES
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A. Organization

1. Our normal emergency organization, described in Section VI.A of the Basic Plan, will carry out the direction and control function during emergency situations.
2. The organization of incident command operations will be pursuant to NIMS organizational principles. The specific organizational elements to be activated for an emergency will be determined by the IC based on the tasks that must be performed and the resources available for those tasks.
3. The organization of the EOC is depicted in Tab A to Appendix 1. The EOC may be activated on a graduated basis. Department/agency/volunteer group EOC staffing requirements will be determined by the County Judge/Mayor/City Manager/EMC based on the needs of the situation.

B. Assignment of Responsibilities

All personnel assigned responsibilities in this plan are trained on NIMS concepts, procedures, and protocols.

1. The County Judge/Mayor will:

- a. Establish general policy guidance for emergency operations.
 - b. Direct that the EOC be partially or fully activated.
 - c. When appropriate, terminate EOC operations.
2. The EMC will:
- a. Develop and maintain the EOC Staff Roster and EOC operating procedures.
 - b. Activate the EOC when requested or when the situation warrants.
 - c. Serve as an EOC Supervisor.
 - d. Advise the County Judge/Mayor on emergency management activities.
 - e. Coordinate resource and information support for emergency operations.
 - f. Coordinate emergency planning and impact assessment.
 - g. Coordinate analysis of emergency response and recovery problems and development of appropriate courses of action.
3. The IC will:
- a. Establish an ICP and direct and control emergency operations at the scene.
 - b. Determine the need for and implement public warning and protective actions at and in the vicinity of the incident site.
 - c. Provide periodic situation updates to the EOC, if that facility is activated.
 - d. Identify resource requirements to the EOC, if that facility is activated.
4. Departments/Agencies, and Volunteer Groups assigned responsibilities for ICP or EOC operations will:
- a. Identify and train personnel to carry out required emergency functions at the ICP and the EOC.
 - b. Provide personnel to staff the ICP and the EOC when those facilities are activated.
 - c. Ensure that personnel participating in ICP and EOC operations are provided with the equipment, resource data, reference materials, and other work aids needed to accomplish their emergency functions.

VII. DIRECTION & CONTROL

- A. General.** The County Judge/Mayor will provide general guidance for the direction and control function, pursuant to NIMS protocols.
- B. Incident Command Operations.** The first responder on the scene will take charge and serve as the IC until relieved by a more senior or qualified individual or an individual designated by the County Judge/Mayor. An ICP will normally be established at the incident scene; the IC will direct and control response forces from that command post. Attachment 7 to our Basic Plan provides a detailed description of our incident management system, the NIMS.
- C. EOC Operations**
1. The County Judge/Mayor/City Manager may request that the EOC be activated. A decision to activate the EOC is typically made on the basis of staff recommendations.
 2. The EMC and staff may activate the EOC, will normally determine the level of EOC staffing required based upon the situation, and also notify appropriate personnel to report to the EOC.
 3. Any department or agency head dealing with a significant health or safety issue that requires inter-agency coordination may request that the County Judge/Mayor/City Manager activate the EOC to provide a suitable facility to work the issue.
 4. The EMC/Assistant EMC will serve as the EOC Supervisor.

VIII. READINESS LEVELS

A. Level 4-Normal Conditions

See the mitigation and preparedness activities in sections V.E.1 and V.E.2.

B. Level 3-Increased Readiness

1. Check status of EOC equipment and repair or replace as needed.
2. Check status of EOC supplies and restock as needed.
3. Update EOC resource data.
4. Alert staffs, determine personnel availability, and update EOC staff call lists.
5. Consider limited activation of EOC to monitor situation.
6. Consider situation briefings for senior staff.

C. Level 2- High Readiness

1. Update EOC staffing requirements based on threat.
2. Determine specific EOC staff assignments and alert staff.
3. Monitor potential emergency situation and determine possible impact areas.
4. Update maps, charts, displays, and resource data.
5. Consider situation briefings for EOC staff.
6. Consider partial activation of EOC if this has not already been accomplished.
7. Check status of Alternate EOC [and Mobile Command Post].

D. Level 1- Maximum Readiness

1. Summon EOC staff and activate the EOC.
2. Monitor situation.
3. Update maps, charts, displays, and resource lists.
4. Arrange for food service if needed.
5. Determine possible hazard impact areas and potential hazard effects.
6. Conduct briefings for senior staff and EOC staff.
7. Formulate and implement precautionary measures to protect the public.
8. Coordinate with adjacent jurisdictions that may be affected.

IX. ADMINISTRATION & SUPPORT

A. Facilities & Equipment

1. EOC
 - a. The County/City EOC is located at 126 W. Main St, Fredericksburg and is maintained by the Director of Emergency Services.
 - b. The EOC is equipped with the following communication equipment necessary for conducting emergency operations:

See Annex B, Communications, for communications connectivity.
 - c. The EOC is equipped with emergency generator and a 3 day supply of fuel.

- d. The EOC has emergency water supplies for 1 day of operation.
- e. Food for the EOC staff will be provided by: City of Fredericksburg/American Red Cross.

2. Alternate EOC

- a. Should the primary EOC become unusable, the alternate EOC, located at 221 Friendship Lane, Fredericksburg, will be used to manage emergency operations.
- b. Communications available at this facility include: Land Lines, Radios, Internet.
- c. Facility limitations at the Alternate EOC include: Direct access to Dispatch Operations.

3. Mobile Command Post

- a. The Incident Command may request that the Mobile Command Post, operated by Department of Emergency Services, be deployed for use as an on-scene command post.
- b. Communications capabilities of the Mobile Command Post include: Law Enforcement Radios, EMS Radios, Public Address System, AM/FM radio receivers, cellular phones and satellite phones.

B. Records

- 1. Activity Logs. The ICP and the EOC shall maintain accurate logs recording key response activities, including:
 - a. Activation or deactivation of emergency facilities.
 - b. Emergency notifications to other local governments and to state and federal agencies.
 - c. Significant changes in the emergency situation.
 - d. Major commitments of resources or requests for additional resources from external sources.
 - e. Issuance of protective action recommendations to the public.
 - f. Evacuations.
 - g. Casualties.
 - h. Containment or termination of the incident.

The EOC shall utilize the Emergency Operations Center Log (Tab E to Appendix 1) to record EOC activities. The ICP shall use the Unit Log (ICS form 214) or an equivalent.

2. Communications & Message Logs

Communications facilities shall maintain a communications log. The EOC shall maintain a record of messages sent and received using the EOC Message Log (Tab F to Appendix 1).

3. Cost Information

- a. **Incident Costs.** All department 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.
- b. **Emergency or Disaster Costs.** For major emergencies or disasters, all departments and agencies participating in the emergency response shall maintain detailed of costs for emergency operations to include:
 - 1) Personnel costs, especially overtime costs
 - 2) Operation costs
 - 3) Costs for leased or rented equipment
 - 4) Costs for contract services to support emergency operations
 - 5) Costs of specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting reimbursement for certain allowable response and recovery costs from the state and/or federal government.

C. Reports

1. Initial Emergency Report

An Initial Emergency Report should be prepared and disseminated for major emergencies and disasters where state assistance may be required. This short report is designed to provide basic information about an emergency situation. See Appendix 2 for the report format.

2. Situation Report

For major emergencies and disasters where emergency response operations continue over an extended period, a Situation Report should be prepared and disseminated daily. This report is designed to keep the Disaster District, other jurisdictions providing resource support for emergency operations, and jurisdictions that may be affected by the emergency situation informed about the current status of operations. See Appendix 3 for the report format.

D. Agreements & Contracts

Should our local resources prove to be inadequate during an emergency, requests will be made for assistance from other neighboring jurisdictions, other agencies, and industry in accordance with existing mutual aid agreements and contracts.

We will utilize our resources according to the following sequence;

1. Local Assets
2. Previously arranged Mutual Aid Assets
3. Contracted Assets
4. Regional Assets per AACOG agreements
5. State Resources
6. Federal Resources

E. EOC Security

1. Access to the EOC will be limited during activation. All staff members will sign in upon entry and wear their EOC staff badge.
2. Individuals who are not members of the EOC staff will be identified and their reason for entering the EOC determined. EOC administrative staff will issue a visitor badge to those visitors with a valid need to enter the EOC, which will be surrendered upon departure.

F. Media

Media relations will be conducted pursuant to the NIMS. See Annex I, Public Information.

X. ANNEX DEVELOPMENT & MAINTENANCE

A. Development

1. The EMC is responsible for the development and maintenance of this annex.
2. The EMC is responsible for the development and maintenance of EOC Standard Operating Procedures.

B. Maintenance.

This annex will be reviewed annually and updated in accordance with the schedule outlined in Section X of the Basic Plan.

XI. REFERENCES

- A. TDEM, *Local Emergency Management Planning Guide* (TDEM-10)
- B. FEMA, *Guide for All-Hazard Emergency Operations Planning* (SLG-101).

APPENDICES

Appendix 1..... Emergency Operations Center

Tab A	EOC Organization
Tab B	EOC Staff Roster
Tab C	EOC Activation/Deactivation
Tab D	EOC Operations
Tab E	EOC Log
Tab F	EOC Message Log
Tab G	EOC Message Form
Tab H	EOC Info/Action Record

Appendix 2..... Initial Emergency Report

Appendix 3..... Situation Report

EMERGENCY OPERATIONS CENTER

1.

Organization & Staffing

- a. The general organization of the EOC during a full activation for emergency operations is depicted in Tab A to this appendix. For a partial activation of the EOC, only those staff members required to deal with a particular emergency situation will be summoned to the EOC.
- b. A sample EOC Staff Roster is provided in Tab B to this appendix. The EMC shall maintain and distribute a current EOC Staff Roster, including the names of EOC team members and contact information (office and home telephone numbers and pager numbers) for those individuals.

2. Facilities

- a. Procedures for activation and deactivating the EOC are provided in Tab C.

3. EOC Operations

General operating guidelines for the EOC are provided in Tab D.

4. EOC Log

The Basic Plan requires that the EOC maintain accurate logs recording response activities, including:

- a. Activation and deactivation of the EOC.
- b. Emergency notifications to other local governments and to state and federal agencies.
- c. Significant changes in the emergency situation.
- d. Major commitments of resources or requests for additional resources from external sources.
- e. Issuance of protective action recommendations to the public.
- f. Evacuations.
- g. Casualties.
- h. Containment or termination of an incident.

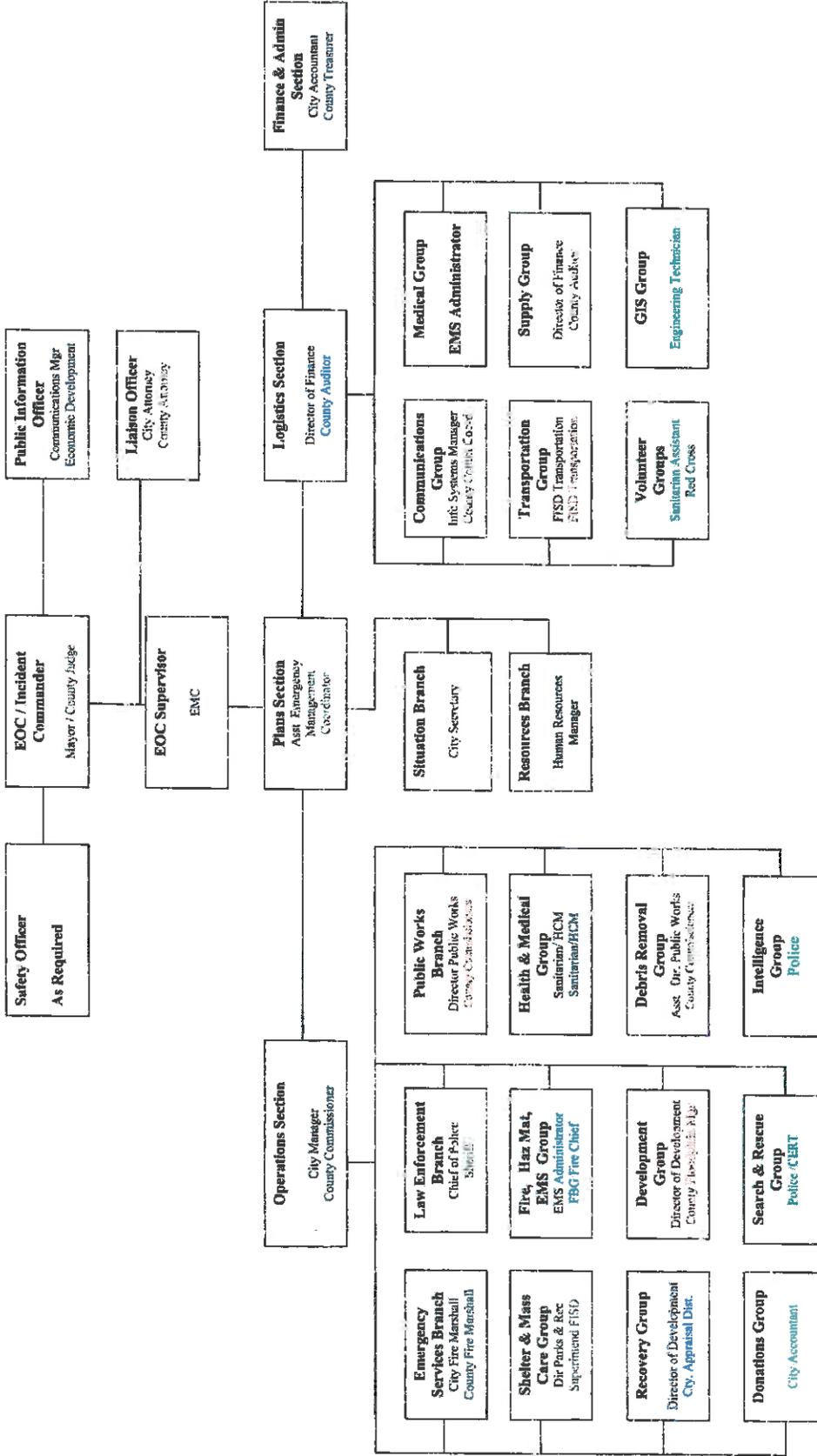
The EOC Log, provided in Tab E shall be used to record this information and other pertinent information.

5. Message Handling

- a. All messages sent by or received in the EOC will be recorded in the EOC Message Log, a copy of which is provided in Tab F.
- b. Outgoing messages will normally be prepared on an EOC Message Form, which is also used to specify how the message should be sent and record the time of dispatch and message number. A copy of the form is provided in Tab G to this appendix. Typed messages may simply be attached to the form.
- c. Incoming verbal messages will be recorded on an EOC Info/Action Record, a copy of which is provided in Tab H to this appendix. For messages that require action, the form is used to assign responsibility for action to EOC staff members and to record the action taken.

Green = City of Fredericksburg
 Blue = Giles County

Emergency Operations Center
 EOC



EOC STAFF ROSTER

<i>Position</i>	<i>1st Shift Midnight to Noon</i>	<i>2nd Shift Noon to Midnight</i>
EOC Supervisor		
Deputy		
Operations Section:		
Emergency Services Branch		
City Fire Marshall		
County Fire Marshall		
Shelter & Mass Care		
Dir. Parks and Rec		
Superintendent Fisd		
Recovery Group		
Director of Development		
County Appraisal District		
Donations Group		
City Accountant		
Law Enforcement Branch		
EMS		
FBG Fire Chief		
Fire Hazmat& Rescue		
Development Group		
Director of Development		
Cty. Floodplain Manager		
Search and Rescue		
Police/Cert		
Public Works Branch		
Director Public Works		
County Commissioner		
Health & Medical		
Sanitarian		
Debris Removal		
Asst. Dir. Public Works		
County Commissioner		

Intelligence Group		
Police		
Plans Section		
Situation: City Secretary		
Resources: HR Manager		
Logistics Section		
Director of Finance		
County Auditor		
Communications Group		
Information Systems Manager		
County Comm. Coordinator		
Transportation Group		
FISD Transportation		
Volunteer Groups		
Asst. Sanitarian		
Red Cross		
Medial Group		
EMS Administrator		
Supply Group		
Director of Finance		
County Auditor		
GIS Group		
Engineering Technician		
Finance Section		
City Accountant		
County Auditor		

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period:		Date From: <u> </u> <u> </u> <u> </u>	Date To: <u> </u> <u> </u> <u> </u>
				Time From: <u> </u> <u> </u> <u> </u>	Time To: <u> </u> <u> </u> <u> </u>
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC/UCs			Chief		
			Deputy		
			Staging Area		
Deputy			Branch		
Safety Officer			Branch Director		
Public Info. Officer			Deputy		
Liaison Officer			Division/Group		
4. Agency/Organization Representatives:			Division/Group		
Agency/Organization	Name		Division/Group		
			Branch		
			Branch Director		
			Deputy		
5. Planning Section:			Division/Group		
Chief			Division/Group		
Deputy			Division/Group		
Resources Unit			Division/Group		
Situation Unit			Division/Group		
Documentation Unit			Branch		
Demobilization Unit			Branch Director		
Technical Specialists			Deputy		
			Division/Group		
			Division/Group		
			Division/Group		
6. Logistics Section:			Division/Group		
Chief			Division/Group		
Deputy			Air Operations Branch		
Support Branch			Air Ops Branch Dir.		
Director					
Supply Unit					
Facilities Unit					
Ground Support Unit			8. Finance/Administration Section:		
Service Branch			Chief		
Director			Deputy		
Communications Unit			Time Unit		
Medical Unit			Procurement Unit		
Food Unit			Comp/Claims Unit		
			Cost Unit		
9. Prepared by: Name:		Position/Title:		Signature: _____	
ICS 203	IAP Page	Date/Time: <u> </u> <u> </u> <u> </u>			

EOC ACTIVATION/DEACTIVATION

1. General

- a. The County Judge/Mayor/City Manager may request that the EOC be activated. A decision to activate the EOC is typically made on the basis of staff recommendations.
- b. The EMC and staff may activate the EOC and will normally determine the level of EOC staffing required based upon the situation.
- c. The EMC is responsible for maintaining the EOC Staffing Roster and ensuring that appropriate EOC staff members are notified to report to the EOC in the event the facility is activated.

2. Activation Checklist

✓	Action
<input type="checkbox"/>	Determine level of EOC staffing required.
<input type="checkbox"/>	Make notifications to the appropriate EOC staff and liaison personnel
<input type="checkbox"/>	Advise the County/City switchboard and Dispatch Center that EOC is being activated.
<input type="checkbox"/>	Check and clean all EOC map boards
<input type="checkbox"/>	Test EOC telephones
<input type="checkbox"/>	Turn on and test EOC fax.
<input type="checkbox"/>	Activate and test radios. (Qualified communications operator only)
<input type="checkbox"/>	Activate EOC computer and printer; test e-mail function and Internet access.
<input type="checkbox"/>	Check operation of EOC copier and ensure copier paper is available.
<input type="checkbox"/>	Turn on the EOC TV monitor.
<input type="checkbox"/>	Check status of supplies and forms in the EOC work area and replenish from storage closet.
<input type="checkbox"/>	Test emergency generator and determine fuel status. Make arrangements for fuel delivery if required.
<input type="checkbox"/>	Secure EOC entrance and set out EOC sign-in roster.
<input type="checkbox"/>	Ensure Conference Room is cleared out for work use.
<input type="checkbox"/>	Determine requirements for food service.
<input type="checkbox"/>	

3. Deactivation Checklist

✓	Action
<input type="checkbox"/>	The EMC shall collect the EOC Log, EOC Message Log, the master file of incoming and outgoing messages, the EOC Sign-in Roster, and other specified materials and retain those for reference.
<input type="checkbox"/>	Advise County/City switchboard and Dispatch Center that EOC is being deactivated.
<input type="checkbox"/>	Remove EOC status boards from walls, clean, and return to storage closet.
<input type="checkbox"/>	Clean all EOC map boards.
<input type="checkbox"/>	Turn off EOC fax in communications room.
<input type="checkbox"/>	Deactivate radios in communications room.
<input type="checkbox"/>	Deactivate EOC computer and printer.
<input type="checkbox"/>	Turn off EOC copier and replenish copier paper.
<input type="checkbox"/>	Turn off the EOC TV monitor.
<input type="checkbox"/>	Replenish working supplies and forms from storage closet.
<input type="checkbox"/>	Determine generator fuel status and arrange for refueling if necessary.
<input type="checkbox"/>	If Conference Room was used as a work area, ensure it is cleaned up.
<input type="checkbox"/>	Arrange for cleaning of EOC and removal of trash, if necessary,
<input type="checkbox"/>	
<input type="checkbox"/>	

EMERGENCY OPERATIONS

1. EOC Staff Responsibilities

A. The EOC Supervisor & Assistant

- 1) Monitor emergency operations and directs EOC operations.
- 2) Screen incoming messages, determines disposition and distribution.
- 3) Assign responsibility for responding to requests for resources or information or formulating options for solving problems to Staff Officers.
- 4) Review proposed options for solving problems and select and implement an appropriate course of action.
- 5) Approve outgoing messages and reports for release.
- 6) Make requests for external assistance or approve requests made by other members of the EOC staff.
- 7) Conduct periodic update briefings for the EOC staff and elected officials.

B. Administrative Staff

1) Logger / Distribution Clerk

- a) Numbers incoming & outgoing messages.
- b) Records all messages in the EOC Message Log (Tab G to Appendix 1).
- c) Picks up incoming messages from Communications and delivers to EOC Supervisor.
- d) Delivers outgoing message traffic to Communications.
- e) Reproduces and distributes messages and other materials within the EOC.
- f) Maintains a file of original incoming and outgoing messages.

2) Poster/Plotter(s)

- a) Posts incident information on EOC display boards, other than those maintained by Action Officers.
- b) Plots incident information on EOC maps.
- c) Assists the Distribution Clerk.

3) Writer

- a) At the direction of the EOC Supervisor, records key events in the EOC Log (Tab F to Appendix 1).
- b) Prepares EOC reports.
- c) Prepares outgoing messages that require typing.
- d) Assists the Distribution Clerk and the Logger.

C. Staff Officers

Staff Officers include representatives of departments and agencies that compose the Operations Group and the Support Group, as well as liaison personnel from volunteer groups.

- 1) Have knowledge of their organizational resources and expertise in their use.
- 2) Forward and respond to requests for emergency resources or information from their department, agency, or group, coordinating as necessary with their parent organization.
- 3) Receive emergency information and enter it into the EOC information system.
- 4) Work with other Staff Officers to resolve problems that require multi-agency action.
- 5) Maintain pertinent display boards and maps.

D. Public Information Staff

- 1) Develops and disseminates appropriate emergency public information through news releases, briefings, and, where appropriate, emergency information systems.
- 2) Handles media inquiries.

E. Communications Staff

- 1) Receives incoming EOC message and transmits outgoing EOC message.
- 2) Maintain the required communications log.

2. Information Flow

A. Incoming Messages

- 1) **Record Traffic.** Incoming messages and faxes will be delivered to Logger for assignment of a message number and then to the EOC Supervisor or Deputy for review. Incoming messages will be numbered sequentially with an R prefix; outgoing messages will be numbered sequentially with an S prefix.
- 2) **Verbal Messages.** Incoming verbal messages may be received by anyone on the EOC staff. The substance of calls which request resources or information, provide information relating to the emergency situation, or are otherwise pertinent to EOC operations will be recorded by the individual receiving the verbal message on an Emergency Action Record (Tab I to Appendix 1), which will be delivered to the Logger for assignment of a message number and then to the EOC Supervisor or Deputy for review.

B. Screening Messages.

- 1) The EOC Supervisor or Deputy shall screen incoming traffic and determine how it is to be handled. Messages typically fall into two categories: (a) those that provide information about an emergency and (b) those that request resource support or information or identify problems and, thus require action.

- 2) For messages that provide information only, the EOC Supervisor or Deputy will indicate whether the information should be posted on display boards or plotted on map boards by checking the appropriate block on EOC forms or hand stamping a Disposition box on other types of messages. The EOC Supervisor or Deputy shall also indicate the distribution of each message in the approximate block. The EOC Supervisor or Deputy may also highlight information in messages that is to be included in the periodic Situation Report. All messages that are received will be logged, but messages that are not pertinent to the emergency situation will not be distributed.
- 3) The Distribution Clerk will retain originals of all messages.

C. Outgoing Messages

- 1) Any member of the staff may draft outgoing messages. Messages will be forwarded to the EOC Supervisor or Deputy for review. If necessary, the Writer will type the final copy of an outgoing message and provide it to the EOC Supervisor for approval. The EOC Supervisor or Deputy will provide the approved message to the Distribution Clerk for dispatch.
- 2) Outgoing calls by any staff member, which deal with matters of interest to other members of the EOC staff, should be summarized on an Emergency Action Record (Tab I to Appendix 1) and provided to the EOC Supervisor or Deputy, who will determine further distribution requirements.

D. Exchange of Information

- 1) All Staff Officers are expected to keep the EOC Supervisor or Deputy advised, either verbally or by a note, of important information relating to emergency operations they receive and significant response or recovery issues they identify.
- 2) Staff Officers who receive information that may affect the conduct of other emergency functions are expected to provide that information to Staff Officers responsible for those functions in a timely manner.

3. Task Response & Problem Solving

A. The EOC Supervisor or Deputy will assign responsibility to specific Staff Officers for responding to requests for resources or information or for formulating solutions to emergency response and recovery problems. Tasks will normally be assigned using the Emergency Info/Action Record form; pertinent messages or information may be attached to the form.

B. Task Response

- 1) Staff Officers assigned tasks to provide resources or information are expected to complete the required action and close out the tasking by completing the Action Taken block at the bottom of the Emergency Info/Action Records and returning the form to the EOC Supervisor or Deputy.

- 2) Staff Officers are expected to complete the specific task assigned as well as any other tasks implied in the original tasking. For example, if the Shelter & Mass Care Staff Officer is given the task of obtaining 400 cots for a shelter, the task includes the explicit task of locating the cots and the implicit task of getting them transported from wherever they are to the shelter. To complete the implicit task, the Shelter and Mass Care Staff Officer may have to coordinate with the Transportation Staff Officer to arrange transportation if the supplier of the cots cannot do so.
- 3) If requests for resources or information cannot be satisfied locally, the Staff Officer should advise the EOC Supervisor or Deputy forthwith and identify possible external sources for the resources or information.
- 4) When responding to requests for resources, it is always advisable for Staff Officers to coordinate with the requestor to confirm specific requirements and coordinate the delivery time and location. Requestors should always be advised of the disposition of their requests.
- 5) For tasks that will take some time to complete, Staff Officers should provide interim progress reports to the EOC Supervisor or Deputy.

C. Problem Solving

- 1) The EOC Supervisor or Deputy may refer specific response or recovery problems or issues to a Staff Officer or a group of Staff Officers for consideration. The EOC Supervisor or Deputy will normally indicate whether he wants either a preferred solution or a range of options to consider.
- 2) In developing a preferred solution or range of options to solve a problem, Staff Officers assigned primary responsibility for the task should coordinate with other Staff Officers who have pertinent expertise and, where appropriate, with external agencies, organizations and groups for assistance. When a range of options is required, it is desirable that those options be prioritized.

4. Status Boards & Maps

A. The following EOC status boards will be maintained by staff members indicated:

- 1) Current Situation board: Poster/Plotter
- 2) Evacuation Status board: Law Enforcement
- 3) Shelter & Mass Care Status board: Shelter & Mass Care
- 4) Resource Commitments board: Resource Manager
- 5) Points of Contact board: Deputy EOC Supervisor
- 6) Route Status board: Law Enforcement
- 7) Damage Summary board: EMC or Asst. EMC

B. The following EOC maps will be maintained by the staff members indicated:

- 1) Current Situation map: Poster/Plotter
- 2) Traffic Control map: Law Enforcement
- 3) Hazmat Facilities/Risk Areas map: Fire Service
- 4) Special Facilities map: Fire Service
- 5) Hurricane/Flood Risk map: EMC or Asst. EMC

5. Reports

- A. When the EOC is activated for a major emergency or disaster for which external assistance may be required, the EOC Supervisor or Deputy will instruct the Writer to prepare an Initial Emergency Report. See Appendix 2 for the format of and addresses for this report.
- B. The Writer will prepare the periodic Situation Report, with guidance on report content provided by the EOC Supervisor or Deputy. See Appendix 3 for the format of and addressees for this report. The report should be issued at least daily; more frequent reports may appropriate, particularly when circumstances change dramatically. The target time for release of daily reports is 11:00 AM.

6. Briefings

- A. Situation Update Briefings. The EOC Supervisor or Deputy shall conduct periodic informal situation update briefings for the EOC staff, recapping the current situation and highlighting ongoing actions and issues to be resolved. Briefings shall be kept short so they will not disrupt ongoing EOC operations.
- B. Shift Change Briefing. Outgoing EOC team members shall conduct an individual face-to-face turnover briefing to update their replacement on recent and ongoing emergency operations. Such briefings shall always include a detailed review of any tasks in progress or awaiting action that arriving personnel must monitor or complete.
- C. Media Briefings. The Public Information staff shall schedule and conduct briefings for the media as needed. To preclude disruption of EOC operations, media briefings will not be conducted in the primary EOC work area.

7. EOC Security

- A. When the EOC is activated, the entry door will be locked and staff members must sign in for entry. All staff members will wear their EOC Staff badges while in the facility.
- B. Visitors to the EOC will be identified and their business determined before being admitted to the EOC. Visitors with a valid need to enter the EOC will sign in on the EOC Visitor Log and be provided with an EOC Visitor badge.

EOC MESSAGE FORM			
From			
To			
Subject			
Message Text			
Send By			
<input type="checkbox"/> Radio	<input type="checkbox"/> Teletype	<input type="checkbox"/> Fax	<input type="checkbox"/> E-mail
Date:	Time:	Message #:	
DISTRIBUTION:			

EOC INFO/ACTION RECORD		
Date:	Time:	Message #
Received By		
Message From		
Contact Number/ Location		
Message, Issue, Problem or Information:		
<input type="checkbox"/> Info Only <input type="checkbox"/> Post on Display Board <input type="checkbox"/> Plot on Map <input type="checkbox"/> Action Required. Action Assigned To:		
Action Taken		
DISTRIBUTION:		

INITIAL EMERGENCY REPORT

1. PURPOSE

The purpose of this report is to advise the State (through the local Disaster District), nearby jurisdictions that may be affected, and jurisdictions that may provide resources under a mutual aid agreement of an incident that has the potential to become a major emergency or disaster. An Initial Incident Report should be dispatched as soon as it becomes apparent that an incident has the potential to become a serious emergency situation. The report should be sent in written form (such as TLETS teletype or facsimile) if possible. If this is infeasible, a verbal report should be made by telephone or radio.

2. MESSAGE INSTRUCTIONS

Use the message blank on the next page to send required messages from the EOC. Fill out all sections. If any section does not need to be filled out, note that with N/A in that field.

DIRECTIONS FOR EACH FIELD:

Initial Emergency Report

Date/Time: Enter the current date and time

From: Strike out either Gillespie County or City of Fredericksburg if the message does not address an incident in that jurisdiction.

To: DPS/DDC Chairman field is already filled out.

Under the Subject heading:

- a. Type of incident: Example Hazmat, Mass Causality, Active Shooter, etc.
- b. Date and Time of Occurrence: Enter the date and time the incident happened/began.
- c. Description of Incident: Briefly describe what has happened.
- d. Area affected: Enter the address or general area of the incident
- e. Response Actions Underway: What actions have been taken to address the incident:
 - i.e. Fire and EMS Dispatched, EOC Activated, etc.
- f. Assistance Required, If any: Enter what assistance we need from outside our jurisdiction or mutual aid partners
- g. Point of Contact Information: Enter the Contact Information for the EOC or the individual/agency who is acting as EOC manager/IC.

DATE/ TIME:
FROM Gillespie County/City of Fredericksburg
TO: DPS, DDC Chairperson

SUBJECT: INITIAL EMERGENCY REPORT

- a. TYPE OF INCIDENT:
- b. DATE/TIME OF OCCURRENCE:
- c. DESCRIPTION OF INCIDENT:
- d. AREA AFFECTED
- e. RESPONSE ACTIONS UNDERWAY:
- f. ASSISTANCE REQUIRED, IF ANY
- g. POINT OF CONTACT INFORMATION:

SITUATION REPORT

1. PURPOSE

The purpose of this report is to advise the State (through the local Disaster District), nearby jurisdictions that may be affected, and jurisdictions that are providing resources under a mutual aid agreement of the status on an ongoing major emergency situation. It may also be useful to provide this report to local officials who are not working at the EOC to keep them informed of the situation. A Situation Report should be prepared and disseminated at least once a day. The report should be sent in written form (such as TLETS teletype, facsimile, or e-mail). Instructions on how to fill out this report are shown below.

2. Use the message blank on the next page to send required messages from the EOC. Fill out all sections. If any section does not need to be filled out, note that with N/A in that field.

3. Message Instructions

DATE/ TIME: Date/Time of the report
FROM Gillespie County / City of Fredericksburg EOC
TO: DPS San Antonio, DDC Chairperson

SITUATION REPORT # Use sequential numbers
FOR [event description] Covering the Period
From _Beginning of time frame_To _End of time frame

a.

CURRENT SITUATION

[What is being done about the emergency situation and by whom? Are there any problems hampering the emergency response? Is the situation getting worse, remaining stable, or winding down?]

b. **AREAS AFFECTED:** What Areas of Fredericksburg or Gillespie County are affected

c. **RESPONDING AGENCIES/ORGANIZATIONS:**

[Include local, state, and federal responders plus volunteer groups]

d. **CASUALTIES** (cumulative total for each category):

1. Fatalities
2. Injured:
3. Missing:

e. **ESTIMATED DAMAGES** (cumulative total for each category):

1. Homes Destroyed/Damaged:
2. Destroyed/Damaged:
3. Govt. Facilities Destroyed/Damaged:
4. Other:

f. **EVACUATIONS** (cumulative): *[Estimated number of evacuees]*

g. **SHELTERS** (cumulative):

1. Number of Shelters Open:
2. Estimated Occupants:

h. **ROAD CLOSURES:** List all road closures

i. **UTILITY OUTAGES:** List all Utility Outages

j. **COMMENTS:** Any comments necessary in the current situation

DATE/ TIME:

FROM Gillespie County / City of Fredericksburg EOC
TO: DPS San Antonio, DDC Chairperson

SITUATION REPORT # 1

FOR [event description] Covering the Period

From _____ To _____

- a) CURRENT SITUATION
- b) AREAS AFFECTED:
- c) RESPONDING AGENCIES/ORGANIZATIONS:
- d) CASUALTIES (cumulative):
 - Fatalities
 - Injured:
 - Missing:
- e) ESTIMATED DAMAGES (cumulative):
 - 1. Homes Destroyed/Damaged:
 - 2. Destroyed/Damaged:
 - 3. Govt. Facilities Destroyed/Damaged:
 - 4. Other:
- f) EVACUATIONS (cumulative): *[Estimated number of evacuees]*
- g) SHELTERS (cumulative):
 - 1. Number of Shelters Open:
 - 2. Estimated Occupants:
- h) ROAD CLOSURES:
- i) UTILITY OUTAGES:
- j) COMMENTS:

