City of Kemah's
Hurricane Emergency Response Plan

June 05, 2024

Saving the Maximum Number of Endangered Lives in the Shortest Amount of Time

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CITY OF KEMAH'S HURRICANE EMERGENCY RESPONSE PLAN:

FOREWORD

This comprehensive document presents the Emergency Management Response and Preparedness plan of the City of Kemah in the event of a hurricane. The plan's primary objective is to provide a detailed framework for mitigation, prevention, preparedness, response, and recovery activities in case of a hurricane. This plan is in compliance with the Federal Response Framework, which includes Emergency Support Functions, and satisfies all requirements of local, state, and federal government Homeland Security and National Incident Management System (NIMS).

The Emergency Management Department of the City of Kemah, Texas, acknowledges and appreciates the valuable cooperation and support of all City and County Departments and Divisions, Non-Governmental and private entities, as well as local jurisdictions and state agencies that have contributed to the development of the 2024 City of Kemah's Hurricane Emergency Response Plan.

This plan is a testimony to the collective efforts of several agencies working together towards a common goal. It demonstrates the City of Kemah's readiness and ability to handle emergency situations in an effective and efficient manner. In summary, this plan is a valuable resource that provides crucial information for all stakeholders involved in hurricane response and preparedness activities.

INTRODUCTION:

This emergency plan has been designed to ensure that all levels of government, including local, state, and federal, are thoroughly prepared to respond effectively to emergencies. Each level of government is responsible for various tasks such as preparedness, warning, protection, and relief in the event of an emergency. Local governments and emergency response agencies are responsible for initiating emergency operations as they have the most detailed knowledge of the situation and available resources.

However, there may be instances where local governments and emergency response agencies may not be able to meet all the immediate needs of the community, particularly when time is of the essence. As a result, it may become necessary to prioritize response efforts. The plan assumes that a Hurricane Watch will be issued approximately 36 hours before the expected landfall, and/or a Warning approximately 24 hours before the storm. This will provide sufficient lead time to implement the plan and mobilize available resources.

The extent of emergency operations, such as evacuations, sheltering, and protective measures, will depend on the severity, magnitude, track, and timing of the storm. The National Weather Service (NWS) will monitor and report on the status of the hurricane using the Saffir-Simpson Hurricane Scale to categorize its severity. The NWS will work in close collaboration with local governments and emergency response agencies to ensure that all necessary information is communicated and that the appropriate response is executed.

During emergency operations, priority will be given to emergency response agencies, taking precedence over all forms of routine City of Kemah's business. Emergency response agencies will be responsible for coordinating and executing response efforts, including emergency medical services, evacuation, sheltering, and protective measures. The response will be coordinated at the local level, with assistance and support from state and federal agencies as needed.

Emergency operations will continue until the danger has ceased, and essential government, transportation, and utility services have been restored, and the basic survival needs of the citizens have been met. After this, the focus will shift from emergency operations to long-term recovery operations. The recovery process will involve rebuilding damaged infrastructure and restoring essential services. The recovery process will be coordinated at all levels of government, with assistance and support from private organizations and volunteers.

It is important to note that hurricanes can escalate rapidly at the last moment before landfall, making emergency preparations inadequate when a more severe storm arrives. This possibility increases the danger significantly, as local shelters become unsafe, and longer evacuation times leave people stranded on the roads when the storm hits. Therefore, it is crucial to have a well-planned and well-executed emergency response plan in place. The plan must be regularly reviewed and updated to ensure that it remains effective and responsive to changing circumstances.

In order to execute this plan effectively, all emergency response personnel must have knowledge and familiarity of the procedures set forth in this plan. Organizations having roles and responsibilities established by this plan are expected to develop plans and procedures in support of this plan.

APPROVAL PAGE:

City of Kemah
Comprehensive Emergency Operations Plan Transmittal Statement

To all Recipients:
Effective Date:

Transmitted herewith is the integrated Comprehensive Emergency Operations Plan for the City of Kemah. This plan supersedes any previous Emergency Operations Plan promulgated by the City of Kemah for this purpose. It provides a framework in which the departments and agencies of the City of Kemah, both public and private, can plan and perform their respective emergency functions during a disaster or emergency.

This plan is in accordance with existing Federal, State, and local statutes. It has been concurred in by the Mayor and City Council. It will be revised and updated as required. All recipients are requested to advise the designated City Emergency Director of any changes which might result in its improvement or increase its usefulness.

APPROVED BY:

Signature		Signature	
Name		Name	
Title	Mayor	Title	Council Member
Signature		Signature	
Name		Name	
Title	Council Member	Title	Council Member
Signature		Signature	
Name		Name	
Title	Council Member	Title	Council Member
Signature		Signature	
Name		Name	

CHANGE REQUEST TO:

Recommended Changes, Corrections, Additions, and Deletions to the Comprehensive Emergency Operations Plan

Any user of this plan is encouraged to recommend changes to this plan that the user feels might enhance or clarify a particular portion of the area being addressed.

Suggested changes should be submitted to the City of Kemah Public Works Superintendent, for comment, coordination, concurrence, and approval. To ensure we understand your suggestion, be sure to properly identify the current source document by filling in the blanks below.

Basic Plan Change:
___ Yes ___No Comment:

Annex Change:
___Yes ___No

Annex Number: _____ Section: ____

Paragraph/Subparagraph: ____ Page Number: _____

Current Text: _____

_____

_____

_____

_____

_____

_____

_____

_____

Text Should Read:

_____

_____

_____

This Change is Important Because:

_____

_____

_____

Submitted By:

_____

Date: _____

PURPOSE OF THIS PLAN:

In the United States of America, there exists a coordination of effort between levels of government to keep citizens and their property safe. The overarching goal is to integrate Federal, State, local, tribal, nongovernmental organization and private sector efforts during times of disaster or extreme emergency, whether the event is caused by natural or man- made forces.

The Federal government requires each state to have an emergency management plan, as a method of insuring that this coordination of effort happens. State governments require their political subdivisions (counties/parishes and in some cases cities) to have emergency management plans, to further insure that coordination.

This is the City of Kemah's all-hazards Comprehensive Emergency Operations Plan. The City of Kemah is recognized by the State of Texas as a political subdivision of the state that is responsible for emergency management, so the City of Kemah needs to have a plan that ties the municipality into the framework of the local-state-federal effort. More importantly, the purpose of this plan is to guide City of Kemah's city officials and community representatives during a major emergency or disaster, to help the city do the best it can to keep citizens and their property safe. By assigning functions and detailing responsibilities ahead of time, Kemah can go far toward working in an organized, coordinated manner during such occurrences.

5 CATEGORIES OF EMERGENCY MANAGEMENT AT EACH LEVEL OF GOVERNMENT:

Mitigation: The activities designed to reduce or eliminate risks to person or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Recovery: The development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

SCOPE AND APPLICABILITY

This plan provides guidance for City of Kemah departments and community emergency response organizations during times of disaster or extreme emergency.

While some City departments respond to emergencies on an everyday basis as part of their very nature, this plan is intended to assign functions and responsibilities so all departments and organizations which may play a part – including those who do not perform emergency functions daily – so they may understand how they will respond to disasters in a coordinated fashion. A particular event in Kemah may invoke all or some of the emergency support functions mentioned in this plan. It may require the efforts of all or some departments/organizations, in any of the five categories – prevention, mitigation preparedness, response, and recovery. The event may be a natural or man-made disaster – anything that threatens the safety, security or property of Kemah citizens and requires a coordinated response.

Organization

The City of Kemah operates in the Mayor-Council form of government. The City of Kemah has decided to establish emergency management as a function of the city government. It assigns responsibility as follows:

- The Mayor or designee shall be the "Director" of Emergency Management for the City. The Director shall be the administrative head of and have direct responsibility for the organization, administration, and operation of the emergency management program for the City of Kemah and for the emergency operations of departments of the General Government.

- The Public Works shall have direct responsibility for the emergency operations of the divisions of Kemah Public/Private Utilities.

- The Coordinator of Emergency Management shall develop and maintain the emergency management plan and program of the City and shall have such other duties as may be assigned by the Mayor.

- The Mayor, in the event of the proclamation of a disaster, assumes emergency powers.

An Emergency Planning Task Force shall be appointed, consisting of representatives from each of the primary departments in the City, as well as other supporting agencies. The Task Force reviews plans, acts as a resource for response procedures and advises the Mayor on matters pertaining to emergency management.

AUTHORITIES AND REFERENCES

Laws

This Plan is developed pursuant to the following local, state, and federal statutes and regulations:

- Public Law 920 - Federal Civil Defense Act of 1950, as amended.

References

- Homeland Security Presidential Directive 5 (HSPD-5)
- Presidential Policy Directive 8 (PPD-8)
- Galveston County Multi-Hazard Mitigation Plan
- Public Assistance Alternative Procedures Pilot Guide for Debris Removal (FEMA)
- Public Assistance Debris Management Guide (FEMA 325)

Limitations

This Plan implies no guarantee of a perfect response system. As City of Kemah capabilities may be overwhelmed and response limited, the City of Kemah can only endeavor to make every reasonable effort to respond based on the situation, and information and resources available at the time. There is no guarantee that a perfect response to emergency or disaster incidents will be possible or practical.

SITUATIONS

EMERGENCY/DISASTER CONDITIONS & HAZARDS

This Plan considers the emergencies and disasters likely to occur in the City of Kemah. The potential hazards faced by Kemah include the following:

Natural Hazards:

- Severe Thunderstorms
- Floods

- Fire hazards
- Hurricanes
- Tornados

TECHNOLOGICAL OR SOCIAL HAZARDS:

- Transportation accidents
- Hazardous materials releases
- Civil disorder
- Energy shortages
- Food and water supply contamination
- Terrorism

PLANNING ASSUMPTIONS:

That this plan provides only a basic framework for how the City and related agencies will prevent, prepare for, respond to and recover from disasters. No plan can be written which will adequately detail every situation that could occur.

Good people will do good work when bad times happen, using all their knowledge, experience and skills. This plan provides a starting point from which to adapt and improvise as needed.

Assumptions:

- All incidents will be handled at the lowest possible organizational and jurisdictional level.
- The City will be unable to satisfy all emergency resource requests during a major emergency, disaster or catastrophic event.
- Citizens, businesses and agencies will utilize their own resources and be able to provide for themselves for at least the first 3 days of a major emergency or disaster.
- The City will communicate and coordinate with the Galveston County Emergency Operations Center on the status of response and recovery activities during or following any emergency or disaster in which State or Federal assistance is needed.
- The City will communicate and coordinate with other jurisdictions or organizations in matters that affect or have potential to affect them (Galveston County, City of Kemah, etc.).
- The City will issue local emergency proclamations when appropriate and request state and federal assistance as needed.

CONCEPT OF OPERATIONS:

The Director of Emergency Management (Mayor or Designee) will coordinate the activities of all organizations for emergency management within the City and shall maintain liaison with and coordinate with emergency management agencies and organizations of other jurisdictions.

Emergency management in the City of Kemah is a constant and continuous process, conducted under the *four emergency management phases*. All departments and supporting agencies should put forth efforts in these areas:

Prevention or Mitigation - General actions to be taken to eliminate or reduce disaster damage which may affect the city and its citizens. Strategies to be considered are removing or eliminating the hazard, reducing, or limiting its amount or size, segregating the hazard from that which needs to be protected, reducing the likelihood of the hazard occurring, controlling its rate of release, establishing hazard warning/communication procedures, establishing structural and non-structural protection measures.

Preparedness - Actions taken in advance of an emergency, to develop operational capabilities and to facilitate an effective response when the event does occur. Strategies to be considered are assessing and inventorying resources (personnel, equipment, and facilities), planning, training, exercises, developing procedures.

Response - Actions taken immediately before, during or directly after an emergency occurs, to save occurs, to save lives, minimize damage, and to enhance recovery activities. Activities include notification and activation of personnel and services, continuity of government, establishing data and voice communications, dissemination of public information, evacuation or sheltering in place, insuring personnel identification and accountability, mass care, providing for mental and physical well-being of affected individuals, conducting/managing Emergency Support Function.

Recovery - Actions taken to return vital life support systems to minimum operating standards, and long-term activities to return life to normal or improved levels. Tasks in this phase include restoring organization and staffing, restoring utilities, debris removal, restoration and salvage, maintaining essential records, assessing damages, public and employee information, and identifying recovery funding.

This Comprehensive Emergency Operations Plan for the City of Kemah is designed to reflect the roles and responsibilities of all City departments, local support agencies and volunteer organizations. When the severity of the situation dictates, County/State Emergency Management will coordinate resources to support local agencies with either state, mutual aid, or federal government resources as necessary.

KFD'S DUAL ROLE IN EMERGENCY MANAGEMENT:

The Kemah Fire Department has a dual role in emergency management in the City of Kemah:

- To act as the department responsible for carrying out emergency management activities for the City, such as developing and maintaining the Comprehensive Emergency Operations Plan, operating and maintaining the Emergency Coordination Center, and coordinating drills and exercises to assure the City's preparedness for disaster.

DIRECTION AND CONTROL:

- Direction and control provide supervision, authority, coordination, and cooperation of emergency management activities to ensure the continued operations of government

- and essential services during emergencies. Direction and control activities are separated into on-scene and emergency management response and recovery efforts.

ON-SCENE RESPONSE AND RECOVERY EFFORTS:

- Operational direction and control of response and recovery activities is conducted by the local jurisdiction's on-scene incident commander. Requests for assistance after public, private, and mutual aid or inter-local agreements resources are exhausted will be requested by the City EOC, in coordination with the County EOC to the State EOC.

EMERGENCY MANAGEMENT RESPONSE/RECOVERY EFFORTS:

- Operational direction and control of response and recovery activities within the City of Kemah are coordinated and implemented at the City EOC.

- Requests for resources are made by the on-scene incident command to the City EOC. The City EOC coordinates all available local or mutual aid or inter-local resources. If the local resources are identified as exhausted, then the City EOC will coordinate with the County and State EOC's to obtain additional resources.

EMERGENCY OPERATIONS CENTER (EOC):

- A multi-agency coordination center that provides support and coordination to the on-scene Responders.

EMERGENCY COORDINATION/OPERATIONS CENTER:

- When the extent, size, duration and/or complexity of the emergency or disaster dictate, the Emergency Operations Center (EOC) will be activated. Response and recovery support priorities will then be coordinated through the EOC.

- The City of Kemah's Emergency Operations Center, once activated, will coordinate all emergency management activities from that location.

- The City of Kemah may operate out of its own Emergency Operations Center, or it may *co-locate* and operate jointly with Galveston County Emergency Management, for events that affect both jurisdictions.

THERE ARE 3 OPERATIONAL MODES FOR CITY OF KEMAH S EOC:

- **Level 1—Activation**:
  Monitoring by Emergency Management Staff

- **Level 2—Enhanced Activation**:

  Activation of the EOC with limited staff, monitoring of emergency/disaster and communication with on-scene incident command to manage resources and possible full activation of EOC.

- **Level 3—Full Activation**:
  Activation of EOC with associated to the size, nature and complexity of the emergency/disaster. Coordination of local, state, and federal resources as needed.

At the onset of an emergency or disaster, departments and support agencies will communicate internally and assess what response efforts are being conducted. Those departments with primary Emergency Support Function (ESF) responsibilities as outlined in this Plan will activate their procedures, if necessary. Local support agencies, within the limits of their communications resources, will provide immediate informal situation reports and damage assessments to the EOC.

COORDINATION WITH OTHER LEVELS OF GOVERNMENT:

When the City of Kemah's EOC is activated, it is standard procedure to notify the Galveston County Emergency Operations Center that activation has occurred and to provide status reports as needed. Depending upon the situation, the Texas State Department of Homeland Security may also be notified, as any neighboring local jurisdictions should the situation involve or threaten to involve their citizens or resources. Federal level resources would be requested and coordinated through the State.

INCIDENT COMMAND SYSTEM (ICS):

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

National Incident Management System (NIMS):

The National Incident Management System is a nationwide template enabling federal, state, local and tribal governments and private-sector and non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents regardless of cause, size or complexity. It is a system of integrating the capabilities and resources of multiple agencies into a cohesive, coordinated framework for incident management.

Operational direction and control of emergency management response and recovery activities will be conducted by the on-scene Incident Commander, through the EOC. Requests for assistance will go through the EOC. When activated, the City's EOC shall be organized and function under the National Incident Management System.

This is an organizational management structure used nationally that is easily collapsible or expandable, assuring coordination between all involved players. It consists of the following functional areas:

Command: This section focuses on overall priorities and policy setting and typically includes elected officials, City Manager, Emergency Manager, Public Information Officer and key department heads such as Police, Fire, and Public Works.

In large scale EOC activations, staff to handle safety and liaison with outside agencies might also be found in this group. *Note: Kemah may not have all of these positions in place, however, the City will function with what is in place.*

Operations: This section manages the tactical operations of the various responding departments and agencies.

Planning: The Planning section collects, evaluates, disseminates and uses information about the incident and the status of resources to plan a course of action.

Logistics: This section provides the facilities, services and materials to carry out the plan.

Finance/Administration: This section manages all costs and financial considerations of the incident, keeps records, and provides other needed support services.

Each of these functions are collapsible or expandable, depending upon the size and needs of the incident.

Requesting Outside Help When Needed:

When local jurisdiction resources have been depleted, the city may request assistance through mutual aid or inter-local agreements with neighboring jurisdictions. When public, private and mutual aid/inter-local agreement resources have been exhausted, the city may request state or federal assistance through the County/State Emergency Operations Center (EOC)/Agency.

DECLARING A STATE OF EMERGENCY:

A state of emergency constitutes an event or set of circumstances that demands immediate action to preserve public health, protect life or public property, or reaches such a dimension or degree of destructiveness that exceeds the resources of a jurisdiction to respond to the situation.

In Kemah, an emergency Proclamation is requested by the Mayor and can be signed by the City Council or by the Mayor if the Council is not in session. In the State of Texas, the Governor may proclaim that a "State of Emergency" exists in an affected jurisdiction(s), the entire state, or a specific area and invoke appropriate state response and recovery actions. The Governor's proclamation allows expeditious resource procurement and directs maximum use of state assets.

SAMPLE LOCAL DISASTER DECLARATION:

SAMPLE LOCAL DISASTER DECLARATION

A Disaster Declaration must be issued prior to requesting state or federal assistance.

The following is a sample of the language that should be retyped onto the jurisdiction's official letterhead before submitting. Language should be changed to accurately describe current incident.

WHEREAS, the City of Kemah has suffered from a _____ (i.e., tornado, flood, severe storm, etc.) that occurred on _____ (include date(s) and time).

WHEREAS, extensive damage was caused to public and private property, disruption of utility service, and endangerment of health and safety of the residents of the City of Kemah within the disaster area.

WHEREAS, all locally available public and private resources available to mitigate and alleviate the effects of this disaster have been insufficient to meet the needs of the situation,

Therefore, the Mayor has declared a state of emergency on behalf of the City of Kemah and will execute for and on behalf of the City, the expenditure of emergency funds from all available sources, the invoking of mutual aid agreements, and the requesting assistance from the State.

_____ **Mayor**

(Or Mayor of affected jurisdiction Or appointed authorized representative)

WITNESS my hand and the seal of my office.

This_____ day of _____, 20_____.

_____ **City Clerk**

Note: Do not include specific dollar amounts in the Resolution. This Resolution does not guarantee that the jurisdiction or any potential applicants will qualify to receive state or federal funding assistance.

RESPONSIBILITIES:

The Emergency Operations Plan outlines the functional responsibilities accepted by City departments and local support agencies and organizations.

The following are basic responsibilities accepted by each City department and all supporting agencies and organizations listed in this Plan.

- Designate a departmental Chain of Command.
- Keep an updated inventory of key departmental personnel, facilities, and equipment resources.
- Establish policy for 24-hour contact of key department personnel to activate departmental emergency responsibilities.
- Make staff available, if requested by City Emergency Management, for appropriate training and emergency assignments, such as support to the Emergency Operations Center (EOC) activities, participation in drills or exercises, damage assessment and liaison with other agencies and organizations.
- Designate primary and alternate locations from which to establish direction and control of departmental activities during a disaster.
- Establish policy and procedures for the identification and preservation of essential departmental records and the continuity of departmental operations.
- Identify personnel and administrative processes to be responsible for keeping accurate documentation of disaster costs and expenditures.
- Establish policy and procedures to assess and report operational and damage assessment information to City Emergency Management or the Emergency Operations Center (EOC).

SPECIFIC RESPONSIBILITIES - EXPLANATION OF ESF FORMAT:

Emergency Support Functions, or specific areas of responsibility, have also been established. The Emergency Support Functions in this Plan follow the same format as the National Response Plan.

NATIONAL RESPONSE FRAMEWORK (NRF):

National Response Framework (NRF)

This National Response Framework (NRF) is a guide to how the nation conducts all hazards response.

It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector.

It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic disasters.

That format designates established standard, "Emergency Support Functions (ESF)" which detail activities involved in emergency management. For each ESF, Primary and Support Agencies are identified, to detail responsibility for carrying out the activities associated with that ESF.

A department or agency may be identified as a Primary or Support Agency for multiple ESFs. The following is the standard numbering system for Emergency Support Functions.

ESF-01 Transportation
ESF-02 Communications
ESF-03 Public Works and Engineering
ESF-04 Firefighting
ESF-05 Emergency Management
ESF-06 Mass Care, Emergency Assistance, Housing and Human Services
ESF-07 Logistics Management and Resource Support
ESF-08 Public Health and Medical Services
ESF-09 Search and Rescue
ESF-10 Oil and Hazardous Materials Response
ESF-11 Agriculture and Natural Resources
ESF-12 Energy
ESF-13 Public Safety and Security
ESF-14 Long-Term Community Recovery
ESF-15 External Affairs

The individual ESFs detail the policies, concept of operations, organizational structure and responsibilities for that emergency function. A matrix for quickly connecting departments/agencies with each of the ESFs for which they may have a primary or supporting role is at the beginning of the ESF section of this Plan.

SPECIFIC DEPARTMENTAL - AGENCY RESPONSIBILITIES:

CITY COUNCIL:

- Appropriates funds to meet emergency needs.
- Processes Proclamation of Emergency.

MAYOR:

- Shall be the official head of city government for purposes of disaster response and military law and upon declaration of an emergency or disaster which constitutes an event or set of circumstances which demands immediate action to preserve public health, protect life or public property, or which reaches such a dimension or degree of destructiveness that exceeds the resources of the City of Kemah to respond to the situation.

EMERGENCY MANAGEMENT DIRECTOR (Mayor or Designee):

Will ensure coordination exists with the Galveston County Office of Emergency Management approved shelters are activated and deactivated during the following circumstances:

- Provides direction and control over the City's emergency management program and directs coordination and cooperation between departments, divisions, services and staff of the City in carrying out the provisions of the Comprehensive Emergency Operations Plan and resolves questions of authority and responsibility that may arise among them.

- Requests the Mayor/City Council to proclaim an emergency (and termination thereof), or to issue such a proclamation if the Council is not in session.

- Requests County, State, and Federal assistance when the resources of the City are inadequate to cope with the disaster.

- Provides liaison with local, state and Federal elected officials.

Bridges should not be utilized under these conditions, for the sake of human safety.

CITY ATTORNEY:

- Provides legal advice to City Council, Mayor and City departments as it pertains to disaster response and recovery.

- Reviews contracts for emergency work and procurement, and other disaster related documents.

- Prepares proclamation of emergency when needed.

PRIMARY RESPONSE AGENCIES:

FIRE

- Responsible for carrying out emergency management activities for the City, such as developing and maintaining the Comprehensive Emergency Operations Plan, operating and maintaining the Emergency Coordination Center, coordinating drills and exercises to assure the City's preparedness for disaster.
- Provides suppression and control of fires.
- Provides emergency medical services and advanced life support transport coordination.
- Provides emergency response to hazardous materials incidents.
- Coordinates heavy technical rescue operations.
- Provides emergency response such as pumping, sandbagging, evacuation and limited property protection to private and public.
- Supports EOC operations with fire service liaison.
- The Deputy Fire Chief shall assume the responsibilities of the Director of Emergency Management for the City when available.
- Provides situation reports to the EOC from field observations.

GALVESTON COUNTY SHERIFF S OFFICE:

- Provides law enforcement services and emergency traffic coordination.
- Coordinates the area evacuations.
- Provides force protection for search and rescue operations.
- Enforce curfews.
- Provide perimeter control for affected areas.
- Receive and disseminate warning information to appropriate units, agencies or communications centers.
- Supports EOC operations with law enforcement liaison.
- Provides situation reports to the EOC from field observations.

PUBLIC WORKS/BUILDINGS DEPARTMENT:

- Coordinates and prioritizes all fleet and fueling purchases, towing services.
- Coordinates the requisition of additional vehicles; coordinates emergency vehicle maintenance and provides fuel for vehicles.
- The Public Works Superintendent shall assume the responsibilities of the Supervisor of Emergency Management for the City in the absence or unavailability of the Deputy Fire Chief.
- Provides immediate, rapid assessment of damage and inspections of City facilities and primary public buildings.
- Participates in discussions regarding structural concerns following an event.
- Identifies emergency routes in and out of the City and providing maps of same for City vehicles.
- Identifies bridges and overpasses needing inspections and repairs, in priority order.
- Provides light and heavy construction and emergency equipment, supplies and personnel.
- Provides control of traffic signals within the City jurisdiction.
- Contracts and manages major recovery work to restore damaged public facilities.
- Supplies inspectors to inspect bridges, roads and pipe systems.
- Identifies and coordinates temporary repairs and restoration on bridges, roads and facilities.
- Provides direction and control of Public Utilities activities.
- Provide source of light duty equipment and dump trucks.
- Assists in debris removal from streets and public areas.
- Assists in mitigating hazardous materials situations.
- Provides traffic control barricades for road closures, detours and potential road hazards.
- Assists with flood fighting operations.
- Provides situation reports to the EOC from field observations.

PARKS AND RECREATION:

- Make parks and other city facilities available as staging or relocation areas for disaster operations, mass care and temporary housing.
- Coordinates with other departments to act as staging area for mutual aid responders.
- Provides damage assessments of parks and other city facilities as required.
- Assist with emergency sheltering operations as required.
- Assist with providing sites for ice, water, food and donated goods as required.
- Provides situation reports and updates to the EOC.

SUPPORT AGENCIES:
CLEAR CREEK INDEPENDENT SCHOOL DISTRICT:

- Assist with emergency transportation and sheltering in accordance with the State and District guidance and policy.
- Provides situation reports to the EOC from field observations of bus drivers.
- Provides buses on a temporary basis when available.

HOSPITALS:

- Provide medical care.
- Re-supply field units with consumable medical supplies when needed.
- Make and report assessments of hospital capabilities and damages to city EOC.
- Mobilize staff to provide teams to respond to field treatment and triage sites as necessary.
- Assist in blood procurement for community need.

PRIVATE AMBULANCE PROVIDERS:

- Provide emergency medical transportation and ALS resources.
- Coordinate with Fire Department liaison at EOC.
- Act as alternate supplier of consumable medical supplies.
- Act as alternate field coordinator (staging areas) of resources.

AMERICAN RED CROSS:

- Acts as primary contact for volunteer organizations active in disaster relief.
- Provide shelter, feeding and individual assistance and coordination of resources for mass care.
- Provides disaster welfare inquiry communications.
- Provides support for medical and mental health services.
- Provides registration, training and assignment for volunteers assisting the American Red Cross.

ROLE OF THE GENERAL PUBLIC:
RECOMMENDATIONS FOR CITIZENS:

The citizens of Kemah may turn out to be the most important link of all in the effort of preparing the City for disaster.

While the City's emergency response system and personnel are in place, trained, equipped and ready to react, when they actually have to respond to something as large-scale as a major tornado event, a necessary prioritization of their activities comes into play.

Depending upon the scope and extent of threat to life and damage to property, citizens may find themselves having to be self-sufficient for a time while emergency responders assess and deal with the most urgent needs in the City, possibly 3 days. Emergency personnel will be unable to sustain the response times to an individual call for assistance that citizens have come to expect under normal conditions.

With that in mind, the City of Kemah must ask citizens to prepare themselves by taking the following actions.

Prepare a disaster supply kit containing, at the very minimum, the following supplies:

- A supply of dry or canned food and drinking water for 3 to 5 days (for each person in your family).
- Figure one gallon of water per person per day.
- A manually operated can opener if your stored food is canned.
- A battery-powered radio with extra batteries if other sources such as TV are not working.
- A flashlight with extra stock of batteries.
- A First Aid kit (and knowledge of how to use it).
- A 3–5-day supply of necessary medications.

Your home disaster kit should be stored in an easily accessible location such as a hall closet, so you may grab it quickly if you need to evacuate. If you spend much time in your car or at a job, you should also have a disaster kit for those locations.

- **Establish an out-of-state contact** for your family. When phones go out locally during a disaster, often you can still call out of state. By choosing a person out-of state and sharing their phone number with family members, everyone can check in with that person and re-establish family communication.
- **Make family plans**, follow and practice them.

- **Consider purchasing a NOAA Weather Radio**. NOAA (National Oceanic & Atmospheric Administration) Weather Radio is Texas' all-hazards warning system, used not only for flood and weather-related events, but also for hazards like hazardous materials releases and Amber Alerts. It can be programmed to alert you only to hazardous events in your local area.

- **Know how to turn off your utilities** (water, electricity and natural gas), in the event you have to do so in an emergency situation.

- **Learn the disaster procedures at your child's school or day care**. There are policies and procedures for releasing students during or after a disaster, and for locking down the facility and providing for the students' welfare should they need to stay at the school. Parents/caregivers need to understand these procedures and work within them. Understand that they were created with the safety of the children in mind.

- **Consider taking advantage of training** that may help you and your family in a disaster or emergency situation (CPR, First Aid, CERT).

EMERGENCY PREPAREDNESS & RESPONSE TIME SCHEDULE:

This time delineation schedule establishes general guidelines for protective actions before, during and after a Hurricane, Tropical Storm, or major flooding event in the City of Kemah. The goal of these actions is to protect the lives and properties of City residents in the event of a disaster. Any or all of the listed actions may be applicable during a Hurricane or Tropical Storm event as deemed necessary by the Mayor or his designated staff.

The time triggers in this schedule are based upon assumptions regarding the potential for a citywide evacuation and forecast data that will be made available by the *National Weather Service* and the *National Hurricane Service*. The time triggers may require modification to meet hazard constraints, response times, and other conditions that define the uncertainty of the decision making process during a disaster event.

IN THE EVENT OF A DISASTER WITHOUT WARNING:

In the event of a disaster without warning, the time triggers in this schedule would be compressed requiring the involvement of all available City response personnel and EOC staff. Due to necessity, many of the actions included here would have to be accomplished concurrently.

MITIGATION & PREPAREDNESS PHASE:

MITIGATION & PREPAREDNESS PHASE NORMAL OPERATIONS CODE GREEN
Normal daily activities and monitoring of conditions are ongoing. Responses to individual incidents are handled with available City personnel and resources.
Develop a detailed staffing plan for the EOC.
Monitor & track numbered and named tropical systems.
Develop appropriate contingency plans and standard operating guidelines (SOGs) to support the EOP: *Hurricane Response, Terrorism Incidents, Evacuation Procedures, etc.*
Coordinate with local, county, state and federal agencies to ensure cohesive working relationships and compatible emergency plans.
Coordinate with volunteer organizations to assure cohesive working relationships and coordinated responses.
Identify and participate in available training activities to enhance response capabilities.
Conduct mitigation activities to protect City personnel, equipment, supplies, services and properties as appropriate.
Review Hazard and Risk Analyses & develop capabilities and resources to enhance disaster response capabilities.
Conduct public education to enhance citizen self-sufficiency.

READINESS PHASE:

READINESS PHASE PRE-EVENT ACTIVITIES CODE YELLOW 120-72 Hours (5 Days - 3 days)
A situation that could potentially require the City to activate its Emergency Coordination Center and implement its Emergency Operations Plan has been identified. No (or extremely limited) staffing of the EOC. The Governor has not declared a State of Emergency to exist.
Alert the Mayor, City Council Members, and other Officials.
Monitor tropical system advisories.
Review emergency response plans.
Ensure funding availability for EOC staff meals and logistical items.
Test EOC generator and ensure ample fuel.
Check vehicles to ensure they are ready to respond.
Participate in County/State conference calls.

INCREASED READINESS PHASE:

INCREASED READINESS PHASE **PRE-EVENT ACTIVITIES CODE ORANGE** **72 – 48 Hours (3 Days – 2Days)**
A situation has developed that will require the City to take action under Kemah s Emergency Operations Plan. A State of Emergency might be in place in anticipation of state-level involvement in response activities.
Alert the Mayor, City Council members, other Officials, and all Department Supervisors.
Participate in County/State conference calls.
Develop action plan and a timing schedule for activation of emergency plans.
Begin identification of personnel for selective staffing of the EOC based on National Weather Service and National Hurricane Center advisories.
Prepare EOC facility: *Issues:* 1. *Fuel vehicles* 2. *Run generator/check fuel supply* 3. *Supplies in EOCEquipment/dorms & kitchen* 4. *Food coordination* 5. *Verify operational readiness* 6. *Review EOC/SOGs*
Restrict entry into the EOC.
Cancel any scheduled uses of EOC room.

Place EOC staff on standby: *Issues:* 1. *Weather status* 2. *Family emergency plans* 3. *Time of Activation* 4. *Notify GalvestonCounty EOC* 5. *Evacuation* 6. *Status*
Provide time for staff to prepare their homes and families.
Begin Resource Tracking.
Begin Event Log.
Begin documentation of response activities and financial costs related to the incident.
Prepare draft of Local Emergency Declaration and Evacuation Order.
Prepare Press Releases and Conduct Interviews: *Issues:* 1. *Preparedness* 2. *Family emergency plans*
Test Communications Equipment: 1. *FAX* 2. *Phones* 3. *EAS* 4. *Radios*
Check all City vehicles to ensure that they are ready for response.
Test backup generators and ensure that there is ample fuel.
Re-evaluate threat and situation.

RESPONSE PHASE:

RESPONSE PHASE **WATCH/WARNING ISSUED CODE RED** **48-24 Hours (2 Days – 1 Day)**
The Kemah Emergency Operations Center has been partially staffed (appropriate to the potential threat) or fully augmented on a 24-hour schedule. The Governor may have issued or is considering issuance of a State of Emergency declaration and/or there may be a Federal declaration (Emergency or Major Disaster) already in effect. The EOP has been implemented and is being utilized.
Activate the Kemah Emergency Operations Center (EOC) to Operational Status (Minimum staffing of **MAJOR** functions (e.g., Incident Commander, Public Information Officer, Operations, Planning, Logistics and Admin/Finance Sections.
Conduct EOC Briefing: *Issues:* 1. *Preparation for arrival of event* 2. *Shelter status* 3. *Resource needs & tracking* 4. *Traffic status* 5. *Evacuation Status* 6. *Status of Critical Facilities* 7. *Status of Healthcare facilities* 8. *News Releases*

Prepare EOC for the storm: Hurricane shutters, exterior doors, vehicles, generators.

- Ensure provision of food for EOC staff.
- Participate in County/State conference calls.
- Establish Action Plan for next 24-hour period.
- Brief EOC staff on Response and Recovery Planning.
- Review Financial Tracking requirements.
- Continue to monitor the track of the storm.
- Update Status Boards/Events Log.
- Notify first response personnel to mobilize for the potential of evacuation notification (after Governor declares a "State of Emergency").
- Coordinate response and support functions with outside agencies and volunteer organizations.

- Disseminate emergency warnings and protective action recommendations to the public.
- Issue notice to marine interest requesting they seek safe anchorage for vessels.
- Pre-stage Evacuation Resources.
- Coordinate opening of Shelters with Galveston County EOC.
- Take all necessary actions to preserve life and property utilizing available resources.
- Carry out initial damage assessments and evaluate the overall situation.
- Coordinate Operations, Logistics, Planning and Admin/Finance functions.
- Compile event status information and report to the appropriate agencies.
- Maintain documentation of financial costs related to the event.
- Prepare and maintain detailed documentation of the event and the City's response activities.
- Provide public information and warning as appropriate.
- Prepare Declaration of Local Emergency as appropriate.

EMERGENCY OPERATIONS CENTER PROCEDURES:
CONCEPT OF OPERATIONS:

During a disaster or emergency, the City of Kemah Emergency Operations Center (EOC) will act in two functions: Support field response operations and coordination of resources. The primary emphasis will be placed on saving lives, protecting property, and preserving the environment. The City EOC will operate using the National Incident Management System (NIMS) functions, principles, and components. It will implement the action planning process to develop an EOC Action Plan, identifying and implementing specific objectives for each operational period.

The Emergency Operations Center (EOC) coordinates resources and communications between Galveston County Emergency Management and neighboring jurisdiction's EOCs. The EOC will be activated in accordance with procedures outlined in this plan. The City of Kemah EOC will, utilize the discipline-specific mutual aid coordinators to coordinate fire, law enforcement, public works and medical specific resources.

Other resource requests that do not fall into these four disciplines will be coordinated by the requesting branch/section/unit within the Logistics Section. This section describes procedures to be used in activating, staffing, operating, and closing the Emergency Operations Center (EOC).

Operating procedures are approximately the same for any location, dependent only upon the facilities available.

OBJECTIVES:

The overall objective in managing emergency operations is to ensure that effective direction is maximized for those emergency forces involved in preparing for and responding to situations associated with man-made and natural disasters.

The specific purposes of the Emergency Operations Center are to facilitate:

- Overall management and coordination of emergency operations.
- Coordination and liaison with appropriate federal, state, county and other local government agencies and private sector resources.
- Management of mutual aid resources.
- Establishment of priorities.
- Collection, evaluation, and dissemination of damage information and other essential data.

ACTIVATION POLICY:

The City of Kemah EOC is activated when field response agencies need support. Activation may involve partial or full staffing, depending on the support required. The following list depicts the circumstance when the EOC may be activated:

- A City department has requested activation of the EOC to support emergency operations;

- The City has declared a local proclamation of emergency;

- The County has requested a Governor's Proclamation of a State of Emergency;

- A state of emergency is proclaimed by the Governor for the County and the County EOC has been activated.

- The City is requesting resources from outside its boundaries to the Operational Area and/or state and federal agencies, except those resources used in normal day-to-day operations which are obtained through existing agreements such as fire or law enforcement mutual aid.

- The City has received resource requests from outside its boundaries, except those resources used in normal day-to-day operations, which are obtained through existing agreements such as fire or law enforcement mutual aid.

The circumstances listed above require an automatic activation of the City EOC. Other than these circumstances, the activation of the Emergency Operations Center (EOC) must be authorized. The following City of Kemah personnel are authorized to request the activation of the EOC:

- Mayor

- Emergency Management Director/Coordinator

LEVELS OF ACTIVATION:

The Emergency Operations Center (EOC) will be activated as requested for impending or actual emergency, support of the County or other Operational Area jurisdictions or for the support of exercises. A declaration of, or an actual state of emergency is not required to activate at any level. There are three levels of activation:

LEVEL ONE:

Level 1 activations may be required to monitor current events or anticipated events. The Emergency Operations Center (EOC) may be used to support one or more jurisdictions that have requested assistance. Minimal staffing is needed to provide the support or monitor a situation. The City or any agency within the affected area may provide staffing. Only essential functions will be provided at this level. The staffing level will be tailored to match the event. **Example:**

- ➢ Severe Weather Advisory.
- ➢ Small incidents involving two or more Cities or County Departments.
- ➢ Activation requested by the County Emergency Management.
- ➢ Resource request from outside the City.

LEVEL TWO:

Level 2 activations may be required to monitor significant current or pending events or to support multiple agency requests for support. There may be a requirement to add staff to support multiple incidents or declarations; however, full use of the EOC staff is deemed not necessary. Other Local Governments and/or other Operational Area jurisdictions may provide staffing. **Example:**

- Two or more large incidents involving City departments.
- A State of Emergency is proclaimed by the Governor for the County or Operational Area.

LEVEL THREE:

Level 3 activations are required for major events anywhere in the jurisdiction or when significant portions of the City staff are required to provide support, manage responses or coordinate with outside agencies. This level of activation will require the use of full EOC facilities. **Example:**

- Major county wide or regional emergency.
- Multiple City departments with heavy resource involvement.
- Major impact damage.

EMERGENCY MANAGEMENT PLAN RESPONSE PRIORITIES:

The following priorities are listed in order of importance. Whenever demands for emergency resources (personnel or equipment) conflict, the operational demand that is highest on this list will prevail.

- ➢ Save lives!
- ➢ Save lives!
- ➢ Treat the injured!
- ➢ Warn the campus community to avoid further casualties.
- ➢ Evacuate people from the vicinity of the emergency or shelter-in-place from the Hazards.
- ➢ Incident Stabilization.
- ➢ Assess and address the issue.
- ➢ Elimination of the threat or hazard through law enforcement response, firefighting, etc.
- ➢ Prevent future life safety issues.
- ➢ Protect Property and Environment.
- ➢ Save property from damage or destruction.
- ➢ Take action to prevent further loss.
- ➢ Provide security for property.
- ➢ Restore essential utilities.
- ➢ Restore campus infrastructure (such as roads, telecommunications, etc.)
- ➢ Help restore the learning environment of the campus community.

STAFFING: EMERGENCY COORDINATION CENTER:

Emergency Operations Center staffing decisions will be driven by the nature and scope of the emergency. The City Emergency Management Coordinator or Director is responsible for initially requesting adequate assistance from departments and agencies for 24-hour EOC operations. After the staff has assessed the situation, a new staffing level will be established and the Personnel Unit will be responsible for scheduling, notification, and tracking.

MESSAGE FLOW:

One of the primary functions of the EOC in an emergency is to collect and disseminate information. Information will reach the EOC through many different channels: telephone, fax, radio, commercial broadcast, walk-ups, runners, etc. The Logistics Section will establish a message center in the EOC Communications Unit when the EOC is activated. Messengers from various departments will also support the message center.

INCIDENT ACTION PLANS (IAP):

The use of incident action plans in the City of Kemah EOC provides a clear and measurable process for identifying objectives and priorities for a given event. Action planning is an important Management tool that involves:

- A process for identifying priorities and objectives for emergency response and recovery efforts.

- Plans, which document the priorities and objectives, and the tasks and personnel assignments, associated with meeting the objectives.

The action planning process should involve the EOC Director and Section Chiefs, along with other EOC staff, as needed, such as unit coordinators, and other agency representatives. The Planning/Intelligence Section is responsible for facilitating the action-planning meeting and completing and distributing the incident action plan.

Action plans are developed for a specific operational period, which may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed.

A reasonable time frame is then established for accomplishing those actions. The incident action plans do not need to be complex but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

INFORMATION AND RESOURCE MANAGEMENT:

Kemah Emergency Services Departments coordinate emergency activities within the Operational Area (OA). The City EOC serves as the communications link between the County's Emergency Operations Center and all other Emergency Operation Centers throughout the Operational Area. It provides a single point of contact for information on the emergency situation, as well as resource needs and priorities.

RESOURCE REQUESTS:

Resource request will be made through one of the following processes:

- ***Discipline-specific mutual aid*:** Requests for resources that are normally within the inventories of the mutual aid system will go from the local Law Enforcement, Fire Services and Public Works to neighboring jurisdictions, to the Galveston County Emergency Management Agency Mutual Aid coordinators, to the State Mutual Aid Coordinators.

- ***All other resource requests*** will be made through the Logistics Section (if activated) at each level.

PRIVATE AND VOLUNTEER ORGANIZATIONS:

Coordination of response activities with non-governmental agencies may occur throughout the community. It is essential that the assigned Liaison Officer establish contact and coordination with these agencies.

OPERATIONAL AREA COORDINATION:

The City of Kemah EOC must establish communications and coordination with the Operational Area Incident Commander as soon as possible. The City EOC will coordinate and communicate with State and Regional Emergency Operations Center in filling mutual aid requests.

STATE AND FEDERAL FIELD RESPONSE:

There are some instances where a state or federal agency will have a field response. State agency field response may result from terrorist or national security activities, wide area search events, flood control efforts, oil spill, hazardous materials accident or other hazard scenarios. Federal field response could result from the same scenarios.

When a state agency or federal agency is involved in field operations, coordination will be established with the City EOC and the appropriate County emergency services office, where the incident occurs. State and federal agencies operating in the field may be found in any ICS section, or as part of a Unified Command. The incident will determine their location.

DECLARATION OF A LOCAL EMERGENCY:

If conditions of extreme peril to persons and property exist, The City Council may pass a resolution declaring that a local emergency exists for the City of Kemah. This declaration will be made within ten (10) days of the event if the City is to qualify for financial assistance under the State's Natural Disaster Assistance Act. In addition, the Council must review, at least every fourteen (14) days, the continuing existence of the emergency situation. They must also terminate the emergency declaration at the earliest possible date that conditions warrant. The Mayor may also make a declaration if the Council is not in session. This is subject to ratification by the Council within seven days.

The Declaration of a Local Emergency provides certain legal immunities for emergency actions taken by City responders. This provides protection for the City and its employees. A local emergency declaration enables the Council to act as a board of equalization to reassess damaged property and provide property tax relief. It also enables the City to request state assistance. The Mayor may establish curfews, take measures necessary to protect and preserve the public health and safety, and exercise all authority granted by City, County, and State statute.

REQUESTING PROCLAMATION OF A STATE OF EMERGENCY:

After the Declaration of a Local Emergency for the City of Kemah, the Council, having determined that local forces are insufficient, may request that the Governor proclaim a State of Emergency. The request will be forward to the Galveston County Director of Emergency Management, with a copy of the local emergency declaration and the damage assessment summary.

TRANSITION INTO RECOVERY OPERATIONS:

As the threat of life, property, and the environment dissipates, the Emergency Management Coordinator will consider deactivating the EOC.

The Emergency Management Coordinator will direct Section Chiefs to deactivate their sections, ensuring that each branch, unit and section coordinates with and provides its logs and files to the Demobilization Unit. The Demobilization Unit, in turn, provides material and coordination to the Recovery Unit. The Recovery Unit will organize these materials so they can be archived and/or utilized for the financial recovery process. The Recovery Unit Leader will coordinate the recovery effort, ensuring that all damaged public facilities and services are restored. In coordination with the Emergency Services Coordinator, the Recovery Unit will prepare the after-action report within 60 days of the disaster or incident.

AFTER ACTION REPORT

The After-Action Report is required following any activation of the Emergency Coordination Center. This report will contain a summary of the event, dates and times of activation and operational termination, number of personnel, identification of resources utilized and the final outcome of the event.

Added as Attachements will be all staff unit log sheets, work schedules, Incident Board hard copies and Incident map overlays. The Planning/Intelligence Section Chief and the Documentation Unit will be responsible for completion of the report. All Section Chiefs and Units Leaders will assist.

DEMOBILIZATION PROCEDURES:

The Emergency Operations Center may be closed at any time designated by the Director; however, it may also be closed in stages according to need. The entire EOC does not have to be in operation. Any Section, Branch or Unit requiring the facility may remain until assigned tasks are completed.

Upon closing any part of the EOC, each Unit will ensure that all supplies are replenished, broken items repaired or replaced, and all equipment cleaned before leaving. This is to make sure that the facility is ready to activate and open immediately on request.

EOC FUNCTIONS AND RESPONSIBILITIES:

The five ICS functions in the City of Kemah EOC are: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. These functions are based for structuring the City EOC Organization.

- **Command Staff** is responsible for overall emergency policy and coordination through the joint efforts of government agencies and private organizations.

- **Operations** are responsible for coordinating support for local government's emergency response, coordinating inter-jurisdictional responses, and coordinating City-wide activities through implementation of the City Incident Action Plan (IAP).

- **Planning/Intelligence** is responsible for collecting, evaluating, and disseminating information, developing the City incident action plan in coordination with other functions, and maintaining documentation.

- **Logistics** are responsible for providing facilities, services, personnel, equipment, and materials to support the emergency response.

- **Finance/Administration** is responsible for financial and other administrative activities.

The general responsibilities of key members of the City emergency management organization are presented in the foregoing. The duties and responsibilities for these functions are depicted in the position checklists, which provides for each assigned ICS function.

The checklists are based on three phases: Activation, Operational, and Deactivation. A generic checklist, for the activation and deactivation phases, is also provided. Some positions may have unique actions to take under these two phases, which will be noted on their specific checklist.

EMERGENCY OPERATIONS CENTER ORGANIZATION:

The Emergency Operations Center (EOC) will be organized using the National Incident Management System (NIMS) structures. The NIMS system consists of five principle sections, which normally would activate for major incidents. The Sections are:

MANAGEMENT SECTION:

The management Section is responsible for the overall coordination and administration of emergency response operations with the City of Kemah's jurisdiction. Management includes positions that provide functions for response situation.

- **Director – Emergency Coordination Center:** The Director is the Chief Executive Officer. The Chief Executive Officer appoints the Emergency Management Director or other designated representative.

- **Liaison Officer:** When an incident has a multi-agency or multi-jurisdictional response, the Liaison Officer maintains and provides coordination with outside agency representatives, other Operational Area jurisdictions, local business and employers, Galveston County EOC, and the State EOC. **Legal Officer:** The City Attorney serves as Legal Officer. This position provides legal counsel to the Director and assists in preparing a declaration of a Local Emergency.

Public Information Officer: The Public Information Officer serves as the point of contact for the media and other organizations seeking information on the emergency response. The function provides information to the general public through the media and monitors broadcasts for correct information. Monitors media operations in the jurisdiction to ensure safety and lack of interference. Provides the Director and other emergency service personnel with current information. Monitors the use of and prepares releases for the Emergency Alert System (EAS).

Safety Officer: Monitors all operations within the jurisdiction and screens plans for activities, which may place disaster workers in conditions, which are unduly hazardous for the event. Makes recommendations to the staff and Director to modify or terminate operations. Monitors the scheduling, work conditions, feeding and rest requirements of all Disaster workers to ensure the safest possible environment for conditions. Prepares and monitors a safety plan for the emergency and ensures adequate measures are taken to guard the safety and well-being of all personnel.

Security Officer: Responsible for the control of personnel into and out of the EOC. Denies access to all unauthorized persons, unless otherwise directed. Establishes an access roster and maintains an identification and entry pass system when necessary.

Agency Representative: Agency representatives are from other jurisdictions or organizations outside of the City management. They serve as funnels through request flow to or from their agencies. They should be able to speak on behalf of their jurisdiction or agency within established policy limits.

OPERATIONS SECTION:

The Operations Section is dedicated to all operations being carried out within the City of Kemah's jurisdiction.

- **Operations Section Chief:** The Operations Section Chief has the management responsibility of all activities directly applicable to the field emergency response in the City jurisdiction. The Operations Section Chief participates in the development and execution of the Incident Action Plan (IAP).

- **Fire & Rescue Branch:** Fire and Rescue Branch manages the Fire & Rescue Branch. The position coordinates the activities of personnel engaged in fire operations, EMS/disaster triage, urban search & rescue (USAR), hazardous materials and other emergency operations; maintains communications with field commands; evaluates status reports; makes decisions regarding the commitment of resources; and determines the need for mutual aid assistance. Request mutual aid through the City of Kemah EOC. Documents and prepares Fire & Rescue Status report.

- **Law Enforcement Branch:** The Law Enforcement Branch coordinates general law enforcement, terrorist activities (WMD), public warning information, evacuation procedures, traffic control, coroner operations, animal welfare and control activities, and public security and order. Maintains communications with field commands; evaluates status reports; makes decisions regarding the commitment of resources; determines the need for mutual aid assistance and requests mutual aid through the City of Kemah EOC. Documents and prepares Law Enforcement Status report.

- **Public Works**: The Public Works Branch oversees the survey of all jurisdictional facilities, assessing damage and coordinating repairs, conducts debris removal services, and establishes priorities to restore essential services. Coordinates the allocation of engineering resources (construction equipment, materials, etc.) required for route recovery, and other engineering operations. Coordinates response for the management and restoration of all transportation facilities. Monitors and coordinates all responses related to utilities to include power, gas, water, telephone, sanitation and other utilities. Coordinates and inspects facilities for structural safety. Documents and prepares Public Works Status report.

- **Medical & Health Branch**: The Medical/Health Branch coordinates and priorities requests from field responders and obtains medical/health personnel, supplies and equipment through mutual aid. Public Health oversees medical, environmental health, hazardous materials and biological health activities.

- Support for this activity is coordinated from the EOC. The branch coordinates the procurement and allocation of critical public and private medical and other resources; the activation and operations of Casualty Collection Points; the transportation of casualties and medical resources; the relocation of patients from damaged or untenable health care facilities; and oversight of patient care for persons in special care programs who may become isolated.

- **Care & Shelter Unit:** The Care & Shelter Unit is responsible for, and coordination with volunteer agencies, the provision of food, potable water, clothing, shelter, animal welfare, emotional support and other basic necessities of citizens. The Care & shelter Unit provides a central registration and inquiry service to reunite families and respond to outside welfare inquiries. Coordinates with Logistics Section to provide housing and feeding of all response personnel, to include mutual aid agencies.

- **Staging Area Manager:** The Staging Area Manager is responsible for the locating, establishment and operations of a central staging area used for the collection and dispatch of resources entering the City during a major incident. The Staging Manager will be responsible for the processing of resources, coordination with the Logistics Section and properly coordinating demobilization.

PLANNING/INTELLIGENCE SECTION:

- **Planning/ Intelligence Section Chief:** The Section Chief has the management responsibility for all planning activities relating to response, demobilization and recovery operations. The Section Chief assists the EOC Director in the development of the Incident Action Plan (IAP).

- **Situation Analysis Unit:** The collection, processing, and organizing of all information takes place within the Situation Analysis Unit. This unit prepares maps and disseminates information and future projections, and utilizes the City GIS systems as required. The unit is responsible for gathering current and updated weather data. Provides continuous and updated information to EOC Sections and Units related to incident activities.

- **Documentation Unit:** The Documentation Unit maintains accurate up-to-date files of logs, reports, plans and other related information. This unit provides duplication services for the EOC and maintains display boards of the current situation.

- **Advance Planning Unit:** The Advance Planning Unit focuses upon potential response and recovery issues that might exist within the 36 to 72 hours following the current operational period.

- **Technical Services Unit:** the Technical Services Unit provides information, advice and assistance in mitigating particular hazards that are beyond the capabilities of the City. The Unit is usually staffed with outside technical experts in particular fields and specialties.

- **Demobilization Unit:** The Demobilization Unit is responsible for the development of a plan that provides for the timely and orderly demobilization of the EOC and any resources it has ordered and used.

- **Damage Assessment Unit:** The Damage Assessment Unit collects all damage information from field units and reporting agencies within the City. Establishes a Damage Assessment Plan, formulates and coordinates assessment teams. Manages and generates necessary reports for the Director and authorized state and federal agencies.

LOGISTICS SECTION:

- The Logistics Section is responsible for the support to all City emergency operations in the procurement of supplies, materials, and personnel.

- **Logistics Section Chief:** The Logistics Section Chief oversees all of the resources and support functions of the Logistics section.

- **Communications Unit:** Ensures that radio, telephones and computerized resources and services are provided to the EOC staff. Establishes communications with all field incident bases and/or units in the City. Monitors and sustains the 9-1-1 system throughout the City.

- Develops a communications plan. Develops, maintains and publishes communications directories. Maintains communications with Galveston County Emergency Management. Acquires any needed communications equipment for operations in the field.

- **Transportation Unit:** The Transportation Unit coordinates the acquisition of requested transportation resources and the transportation of workers, victims and impacted citizens.

- **Personnel Unit:** Provides trained and volunteer personnel resources as requested in support of the EOC and field operations. Coordinate the directions for and the control of convergent volunteers.

- **Supply/Procurement Unit:** Manages the procurement and allocation of equipment, supplies and materials that are not secured through mutual aid.

- **Facilities Unit:** The Facilities Unit is responsible for the establishment, maintenance and demobilization of all facilities, except staging areas, needed for operational support.

- **Resource Status Unit:** The Resource Status Unit works with other units in the Logistics Section to collect and maintain centralized accounting of the status of all resources ordered or used in during the incident.

FINANCE/ADMINISTRATION SECTION:

The Finance/Administration Section is responsible for managing all financial aspects of the response and recovery systems.

- **Finance/Administration Section Chief:** The Section Chief is responsible for the continuity and maintenance of financial operations and records, claims and cost analysis of the incident.

- **Time Unit:** The Time Unit maintains records of all on-duty personnel, including volunteers. The Unit will assist field incident commanders in developing procedures and accounting for hours.

- **Compensation Unit:** The Compensation and claims Unit accepts as the official agent for the City, all damage and injury claims. This unit manages claims and conducts related investigations.

- **Purchasing/Procurement Unit**: The Purchasing/Procurement Unit negotiates and coordinates vendor contracts and purchase requests that exceed established purchase order limits. The function may be shared with the Logistics section; however, the accounting portion of this function will remain with the Finance Section.

- **Recovery Unit:** The Recovery Unit initiates and carries out the collection and maintenance of all related information for recovery of costs from federal, state and other jurisdictions.

- **Cost Unit:** The Cost Unit is responsible for tracking all expenditures and providing reports as needed to the Director and EOC staff. Information collected will be required for recovery unit claims later.

SECURITY AND SIGN-IN:

The KPD is responsible for physical security of the EOC and its critical systems. The Law enforcement representative shall establish an EOC roster and sign-in sheet. Identification will be verified and an EOC badge issued which reflects the person's status. Media representative will not be allowed inside the EOC. The Public Information Officer will conduct interviews outside the facility or in a specially prepared media room.

SHIFT SCHEDULING:

Each Section and Unit should prepare following the onset of the emergency or as soon as possible shift schedules. Current and new shift schedules should be posted. Relieving shifts should arrive 30 minutes before the start of their shift so that a hand-off briefing can be conducted. What has occurred, what decisions have been reached, and what problems remain unaddressed should be the main topics. The retiring shift will remain for 30 minutes after the briefing to ensure a smooth operational transition transfer.

BRIEFINGS AND CONFERENCES:

Briefings for the Director of EOC, Council, and the Public Information Officer should be scheduled at pre-set intervals. The Planning/Intelligence Section is responsible for coordinating all briefings. Section Chiefs should be prepared to participate in these briefings with a short summary of their progress. The briefings by each section should include:

- Unresolved problems;
- Major new problems since last briefing;
- Assistance needed from other agencies and status of mutual aid;
- Information developed by the section that should be passed to other EOC sections or to
- the public.

Once a day, or at the end of an Operational period, the EOC Director will call a meeting, with a new Incident Action Plan being disseminated. The EOC Director may request additional briefings.

These briefings may include News media, VIP's and newly arrived state and federal representatives. The director may request a conference at any time with EOC staff to address and resolve major issues.

AFTER ACTION REPORTS:

After action reports are required any time the Emergency Operations Center is activated or any level that ICS support activity has been used. The Director or Incident commander will ensure that all responsible persons, Section Chiefs, Unit Leaders and other assigned personnel submit the reports. Initial after-action reports will be submitted *before leaving the EOC* and follow-up reports submitted within 48 hours of closing of the operation. Detailed reports will be submitted, as information is collected, but not later than 30 days after closing of the incident.

CLERICAL SUPPORT:

Generally, each unit in the EOC organization will be responsible for its own clerical support. The individual assigned should be trained in all related aspects of the EOC operation. The individual assigned clerical duties should not be a supervisor, but rather an individual normally tasked with clerical duties. This person will be known as the Technical Assistant.

The Finance/Administration Section Chief will ensure that adequate support staff is available. Special clerical support and input will be the responsibility of the Documentation Unit. The Documentation Unit will be responsible for the preparation of any official documents, re-supply of office supplies and photocopying. In addition, the Documentation Unit will oversee the work product of all Unit and Section technical assistants to ensure conformity with established procedures.

COMPUTER OPERATIONS:

The EOC should be equipped with computers. The computer system should be capable of connecting with outside agencies and EOCs through the Internet. The computer system should have an array of self-contained programs to include word processing, accounting, spreadsheets, databases and graphic presentations.

The Data Processing Unit designee is responsible for overseeing the use and operations of the computer system. Under no circumstances will personally owned computers or laptops, disks, tapes, or other such items be used in or with any EOC system until the equipment has been scanned for viruses and other problems. Such problems could affect the entire systems.

INCIDENT BOARDS:

The Situation Unit, Law Enforcement Branch, Fire–Rescue Branch and Public Works Branch, shall maintain incident Boards. These boards shall be posted as changing information is received and the situation map properly annotated. Only active situations and incidents will be maintained on the boards. A permanent record of incidents will be kept by the technical assistant. The permanent record and the completed map overlay will be submitted as part of the after-action report.

PERSONNEL ACCOUNTABILITY:

Each Section Chief, Branch Coordinators, and Unit Leader has the responsibility to maintain accountability of all personnel assigned both in the field and in the EOC.

Work schedules, time sheets and casualty reports will be submitted to the Personnel Unit on a timely basis following each shift. Personnel will be accounted for by name, assignment and location. Within the EOC, Unit Leaders will prepare an EOC personnel assignment form which reflects the personnel currently on-duty and scheduled for the next shift.

RECORDS MAINTENANCE:

Each Section, Branch and Unit is responsible for the maintenance of its records. Adequate supplies should be kept available to facilitate the process.

It is recommended that each unit establish an individual folder for messages, staff logs, and incident board sheets and other related records. Each folder should be clearly labeled. Each shift is responsible for assuring that any documents generated during its tour of duty are properly filed and cataloged before turning them over to the relief shift.

At the conclusion of the incident or event, each unit will consolidate all files, assure that all forms are completed, and will submit them to the Section Chief. Each Section Chief will review the documentation for completeness and will then submit all Unit files along with the Section Chief files to the Documentation Unit. The records generated during the course of the incident or event should be used as reference material for the After Action report.

NOTE: Original documents shall not be removed from the Emergency Coordination Center. The Documentation Unit is the only authorized Unit to remove said documents.

STAFF UNIT LOGS:

Each Unit within the EOC will maintain a Unit Log. This document shall be used to record all activities, staff coordination, policy changes or requests processed by the unit.

MESSAGE FLOW AND PROCESSING:

The rapid and efficient movement of information is essential to a successful Emergency Coordination Center. Information must be distributed rapidly, but it must also be documented and tracked. This facilitates follow-ups and generating historical data.

INCIDENT ACTION PLAN:

An Incident Action Plan (IAP) formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by incident command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates dissemination of critical information about the status of response assets themselves.

Because incident parameters evolve, action plans must be revised on a regular basis (at least once per operational period) to maintain consistent, up-to-date guidance across the system. The following should be considered for inclusion in an IAP:

- Incident goals (where the response system wants to be at the end of response).
- Operational period objectives (major areas that must be addressed in the specified Operational period to achieve the goals or control objectives).
- Response strategies (priorities and the general approach to accomplish the objectives).
- Response tactics (methods developed by Operations to achieve the objectives).
- Organization list with ICS chart showing primary roles and relationships.
- Assignment list with specific tasks.
- Critical situation updates and assessments.
- Composite resource status updates.
- Health and safety plan (to prevent responder injury or illness).
- Communications plan (how functional areas can exchange information).
- Logistics plan (e.g., procedures to support Operations with equipment, supplies, etc.).
- **Responder medical plan** (providing direction for care to responders).
- Incident map (i.e., map of incident scene).
- Additional component plans, as indicated by the incident.

What follows is an example of an individual Incident Action Plan (IAP), as it might appear following response planning by the City of Kemah's incident management team.

This is meant only to give the reader a general idea of how the components in the foregoing list might be described during an emergency response. In reality, the information included in an action plan will vary depending on the incident circumstances and the type of response assets.

INCIDENT:

- The National Incident Management System defines incident as "an occurrence, natural or manmade, that requires a response to protect life or property." For the purposes of this guide, the term, incident, is used to refer to incidents in which the City of Kemah is involved, alone or in partnership with County, State, or Federal Response.

- The City of Kemah' primary mission is to reduce the loss of life and property and protect the city and its citizens from all hazards. When the City of Kemah becomes involved in an incident, it is because the scope and scale of the incident necessitates governmental assistance.

- When the city is engaged, officials from the county, state, and federal government may also be involved along with Nongovernmental Organizations (NGOs), and elements of the private sector. Ensuring that the efforts of all players are coordinated and synchronized to achieve the best results is the job of incident management. It is also the reason that the National Incident Management System and the Incident Command System (ICS) exist.

- The incident action planning process provides a tool to synchronize operations at the incident level and ensures that incident operations are conducted in support of incident objectives. The iterative incident action planning process provides the City of Kemah and all partners involved in incident management operations the primary tool for managing incidents. A disciplined system of planning phases and collaboration sessions fosters partnerships and clearly focuses incident operations.

- Over many years of managing all types and sizes of incidents, ICS practitioners have developed and refined the incident action planning process as a way to plan and execute operations on any incident. This means that incident action planning is more than producing an incident action plan (IAP). It is a set of activities, repeated each operational period, that provides a consistent rhythm and structure to incident management.

- The organizations that originated ICS and use the system have, after many years of trial and error, developed a set of forms that assist incident personnel in completing this integrated process. Incident leaders must ensure that the plan being developed meets the needs of the incident. Such leaders must also ensure that the forms—while valuable for moving along the path—do not become the primary focus of the planning process. The completion of these forms assists the integrated and rational planning process. Incident action planning is an operational activity and must either direct or support operations.

- Because ICS is the basis for managing incident activities, all incidents to which the City of Kemah responds require the use of the ICS incident action planning process. All members of the Incident Management Team and command and general staff play specific and essential parts in the process.

- This includes not just the city's staff, but also County, State and Federal partners who may also be engaged in incident management. When each member plays his/her part correctly, the process is a tool that can bring order to the often chaotic world of managing complex incidents and enables incident management personnel to address problems that seem insurmountable.

- Because incidents are often complex applying the incident action planning process accurately, consistently, and completely is essential to the success of incident operations.

Disciplined application of the incident action planning process produces positive effects on incidents of all sizes and scope and maintains the otherwise perishable planning skills of personnel.

- While the process described in this guide outlines how to execute incident action planning, those involved in response to and recovery from catastrophic events must recognize that they are, in all probability, not be the only incident action planning process being executed.

- For example, County, State, and Federal organizations may develop IAPs to guide the actions of their responders. For a catastrophic incident there may be hundreds of concurrent incident action planning efforts taking place simultaneously. The IAP that the City of Kemah develops must support, integrate, and synchronize with those at the State and Federal level

This guide is intended to promote the effectiveness of the City of Kemah' incident operations by standardizing the incident action planning process. The guide explains the ICS incident action planning process, describes how to apply it on all incidents, defines the specific roles and responsibilities of the various players, and establishes standards for incident action planning on incidents.

This guide also communicates to City Departments the details of how the agency conducts the incident action planning process. This guide is also intended to serve as a reference for incident personnel and to provide the basis for incident action planning staffing.

The guidance contained in this Incident Action Planning Guide applies to all incidents, including those involving Presidential declarations under the Stafford Act, as well as incidents requiring a coordinated response where the Stafford Act does not apply.

AUTHORITIES AND FOUNDATIONAL DOCUMENTS:

A number of foundational documents provide statutory, regulatory, and executive guidance for disaster response. Some key foundational documents are as follows:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended, 42 U.S.C. 5121-5207).
- Title 44 of the Code of Federal Regulations, Emergency Management and Assistance.
- Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 et seq.)
- Homeland Security Presidential Directive 5, 2003.
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), October 4, 2006.
- National Response Framework, January 2008.
- National Disaster Recovery Framework, September 2011.
- National Incident Management System, December 2008.
- *The Federal Emergency Management Agency Publication 1,* November 2010.
- Incident Management and Support Keystone, January 2011.
- *Comprehensive Preparedness Guide 101--Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans*, January 2009.
- *Presidential Policy Directive 8: National Preparedness*, March 2011.

- *National Preparedness Goal*, September 2011.

THE INCIDENT ACTION PLANNING (IAP) PROCESS:

Incident management personnel involved in an operation use the Incident Command System's (ICS) incident action planning process to develop incident action plans (IAPs). All partners involved in an incident achieve unity of effort through its disciplined process.

Additionally, the IAP is the vehicle by which the senior leaders of an incident communicate their expectations and provide clear guidance to those managing an incident.

The incident action planning process requires collaboration and participation among all incident management leaders and their staff from across the whole community. The incident action planning process is built on the following phases:

1. **Understand the situation.**
2. **Establish incident objectives.**
3. **Develop the plan.**
4. **Prepare and disseminate the plan.**
5. **Execute, evaluate, and revise the plan.**

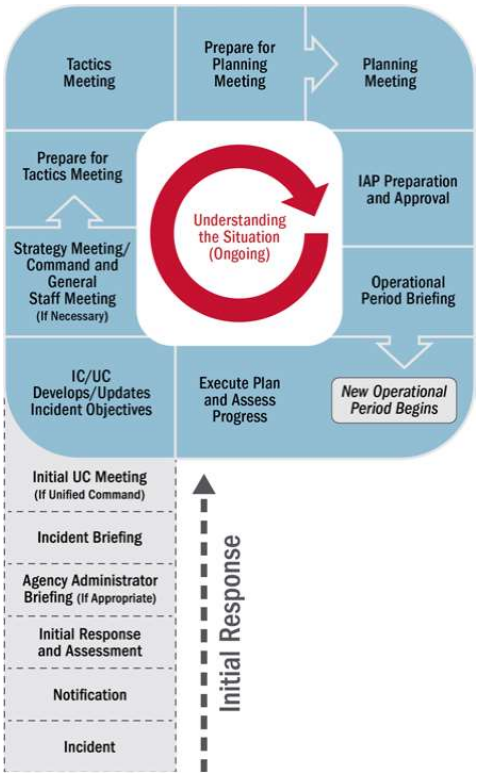
The product of this process, a well-conceived, complete IAP facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. The IAP identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather.

THE PLANNING "P" AND THE OPERATIONS "O":

FIGURE 2: THE PLANNING "P":

ICS and the incident action planning process are used on all incidents in which the City of Kemah is engaged.

The Planning "P" (Figure 2) depicts the stages in the incident action planning process. The leg of the "P" includes the initial steps to gain awareness of the situation and establish the organization for incident management.



Although maintaining situational awareness is essential throughout the life cycle of the incident, the steps in Phase 1 are done only one time. Once they are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness that continues and is repeated each operational period. This cycle, which is depicted in the barrel of the "P", becomes the Operations "O," (Figure 3).

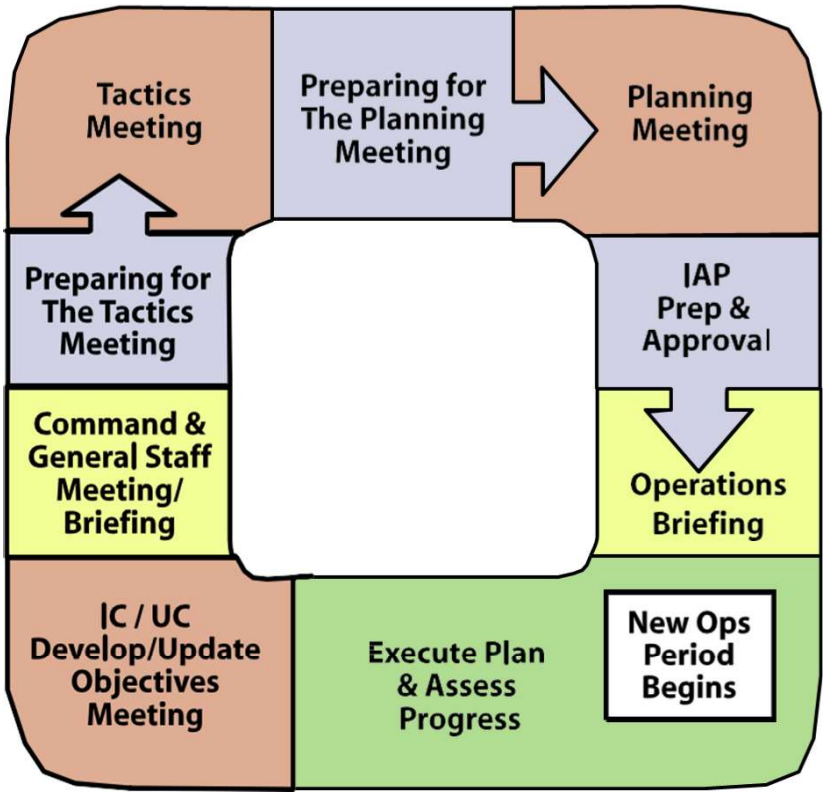
THE OPERATIONAL PERIOD

An operational period is the period of time scheduled for executing a given set of operational actions as specified in the IAP.

The length of the operational period, typically 12 to 24 hours at the beginning of incident requiring extensive response efforts, is established during Phase 1 and subsequently reviewed and adjusted throughout the life cycle of the incident as operations require. When operations are focused primarily on recovery programs, operational periods are typically a week or longer.

FIGURE 3: THE OPERATIONS O":

The Operational Period Cycle of the Incident Action Planning Process



WHAT IS THE IAP?:

The IAP is a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period. There is only one IAP for each incident, and that IAP is developed at the incident level. The IAP is developed through the incident action planning process. The IAP is a directive, downward looking" tool that is operational at its core; it is not primarily an assessment tool, feedback mechanism, or report. However, a well-crafted IAP helps senior leadership understand incident objectives and issues.

The following sections describe the phases in the incident action planning process.

PHASE 1: UNDERSTAND THE SITUATION:

Effective actions during Phase 1 may mean the difference between a successfully managed incident and one in which effective incident management is achieved slowly or not at all.

Phase 1 focuses on actions that take place prior to the first operational period. While many important things are accomplished during this initial period, efforts focus on gaining an understanding of the situation and establishing initial incident priorities.

Gaining an understanding of the situation includes gathering, recording, analyzing, and displaying information regarding the scale, scope, complexity, and potential incident impacts. Comprehensive situational awareness is essential to developing and implementing an effective IAP.

Initial incident priorities are generally established by higher level authorities such as the Mayor and Department Heads.

GAINING INITIAL SITUATIONAL AWARENESS:

Obtaining accurate, reliable situational awareness during the initial hours of an incident is often challenging. Situational awareness is further complicated by the urgency of collecting, analyzing, and disseminating situational information. Initial situational awareness involves the gathering of information from as many sources as possible, as quickly as possible, to ensure that decision makers have the information they need to make the best possible decisions.

Collection

Information collection is based on established essential elements of information and critical information requirements.

- Essential elements of information are important and standard information items that incident managers need in order to make timely and informed decisions. They also provide context and contribute to analysis and should be included in situation reports.

- Critical information requirements are particular elements of information specifically requested by incident leaders. These items are of such importance that leaders are notified immediately when the Planning Section receives updates on a critical information requirement item.

Analysis

Analysis breaks down problems and issues into manageable smaller elements. In this way, complex problems that appear to be daunting may have achievable fixes. Analysis also uses a deliberate plan. Pertinent deliberate plans may serve as a guide to form incident objectives and tactics and allows for the identification of sub-issues and problem areas that can be solved through effective decision making and planning. Information analysis during Phase 1 consists of correlating, comparing, and filtering the available information to determine the critical issues and the potential for changes in the situation. This analysis allows leaders not just to understand what is going on, but what the effects of those impacts are.

Dissemination

Information should be disseminated in a timely manner and provided in a readable format that the audience can easily understand. Doing this effectively during Phase 1, and throughout the incident, minimizes confusion, reduces duplication of effort, and facilitates effective and efficient management of incident resources. If dissemination is not effective, all efforts to gain situational awareness will fail.

ON-GOING ASSESSMENT/SITUATIONAL AWARENESS:

Accurate situational awareness is essential throughout the life cycle of an incident. After the initial efforts to gain situational awareness, the iterative information collection process continues to inform all aspects of incident action planning.

This process includes the collection, analysis, and dissemination of information to assist operations and support functions in planning for providing support and resources to disaster survivors during each operational period.

ESTABLISHING INITIAL INCIDENT PRIORITIES:

When senior officials establish priorities for the incident, a recommended approach is to articulate priorities based on the core capabilities. The core capabilities provide a standard list of the essential activities for preventing, protecting, mitigating, responding, and recovering.

Framing incident priorities in terms of the core capabilities improves understanding through consistent titles, ensures that all the mission areas are considered, and helps to keep priorities focused strategically on desired outcomes.

DEVELOPING THE ACTION PLANNING TEAM:

Incident action planning requires a collaborative effort by all members of the Incident Management Team and partner agencies. This collaboration must also include other key NGOs, and private sector partners.

The incident action planning process fosters teamwork by promoting communication, cooperation, and coordination. All team members support and participate in team development, and the Incident Management Team provides the leadership to ensure success.

ESTABLISHING THE FOUNDATION FOR IAP:

- Conducting an incident briefing
- Developing and communicating priorities
- Conducting the initial **IMAT** meeting
- Designing the incident operational approach
- Developing the command and general staff organization
- Determining initial staffing and resource requirements

INITIATING INCIDENT ACTION PLANNING:

The following sections describe actions for initiating a successful incident action planning process. A successful incident action planning process involves specific actions based on situational awareness and operational needs. *Figure 3 depicts the steps for initial actions during an incident.*

CONDUCTING INCIDENT ACTION PLANNING BRIEFINGS:

Group process is key to incident action planning, and it is important that the meetings and briefings are conducted effectively and efficiently. Guidance for conducting these meetings and briefings is provided in the FEMA Incident Management Handbook (IMH).

INITIAL INCIDENT BRIEFING:

The Mayor (or designee) is responsible for providing the initial incident briefing to the Incident Management Team to prepare them for assuming control of the incident. An Incident Briefing (**FEMA ICS Form 201**) can be used to present the information for this brief.

The Planning Chief is typically responsible for assisting the Mayor by collecting and presenting situational information to the team, including the following:

THE SITUATION:

- Boundaries and scope of the incident
- Number of displaced survivors
- Sheltering information
- Critical infrastructure damage assessment, locations, and types
- Status of communications and other utilities
- Incident facilities, types, and location
- Resources on hand, en route, and on order
- County emergency management organization and facilities
- Location of the initial operating facility
- Health-related concerns, including fatalities and injuries
- Life-saving operations

THE DOCUMENTATION:

- Pertinent deliberate plans
- Maps of the incident area
- Preliminary damage assessment
- Geospatial information systems (GIS) products
- Telephone numbers and e-mail addresses for local officials, and county emergency operations center and other incident facilities
- ICS Forms 201, 202, 203, 204, 205, 205(a), 206, 207, and 208.

The work product from this briefing is the Mayor delegating the authority for incident management and the control of assigned resources. The delegation of authority document includes detailed instructions (leader's intent) for the conduct of the incident management and the Mayor's priorities.

The initial incident briefing also results in the **Incident Management Team** (**IMT**) having the requisite situational information to make informed decisions, including information regarding constraints and limitations.

FORMING THE IMT:

Following the initial incident briefing, the IMT typically begins efforts to establish the team structure, including contacting the necessary departments and agencies and jointly determining other members. Once the IMT is formed, members discuss:

- Issues and concerns
- The integration of city, county, and other stakeholders in a single incident organization
- Joint incident action planning
- Logistical processes and resource ordering
- Joint information center requirements
- Roles and authorities

DEVELOPING AND COMMUNICATING PRIORITIES:

In forming the IMT, members jointly establish initial incident priorities based on priorities of the Mayor and other authorities as appropriate. Incident priorities inform actions and serve as focus items in the initial IMT meeting. When communicating incident priorities to the staff, the IMT must give the necessary guidance to ensure that the staff understands the intent and context of the priorities.

As indicated above, incident priorities are developed based on core capabilities. These priorities help to establish the order of importance for incident objectives developed during Phase 2 of the incident action planning process.

INITIAL IMT MEETING:

The purpose of the initial IMT meeting is to ensure that incident management personnel understand expectations. In this meeting, the leaders represent the rest of the IMT.

The Planning Section Chief (PSC) facilitates the initial IMT meeting; however, the Incident Commander may want to explain the Mayor's intent and articulating expectations regarding team interaction, information sharing, and team processes for planning, decision making, coordination, and communication.

Next, the Operations Section Chief (OSC), or PSC describes the initial strategies proposed to address the initial priorities and how the initial strategies are to be accomplished. The PSC or OSC then announces the start time, duration of, and incident action planning meeting schedule for the first operational period.

The results from the initial IMT meeting are as follows: (1) all IMT members understand The Mayor's or Incident Commanders expectations, guidance, and direction (leader's intent) for the incident and initial strategies; (2) Members have a clear understanding of direction and guidance to begin developing the organization; and (3) agreement is reached regarding the time and duration of the initial operational period and the incident action planning meeting schedule. The work products from the initial IMAT meeting are as follows:

- A list of priorities and strategies
- The incident planning cycle schedule
- The Meeting Schedule (FEMA-ICS Form 230) for the first operational period or initial incident action planning cycle

ESTABLISHING THE ORGANIZATION:

Before an organization can be implemented, the incident area must be considered and a decision made as to whether to establish a functional or geographic organization for incident activities. That decision dictates the operational approach to the incident.

The OSCs' goal is to design an ICS-compliant organization that meets Incident Commander's intent, the City's mission, and the incident's needs.

This decision has a significant effect on operational outcomes and the achievability of IAPs. It also impacts the Logistics Section, Planning Section, Finance/Administration Section, External Affairs–Community Relations, and Safety. The OSCs design the incident carefully, because once the organization is established it is difficult to change.

ORGANIZATION GUIDANCE:

Large scale incidents should be organized geographically, because the scale and complexity would be difficult to encompass functionally. Localized incidents are typically organized functionally; however, they could be organized geographically if it occurs across a large enough geographic area. Localized incidents do not have branch director positions in the Operations Section unless required to maintain an appropriate span of control.

GEOGRAPHIC ORGANIZATION OVERVIEW:

On large, complex incidents that include many counties and jurisdictions, a *geographic* organization is most appropriate. This provides Federal, State, County, and Local officials with a single point of contact for all incident operations in defined and manageable geographic areas (divisions). This permits the assignment of incident resources to these divisions so they can be coordinated with local officials and managed by a single division supervisor.

A geographic organization may also provide a greater span of flexibility in control of an incident than a functional organization can provide. Geographic organizations actually include a combination of geographic branches/divisions, functional branches/groups, and operational branches/groups. Geographic branches/divisions include Operations branch directors and division supervisors.

Functional branches/groups may include Individual Assistance (IA), Infrastructure/Public Assistance (PA), Long-Term Community Recovery (LTCR), and Hazard Mitigation (HM), and. Operational branches/groups may include emergency services, air operations, staging areas, and disaster emergency communications.

OSCs use a map of the City to determine branch and division boundaries. Geographic branches and divisions are most effective when they align with existing streets or natural barriers and boundaries. This allows emergency managers at all levels of the incident to properly align their activities with one another. Divisions are determined first.

Then branches are established based on the number required to maintain the recommended span of control of five branches per division. In determining the size of divisions, Operations Section Chiefs consider damage, complexity, transportation and communication issues, and the assistance requirements of a particular jurisdiction.

This helps to frame whether a dedicated division supervisor is necessary for each jurisdiction or whether one division supervisor can coordinate multiple jurisdictions. The Operations Section Chief presents his findings and recommendations to the Incident Commander for approval.

- In a geographic organization, responsibility for managing the incident is divided into geographic units called divisions and, depending on the number of divisions, geographic branches.

- Geographic organizations are headed by division supervisors and geographic branch directors. Geographically organized incidents also include functional groups and/or branches.

- These functional groups are essential for planning and managing programs and assigning resources to specific divisions and/or branches and operational branches/groups such as Air Operations and Staging Areas.

- Geographic elements plan and manage operational activities in their area, but do not perform all incident management functions.

Because a geographic organizational configuration also includes functional groups, it is actually a hybrid, geographic-functional organization, but is referred to as a geographic organization for simplicity. In a functional organization, responsibility for incident management organized strictly by function without the establishment of geographical units.

A geographic organization structure refers to how resources are assigned to accomplish work assignments. Functional branches and/or groups are essential for planning and managing their programs and assigning resources to specific divisions and/or branches. The primary difference is that when resources are assigned to divisions or branches, they report to the division supervisor or branch director to whom they are assigned.

IMPORTANCE OF PROVIDING CLEAR GUIDANCE:

Providing clear operational guidance is an essential element of command at all levels within the incident organization.

It provides subordinates with information that defines, refines and/or places into context assignments or directives. It addresses constraints and limitations, establishes parameters, and assists in better identifying an expected outcome.

DEVELOP STAFFING AND RESOURCES REQUIREMENTS:

To determine resource requirements the OSC consults with the Planning Section Resources Unit to identify resources currently assigned. The consultation also yields such details as the kind and type of each resource, current location and status, identifier if assigned, and supervisor's contact information. If a required resource is not currently available, the OSC contacts the Logistics Section Ordering Unit to determine what resources have been ordered. Finally, if a required resource is neither currently available nor on order, the OSC orders them through the established ordering processes.

ESTABLISH INCIDENT OBJECTIVES:

During Phase 2 the Incident Commander establishes incident objectives and provides the guidance necessary to achieve these objectives. Incident objectives drive the incident organization as it conducts response, recovery, and mitigation activities. Incident Command establishes these objectives based on incident priorities, informed by situational awareness, leader's intent, and delegations of authority.

Responsibilities

Incident Command develops incident objectives and provides the guidance necessary for developing, resourcing, implementing, and evaluating the results of incident objectives. The OSC often provide input to the Incident Command regarding incident status and operational requirements to support the development of incident objectives and the guidance to achieve them. Planning Section staff document the incident objectives on IAP Incident Objectives form (FEMA-ICS Form 202).

Priorities

Incident priorities initially established by leadership during Phase 1 are reviewed and modified as required during each operational period and help to clarify the order of importance of incident objectives. While incident objectives are based on requirements, priorities guide the allocation of resources to objectives. Although priorities help determine incident objectives, they are not listed on the IAP Incident Objectives (FEMA-ICS Form 202).

Good Incident Objectives:

- ➢ Are concise and stated in the form of a command
- ➢ Begin with an action verb (but not "continue" or "maintain")
- ➢ Provide "actionable guidance" for the Operations Section
- ➢ Address incident operations not administrative and internal support activities.
- ➢ Senior leaders sometimes include non-operational priorities in their guidance.
- ➢ When this happens, these non-operational priorities are generally not addressed in the incident action planning process.

Incident Objectives

Management by objective is a key characteristic of NIMS. Incident objectives, per NIMS are 'statements of guidance and direction necessary for the selection of appropriate strategies and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed'.

- Incident objectives must be flexible enough to allow for strategic and tactical alternatives.
- Incident objectives set guidance and strategic direction, but do not specify tactics.
- Incident objectives drive response and recovery activities.
- Simply stated, incident objectives answer the question of what must be accomplished.

For example*, provide temporary shelter for 200 residents by 0800 tomorrow.*

In the initial stages of an incident response, objectives will often be quite general.

For example, *Restore electrical service in Galveston County* is an acceptable incident objective in the immediate aftermath of a storm. As response work progresses, situational awareness improves and resources status becomes clearer, objectives can become more specific, e.g. *clear emergency ingress and egress routes to by October 1, 2011.*

Incident objectives can be distinguished from tasks or work assignments by the fact that objectives do not answer the question who. Tasks/work assignments identify specific resources, specific locations, and must be accomplished within the operational period.

Incident objectives, on the other hand, do not specify who will accomplish the action and are not necessarily to be achieved in the current operational period. Incident objectives often also answer the question of where the desired activity must be accomplished.

Incident Command formulates incident objectives based on several factors: incident priorities and other direction from a higher authority, the situation, and members' professional judgment and experience. Incident objectives should be clear, measurable, achievable, and flexible.

They include sufficient detail to ensure understanding, but are not be so prescriptive as to preclude innovation.

Objectives

Define what must be accomplished to achieve the priorities and based on best knowledge of the current situation and the resources available; *Search and rescue Group Locate any remaining trapped survivors in affected areas by October 1.*

Strategies

Carefully devised plans of action to achieve one or more objectives; Strategies describe what actions and resources are required in working to achieve the specific objective.

Tactics/Tasks

Define how specific actions will be performed to achieve a planned outcome. Tactics specify who, what, where, and when in describing the deployment and direction of resources for implementing strategies to achieve incident objectives.

Tactics/tasks/ work assignments are initially recorded on Operational Planning Worksheet (FEMA-ICS Form 215) and subsequently reflected on the Assignment Lists (FEMA-ICS Form 204) and included in the IAP for the given operational period.

The following guidelines have been established ensure that incident objectives are handled consistently:

- Incident objectives are displayed on the Incident Objectives (FEMA-ICS Form 202).
- They are numbered sequentially from the beginning of the incident to its conclusion and are not renumbered for each operational period.
- Once achieved, incident objectives are not included on the Incident Objectives (FEMA-ICS Form 202) for subsequent IAPs.
- Incident objectives can be modified and maintain the same tracking number as long as the intent of the objective does not change.
- If an objective is modified, it is assigned a new sub-letter under the same objective number, and the old objective is retired. For example, if objective 2 is modified, it becomes 2a, and objective 2 is retired. If this objective is modified again, it becomes 2b, and 2a is retired.
- Incident objectives are prioritized by Command as operational period requirements dictate. Incident objectives are listed on the Incident Objectives (FEMA-ICS 202) in order of priority, regardless of their tracking number. The first listed objective is therefore the highest priority. The last listed objective is the lowest priority.

INCIDENT COMMAND DEVELOPS AND UPDATE OBJECTIVES:

Incident Command may meet before the Planning meeting to review and, if necessary, revise incident priorities and determine the incident objectives for the next operational period. This meeting is often conducted informally and frequently includes the OSC and PSC.

The expected results of this meeting are:

- A common understanding among the UCG of the incident's issues and the key requirements of the response and recovery,
- Agreement regarding incident priorities and objectives for the next operational period,
- Recognition of constraints and limitations affecting accomplishment of incident objectives, and

- Operational guidance (for accomplishing incident objectives) that accounts for and mitigates identified limitations.

The work product from this meeting is a documented list of incident objectives.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):

The National Incident Management System (NIMS) is a systematic approach to guide all levels of government, nongovernmental organizations, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.

The National Incident Management System (NIMS) facilitates the ability of the campus to communicate and coordinate emergency management operations and actions with consistency. The key principles of the National Incident Management System (NIMS) are:

- ➢ Common terminology – applied to position titles, and facility designations.
- ➢ Unified command structure – linked to form a single managerial structure with span-of-control.
- ➢ Comprehensive resource management – to coordinate resources.
- ➢ Integrated communications – ensures information systems operate smoothly among response agencies.
- ➢ Generic positions - created and individuals are trained for emergency preparedness and response roles.

ICS FORMS

This section describes common ICS forms. While the format and content are flexible, the form number and purpose (e.g., Assignment List, ICS Form 204, that defines the assignments for a division or group) should remain intact to maintain consistency, facilitate immediate identification and interoperability, and simplify their use. Not all ICS forms are included in the IAP, some support the planning process or incident operations in other ways. The IAP normally consists of the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), an Assignment List (ICS Form 204) for each division/group on the incident, and a map of the incident area. Larger incidents necessitate additional supporting attachments, such as a separate Incident Radio Communications Plan (ICS Form 205), a Medical Plan (ICS Form 206), a Meeting Schedule (ICS Form 230), and possibly a Traffic Plan.

The following section provides brief descriptions of selected ICS forms. This list is not all-inclusive; other forms are available online, commercially, and in a variety of formats.

ICS Form 201—Incident Briefing:

The initial Incident Commander typically uses this form to capture vital incident information before implementing the formal planning process. The use of this four-section document (often produced as four pages) allows a concise and complete transition-of-command briefing to an incoming new Incident Commander.

In addition, this form may serve as the full extent of incident command and control documentation if the initial response resources and organization resolve the situation. This form simplifies and supports the transfer of situation information to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of a written IAP.

ICS Form 202—Incident Objectives:

Serves as the opening section of a written IAP and includes incident information, a listing of the objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. This form contains the signature block in which the Incident Commander or Unified Command approves the IAP.

ICS Form 203—Organization Assignment List:

Is typically the second section of the IAP and provides a full accounting of incident management and supervisory staff for that operational period.

ICS Form 204—Assignment List:

The incident IAP typically includes multiple ICS Form 204s, based on the organizational structure of the Operations Section for the operational period. Each division/group has its own page, listing the supervisor for the division/group (including the Branch Director if assigned) and the specific assigned resources with the leader's name and the number of personnel assigned to each resource.

This document details the specific actions assigned to that division or group for the operational period, any special instructions, and pertinent elements of the Incident Radio Communications Plan (ICS Form 205).

ICS Form 205—Incident Radio Communications Plan:

Documents radio frequency assignments down to the division/group level.

ICS Form 205—Communications List (205a):

Documents non-radio contact information for incident personnel.

ICS Form 206—Medical Plan:

Presents the incident's plan to care for responder medical emergencies.

ICS Form 207—Incident Organization Chart:

Depicts an organization chart of the major elements and key staff in the ICS organization.

ICS Form 208—Safety Message/Plan:

Typically contains the safety message, expanded safety message, safety plan, and site safety plan.

ICS Form 209—Incident Status Summary:

The primary form for reporting situation information to incident coordination and support organizations and agency administrators/executives.

ICS Form 210—Resource Status Change:

Documents changes in the status of resources assigned to the incident; it can also be used as a worksheet to track resource arrival and departure.

ICS Form 211—Incident Check-In List:

Documents resources that check in to the incident.

ICS Form 213—General Message Form:

A general use form to communicate information among incident personnel or with other echelons of incident management.

ICS Form 214—Activity Log:

Used to record notable activities or events.

ICS Form 215—Operational Planning Worksheet:

Used to develop tactical assignments and identify resource needs for the coming operational period.

ICS Form 215—IAP Safety Analysis (215a):

Communicates the safety and health issues identified by the Safety Officer; it also identifies mitigation measures to address safety issues.

ICS Form 221—Demobilization Check-Out:

Documents details regarding the demobilization of incident resources.

ICS Form 230—Meeting Schedule:

Records information regarding meetings and briefings scheduled for the operational period.

PURPOSE, PREPARATION, AND DISTRIBUTION OF ICS FORM:

INCIDENT OBJECTIVES (ICS FORM 202):

Purpose. The Incident Objectives form describes the basic incident strategy, control objectives, and provides weather, tide and current information, and safety considerations for use during the next operational period. The Attachments list at the bottom of the form also serves as a table of contents for the Incident Action Plan.

Preparation. The Incident Objectives form is completed by the Planning Section following each formal Planning Meeting conducted in preparing the Incident Action Plan.

Distribution. The Incident Objectives form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit. Enter the name assigned to the incident. Enter the time interval for which the form applies. Record the start and end date and time. Enter clear, concise statements of the objectives for managing the response. These objectives usually apply for the duration of the incident.

ASSIGNMENT LIST (ICS FORM 204):

Purpose. The Assignment List(s) informs Division and Group supervisors of incident assignments. Once the assignments are agreed to by the Unified Command and General Staff, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The Assignment List is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS form 202), Operational Planning Worksheet (ICS form 215), and the Operations Section Chief. The Assignment List must be reviewed by the Planning Section Chief. When reviewed, it is included as part of the Incident Action Plan (IAP). Specific instructions for individual Task Forces/Strike Teams may be entered on an ICS form 204a for dissemination to the field, but not included in the IAP.

Distribution. The Assignment List is duplicated and attached to the Incident Objectives and given to all recipients of the Incident Action Plan. In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms MUST be given to the Documentation Unit.

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205):

Special Note. This form, ICS 205, is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period; whereas, the Communications List, ICS 205a is used to list methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.).

Purpose. The Incident Radio Communications Plan is a summary of information obtained from the Radio Requirements Worksheet (ICS 216) and the Radio Frequency Assignment Worksheet (ICS 217). Information from the Radio Communications Plan on frequency assignments is normally noted on the appropriate Assignment List (ICS 204).

Preparation. The Incident Radio Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief. Detailed instructions on the preparation of this form may be found in ICS Publication 223-5, Communications Unit Position Manual.

Distribution. The Incident Radio Communications Plan is duplicated and given to all recipients of the Incident Objectives form, including the Incident Communications Center. Information from the plan is placed on Assignment Lists. All completed original forms MUST be given to the Documentation Unit.

Item # Item Title Instructions Item # Item Title Instructions

1. Incident Name Enter the name assigned to the incident.
2. Operational Period Enter the time interval for which the form applies.
3. Basic Radio Channel Enter the following information about radio channel use:

   - ➢ *System* Radio cache system(s) assigned and used on the incident.
   - ➢ *Channel* Radio channel numbers assigned.
   - ➢ *Function* each channel is assigned (e.g., command, support, division tactical, and ground-to-air).
   - ➢ *Frequency* Radio frequency tone number assigned to each specified function (e.g.,153.400).
   - ➢ *Assignment* ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
   - ➢ *Remarks* This section should include narrative information regarding special situations.

4. Prepared by Enter the name of the Communications Unit Leader preparing the form.
   Date/Time Enter date (month, day, year) and time prepared (24-hour clock).

COMMUNICATIONS LIST (ICS 205a):

Special Note. This optional form is used in conjunction with the Incident Radio Communications Plan, ICS 205. Whereas, the ICS 205 is used to provide information on all radio frequencies down to the Division/Group level, the Communications List, ICS 205a, lists methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Purpose. The Communications List records methods of contact for personnel on scene.

Preparation. The Communications List can be filled out during check-in and is maintained and distributed by Communications Unit personnel.

Distribution. The Communications List is distributed within the ICS and posted, as necessary. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies.
3.	Basic Local Comms	Enter the communications methods assigned and used for each Information assignment.
	Assignment	Enter the ICS Organizational assignment.
	Name	Enter the name of the contact person for the assignment.
	Method(s) of contact	Enter the radio frequency, telephone number(s), etc. for each assignment.
4.	Prepared by	Enter the name of the Communications Unit Leader preparing the form.
	Date/Time	Enter date (month, day and year) and time prepared (24-hour clock).

MEDICAL PLAN (ICS FORM 206):

Purpose. The Medical Plan provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The Medical Plan is prepared by the Medical Unit Leader and reviewed by the Safety Officer.

Distribution. The Medical Plan may be attached to the Incident Objectives (ICS form 202), or information from the plan pertaining to incident medical aid stations and medical emergency procedures may be taken from the plan and noted on the Assignment List (ICS form 204) or on the Assignment List Attachment (ICS form 204a). All completed original forms MUST be given to the Documentation Unit. It is suggested that the Medical Plan be included in the IAP.

INCIDENT ORGANIZATION CHART (ICS FORM 207):

Purpose. The Incident Organization Chart is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. Not all positions need to be filled. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. The Incident Organization Chart is prepared by the Resources Unit and posted along with other displays at the Incident Command Post. The ICS form 207 may best be used as a wall-size chart for better visibility. A chart is completed for each operational period and updated when organizational changes occur.

Distribution. When completed, the chart is posted on the display board located at the Incident Command Post. All original forms MUST be given to the Documentation Unit.

UNIT LOG (ICS FORM 214):

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item	Instruction
1	Incident Name	Enter the name assigned to the incident.
2	Check-In Location	Enter the time interval for which the form applies. Record the start and end date and time.
3	Unit Name and/or Designator	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, and Strike Team).
4	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5	Personnel Assigned	List the name, position, and homebase of each member assigned to the unit during the operational period.
6	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
8	Date and time	Enter date (month, day, year) and time prepared (24-hour clock).

FINANCE:

In the event a state of emergency is declared, the Finance Department will increase the cash on hand in the revenue room.

All expenditure of these funds must be supported by receipts. Company expenses such as fuel, oil, etc., will be reimbursed to the operator provided receipts are handed in to Finance.

PAYROLL:

Payroll – Should the emergency fall on a payroll week, every effort will be made to produce payroll direct deposits or checks before evacuation. If time does not allow for a full calculation based on actual hours, all employees will be paid according to their scheduled time. As soon as it is possible depending on the nature of the disaster, the correct time will be added to a subsequent payroll. Only those employees performing duties during the emergency will be paid. Those who evacuate or do not perform duty in the Emergency Operations Center (EOC) will not be paid. Salaried employees may use personal time/vacation during the emergency.

COST-TRACKING CONSIDERATIONS:

Not all expenses are reimbursable. The information below provides basic guidelines for reimbursable expenses. The applicable FEMA forms are at www.fema.gov/forms.

Materials – (sandbags, plastic bags, etc.) purchased for uses directly related to the emergency are reimbursable by FEMA if receipts are attached. If materials are taken from stock, the actual costs should be quantified from invoices.

Mutual Aid Agreements – agreements between jurisdictions or agencies to provide services across boundaries in the event of an emergency. FEMA will reimburse mutual aid costs provided:

- The agreement was written and was in effect prior to the disaster.
- Assistance is requested by the applicant.
- Work performed is directly related to the disaster.
- The entity that received the aid was charged for that aid.
- The agreement contains no contingency clause.
- Entity can provide documentation of payment for services.
- Employees of the entity providing supplemental assistance are considered as extra hires or contract labor; therefore, both regular and overtime labor are eligible.

CONTINGENCY CONTRACTS:

- Consider contractual arrangements with vendors for post-emergency.
- services such as record preservation and equipment repair.
- Ensure that pre-qualified suppliers of critical services have their own.
- emergency plans and will be able to provide services when required.
- Identify critical operations and plan to bring those systems back on-line. The
- process may entail repairing or replacing equipment, relocating operations to
- an alternate location, and temporarily contracting operations.
- Consider the possibility of denied or delayed access to the facility.
- Establish criteria for abandoning a facility and relocating to an alternate site.
- Who authorizes this decision?
- What special disaster-specific accountability is required?

TYPES OF SHELTERS:

A variety of shelters may be utilized once a hurricane threat requires the issue of evacuation orders. These vary both in terms of location and purpose:

- ➢ Local Shelters
- ➢ Critical Workforce
- ➢ Pet Shelters
- ➢ Special Needs Shelters

AMERICAN RED CROSS SHELTER POLICY:

During a hurricane evacuation, it is the national policy of the American Red Cross to not open any shelter in a coastal community regardless of the category of the storm.

CRITICAL WORKFORCE & FAMILY:

Essential personnel needed to carry out evacuation and post-storm reentry and recovery operations will be expected to take shelter before gale force winds arrive.

LIFE SAFETY:

The highest priority in any emergency is the safety of the people.

ALL CLEAR:

State of emergency has been lifted. Disaster is finished; discontinue disaster plan activities and/or assignments. Return to normal operating procedures.

DISASTER:

A natural or man-made event or incident that significantly disrupts the environment of care, possibly resulting in damage to the hospital's building(s) and grounds due to severe natural events. A disaster is also an event that disrupts care and treatment, such as loss of utilities (power, water, telephone, etc.) due to natural or man-made events within the institution or in the surrounding community.

EMERGENCY OPERATIONS CENTER (EOC):

A multi-agency coordination center that provides support and coordination to the on-scene responders.

INCIDENT ACTION PLAN (IAP):

An oral or written plan that reflects the overall strategy for managing an incident within a prescribed timeframe or operational period. An IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction.

At the simplest level, all IAP's must have four elements: 1.) What we want to do and how are we going to do it? 2.) Who is responsible for doing it? 3.) How do we communicate with each other? 4.) What is the procedure if incident personnel are injured, or something goes wrong? See HICS – Form 200.

MISSION CRITICAL PERSONNEL:

Those staff members that have been identified and designated, according to position, by their department heads as pertinent to the continued performance of their department and/or the institution during an emergency.

Department heads are required to provide advanced notification and/or an emergency work schedule (and document) to each employee in a "mission-critical" position on an annual basis. If a "mission critical" employee is unable to report to work during a declared emergency period, he/she must contact his/her direct supervisor to inform them of their situation as soon as possible.

DEPARTMENT STAFFING:

Directors are responsible for staffing in their areas during an emergency/disaster situation. Since the situation could last up to several days, it is important for each department that provides essential services to maintain current staffing measures; **check annually that your personnel are on a Pre, Response (A) and/or Recovery (B) Team(s).** Definitions of these teams are as follows:

PRE-TEAM (MITIGATION/PREPAREDNESS):

If the situation is a known event, such as a hurricane, this team could prepare by moving equipment, meal delivery, etc. The teams are on a 12-hour Operational rotation shift, but this may change as needed until the Incident Commander terminates the event.

TEAM A (RESPONSE or RECOVERY):

This team would report to work and stay through the course of the event. Departments should ensure their employees have been given a team assignment and what their roles and responsibilities are. Those staff members that have been identified and designated, according to position, by their department heads as pertinent to the continued performance of their department and/or the institution during an emergency.

Department heads are required to provide advanced notification and/or an emergency work schedule (and document) to each "Response" employee on an annual basis. If the employee is unable to report to work during a declared emergency period, he/she must contact his/her direct supervisor to inform them of their situation as soon as possible.

TEAM B (RESPONSE or RECOVERY):

This team would report to work and stay through the course of the event. Departments should ensure their employees have been given a team assignment and what their roles and responsibilities are.

Those staff members that are not immediately required to provide an immediate service at the onset of the emergency period; however, they may be upgraded to "Response Team" depending on organizational needs. Under emergency conditions or severe weather, or when a State of Emergency (SLE) has been declared, "Recovery Team" will adhere to the guidelines associated with the job category assigned to them at the time of the emergency conditions or severe weather event.

STORM DEFINITIONS:

The Saffir-Simpson Hurricane Wind Scale is a 1 to 5 rating based on a hurricane's sustained wind speed. This scale estimates potential property damage. Hurricanes reaching Category 3 and higher are considered major hurricanes because of their potential for significant loss of life and damage. Category 1 and 2 storms are still dangerous, however, and require preventative measures.

TROPICAL:

- **Disturbance** - A tropical disturbance is a cluster of thunderstorms poorly organized.
- **Depression** - A Tropical depression is a cluster of storms organized around a central circulation with surface wind speeds of 38 mph (miles per hour) or less.
- **Storm** - A tropical storm is a cluster of smaller storms with substantial circular rotation and sustained surface winds of 39-73 mph.

WHAT IS THE NATIONAL WEATHER SERVICE?:

The National Weather Service provides weather, hydrologic, and climate forecasts and warnings for the United States, its territories, adjacent waters, and ocean areas. The NWS provides warnings and forecasts of hazardous weather, including thunderstorms, flooding, hurricanes, tornadoes, winter weather, etc., during life-threatening weather situations.

HURRICANE CATEGORIES:

A hurricane is a large tropical storm with winds of 74 mph or greater, moving counterclockwise. In addition to intense winds, hurricanes are accompanied by heavy rains, flooding along the coast, flooding inland and tornadoes. The Saffir-Simpson Hurricane Wind Scale is a 1 to 5 rating based on a hurricane's sustained wind speed. This scale estimates potential property damage. Hurricanes reaching Category 3 and higher are considered major hurricanes because of their potential for significant loss of life and damage.

Category 1 and 2 storms are still dangerous, however, and require preventative measures.

- **Category 1** Hurricane has winds of 74 to 95 mph and is typically characterized by minimal damage. **Very dangerous winds will produce some damage:** Well-constructed frame homes could have damage to roof, shingles, vinyl siding and gutters. Large branches of trees will snap, and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days.

- **Category 2** Hurricane has winds of 96 to 110 mph and is typically characterized by moderate damage. **Extremely dangerous winds will cause extensive damage:** Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks.

- **Category 3** Hurricane has winds of 111 to 130 mph and is typically characterized by extensive damage. **Devastating damage will occur:** Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes.

- **Category 4** Hurricane has winds of 131 to 155 mph and is typically characterized by extreme damage. **Catastrophic damage will occur:** Well-built framed homes can sustain severe damage with the loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months.

- **Category 5** Hurricane has winds of greater than 155 mph and is typically characterized by catastrophic damage. **Catastrophic damage will occur:** A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months.

WARNINGS AND WATCHES:

The National and Regional Weather Service issues the following types of warnings and watches associated with tropical storms:

TROPICAL STORM WATCH vs. WARNING:

- Watch - Tropical storm conditions (sustained winds of 39 to 73 mph) are possible within the specified area within 48 hours.

- Warning - Tropical storm conditions (sustained winds of 39 to 73 mph) are expected within your area within 36 hours.

HURRICANE WATCH vs. WARNING:

- Watch - A hurricane watch is issued for a specified coastal area for which a hurricane or a hurricane-related hazard is a possible threat within 36 to 48 hours.

- Warning - Hurricane conditions (sustained winds of 74 mph or greater) are expected somewhere within the specified area.

STORM SURGE WATCH vs. WARNING:

- Watch - There is a possibility of life-threatening inundation from rising water moving inland from the shoreline somewhere within the specified area, generally within 48 hours.

- Warning - There is a danger of life-threatening inundation from rising water moving inland from the shoreline somewhere within the specified area, generally within 36 hours. If you are under a storm surge warning, check for evacuation orders from your local officials.

TORNADO WATCH vs. WARNING:

- Watch - is issued to alert the public that conditions are favorable for the development of tornadoes in and close to the watch area. These watches are issued with information concerning the watch area and the length of time they are in effect.

- Warning - warns the public that a tornado has been sighted. These warnings are issued with information concerning where the tornado is presently located, and which communities are in the anticipated path of the tornado.

FLASH FLOOD WATCH vs. WARNING:

- Watch - means a flash flood is possible in the area and everyone should stay alert.

- Warning - means a flash fold is imminent and everyone in the area should take immediate action.

AFTER – ACTION REPORTING:

The National Incident Management System (NIMS) recommends any city or county declaring a local emergency complete an after-action report within 90 days of the close of the incident period.

The after – action report should provide, at a minimum, the following:

- Response actions taken;
- Application of NIMS
- Suggested modifications to NIMS;
- Necessary modifications to plans and procedures;
- Training needs; and
- Recovery activities to date.

The after-action report will serve as a source for documenting The City of Kemah emergency response activities, and identifying areas of concern and successes. It should also be utilized to develop a work plan for implementing improvements.

An after-action report will be a composite document for all NIMS levels, providing a broad perspective of the incident, referencing more detailed documents.

It should include an overview of the incident while addressing specific areas of the response, if necessary. Hazard mitigation efforts may be included in the recovery actions to date" portion of the after-action report.

City Departments will coordinate with the City EOC Director in completion of the after-action report. The after-action report's primary audience will be city elected officials and employees. As public documents, the after-action report is accessible to anyone who requests a copy and should be made available through the appropriate city department.

The after-action reports should be written in simple language, well structured, brief, well presented, and geared to multiple audiences. Data for the after-action report can be collected from questionnaires, NIMS documents, other documents developed during the disaster response, and interviews of emergency responders.

PUBLIC ASSISTANCE:

When a disaster occurs and a locality has responded to the best of its ability and is, or will be, overwhelmed by the magnitude of the damage, the community turns to the State for help. The Governor, after examining the situation, may direct that the State's emergency plan be executed, direct the use of State police or the National Guard, or commit other resources, as appropriate to the situation.

If it is evident that the situation is or will be beyond the combined capabilities of the local and State resources, the Governor may request that the President declare, under the authority of the Stafford Act, that an emergency or major disaster exists in the State.

While this request is being processed, local and State government officials should not delay in taking the necessary response and recovery actions. Such actions should not be dependent upon whether there will be Federal assistance.

DECLARATION PROCESS:

Declaration Process - The request for a declaration must come from the Governor or Acting Governor. Before sending a formal request letter to the President, the Governor should request that FEMA conduct a joint Preliminary Damage Assessment (PDA) with the State to verify damage and estimate the amount of supplemental assistance that will be needed.

After this assessment is complete, if the Governor believes that Federal assistance is necessary, the Governor sends the request letter to the President, directed through the Regional Director (RD) of the appropriate FEMA region. The request is reviewed by the RD and forwarded with a recommendation to the Director of FEMA who, in turn, makes a recommendation to the President. The President makes the decision whether to declare a major disaster or emergency.

After the initial declaration, the person designated by the Governor as the Governor's Authorized Representative (GAR) may make requests for additional areas to be eligible for assistance or for additional types of assistance as deemed necessary. After a declaration is made, FEMA will designate the area eligible for assistance and the types of assistance available. With the declaration, a Federal Coordinating Officer (FCO) is appointed.

The FCO is responsible for coordinating all Federal disaster assistance programs administered by FEMA, other Federal departments and agencies, and voluntary organizations. At the same time, the RD or one of his or her staff will be appointed as the Disaster Recovery Manager (DRM).

The DRM is responsible for managing the FEMA assistance programs. These two titles (FCO and DRM) are most often held by the same person. The Governor may appoint a State Coordinating Officer as the FCO's counterpart. The State Coordinating Officer and the GAR are generally the same person. FEMA also establishes a Disaster Field Office (DFO) in or near the disaster area. This office is used by Federal and State staff and is the focal point of disaster recovery operations. FEMA and the State manage the implementation of the PA Program from the DFO.

PUBLIC ASSISTANCE DAMAGE ASSESSMENT GUIDELINES:

Category	Purpose	Eligible Activities
A: Debris Removal	**Clearance of trees and woody debris; building wreckage; sand, mud, silt, and gravel; vehicles; and other disaster-related material deposited on public and, in very limited cases, private property.**	**• Debris removal from a street or highway to allow the safe passage of emergency vehicle Debris removal from public property to eliminate health and safety hazards.**
B: Emergency Protective Measures	**Measures taken before, during, and after a disaster to save lives, protect public health and safety, and protect improved public and private property.**	**• Emergency Operations Center activation • Warning devices (barricades, signs, and • announcements) • Search and rescue • Security forces (police and guards) • Construction of temporary levees • Provision of shelters or emergency care • Sandbagging • Bracing/shoringdamaged • structures • Provision of food, water, ice and other essential needs • Emergency repairs - Emergency demolition • Removal of health and safety hazards**

C: Roads and Bridges	**Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting and signs.**	**· Eligible work includes: repair to surfaces, bases, shoulders, ditches, culverts, low water crossings, and other features, such as guardrails.**
D: Water Control Facilities	**Repair of irrigation systems, drainage channels, and pumping facilities. Repair of levees, dams, and flood control channels fall under Category D, but the eligibility of these facilities is restricted Repair or replacement of buildings**	**· Channel alignment • Recreation · Navigation • Land reclamation · Fish and wildlife habitat · Interior drainage • Irrigation • Erosion prevention • Flood control**
E: Buildings and Equipment	**Repair or replacement of buildings, including their contents and systems; heavy equipment; and vehicles.**	**· Buildings, including contents such as furnishings and interior systems such as electrical work. · Replacement of pre-disaster quantities of consumable supplies and inventory. Replacement of library books and publications. · Removal of mud, silt, or other accumulated debris is eligible, along with any cleaning and painting necessary to restore the building. All types of equipment, including vehicles, may be eligible for repair or replacement when damaged as a result of the declared event.**

Category	Purpose	Eligible Activities
F: Utilities	**Repair of water treatment and delivery systems; power generation facilities and distribution lines; and sewage collection and treatment facilities.**	**• Restoration of damaged utilities. • Temporary as well as permanent repair costs can be reimbursed.**
G: Parks, Recreational Facilities, and Other Items	**Repair and restoration of parks, playgrounds, pools, cemeteries, and beaches. This category also is used for any work or facility that cannot be characterized adequately by Categories A-F.**	**· Roads, buildings, and utilities within those areas and other features, such as playground equipment, ball fields, swimming pools, tennis courts, boat docks and ramps, piers, and golf courses. · Grass and sod are eligible only when necessary to stabilize slopes and minimize sediment runoff. · Repairs to maintained public beaches may be eligible in limited circumstances**

RECEIPT OF FUNDS:

The flow of funds is directly related to the ability of the local applicant to submit required documentation to the state emergency management agency and FEMA accurately, completely, and in a timely manner.

Funds cannot be disbursed to an applicant until projects have received FEMA approval and funds have been obligated. Funding for small projects (those less than $66,400) is based on estimates or actual costs, if available.

As soon as practicable after FEMA obligated a small project, the state disburses funds to the applicant. Funding for large projects is disbursed to applicants only as supporting documentation (such as receipts, invoices, and cancelled checks) for work completed is submitted to Texas Emergency Management Agency.

The PA Program - Under the PA Program, which is authorized by the Stafford Act, FEMA awards grants to assist State and local governments and certain Private Nonprofit (PNP) entities with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, implementation of emergency protective measures, and permanent restoration of infrastructure.

The program also encourages protection from future damage by providing assistance for hazard mitigation measures during the recovery process. The Federal share of these expenses cannot be less than 75 percent of eligible costs. The PA Program is based on a partnership between FEMA, State, and local officials.

FEMA is responsible for managing the program, approving grants, and providing technical assistance to the State and applicants. The State educates potential applicants, works with FEMA to manage the program, and is responsible for implementing and monitoring the grants awarded under the program. Local officials are responsible for identifying damage, providing information necessary for FEMA to approve grants, and managing the projects funded under the PA Program.

The PA Program is managed at the DFO by the Public Assistance Officer (PAO). As the program manager, the PAO advises the FCO on all PA Program matters; manages the operation of PA Program staff and any coordination between the PA Program and other arms of the Federal disaster recovery effort; works with State counterparts; and ensures that the PA Program is operating in compliance with all laws, regulations, and policies.

The PA Program staff consists of field personnel who assist the applicant during the recovery process. These staff members include Public Assistance Coordinators (PACs), Project Officers, and Specialists.

- **Public Assistance Coordinator -** At the beginning of the disaster recovery process, a PAC is assigned to each applicant. The PAC is a customer service manager who works with the applicant to resolve disaster-related needs and ensure that the applicant's projects are processed as efficiently and expeditiously as possible. By being involved from the declaration to the obligation of funds, the PAC ensures continuity of service throughout the delivery of the PA Program. A PAC generally has responsibility for more than one applicant.

- **Project Officers and Specialists -** Project Officers and Specialists are resources for the applicant. Typically, Project Officers are responsible for assisting applicants with the development of projects and cost estimates. While a Project Officer is generally knowledgeable with regard to the PA Program, a Specialist usually has a defined area of expertise that a Project Officer may call upon in the development of a specific project. The specialists assigned to a DFO may have experience in such areas as roads and bridges, utility infrastructure, debris removal and disposal, environmental and historic compliance, insurance, and cost estimating.

Preliminary Damage Assessment:

The Preliminary Damage Assessment (PDA) is a specific process used to gather supporting information for the Governor's request for a Presidential Disaster Declaration. The PDA is conducted after the State determines that the response to the disaster exceeds the local and State resources and ability to respond to the needs of victims. A PDA may take several days or weeks to establish the official estimates of damage levels to homes, businesses, and infrastructure, and the dollar values of losses.

The PDA includes the overall economic impact, demographic information, comparison of insured vs. uninsured losses, and the commitment level of local and state resources. The documentation process starts during the PDA and is important during the several years it takes to close big disasters. Do not shortcut the PDA process just because you received an expedited declaration.

The formal damage assessment process may not officially start for several days, but the foundation needs to be in place as soon as there is an indication that a request for a Federal disaster declaration will be made.

Damage assessment may be divided into as many as three components:

- Ø Preliminary Damage Assessment (PDA).
- Ø Detailed Damage Assessment (DDA).
- Ø Joint Damage Assessment (JDA) comprised of county, state and federal representatives.

Preliminary Damage Assessment Checklist:

Identify local and State assessment team members.

- ➢ This team may be composed of the same people who performed the Rapid Needs Assessment (RNA), with a need for engineers and infrastructure specialists in particular.

- ➢ Set a jurisdictional priority list. A Federal declaration is tied to specific political jurisdictions and needs and damage thresholds must be met. The PDA team should plan its inspections with priorities set so that the jurisdictions are inspected in order of greatest to least damage.

- ➢ In FY 2010 the thresholds are $1.29 per capita statewide or $3.23 per capita in a county for PA only. Confirm the thresholds; they change with the Consumer Price Index.

- ➢ The PDA process continues after the damage threshold is reached and the Governor sends the request letter. The PDA continues and jurisdictions may be added to the declaration, but the goal is to get the declaration made as quickly as possible.

Integrate remote imagery assessment, computer damage, and impact models.

- ➢ Use whatever real-time data you have and incorporate data into computer models to make them as realistic as possible.

Initiate PWs.

- ➢ Any worksheets that have already been prepared for the PA program should be factored into the PDA.

DAMAGE ASSESSMENT:

Damage assessment is one of the final functions of the short-term recovery phase. The timing of the preliminary damage assessment is critical for several reasons.

- ➢ It is essential that city officials understand the extent of damage in the city so that the needs of the affected areas can be addressed.

- ➢ Within 24 hours the preliminary damage reports must be submitted to county authorities to determine if requests for assistance are needed.

- ➢ It is essential that the proper documentation is obtained to facilitate financial assistance from state and federal agencies to replace or repair damaged property (FEMA).

PRELIMINARY DAMAGE ASSESSMENT (PDA):

The response to damage assessment is progressive in nature. The first actions will be taken at the local level, followed by those actions taken by the City of Kemah, with state and federal assistance, as necessary.

The Governor and other authoritative or regulatory entities must have information concerning property damage as soon as possible after an emergency occurs. This information will be provided through the use of preliminary damage surveys conducted by local and county damage assessment teams.

The preliminary damage survey may be conducted based on a windshield survey of the area, aerial photographs, and aircraft over flight, or by videotapes. It is this survey that indicates the necessity for outside assistance, including the possibility of a Presidential Disaster Declaration. Based upon the situation, the EOC may request joint city, county, and state damage assessment.

The damage assessment survey will be forwarded to the State Office of Emergency Management along with the follow-up of the more detailed damage assessment report by fastest means of communication.

REPORT REQUIREMENT SCHEDULE:

Damage assessment operations can begin immediately and extend to one week after the event. Assessment operations follow the general schedule below:

INITIAL REPORT:

Produced not later than 12 hours after the event. This report is phoned or radioed into the county EOC.

INITIAL DAMAGE ASSESSMENT:

Produced not later than 24 hours after the event. This report includes all the forms and maps.

DETAILED DAMAGE ASSESSMENT:

If required produced not later than 3 to 5 days after the event. Usually conducted with state and federal damage assessment Teams.

CITY OF KEMAH DAMAGE ASSESSMENT RESPONSE:

The response will be organized around teams composed of staff from the City of Kemah (code enforcement & building divisions will be helpful), the police department and the fire department.

The primary task of the damage assessment teams will be to identify structures which have been damaged because of a disaster. The damage assessment teams will report the condition of structures to the building official. The damage will be classified into three categories indicating the buildings have:

- ➢ Been destroyed.
- ➢ Received "major" damage.
- ➢ Received "minor" damage.

TEAM ASSIGNMENTS AND ORGANIZATION:

The assessment process will initially consist of two groups of inspectors and support staff having distinct assessment functions. The 1st group will be responsible for the assessment of private, commercial, industrial, and residential property.

The 2nd group will be responsible for assessing all public structures and facilities owned by the city. Each team will consist of a driver and a damage assessment inspector. Each team vehicle will be equipped with the necessary supplies including all necessary forms, writing equipment, cameras, grid maps, communications, flashlight, helmet, gloves, and medical supplies.

DAMAGE ASSESSMENT OPERATIONS:

Field personnel from fire and police departments initially identify damage areas during their preliminary search and rescue operations. Damage assessment team personnel (including personnel from other jurisdictions) will assemble as directed by the incident commander to receive supplies and assignments from the department managers or designee.

Damage assessment teams will respond to affected areas as damage reports are submitted to the EOC. When inspectors are relieved of duty at the end of a shift, they will respond to the assembly area to submit completed damage assessment forms. The information on the forms will be compiled on the residential, nonresidential and public property summary forms.

PRIVATE PROPERTY - DAMAGE ASSESSMENT:

A damage assessment of private property including commercial, industrial, office, and residential structures must be done. A geographic coordination of damage assessment operations must take place. When field search and rescue operations report damaged areas use the grid maps to assign assessment teams and record their locations. Upon completion of assessments in each grid, assessment teams will report by radio to report their status and receive new grid assignments.

All questions on the form will be asked of available on-site people. It is extremely important to write the information on the form so that a true understanding of the damage can be gathered, assessment requirements are met, and revisits to damaged sites are kept to a minimum. The form is constructed in such a way that when completed, residential and nonresidential property can be easily separated. To receive a **Presidential Disaster Declaration** at least 25 structures that are damaged forty percent (40%) or greater and are not insured must be documented. All damage assessment forms and worksheets will be maintained in accordance with the ICS/NIMS.

PUBLIC PROPERTY- DAMAGE ASSESSMENT:

Damage assessment will include the **cost of protective measures** and **debris removal**. To record damage assessment of public property, the Federal Emergency Management Agency Form titled Public Assistance Preliminary Damage Assessment Site Estimate must be used. This form must be completed for each damaged facility, structure, or property site. These forms are then summarized on the Federal Emergency Management Agency form titled Public Property Preliminary Damage Assessment Estimate.

This form summarized all the estimated expenditures/losses for the City of Kemah. To receive public assistance from the federal emergency management agency, a twenty - thirty percent (20-30%), or greater impact on the city's budget must be documented. A copy of the budget must be submitted with the request for public assistance. Copies of expenditure records should also be included with the request.

EMERGENCY REQUIRING STATE/FEDERAL ASSISTANCE:

If the emergency or disaster is of such a magnitude that it is beyond the capability of local and county resources, then the consolidated preliminary damage survey is used to advise the Governor of the extent of the damage.

This information is used by the governor to determine State assistance or a possible request for Federal assistance and a presidential disaster declaration. If outside assistance is required, then damage assessment teams will continue operations toward the development of a damage assessment report.

This report requires more detailed information and should be considered as a follow-up to the preliminary damage survey.

Maps showing the damaged sites that were developed under the preliminary damage survey will be used as part of a damage site response, which will be keyed to specific line items in the damage assessment report.

The damage site report will assist in showing state and federal damage inspectors' specific areas of damage. Local damage assessment reports will be consolidated into countywide damage assessment reports for submission to the state division of emergency management.

An expenditure/obligation report detailing the costs of recovery will also be forwarded at the same time and included as a consolidated report for the entire county.

PDA CHECKLIST

Date:	**Time:**				
Applicant:					
Contact:	**Phone:( )**	**Email;**			
Alternate Contact:	**Phone:( )**	**Email:**			
Have you applied for FEMA or State assistance before:	**Yes**		**No**		
If yes, when					
Critical Facilities affected? (Hospitals, schools, etc...)	**Yes**		**No**		
DEBRIS OPERATIONS: (Cat A) Locations:					
Date of damages:					
What type of debris?					
Do you have a Pre-Disaster Debris Contract? Yes/No	**Contractor:**				
Estimated % complete with your debris operations:					
Do you have a debris plan in place? Yes/No	**Date of Plan?**				
Types of debris?					
Debris Collection: Residents placing at curbside? Yes/No					
Residents hauling to: Temporary storage site					***or***
Disposal site: (location)					
Method of pickup and disposal:					
Force Account	**Contract:(who?)**				
Burning:	**Chipping:**	**Burying:**			
Required permits on file?	**Yes**		**No**		
Name and location of disposal site:					
Is this site licensed for this type of debris?	**Yes**		**No**		
Hazardous material? (e.g. white goods, household products, asbestos, etc.)					
Any contamination of debris from floodwaters from sewage, leaking fuel tanks, commercial operations?					
	Yes		**No**		
How is it being handled?					
How are you monitoring the debris operations?					
Is any debris being stockpiled in what appears to be a wetland or a floodplain? Yes/No					
If the work is being done by contract, did you advertise for competitive bids? Yes/No					
Anticipated debris operation completion?					
PLEASE have a copy of bid available for FEMA review.					
EMERGENCY PROTECTIVE MEASURES: (Cat B) Locations:					
Date of damages:					
Were there any temporary roads put in? Yes/No	**If so, where?**				
Any temporary levees? Yes/No	**Have they been removed?**				
Was there any contamination of sandbags from floodwaters? Yes			**No**		
How were they disposed?					
Any vector control?	**Yes**		**No**		

ROADS and BRIDGES: (Cat C) Locations:				
Date of damages:				
Are any roads or bridge closures?	**Yes**		**No**	
If so, are they affecting the following:				
Emergency Vehicle Routes?	**Yes**		**No**	
School Bus Routes?	**Yes**		**No**	
Mail Service?	**Yes**		**No**	
Number of miles to reroute services?				
Approximate number of families affected?				
Are they FHWA (Federal Highway Administration) roads? Yes			**No**	
Are they ERFO (Emergency Relief Federally Own) roads? Yes			**No**	
Who maintains roads and bridges?				
Age & location of any potential Historic bridges/structures:				
Dredging/fill/riprap required in waterway?	**Yes**		**No**	
Any potential for Endangered Species?	**Yes**		**No**	
Any relocation of roads or bridges anticipated? Yes/No		**If so where?**		
PLEASE have maps available designating the damaged areas.				

WATER CONTROL FACILITIES: (Cat D) Locations:				
Date of damages:				
Any levees or dams damaged? Yes/No	**Where?**			
(Will require coordination with USACE)				
Damaged: Floodwalls	**Flood Control**			
Channels	**Pump Stations**			
Repair to drainage channels (dredging, filling)?	**Yes**		**No**	
(Will need coordination with USACE)				
Debris? Yes/No	**Sand Bagging? Yes/No**	**Emergency Repair? Yes/No**		
Agency responsible for maintenance and/or repair of the facility?				
Easement to maintain facility recorded?	**Yes**		**No**	

PUBLIC BUILDINGS, CONTENTS and EQUIPMENT: (Cat E) Locations:				
Date of damages:				
Facilities affected?				
Approx. age; is it a known Historic building/district?				
Any demolition anticipated?	**Yes**		**No**	
Is it substantially damaged? Yes/ No	**Age?**			
Any possibility of asbestos in a building being considered for demolition? Yes/No				
Do you own the building?	**Yes**		**No**	
Do you have insurance? Yes/No	**Amount of Deductible? $**			
What is the date of building construction?				
Is it located in a 100-year floodplain?				
Have you contacted your agent?	**Yes**		**No**	
PLEASE have a copy of your policy and any correspondence with you insurance company.				

UTILITIES: (Cat F) Locations:				
Date of damages:				
Did the following utilities sustain damage during this event:				
Electricity?	**Yes**		**No**	
Will any poles need to be relocated? Yes/No If so where?				
Water? Yes/No (Are repairs complete? Yes/No)				
Sewage? Yes/No (Are repairs complete? Yes/No)				
Other?				
Contamination of adjacent water bodies? Yes			**No**	
Are the facilities insured?	**Yes**		**No**	
PLEASE have a copy of your policy and any correspondence with you insurance company.				
PARKS, RECREATION FACILITIES: (Cat G) Locations:				
Date of damages:				
Any known wildlife areas? Yes/No	**Where?**			
Note: Damage within or adjacent to forests, wetlands, flood-ways, wilderness areas.				
DOCUMENTATION:				
What documentation is ready for review and project formulation?				
Force Account Labor: Yes/No (thoroughly document OT)				
Force Account Equipment: Yes/No (Hours used for what?)				
Contracts: Yes/No (Date contract signed)				
Rental equipment: Yes/No (Invoice required)				
Materials and Supplies: Yes/No (Invoice required)				
Documented Volunteer Labor: Yes/No (Support documentation required)				
OTHER:				
Environmental Concerns?	**Yes**		**No**	
Historical Issues?	**Yes**		**No**	
Remarks:				
Please have personnel available that are knowledgeable with the damaged infrastructure as well as record keeping and department leads to assist in project worksheet preparation.				
LOCATION OF NEAREST USEABLE:				
AIRPORT:				
RAIL FACILITY:				
VEHICLE PARKING AREA:				
FEMA/STATE Representatives:				

RESIDENTS AND COMMUNITY NOTIFICATION:

The City of Kemah's public safety answering point is normally the first responders to be notified of an emergency. The City of Kemah Police Department (KPD) dispatch is the responsible unit for obtaining all the required information and notifying the appropriate emergency response department(s) or agency (*according to KPD internal protocol and procedures).* City of Kemah's Office of Emergency Management serves as the coordinating group for each of the participating departments or units in the event of any Level 3, 2, or 1 incident.

The City of Kemah Emergency Notification System is the official emergency notification system for the City of Kemah. The City of Kemah Emergency Notification System is used to provide prompt notification to our residents and communities if there is a condition which may threaten the health or safety. The City of Kemah utilizes multiple notification methods to reach out to our residents and communities during an emergency. The City of Kemah Emergency Notification System utilizes the following methods/modes to send emergency messages:

- ➢ The City of Kemah website
- ➢ Blackboard
- ➢ E-mail
- ➢ Text Message
- ➢ Digital Signage
- ➢ Outdoor Warning Sirens (if shelter-in-place action is required)

RECOVERY:

Begins after landfall when sustained wind speeds are less than 30 miles per Hour.

EVACUATION:

Evacuation is a critical component in the event a major incident threatens or strikes the City of Kemah. The concept of evacuation is to mitigate personal injury or death by relocating citizens in vulnerable areas or from dangerous affected areas. Normally evacuation occurs in advance of planned hazards such as hurricanes or tropical storms. Evacuations may also occur in response to an unplanned disaster, such as flooding, hazardous material spills, civil disturbances, plane crashes, or large fires. Evacuate citizens from identified hazardous areas or from disaster affected areas to prevent injury and save lives.

- ➢ Issue evacuation order.
- ➢ Broadcast the evacuation order through media, loudspeakers, and door-to-door.
- ➢ Provide emergency transportation.
- ➢ Identify and maintain list of special needs residents who require transportation.
- ➢ Provide shelters.
- ➢ Provide traffic control.

EVACUEES:

The county/city EOC will coordinate with the Galveston County/CCISD to provide buses to transport evacuees' home from shelters. Transportation will not be provided until the order has been given by the police that evacuees may return home.

EVACUATION OF ELDERLY, DISABLED, AND HANDICAPPED:

The large population of elderly, handicapped and disabled residing in the City of Kemah, presents special problems in safely evacuating all the vulnerable population during a hurricane threat. Due to varying types of physical limitations, many elderly and disabled residents are not able to evacuate without some type of assistance.

Special needs people can be assisted by friends or relatives, however, there are some who will require assistance from government resources. The identification of these citizens is of vital importance during an evacuation. Specialized transportation is allocated to assist the elderly, disabled and handicapped. During an evacuation, emergency transportation vehicles will have an assigned paramedic or emergency medical technician with radio communications to the city EOC.

HURRICANE EVACUATION ORDER:

The National Hurricane Center establishes Hurricane Watches and Warnings for identifiable areas. The National Hurricane Center also issues storm threat probabilities, expressed in percentages, that a storm will strike a particular area. The National Hurricane Center provides available information on a storm to the Galveston County Department of Emergency Management. Based upon the information received from the National Hurricane Center, the Mayor of the City of Kemah shall issue an evacuation order and activate the City's EOC.

LOCAL EVACUATION – AUTHORITY:

The City Ordinance specifically grants the Mayor of Kemah the authority to order an evacuation of city residents in the event of an emergency. In order to make an informed decision, the Mayor will rely on the recommendation of either the Chief of Police or the Incident Commander. Prior to making a final decision, the Mayor/City Council will be briefed by the coordinator of emergency services regarding the need for an evacuation.

In the event that a hurricane or tropical storm approaches and a city evacuation (or partial evacuation) is necessary, the Mayor or the Incident Commander will issue the evacuation order. It is expected that the Mayor of Kemah will issue an evacuation order by resolution. It is essential to note that the safety and well-being of all city residents are of the utmost importance. The City of Kemah is committed to taking all necessary precautions to ensure that residents are protected during emergency situations.

DISSEMINATION OF LOCAL EVACUATION ORDER:

Emergency Broadcast System: To warn the public of a disaster, the coordinator of emergency services may request the emergency broadcasting system activated through Galveston County. Department of Emergency Management. Consideration should be whether the immediacy and size of the disaster warrants rapid widespread notification to save persons from injury or death.

TELEVISION AND RADIO DISSEMINATION:

If the emergency broadcasting system is not required, the applicable public information officer, i.e., Police or fire may be required to contact local television and radio stations and request they broadcast the evacuation order and alert others to stay out of the affected area. Public Address Systems and Door-to-Door Contact: When the area to be evacuated and/or isolated is small, police and fire personnel will disseminate the evacuation order by public address systems and/or door-to-door contact.

LOCAL EVACUATION:

In the event of a local incident where a limited area evacuation is required, the coordinator of emergency management will decide to obtain emergency transportation vehicles through the county EOC, if activated. Types and quantities of transportation assets will be determined as the situation dictates. The on-scene incident commander will determine the overall need for vehicles. The special needs assistance roster maintained by the fire department will be checked to ensure these people are assisted.

EVACUATION LEVELS AND ZONES:

There are five levels of hurricane evacuation, Levels A through E. As the evacuation level increases from Level A to Level E, the population that must be evacuated also increases. The five levels roughly correlate to the five storm categories, but not completely, due to the different types of strike potentials, i.e., landfall, paralleling exiting.

HURRICANE EVACUATION:

In the event of a hurricane evacuation, pre-designated emergency transportation vehicles are dispatched to designated staging areas when the evacuation order is issued by the City of Kemah. Hurricanes present the largest need for evacuating citizens, but even the worst-case storm may not require an evacuation of the entire city. Evacuation, in response to an approaching hurricane, is accomplished by:

- ➢ Identification of the five levels of evacuation
- ➢ Identification of persons requiring assistance
- ➢ Determination of evacuation time, based on the specific threat.
- ➢ Designation of evacuation routes
- ➢ Establishment of traffic control systems
- ➢ Designation of shelters and medical facilities
- ➢ Assignment of transportation resources, including those to meet special needs.

LOCAL EVACUATIONS AND SHELTERING:

In the event of a localized city evacuation, the coordinator of emergency services will request the required shelters open. This request shall be made through the County Department of Emergency Management. In addition, the police shall provide needed security personnel and the fire department shall provide EMS support for special needs shelters.

CITYWIDE EVACUATION AND PUBLIC SHELTERS:

A Citywide evacuation will most likely occur in advance of an approaching hurricane. Specific buildings throughout the county have been designated as public shelters; selected sites are designated as primary or secondary. The Red Cross will provide staff to assist with shelters in other facilities.

TRANSPORTATION AND SHELTERS – LOCAL:

The opening of public shelters will be coordinated with the City of Kemah and Galveston County. Primary shelters will be opened based upon the selected evacuation level. Secondary shelters will only be opened to accommodate the overflow of evacuees from primary shelters. The decision to open secondary shelters will be made by the appropriate Red Cross chapter, in coordination with the county/city EOC.

When the need for emergency transportation is identified by field personnel, the coordinator of emergency services shall make the request to the Incident Commander. The special needs roster maintained by the fire/police department shall be checked to ensure citizens requiring emergency transportation are assisted. Emergency shelters may also be requested through the Galveston County Department of Emergency Management. Secondary emergency shelters are opened, coordinated, and staffed by the American Red Cross.

VOLUNTARY EVACUATION (LOW-IMPACT WEATHER EVENT):

If necessary, City of Kemah staff may make door-to-door contacts urging residents to comply with the voluntary evacuation order once announced by City or State officials. Only essential services such as dining, lodging, restroom facilities and very limited medical care will be provided under these conditions. Residents will be required to remain in the shelter until conditions are safe to return to regular operations.

MANDATORY EVACUATION (HIGH-IMPACT WEATHER EVENT):

City of Kemah staff will make door-to-door contacts urging residential students to comply with the mandatory evacuation order once announced by City or State officials. City or State officials will be secured, and reentry prohibited until ordered by appropriate City or State officials.

EVACUATION TIME:

The timing of the issuance of an evacuation order is critical. Not all of the time between issuance of the order and landfall of the hurricane is available for evacuation due to the arrival of tropical storm force winds or the inundation of low-lying evacuation routes. Early evacuation is encouraged, especially for evacuees seeking shelter outside the City of Kemah.

EVACUATION ROUTES:

Essential to the effectiveness of any large-scale hurricane evacuation is the pre-designation of routes leading from vulnerable zones to safe shelter destinations. The optimum evacuation route for a particular zone is, first, that route which offers the shortest and most direct access away from the hazards of the approaching hurricane.

Evacuation routes are conveyed to the residents of the City of Kemah through the public notification's methods and through approved information dissemination methods at the discretion of the Incident Commander. In addition, evacuation routes will be displayed by local television stations during the approach of the storm.

EVACUATION TRAFFIC CONTROL:

The mass movement of vehicles during a hurricane evacuation requires the establishment of traffic control procedures to expedite safe escape along designated evacuation routes from the hazards of the approaching hurricane. To ensure the maintenance of a continuous flow of traffic, both internally and along evacuation routes leading out of City of Kemah, a traffic control plan has been established.

The Plan was developed through coordination between various municipal, Galveston County, surrounding counties and state law enforcement agencies, along with the appropriate traffic engineers. The police department will maintain traffic flow within the city in accordance with the county or state traffic control plan. The public works department may assist in this effort, as required. The county traffic control plan includes:

- **Sheltering** - Public sheltering is coordinated and operated by Galveston County and secondary shelters are operated by the American Red Cross. Public shelters will be opened before the evacuation order being issued to the public.

- **Emergency Transportation** - Transportation will be provided for the evacuation of handicapped/disabled, elderly, and residents who cannot access private vehicles or cannot drive.

RELOCATION OF CITY ASSETS:

Because the City of Kemah is within a flood zone and vulnerable to storm surges, all city-owned vehicles and applicable portable equipment should be relocated to the secondary EOC located at the Parking Garage located at the Kemah Boardwalk.

RETURN:

Residents are not permitted to return to or enter the City of Kemah until the City or State officials have declared the City of Kemah reopened.

EMERGENCY EVACUATION WARNING MESSAGE EVACUATION:

EMERGENCY EVACUATION WARNING MESSAGE LOCAL EVACUATION - 01

THIS IS TO BE READ VERBATIM

Sound "Yelp" Siren (8 to 10 seconds)

“This is an emergency warning!

“The local authorities have ordered all persons living in this area evacuated!"
Pause (2 to 3 seconds)

"Please evacuate to (name)* at (location)* and wait there for further shelter instructions."
"Please, evacuate immediately, this area is in danger!"

***(Name) and (Location) will be designated by the County Emergency Operations Center.**

EMERGENCY EVACUATION MESSAGE LOCAL EVACUATION:

EMERGENCY EVACUATION WARNING MESSAGE LOCAL EVACUATION - 02

PUBLIC WARNING MESSAGE

THIS IS TO BE READ VERBATIM

Sound "Yelp" Siren **(**8 to 10 seconds)

"This is an emergency warning!"

Sound "Yelp" Siren (8 to 10 seconds)

"This is an emergency warning!

A hurricane warning is now in effect for Galveston County.

The Galveston County Office of Emergency Management has ordered all persons living in Level “A” areas to evacuate to a safe shelter.
Pause (2 to 3 seconds)

"Early evacuation is strongly recommended!"
Pause (2 to 3 seconds)

"Electric and telephone service may be disrupted in the early phase of the storm. High winds and water may prevent your escape."
Pause (2 to 3 seconds)

"Early evacuation is strongly recommended!"
Pause (2 to 3 seconds)

"Tune your radio to local stations for more instructions and for the
locations of public shelters."

EVACUATION - PRESS RELEASE – SAMPLE TEMPLATE – 01:

EVACUATION - PRESS RELEASE – SAMPLE TEMPLATE - 01

Issue Date:
Time:

1. The National Hurricane Center now predicts that Hurricane _____ will most likely strike the City of Kemah area in the next _____ hours, with sustained winds of _____.

2. Residents should be alert to storm information by tuning to radio and television and should begin preparing for the storm. These preparations should include:
3. Cover small and large windows with boards, storm shutters, or heavy tape.
4. Secure outdoor objects by bringing them indoors.
5. Fuel your car. After the storm, service stations may be closed for several days.
6. Also, remember that many ATM machines may not work for several days after a large storm, so plan accordingly.
7. Ready a "family emergency kit" containing first aid items, special medication, important papers, blankets, cooking equipment, flashlights, a portable radio and extra batteries.
8. Prepare for the care and shelter of family pets.
9. Secure several days' supply of water, food and clothing for every member of the family.
10. Water is especially important because after a storm, water systems may be damaged or contaminated.
11. Fill the bathtub with water to ensure a supply of safe water.
12. The Galveston County Office of Emergency Management will be opening emergency shelters as needed.
13. For information about the shelter near you, call Disaster Services at 000-000-0000.
14. The City of Kemah's Citizen Information Hotline is 281-334-5414.

MANDATORY EVACUATION - PRESS RELEASE - TEMPLATE - 02

MANDATORY EVACUATION - PRESS RELEASE – SAMPLE TEMPLATE - 02

Issue Date:
Time:

01. It is predicted that Hurricane will strike the City of Kemah in the next _____ hours. Its winds are estimated at _____ mph.

02. Because of projected flooding, a MANDATORY EVACUATION of the following areas has been ordered.

03. Those evacuating their homes are urged to take the following precautions:

- **Ø Gather food, clothing, medicines, bedding materials, and other emergency supplies and take them with you to the shelter.**
- **Ø Close and lock doors and windows.**
- **Ø If there is time, unplug appliances; turn off natural gas, propane, water and electricity.**
- **Ø Let others know where you are going.**
- **Ø Use a relative or friend outside the hurricane area as a checkpoint where all in the family can call to say they are safe.**
- **Ø Follow recommended evacuation routes. Don't take shortcuts. They may be blocked!**

MANDATORY EVACUATION - PRESS RELEASE - TEMPLATE – 03:

MANDATORY EVACUATION - PRESS RELEASE – SAMPLE TEMPLATE – 03

Issue Date:
Time:

1. The City of Kemah area is now being lashed by heavy rains and winds of up to _____ mph due to Hurricane _____.

2. Because of the intensity of the storm the Fire Chief and the Police Chief have ordered the police and firefighters of the City of Kemah to go to safe shelter and not to respond to emergency calls until the storm subsides.

3. The County's 911-telephone system is still receiving calls and both the police and fire communications centers are still operational.

4. Emergency calls will continue to be received and prioritized for response after the storm passes.

5. Residents are urged to use the 911 system only for true emergencies.

6. The City of Kemah's Citizen Information Hotline is 281-334-5414 to seek information of a non-emergency nature.

7. For information about the shelter near you, call Disaster Services on 000-000-0000.

8. People who need to use TDD lines may call Galveston County's Emergency Management at 464-3075.

EMERGENCY MEDICAL SERVICES SUPPORT:

The fire department will coordinate the assignment of medical personnel and equipment to provide medical support to primary shelters as outlined in the City of Kemah EMS Guidelines and Protocols for Emergency Shelters. Evacuees who develop conditions that cannot be treated in a shelter will be triaged to the closest non-evacuating medical facility. If the medical facility refuses to admit the individuals, the medical director will order their admittance under his/her emergency authority.

EMERGENCY TRANSPORTATION CATEGORIES:

Emergency transportation resource requirements will vary with the severity of the incident and the extent of the evacuation. For planning purposes, emergency transportation requirements are categorized as follows:

- ➢ Local disaster evacuation
- ➢ Hurricane evacuation
- ➢ Disaster recovery operations

DISASTER RECOVERY OPERATIONS:

Emergency transportation is as critical during disaster recovery as during the evacuation period. Injured persons located during search and rescue operations must be transported to medical facilities and persons rendered homeless by the storm must be transported to shelters. Large numbers of evacuees could also be stranded in shelters due to damaged vehicles.

The allocation of emergency transportation vehicles during the disaster recovery is not dictated as in the evacuation. Significantly fewer transportation resources are required during this time since support can be provided on a selective, as needed basis. For this reason, emergency transportation vehicles for disaster recovery operations are not pre-designated or reallocated. Arrangements for emergency transportation vehicles will be coordinated through the city and county EOCs.

INJURED AND HOMELESS:

Injured persons discovered by search and rescue teams, who require hospital treatment, will be transported by ambulance. Search and rescue teams should not discontinue emergency operations to transport the injured unless it is a life-or-death emergency.

Emergency air evacuation will be used if available and necessary with all requests coordinated through the county EOC. If required, victims who have had their homes destroyed will be transported to shelters. Buses may be stored in the city in central locations to transport homeless victims to shelters.

INJURED PERSONS TRANSPORTATION VIA HELICOPTER:

Injured persons located during search and rescue operations requiring further medical treatment will be transported by ambulance. Search and rescue teams should not stop or postpone operations to provide transportation unless it is a life-or-death emergency. Severely injured persons may be transported by helicopter, if available. An assessment of the damaged area and conditions, including potential for flying debris will determine the location for a helicopter landing. Transportation requests will be made through the EOC.

DECEASED PERSONS:

Police department personnel shall attempt to identify decreased persons. Upon identification, the information shall be recorded and securely tied to the remains. If possible and safe, the Medical Examiner's Office shall be notified and requested to transport. Transportation requests shall be made through the Galveston County Sheriff Command Center.

RESCUE OPERATIONS & TRANSPORT TO MEDICAL FACILITIES:

Search and rescue operations are the most important priority after a disaster and during the immediate recovery period. Search and rescue operations involve locating victims affected by the disaster and removing them from further harm. Injured victims must be provided medical treatment and transportation to appropriate medical facilities. Deceased victims must be removed and transported to the Medical Examiner's Office. Additionally, uninjured persons who have been rendered homeless may require transportation to an evacuation shelter.

SPECIAL HAZARDS:

Search and rescue operations will take place as soon as conditions permit safe exit from shelter and entry into damaged areas. Damaged buildings and homes may be unstable and dangerous to rescuers and victims. The slightest movement or wind change could cause debris or structural parts to fall. Search and rescue teams must also be aware of downed power lines or hazardous materials spills or leaks. Known hazardous material storage areas will be surveyed for damage that could result in further injury or contamination.

After a hurricane strike, conditions may not be safe for five to ten hours after the hurricane eye landfall. Search and rescue operations will be complicated by the amount of debris obstructing roadways and the possibility that low lying roads may be destroyed.

SEARCH AND RESCUE DISTRICTS:

Depending on the size of the disaster or damaged areas, the fire department is prepared to divide the city into four sub-districts. All four districts will report to and be coordinated by the EOC. The districts are numbered and divided as follows: (*See Exhibit 04 - KPD's Evacuation and Shelter-in-Place Protocols*).

SEARCH AND RESCUE TEAMS:

The size of the disaster will determine the number of search and rescue teams that will be required, although the team composition will remain the same. Search and rescue teams must have the ability to: move into debris covered areas, search, rescue and treat victims, identify, and remove the deceased, and protect team members from angry, fearful or criminal persons. To achieve these functions search and rescue teams will consist of the following personnel:

- fire fighter/paramedic - Search, rescue, treat and arrange transportation of the injured.
- police officers - Identify deceased, protect team, discourage/looting and arrest.
- public works - Clear debris.

In the event of an approaching hurricane, the search and rescue teams will be assigned and staged at an appropriate location in advance. **Pre-staging** the teams will enable search and rescue operations to begin as soon as conditions permit.

SEARCH AND RESCUE PROCEDURES:

It is anticipated that alarm loads and response problems will preclude initial search and rescue operations due to an overtaxing of resources. Primary emphasis will be placed on answering reported alarms with initial search and rescue efforts being confined to those persons that may be seen or heard during a response. Areas that appear to require further search will be noted and the information forwarded to the fire operations position in the EOC to assist in the development of a search and rescue plan.

RECONNAISSANCE:

Reconnaissance (recon) efforts will begin as soon as possible after the storm. The majority of recon information will be received from air support and from field units. The deployment of operational units will be dependent upon call loads and unit availability.

All recon information will be forwarded to police/fire operations (command dispatch center) for the establishment of priority search areas. Search areas will be divided into sectors by grid number and prioritized as follows:

- ➢ Shelters – This may be accomplished by radio contact with fire personnel assigned to shelter duty if the 800 MHz radio system is functioning.
- ➢ Potential high damage areas identified prior to the storm.
- ➢ Areas identified by ground units during response or reconnaissance missions.
- ➢ Areas identified by air recon.

DEBRIS CLEARANCE AND REMOVAL:

Removal and disposal span all phases of the recovery period. Disasters create debris, which must be removed to restore streets, drainage systems, utility systems and other public and private structures and systems to full capacity. Streets and thoroughfares are essential to the priority movement of police, fire and utility repair vehicles and damage assessment teams.

Locating and disposing of debris blocking the city's thoroughfares is a high priority task for post disaster operations. As soon as conditions permit, debris clearance must be initiated in order to protect public health and safety. Public works equipment and personnel are limited, resources allocated for debris clearance must be committed based on the following priorities:

DEBRIS RESPONSIBILITY:

The public works department will initially clear (*or make cause to clear through contracts*) debris from all streets and thoroughfares within the city limits. Initial clearance is to open the roadways for emergency access.

The City of Kemah will not clear or remove debris from private property unless the debris creates a threat to public health and safety. The public works department will remove debris from city property and city roadways.

ASSISTANCE - OTHER CITIES, COUNTY, AND STATE:

In the event of a local disaster, mutual aid assistance may be requested from other local cities or the county. When debris removal is beyond local mutual-aid resources and the resources of the county, a request for state assistance may be made through the Galveston County Office of Emergency Management, if activated.

The state Division of emergency management (TDEM) will coordinate with the department of transportation to assist in debris removal.

ASSISTANCE – FEDERAL:

If the debris clearance and removal task is beyond the resources of the city, county and state, the federal government may aid in the form of direct assistance or grants, for local governments or contractual debris removal services, following a presidential declaration of a disaster.

Federal Assistance for debris removal will become available when the **federal emergency management agency regional director** determines the assistance is in the public interest because it is:

- ➢ Necessary to eliminate threats to life or property.
- ➢ Necessary to eliminate a hazard that threatens substantial destruction of undamaged public or private property.
- ➢ Essential to the economic recovery of the affected community.
- ➢ Beneficial to the community at large.

CONTRACTS FOR DEBRIS REMOVAL:

Debris removal may be contracted by the city to private companies. The cost of debris removal contracts is a reimbursable cost covered by the federal emergency management agency.

The city's finance division and the public works department will identify potential contractors in advance. The competitive bid process is required to be used and contracts shall be in place prior to an actual emergency. The public works department will provide the finance division with a complete set of contract specifications that are required to perform the debris clearance operation. The city is also required to have a contract with a debris removal monitoring contract in order to receive federal funds for debris removal.

To receive reimbursement from the federal emergency management agency for debris contract services, debarred and ineligible contractors cannot be used. The state public assistance officer can advise whether a contractor has been debarred or is ineligible. In addition, contracts may not contain a cost-plus percentage of provision or a provision making payment, contingent upon federal emergency management agency reimbursement.

EQUIPMENT FOR DEBRIS REMOVAL:

In order for the debris clearance to proceed in a timely manner, critical equipment must be available in sufficient numbers and must be kept in operational condition including critical commodities such as chain saws and spare parts.

The public works director should contract (in conjunction with the finance department) for such equipment and renew these contracts as necessary.

In addition, the public works director should maintain a resource list of available debris clearance equipment. The list will be updated yearly or as necessary.

ORGANIZATION, ASSIGNMENT, DIRECTION, AND REPORTING:

- **Team Organization**: Personnel from the public works department have been designated as primary debris clearance personnel and are assigned to teams.

- **Team Assignment**: In the event of a disaster that allows pre-planning, debris clearance teams will be assigned to search and rescue teams and **staged at public works**.

- Contracted debris clearing equipment and personnel will be staged as appropriate, prior to the incident. In the case of a sudden disaster, crews will be dispatched from the public works department based upon damage reports received from the field.

- **Team Direction**: The public works director/supervisor or designee will coordinate the debris clearance team operations.

- **Reporting**: Accurate accounting of the resources required for debris clearance and removal is necessary to receive federal reimbursement in the event of a presidential disaster declaration.

- **Daily activity reports:** Daily activity reports must be completed by each debris clearance team. Daily activity reports are needed to justify federal emergency management agency reimbursement requests. All required debris clearing forms and records shall be maintained by the public works director.

SEARCH AND RESCUE:

Initial debris clearance efforts will be directed at making passable all major streets and thoroughfares necessary to the search and rescue, security, damage survey, utility repair and related top priority disaster activities.

City public works department debris clearance teams will assist the fire department during search and rescue operations if the contractor is not available to assist.

After all **priority streets** in a recovery zone are cleared, blockages in residential roads will be cleared to a width of 20 feet. EOC approval of secondary roads will be necessary prior to such action. Roads will be cleared regardless of category on a priority basis in all cases where immediate risk of injury or death exists.

PRIORITY #1: SEARCH AND RESCUE - DEBRIS CLEARANCE:

Debris clearance in support of search and rescue operations is the first priority.

Public works department equipment and personnel are designated to participate as a component of search and rescue teams. This effort will be oriented toward the clearing of paths wide enough for the search and rescue teams to access heavily damaged areas.

Due to the large number of power lines that may be down, these operations must also be coordinated closely with an Energy Company representative in the County or City EOC. Debris must also be cleared to provide access to hospitals, police, and fire stations.

PRIORITY #2: ACCESS TO ESSENTIAL PUBLIC FACILITIES:

Debris clearance efforts must also be dedicated to opening access to other critical community facilities, such as **wastewater treatment facilities**, **solid waste facilities**, city buildings and electrical facilities. Roadways will then be cleared by the priority listed herein.

PRIORITY #3: THREATS TO PUBLIC HEALTH AND SAFETY:

These debris clearance activities would take place at the end of the immediate emergency period.

Damaged utility systems, structurally unstable buildings and other heavily damaged public access facilities must be immediately repaired, deactivated, barricaded, or torn down. This action must be closely coordinated with owners and/or operators.

The demolition of unsafe structures, which constitute a public health and safety hazard, can be delayed if access to the area can be controlled.

PUBLIC THOROUGHFARES AND RIGHT OF WAYS:

A systematic process is employed in clearing public thoroughfares. First, thoroughfares will be opened for at least one travel lane.

This will be accomplished by cutting and pushing debris off the thoroughfares onto the shoulders or adjacent rights-of-way in such a way as to not hinder utility company recovery operations. Once the thoroughfares are opened to a minimal level of operation, the task of opening thoroughfares to all available travel will occur.

This will be accomplished by cutting and pushing debris totally out of the roadway. The final task will be to collect the debris and haul it to designated disposal sites. Clearing roadways for all travel will follow the same priority as listed in the first push.

DISPOSAL SITES FOR DEBRIS:

A temporary debris disposal sites list will be maintained by the public works director. All reasonable debris disposal options will be considered (i.e., burning, landfill, incineration, use of burn boxes, etc.).

In addition to debris generated from roadways, a major hurricane will cause large quantities of debris from damaged homes and businesses. Because the total amount of debris may exceed the capacity of existing disposal sites, the public works department may seek open emergency sites for burning debris.

In this event, the following criteria will be used for selecting emergency burn sites:

- ➢ Provide adequate space for temporary storage of debris while drying or waiting to be burned;
- ➢ Provide adequate space for controlled burning in trenches;
- ➢ Provide a mechanism for security, fire suppression (including a water supply), and lighting for possible 24 hours use;
- ➢ Minimize acquisition or right-of-use cost;
- ➢ Minimize difficulty of restoring the property afterwards; and
- ➢ Comply with the state department of environmental protection and Galveston County regulations, such as setbacks from residences and roadways;
- ➢ To operate these burn sites efficiently, forced air incinerators should be used. These incinerators cause the fire to burn very hot and this reduces the amount of smoke generated and released into the atmosphere;
- ➢ If forced air incinerators cannot be procured, the city will use open burning to dispose of debris.
- ➢ A list of debris sites shall be designated and maintained by the public works department.

PERSONNEL SAFETY:

Personnel safety is a primary concern during debris clearance operations. A safety briefing covering the following subject areas will be given to all teams by the assigned supervisor prior to leaving the shelter to start clearance operations:

- ➢ Debris clearance teams must consist of two or more persons, no one shall work alone;
- ➢ No debris clearance team goes out without a working communications;
- ➢ Personnel will wear all available protective equipment; head gear, shoes, work gloves, goggles and city identification when removing debris;
- ➢ Have full fuel tanks;
- ➢ No rings or jewelry to be worn during clearance operations;
- ➢ First Aid kits must be on hand for each team;

- ➢ Extreme caution is to be exercised near downed power lines, the EOC must be informed if a power line is downed and/or if it is blocking clearing operations;

- ➢ All personnel must be alert to wildlife and pets (poisonous snakes, dogs) and other hazards can be present in the debris;

- ➢ Broken utility lines - particularly gas, water and sewer lines must be reported to the EOC;

- ➢ Personnel under special medication or doctor's care must assure that they can work safely and have access to medicine on site if needed;

- ➢ ALL crews shall carry potable water with them sufficient for one day's ration – one gallon per person;

- ➢ All personnel shall use safety precautions when operating chainsaws; and

- ➢ If volunteers are required to operate chainsaws; they shall be given training in the safe, proper use of chainsaw operations.

PROVIDE SECURITY FOR SEARCH AND RESCUE TEAMS:

Maintain traffic flow control re-entry into disaster-affected areas and provide security for shelters, distribution sites, EOC and damaged areas. Security and Traffic Control are important components of disaster operations. Under the stressful conditions of a disaster, human emotions run high, and situations often require police presence and information.

In addition, disaster affected areas require security to prevent and/or arrest looting. Traffic control is of primary importance during evacuation. Disasters impose time limitations and require the safe and rapid movement of vehicles along evacuation routes. Security, traffic control and re-entry functions are generic to emergency operations that a specific section for the Hurricane Response is not required.

SECURITY:

The police department is responsible for providing security for persons and property during all phases of disaster operations. Security requirements may include:

- ➢ Emergency Operations Center

- ➢ Search & Rescue

- ➢ Damaged Areas

- ➢ Recovery Sites

- ➢ Distribution Caravans

➢ Point of Distribution Sites

EMERGENCY OPERATIONS CENTER:

When the city's EOC is activated, police officers shall be requested to provide security until the EOC is closed. All doors to the EOC building shall be locked and admittance shall be made only through the main entrance.

All personnel shall identify themselves and their purpose prior to admittance. City employees shall have a valid city issued identification card.

SEARCH AND RESCUE:

Police officers shall be assigned to assist fire department personnel with search and rescue operations. Their primary functions are to protect the team from potentially hostile or distraught persons, report security problems in damaged areas, and identify, tag and arrange or removal of the deceased. Officers assigned to search and rescue teams shall notify and make requests for security patrols through the city EOC.

LOCATED DECEASED VICTIMS:

Located deceased victims shall be identified and tagged by police personnel. Requests for removal shall be coordinated with the medical examiner's office through the city EOC.

DAMAGED AREAS:

Security patrols shall be prioritized by the police command center in consultation with the police branch at the city EOC. Security patrols are responsible for protecting persons and/or property in damaged areas.

UNAUTHORIZED PERSONS OR LOOTERS:

Unauthorized persons or looters found in restricted areas shall be apprehended and handled as prescribed by the police. Mass arrest situations will be coordinated through the EOC.

RECOVERY SITES/DISTRIBUTION CARAVANS & SITES:

Security teams shall be requested for recovery and distribution sites and distribution caravans due to the hazards of looting, hijacking, and large crowds. Security teams shall request necessary personnel through the city EOC based upon present need and circumstances.

TRAFFIC CONTROL:

Traffic control is of primary importance during the evacuation period. The police department is responsible for managing traffic control during all phases of operations. In the case of a localized evacuation, traffic control and traffic control points will be established based upon the circumstances dictated by the incident. Priority should be given to major roadways.

TRAFFIC CONTROL POINTS:

Each traffic control post shall be equipped with sufficient flashlights and flares to ensure necessary lighting and safety. Officers on traffic control points shall be prepared to direct citizens to shelter locations if conditions become too hazardous before evacuation from the City of Kemah can be accomplished.

ACCIDENT/DISABLED VEHICLES:

Arrangements shall be made through the police command center for tow trucks to remove accident/disabled vehicles from the roadway. These requests shall be granted on a priority basis that ensures the critical corridors remain open and traffic flows.

BARRICADES:

Requests for barricades from public works must be made through the EOC.

RE-ENTRY:

The police chief or his designee is the sole authority to authorize re-entry into evacuated areas of the city.

The chief, in consultation with the EOC, will coordinate the timing of re-entry authorization with neighboring municipal police departments and the Galveston County Sheriff's Office.

Re-entry will not be attempted during hours of darkness and may be limited to daylight hours only.

LOCAL SECURITY CHECKPOINTS:

Local Security checkpoints cannot be pre-selected (apart from the main arteries into the city). Checkpoints will be established based upon the location of damaged areas but may include major access roads or subdivisions.

Local security checkpoints shall check all persons entering for proper authorization. In the case of smaller operations that do not involve countywide re-entry control, law enforcement at checkpoints shall screen all personnel entering. Entry shall be granted to emergency personnel, media, officials, and residents, based upon overall safety assessments.

TRAFFIC CONTROL POINTS:

Traffic control points shall be established after a major incident based upon re-entry traffic conditions, damaged areas and traffic control devices that are damaged, inoperable, or missing.

Priority shall be given to intersections and roadways as identified previously. Requests for barricades and replacement signs shall be submitted to the EOC.

RE-ENTRY CONTROL PROCESS:

The re-entry control process will be managed using four residential districts and one commercial district (commercial encompasses the entire City).

Residents may acquire a numbered re-entry vehicle placard from the police or fire department administration offices.

When a district is deemed reasonably safe, residents will be allowed into their district to mitigate property damage. Each resident and business owner/operator must also have valid government-issued identification.

RESOURCE STAGING AND DISTRIBUTION:

Municipal, county and state authorities may activate resource staging areas (RSA), DDEOC staging areas (DSA), county staging areas (CSA), animal supply points (ASP) and points of distribution (POD) to manage and distribute resources. PODs may be used to distribute commodities, resources or medical supplies to the public.

PUBLIC HEALTH AND MEDICAL SERVICES:

Public health, medical response and recovery from a hurricane may require resources beyond those routinely available locally or through mutual aid agreements. The primary state agency responsible for the coordination of these efforts is the Texas Department of State Health Services (DSHS).

OPERATIONAL COORDINATION AND SUPPORT:

The State Medical Operations Center (SMOC) supports the SOC by coordinating state-level public health and medical activities during disasters. The SMOC is staffed by DSHS personnel and includes representatives from state and federal partner agencies. DSHS representatives also serve as liaisons at the SOC, when requested.

Regional Health and Medical Operations Centers (RHMOC) provide ESF-8 operational support for public health and medical coordination, control, response, and recovery to local jurisdictions in their region as well as Disaster Districts within their region. The SMOC coordinates and deploys incident management assistance to support Public Health Regions (PHR) and the RHMOC, as needed.

MEDICAL SERVICES:

DSHS coordinates and provides medical equipment, supplies or personnel to support medical response operations during sheltering, evacuation and recovery efforts as needed.

PUBLIC HEALTH SURVEILLANCE:

DSHS works with the PHRs and local public health to conduct disease surveillance and monitor other public health concerns within general population and medical shelters as well as the disaster area.

PUBLIC HEALTH RISK COMMUNICATION:

DSHS develops public health risk communications in conjunction with appropriate partners at the Joint Information Center (JIC).

MASS FATALITY MANAGEMENT:

If requested DSHS determines the need to activate and deploy state public health and medical resources, assesses the need for Emergency Management Assistance Compact (EMAC) or federal health and medical resource support, and specifies requirements. If the number of fatalities is anticipated to exceed the capacity of the jurisdiction, DSHS may activate Texas Funeral Director Association (TFDA) Strike Teams and accompanying resources.

TEXAS EMERGENCY TRACKING NETWORK (ETN):

The Emergency Tracking Network (ETN) was developed to ensure accountability of all state transported evacuees and their animals during the evacuation process and to assist with locating and reuniting evacuees with their families. Additionally, ETN can be used for local accountably as well. ETN is the state evacuee, evacuee asset and pet tracking system for emergency response operations.

FUEL AVAILABILITY:

In preparation for a possible hurricane evacuation, the state works with the fuel industry to maximize commercial fuel availability on designated hurricane evacuation routes.

The fuel coordination team includes representatives from the Texas Oil and Gas Association (TxOGA), the Texas Petroleum Marketers and Convenience Store Association (TPCA), supply terminals, distributors and retailers.

The team works to ensure that commercial filling stations are resupplied to meet potential increases in the demand for fuel for evacuating traffic and to assist the state in recovering the fuel network as quickly as possible following a hurricane.

Temporary Fuel Locations (TFL) may be established as needed at designated locations to provide refueling to government evacuation vehicles and responders. TDEM works with TxDOT to identify locations for TFLs. Potable water and oxygen cylinder exchange may also be available at TFLs for distribution to state transported evacuees.

EVACUATION ROUTE MONITORING:

The Texas Highway Patrol Division (THP), TxDOT and local law enforcement agencies monitor hurricane evacuation routes. Traffic control devices and equipment used in the evacuation are collected and stored as the storm approaches, prior to the onset of hurricane hazards.

SERVICE AND ASSISTIVE ANIMALS AND HOUSEHOLD PETS:

Many evacuees arrive with service and assistive animals and household pets, so it is essential that officials make arrangements to care for animals.

Activities to provide for the safety and well-being of animals during evacuation, transportation and sheltering are coordinated by the Texas Animal Health Commission (TAHC), through nongovernment animal care organizations.

Prior to embarkation on state resources, each service and assistive animal and household pet is identified, tagged, provided the same tracking number as its owner and entered into the Texas Evacuation Tracking Network (ETN).

Upon arrival at the host jurisdiction, one or more of the following types of shelters may be established for the animals: A shelter that houses evacuees in close proximity to their household pets, so owners can care for them.

A shelter located separately from the evacuation shelters in which transportation is provided for evacuees to visit and care for household pets. Service animals must accompany their owners at all times during evacuation and while in public shelters. With the exception of service animals, the American Red Cross (ARC) does not allow animals into shelters.

HAZARDOUS MATERIAL AND OIL SPILL RESPONSE:

Texas coastal areas contain petrochemical and energy production infrastructure of national significance and dozens of ports and transfer facilities where raw and processed hazardous materials are staged for shipment. Tropical cyclones create hazards for these facilities that can have cascading impacts that result in hazardous materials (HAZMAT) incidents.

When a tropical cyclone approaches the state, HAZMAT response personnel perform response operations that are proportional to the severity of the storm. If a release or discharge of hazardous materials or oil does occur, the Texas Commission on Environmental Quality (TCEQ) coordinates with the Texas General Land Office (TGLO) and the Railroad Commission of Texas (RRC) as well as the US Coast Guard (USCG) and the US Environmental Protection Agency (USEPA) to perform assessment, cleanup and remediation.

RADIOLOGICAL EMERGENCY MANAGEMENT:

Nuclear power plants (NPP) are required by the Nuclear Regulatory Commission (NRC) to have radiological emergency response plans and procedures in place to provide protection of the public and to coordinate response to a radiological emergency resulting in a release of radioactive materials from NPPs.

PRE-LANDFALL SHELTER DEMAND:

As the storm approaches, evacuee occupancy in shelter hubs is expected to steadily increase until the onset of hazards. In catastrophic situations shelter populations may increase or remain substantial for many days.

Timeframe	Shelter Demand
H-120 to H-72	A number of evacuees leave the coast and do not typically seek public shelter.
H-72 to H-36	Spontaneous evacuation is expected to begin.
H-36 to H-24	Increased forecast certainty allows jurisdictions to open additional shelters in areas with high demand.

HURRICANE RESPONSE FUNCTIONS:

This table provides possible notification and activation timeframes for core emergency response functions. There are four timeframes:

- Advisory **(A)**: notification of a potential threat.
- Alert **(B)**: personnel prepare for activation.
- Activation **(C)**: resources begin movement to support response operations.
- Onsite/operational **(D)**: resources perform response functions.

KEY TO HURRICANE RESPONSE TIMEFRAMES:

H = number of hours before (-) or after (+) the onset of hurricane hazards.

R = number of hours before (-) or after (+) post-landfall operations resume.

- H-120 Monitor
- H-96 to 72 Elevated Threat
- H-72 to 48 Credible Threat
- H-48 to 0 Pre-Incident
- H+0 to TBD Post-Incident
- R+0 to TBD Recovery

Important: The amount of warning time prior to the onset of hurricane hazards can vary greatly depending on the storm.

While some hurricanes may afford an H-120, or five-day, warning, other tropical cyclones may arise with little notice and require immediate activation. Timelines in this document are meant to provide a guide for planning.

Emergency Function (Annex)	H-120	H-96 to 72	H-72 to 48	H-48 to 0	H-Hr. +	R-Hr. +
Emergency Management	D	D	D	D	D	D
Communications	D	D	D	D	D	D
Warning	C	D	D	D	D	D
Public Information	C	D	D	D	D	D
Resource Support	C	D	D	D	D	D
Food & Water	C	D	D	D	D	D
Health & Medical	C	D	D	D	D	D
Transportation	B	C	D	D	D	D
Evacuation	B	C	D	D	D	D
Shelter/Mass Care	B	C	D	D	D	D
HAZMAT Response	B	B	C	D	D	D
Radiological EM	B	B	C	D	D	D
Animals/Agriculture	A	B	C	D	D	D
Firefighting	A	B	C	D	D	D
Search & Rescue	A	B	B	C	D	D
Law Enforcement	A	B	B	C	D	D
Energy	A	A	B	C	D	D
Public Works/Engineering	A	A	B	C	D	D
Volunteer/Donations Mgmt.	A	A	B	C	D	D
Recovery	A	A	B	C	D	D

Evacuations may begin with the spontaneous movement of evacuees or an official evacuation order and may occur before (pre-) or during and/or after (post-) an incident.

- **Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

- **Shelter-in-Place:** The use of a structure to temporarily separate individuals from a hazard or threat.

The use of evacuation and shelter-in-place as protective actions has proven to be highly effective in ensuring the safety of individuals and communities during emergencies. Understanding and implementing these actions is key to effective emergency preparedness.

1. One of the challenges in emergency preparedness is the need to tailor protective actions to address various factors. These factors include a community's demographics, location, infrastructure, resources, authorities, and decision-making processes.

2. It's crucial for individuals and families to grasp the concepts of evacuation and shelter-in-place well in advance of a disaster. This understanding is key to proactive preparation and will help you prioritize your actions when the time comes.

Preparing for shelter-in-place includes ensuring the family or individual has a specified location. When sheltering in place, individuals should ensure they have enough water, non-perishable food, blankets, communication equipment (such as radios), alternate power sources (including fuel for generators, first aid supplies, necessary medications, and durable medical equipment [e.g., wheelchairs, canes, and hearing aids] and consumable medical equipment [e.g., medical device batteries, catheters, and wound dressings]) to allow self- sustainment in that location for a minimum of 72 hours and a maximum of 14 days.

The family or individual should plan to keep a well-stocked emergency kit available at home, at work, and in the car to meet all contingencies. For a detailed list of supplies, consult identifying primary evacuation routes from multiple locations (e.g., offices, homes, and schools) and reunification points in case an evacuation occurs while a family is separated.

State, local, tribal, and territorial governments have primary authority and responsibility for evacuation and shelter-in-place planning,

THE GOAL OF AN EVACUATION IS TO MOVE
AS FEW PEOPLE AS NEEDED TO THE SHORTEST DISTANCE TO SAFETY.

POINT-TO-POINT EVACUATION:

Point-to-Point (Figure 2) moves evacuees directly from the point of embarkation to a host jurisdiction or shelter. Point-to-point is the fastest, most direct and streamlined, and least resource-intensive evacuation action in the immediate operational period.

However, it has limited capacity for surges during large displacements. Shelters can come to capacity quickly, increasing travel for evacuees. Additionally, this model is not ideal if the host location has not been determined, such as in the instance of no-notice events with a wide and unpredictable pattern.

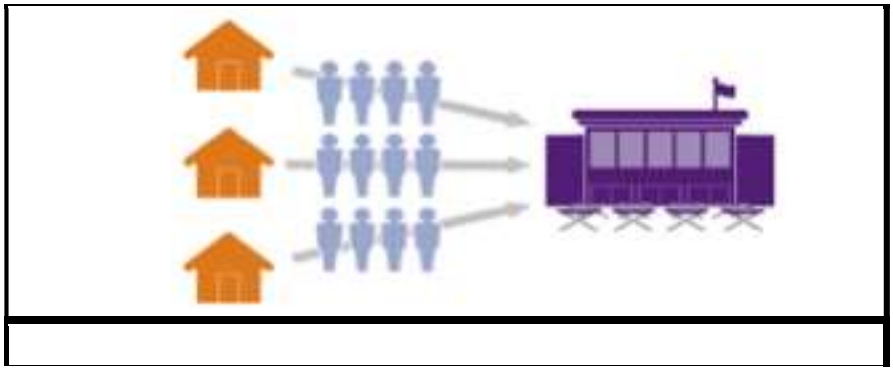


Figure 2: Point-to-Point Evacuation Model

EVACUATION AND SHELTER-IN-PLACE OCCUR IN FIVE PHASES:

Mobilization, evacuation and shelter-in-place, impact, displacement/mass care, and re-entry. In conjunction with evacuation and shelter-in-place zones, phases provide a construct to move people to safety or have them shelter-in-place.

Phases help jurisdictions plan, organize, respond, and coordinate evacuation and shelter-in-place strategies, messages, tasks, and decisions.

Phases may differ across zones that face unique hazards and considerations, may not occur at all, or may occur in any order based on incident realities. For instance, during no-notice events, the impact, mobilization, evacuation, and shelter-in-place phases may be compressed or simultaneously, depending on the specifics of the incident.

MOBILIZATION:

Begins with identifying a threat or hazard that could lead to an evacuation or shelter-in-place order. The first activity is an initial notification of people, systems, and resources to establish incident command and management structures.

Emergency management officials make coordinated decisions for protective actions and priorities, disseminating clear evacuation messaging to the public. Mobilization will likely happen concurrently with other phases for no-notice events and low-notice events.

EVACUATION AND SHELTER-IN-PLACE:

Begins when a threat requires evacuation or shelter-in-place operations, following or concurrent with mobilization phase activities, depending on incident notice. This is the first phase for no-notice events, and mobilization may happen both outside and within the impact area as part of the response.

This phase includes implementing the protective actions of evacuation and shelter-in-place orders, which will vary depending on the size and scope of the incident. This phase may be used before the impact phase for notice events (e.g., hurricane) or after the impact phase for no-notice or low-notice events (e.g., earthquake, terrorist attack) to meet incident objectives and protect life and property.

IMPACT:

This phase begins when jurisdictions start to see adverse impacts on operations. During this phase, for notice events, jurisdictions work to secure facilities, people, and equipment and clear and close public transit to minimize the impact of the hazard.

Within the impact phase, the “zero hour” marks the time needed to ensure the safety of first responders as the hazard makes an impact, and it is the designated point when it is no longer safe for responders to continue operations.

DISPLACEMENT/MASS CARE:

If evacuees must leave their home jurisdiction, they must remain in the host jurisdiction until their community is safe. Mass care is mobilized and conducts operations throughout an incident to establish shelters and provide other services, but greater emphasis is placed on these activities during the Mass Care phase. During this phase, the evacuating jurisdictions communicate with the host jurisdictions to coordinate numbers and types of evacuees, shelters for them, and potential length of evacuation.

Not every evacuation necessitates a robust mass care operation, most conducted during long-lasting events. During shelter-in-place operations, mass care may consist of mobile commodity distribution or establishing hubs for evacuees to obtain food, water, and information during evacuations that last hours instead of days.

RE-ENTRY:

Incorporates the coordinated movement of evacuees back into a community once the threat or hazard dissipates and the event causing the evacuation ends. When residents may not be able to return to their communities for a longer period, this population is relocated to host areas and returned when it is safe.

Re-entry typically marks the transition to recovery activities. This phase may follow the re-entry of first responders if the threat or hazard is significant enough to require first responders to evacuate or will begin once first responders have stabilized the area to a point where residents can return. Characteristics and duration of evacuation or shelter-in-place depends on the incident and varies with jurisdiction size, location, and resources:

PRE-INCIDENT PROTECTIVE ACTIONS:

Pre-incident protective actions occur when the warning is available before an incident (such as a hurricane or sheltering on short notice for a tornado) and fall into two categories:

PRE-INCIDENT EVACUATION:

Pre-incident evacuation moves the most vulnerable, threatened population away from a potential impact area and shelters populations in place when and where conditions support. Pre-incident evacuation requires transportation resources and infrastructure other than or in conjunction with those utilized during normal conditions. Pre-incident evacuation decision-making requires officials to balance potentially costly, hazardous, or unnecessary evacuations against the possibility of loss of life from untimely evacuation.

PRE-INCIDENT SHELTER-IN-PLACE:

Pre-incident shelter-in-place allows people to remain in less impacted places, which helps reduce the negative impacts of evacuation. For example, during a hurricane, people may have enough time to evacuate from the most dangerous zones and be able to shelter in zones that may be less impacted, minimizing negative impacts to the populations and keeping roads clear for those in the most immediate danger.

Post-incident protective actions occur during and/or after an incident. This may result from a no-notice event or an unexpected impact of a notice event.

- ***Post-incident shelter-in-place*** may be necessary in certain instances, such as an ongoing active shooter or complex coordinated terrorist attack.

- ***Post-incident evacuation*** should only occur when it is unsafe for the affected population to remain in the incident area, such as after a hazardous material spill with shifting wind patterns that may endanger a new part of the community.

- In contrast to pre-incident evacuations, post-incident evacuations may occur simultaneously with life-saving response operations. Resource constraints will arise as resources otherwise employed to support evacuation operations fulfill different emergency response tasks instead.

TYPES OF EVACUEES:

Understanding the types of evacuees in the population affected by a potential threat or hazard and their associated needs is critical to evacuation and shelter-in-place planning efforts. These types include:

- **Children and Unaccompanied Minors:** These evacuees require specialized approaches and care. During a no-notice evacuation, children and unaccompanied minors can be gathered in facilities such as schools, childcare facilities, hospitals, or other locations. These evacuees require assistance during evacuation or shelter-in-place operations and reunification.

- **Self-Evacuees:** Individuals who possess the capability or can obtain the resources to evacuate from a potentially dangerous area before, during, or after an incident with minimal or no assistance. This type of evacuee used their transportation or informal assistance from a family member or neighbor to evacuate by private or all-terrain vehicle, boat, aircraft, on foot, or other evacuee-directed and controlled transportation.

- **Critical Transportation Needs (CTN) Evacuees:** Individuals who may not have access to transportation and require assistance to leave a potentially dangerous or disaster-affected area (also referred to as Transportation-Dependent or Transportation-Disadvantaged Population). This category also may include individuals with access and functional needs who may require accessible transportation assistance to evacuate.

- **Animal Evacuees:** Animals, such as service animals and assistance animals, household pets, working dogs, agricultural animals/livestock, wildlife, exotic animals, zoo animals, research animals, and animals housed in shelters, rescue organizations, breeding facilities, and sanctuaries, may need evacuation support. Service animals evacuate with their owners as part of the general or patient population and remain with them throughout the process. Shelter-in-place of animal evacuees depends on the incident, hazard, or threat and the safety of sheltering in place versus evacuating.

- **Spontaneous Evacuees:** Under some circumstances, residents may self-evacuate based on an individual, family, or group decision in reaction to an incident or threat of an incident rather than being motivated to take a protective action due to an evacuation order. These individuals and/or groups are considered spontaneous evacuees. Spontaneous evacuations can complicate operations and add confusion. Jurisdictions can lessen the likelihood and impact of spontaneous evacuations by conducting pre-event preparedness education campaigns; clearly defining zones; providing clear, unified, and unambiguous evacuation and shelter-in-place orders; and providing clear expected actions, and timely threat, hazard and risk information. Jurisdictions should carefully shape all communications to use appropriate and accessible language and forms of media to provide evacuation and shelter-in-place information to the community.

CONTRAFLOW LANE REVERSAL CITY ROAD OR STREET:

Contraflow lane reversal alters the normal flow of traffic (typically one or more lanes in the opposing direction on a controlled-access highway) to increase the flow of outbound vehicle traffic during an evacuation.

Contraflow operations may cause issues at jurisdictional borders if the transition from contraflow lanes to normal lanes is uncoordinated, which can significantly slow the evacuation. Properly executed, contraflow requires significant resources and time, and it is most applicable when an expedited large-scale evacuation is necessary.

Generally, coordinating contraflow occurs at the state level and requires considerable planning to avoid any interference with response operations.

In addition to contraflow, the shoulders of specific evacuation routes can be used to increase traffic flow out of the evacuation area. This alternative leaves the route into an evacuation area accessible for emergency services personnel to ingress the area. These shoulders must be paved and wide enough to accommodate vehicles.

INMATE CONSIDERATION DURING EVACUATION:

A containment area for suspected offenders awaiting trial or convicted inmates awaiting sentencing or potentially serving shorter sentences. Planning for protective actions for these facilities usually falls under the state or local jurisdiction prosecuting these individuals.

EVACUATION CLEARANCE TIME:

Evacuation clearance time is the estimated time necessary to safely evacuate people, from the time an evacuation order is given until the time when either the last evacuee leaves the evacuation zone (given various factors such as the type of hazard or threat, level of notice of the incident, population characteristics of the area at the time, and public behavior) or the remaining population is forced to shelter-in-place due to conclusion of operations as the hazard begins to impact the area.

Jurisdictional analysis of clearance times should include a calculation of individuals with access and functional needs, spontaneous evacuees, and evacuees from other jurisdictions who may pass through.

Clearance time calculations should include the time required for evacuees to secure their homes and prepare to leave, the time spent by all vehicles traveling along an evacuation route network, and the additional time spent on the road caused by traffic, road congestion, bridge closures, and other unexpected complications.

POPULATION ASSESSMENT:

Pre-incident population information may be incomplete, requiring an immediate assessment of the evacuee population to identify specific individual or family group needs (e.g., health/medical, mental, functional, social services, sociocultural, socioeconomic, nutritional, language, religion).

Maintaining an accurate population assessment helps a jurisdiction understand the needs of the community and better estimate the resources needed to implement efficient protective action operations.

EVACUATION TRAFFIC MANAGEMENT:

To minimize traffic congestion and decrease clearance times, mobile message boards and signage along evacuation routes can inform self-evacuees of traffic hazards, the location of welcome centers and information points, shelters, fueling exits, and hospitals.

When planning for traffic management, jurisdictions should identify challenges of overlapping routes for different modes of transportation (e.g., do evacuation routes go over drawbridges or rail crossings for subway or commuter rail lines?) and consider whether additional or specific resources may help address these considerations.

Effective traffic management allows a jurisdiction to evacuate more people from a community efficiently, reducing the burden on jurisdiction personnel and resources. Failure to organize efficient traffic management efforts increases resource burdens, causes longer evacuation times, could lead to increased accidents and higher congestion, and could leave evacuating residents in vulnerable conditions during an incident.

SHELTER-IN-PLACE – FIRST/DEFAULT OPTION:

Jurisdictions should always consider shelter-in-place as the first/default option when feasible. This may mean looking at risk more closely and, when possible, advising populations to shelter in place. Shelter-in-place uses a structure, including homes, to temporarily separate individuals from a hazard or threat.

Shelter-in-place is appropriate when conditions require that individuals seek protection in their homes, places of employment, or other locations when a hazard or threat is imminent or occurring.

Individuals with access and functional needs should be a priority for restoration of services and safety checks, as they may be at greater risk throughout a prolonged shelter-in-place order. When populations shelter in place, jurisdictions reduce costs, resource requirements, and negative impacts of evacuations while promoting improved response and quicker re-entry (for those who spontaneously evacuate) and recovery.

REUNIFICATION SYSTEMS:

A reunification system helps reunite adults, children, and animals and helps displaced survivors establish contact with family, friends, legal guardians, and colleagues. FEMA has the statutory requirement to reunify unaccompanied minors with their custodial parents/legal guardians, as well as to assist with the voluntary reunification of adults with their families during declared emergencies or disasters.

- "**Safe and Well" Website, American Red Cross:** This service is for those affected by disasters in the U.S. and their loved ones. Registering is voluntary, and information is modifiable at any time.

- The American Red Cross provides registration information, as needed, to other organizations to locate missing persons, help reunite loved ones, or provide other disaster relief services.

- **Unaccompanied Minors Registry, National Center for Missing and Exploited Children:** This service allows the public to report information related to children 18 and under who are separated from their parents, legal guardians, or other relatives because of a disaster.

- It allows emergency management agencies, law enforcement, shelter staff, hospital employees, schools, childcare institutions, and other organizations to report minors in their care during disasters.

- With a Presidentially declared disaster, the National Center for Missing and Exploited Children can also activate its Call Center to help locate children and reunify families who were lost or separated during the disaster or subsequent evacuations.

- The NMETS (see above) includes some elements of the Unaccompanied Minors Registry, allowing the intake of information about children separated from parents/legal guardians.

- To aid in tracking and accounting of evacuated residents, the Incident Commander shall direct EOC staff to complete the "**Hurricane Evacuation Family Registration**" form provided below:

HURRICANE EVACUATION FAMILY REGISTRATION FORM:

Hurricane Evacuation Family Registration Form

Please print neatly and clearly

First Name:_____**M.I.**____**Last Name:**_____
Current Address:_____**Apt #:**_____
City:_____**State:**_____**Zip Code:** _____
Main Phone:_____**Alternate Phone:**_____
Marital Status (Check One): Single: ____ **Married:** ____ **Divorced:** ____ **Widow:** _____
Spouse's Name (if applicable): _____

Please list only your immediate family members:

Children	**Others you are legally responsible for**
1_____	**1**_____
2_____	**2**_____
3_____	**3**_____
4_____	**4**_____
5_____	**5**_____
6_____	**6**_____
7_____	**7**_____
8_____	**8**_____

Person(s) to contact in case of an emergency:

1.Name _____**Phone**_____
Address_____**City**_____**State**_____**ZipCode**_____

2.Name _____**Phone**_____
Address_____**City**_____**State**_____**ZipCode**_____

PORTA-POTTIES DURING OPERATIONAL PERIODS:

According to the World Health Organization (WHO), the incidence of communicable diseases and outbreaks, including diarrheal diseases and acute respiratory infections (ARI), is notably higher among evacuees when there is overcrowding, inadequate water and sanitation facilities, and limited access to healthcare during disaster relief operations.

Therefore, it is essential to ensure the provision of portable toilets to mitigate these risks. In disaster relief efforts, the availability of clean, running water is a vital resource.

Power outages can impede water treatment and supply plants, increasing the risk of water-borne diseases. The scarcity of clean water is inconvenient and can pose a severe health risk.

1. Portable restrooms offer a convenient solution for evacuees in need.
2. Portable toilets can help maintain sanitation in emergency situations.
3. Upgraded portable restrooms can provide access to running water for added comfort.
4. Portable restrooms are designed to be mobile and user-friendly.
5. Portable restrooms offer a private and discreet space for personal needs.

ACTIVE PHYSICAL SECURITY MEASURES:

The Incident Commander shall activate EOC physical security measures and activate storm shutters.

DEATH INVESTIGATIONS:

Deceased persons or persons near death may be encountered in response to a wide variety of calls for service. Officers who encounter such situations shall, in order of importance, based on the circumstances, perform the following:

- ➢ Identify and arrest any perpetrator(s) if present.
- ➢ Ensure officer safety and the safety of others by safeguarding any weapons at the scene.
- ➢ Administer emergency first aid if necessary and/or summon emergency medical personnel.

Death can only be determined in an official capacity by a physician. However, in cases involving unmistakable evidence of death (e.g., the presence of lividity or rigor mortis), emergency medical personnel need not be summoned.

- ➢ If the officer determines that the person is dead, the factors surrounding that determination shall be entered into the officer's report.
- ➢ Officers shall resolve any doubt concerning the life or death of a subject by summoning appropriate medical assistance.

The officer shall isolate and protect the crime scene from any intrusion by non- essential personnel including officers not directly involved in the crime scene investigation.

The officer shall notify communications of the circumstances and any additional personnel as needed. If the death is perceived to be a homicide or potential homicide or the result of accident or suicide, an investigator shall also be summoned.

The officer shall observe and note pertinent information at the scene:

- ➢ Record the nature of any physical modifications to the crime scene as the result of intervention by emergency medical personnel or others.

- ➢ Record in a crime scene log the identity of any persons who were present at or who entered the crime scene.

- ➢ Identify witnesses and record basic information regarding the event. Ask witnesses to remain, if possible. If not possible, determine their identity and how they can be contacted by investigators.

- ➢ Identify and ensure that any suspects do not leave. Responding officers may conduct basic, preliminary questioning of a suspect or witness, but should normally defer interviews to investigators.

Bodies shall not be moved unless located in a spot that is deemed untenable (e.g., in the open view of the public) and only under conditions that do not require a police investigation or magistrates' response. In all other cases, bodies may not be moved without the approval of the Justice of the Peace or homicide investigators. Death by Other Than Natural Causes. In all cases of death other than those due to natural causes where the death will be certified by an attending physician, the Justice of the Peace shall be notified.

- ➢ In any case in which there is doubt concerning the cause of death, the JP and criminal investigators shall be notified and shall be responsible for conducting an investigation of the death.

- ➢ In cases of death by accident, suicide, homicide, or undetermined causes, the officer shall coordinate with homicide investigators and the JP's office in protecting the scene and conducting a preliminary investigation of the incident.

Assistance to Survivors. Providing basic support and crisis assistance to survivors is the responsibility of both responding officers and investigators. Officers should not leave the scene of a death where survivors are present until reasonably assured that the survivors have adequate personal control and/or family or close friends readily available to provide support. In gauging the need for assistance, officers shall also consider the following:

- ➢ The emotional reactions and physical condition of the survivors;

- ➢ Availability of other adults in the home or immediate area;

- ➢ Responsibility of the survivors for infants or small children;

- ➢ Home environment, if apparent, (e.g. evidence of excessive alcohol use or drug use, lack of means of financial support, shortage of food, problem with shelter, etc.);

- ➢ Availability of a support system (e.g. including friends, family, close neighbors, access to clergy, means of transportation, etc.).

Officers should not leave a lone survivor unattended until all reasonable efforts have been made to garner first-hand support from the survivor's family, friends, co-workers, neighbors, clergy, crisis counselors, or other community social service agency.

DEATH NOTIFICATIONS:

All death notifications that are the responsibility of this agency shall be delivered in person unless the exigency of circumstances demands telephonic notification. Officers shall be prepared to and shall be provided adequate discretion to spend the necessary time with survivors to provide assistance as authorized by this policy.

Prior to contacting next of kin, notifying officers shall gather and familiarize themselves with essential details concerning the deceased, to include full name, age, race and home address, as well as details of the death, location of the body/personal effects and other pertinent information.

Officers shall identify the next of kin of the deceased for purposes of notification. Particular effort should be made to locate the closest relative starting with a spouse and followed by parents, brothers or sisters, then children.

Only where substantial delays would be required to make contact with next of kin should other relatives be contacted. Officers should contact a supervisor for guidance when in doubt concerning next of kin or delays in notification. Where another agency must be contacted to notify the next of kin, officers should:

- request that the notification be made in person, and
- request immediate verification when notification has been accomplished.

Wherever possible, officers should gather available information concerning the survivors that may aid in the notification. This includes but is not limited to whether survivors are elderly, disabled, visually or hearing impaired, have medical problems or may not speak English.

If possible, obtain the names of the survivor's closest relative, friend, family doctor and clergyman. Officers shall ensure that they have on hand a list of referral agencies that may be helpful and should leave this with survivors.

Officers should, wherever reasonably possible, avoid using the name of the deceased over the radio prior to notification of immediate surviving relatives.

- Where possible, two officers (preferably a male and female team) should be assigned to a death notification.
- Officers should request the assistance of the department chaplain, Fire Department chaplain or local crisis intervention specialist where feasible.
- Personal effects of the deceased shall not be delivered to survivors at the time of death notification.

MAKING NOTIFICATION:

Upon arrival at the residence or place of business, officers shall do the following:

- ➢ check the accuracy of the location;
- ➢ request to speak to the immediate survivor;
- ➢ identify themselves by name, rank and departmental affiliation;
- ➢ verify the relationship of the survivor to the deceased; and
- ➢ ask to move to a place of privacy.

Every reasonable effort shall be made to make the death notification in the privacy of the survivor's home or in another location away from public scrutiny. Officers should address the survivor(s) in a straightforward manner and use easy-to-understand language to briefly explain the circumstances of the incident and the fact that the individual is dead.

- ➢ Officers should not use euphemisms such as "passed on" or "no longer with us" in order to avoid using the term "dead" as these may create confusion or false hope.
- ➢ Officers should avoid graphic aspects of the incident and the use of police jargon.

Officers should be prepared for unexpected responses from survivors to include hysteria and possible verbal or physical attack. Officers should provide survivors with sufficient time to regain composure before proceeding.

PROVIDING ASSISTANCE AND REFERRAL:

Officers should provide any additional information on the incident requested by survivors. While graphic details may not be necessary, officers should provide information if asked specifically concerning the cause of death, condition of the body or other details of the fatality.

Officers should remain alert to the possible need for medical assistance. Officers should be aware of confusion on the part of survivors; speak slowly and deliberately and write down any pertinent information that the survivor may need. This includes such matters as the following:

- ➢ disposition of the body;
- ➢ location of personal effects;
- ➢ identification requirements/procedures; and
- ➢ notifying officers' names, agency and telephone numbers.

Notifying officers should conduct a follow-up within 24 hours with any survivor when there is concern for the survivor's well-being.

LOCAL LAW ENFORCEMENT AGENCY NOTIFICATIONS:

Once the emergency operations center is activated by the mayor, the incident commander should provide clear instructions to the City of Kemah PIO to promptly contact all local and contiguous law enforcement agencies. This will ensure that everyone concerned is informed of the City of Kemah's EOC activation, enabling them to take necessary measures and work collaboratively to address the situation (Galveston County Sheriff's Office, Clear Lake Shores PD, DPS, and KPD).

Also identify HAM Radio Operators that are willing to offer their services.

IDENTIFICATION/CLASSIFICATION OF ICS FORMS AND DOCS:

The Incident Commander shall direct all documentation associated with disaster management to be printed on **yellow paper** for easy identification and classification (Roll Call Forms, Injury Reports, Timesheets, Overtime Request, and Daily Activity Reports).

DEACTIVATION:

EOCs rarely deactivate all at once. The best deactivation method scales back functions over time as resources become unnecessary. Deactivation should include after-action reports, which are valuable in communicating operational deficiencies and lessons learned to state, federal and cooperating agencies and jurisdictions.

FOOD SUPPLY:

EOCs may feed their personnel in several ways, such as through outside caterers, standby contracts with local NGOs that maintain kitchens, donations from restaurants or stored foods— including prepackaged emergency food supplies such as meals ready to eat (MRE) or commercial foods with a relatively long shelf life.

Supplied food should meet the dietary requirements of the staff. Staff should ensure that stored food products meet certain requirements and rotate them based on expiration dates. Users operating in a hybrid or virtual environment should consider access and availability of food during extended operations and the need to store meals on-site. While catering is outside the scope of most working remotely, meal delivery services may be a viable solution depending on the incident.

GAS CANS, FLASHLIGHTS, AND FIRST AID KIT RESOURCES:

As per the emergency response protocol, the Incident Commander is responsible for ensuring the availability of necessary supplies and equipment during a crisis. In this regard, the Incident Commander should diligently inspect all AEDs to ensure they are fully functional and well-maintained.

Additionally, the Commander should direct the purchase of additional gas cans, first aid kits, and flashlights, as they are crucial for effective emergency response. This proactive approach will ensure the team is well-prepared to handle any unforeseen circumstances during the emergency response process.

BLANKETS, SLEEPING COTS, AND SOAP ACCUMULATION:

The incident commander is responsible for ensuring adequate resources for the comfort and safety of evacuees, homeless individuals, and EOC personnel. These resources include high-quality blankets to keep them warm and comfortable, sturdy sleeping cots to provide a safe and secure place to rest, and soap to maintain hygiene and prevent the spread of diseases. It is crucial to prioritize accumulating these resources to ensure that all individuals are cared for during emergencies.

FLOOD MAP ACQUISITION BY INCIDENT COMMANDER (P.W.):

The Incident Commander should visit the FEMA Flood Map Service Center (MSC) to acquire an official flood map. This online resource provides flood hazard mapping products created under the National Flood Insurance Program, including local community maps. By using this resource, communities can take the necessary steps to safeguard themselves and their homes from flooding risks.

Document the locations and sizes of all bodies of water (and Boat Docks) within the City of Kemah and its extra-territorial jurisdiction.

Communities often face the devastating and unpredictable nature of floods which can cause significant damage to homes and businesses. To protect themselves, they use various tools, including a flood map. The flood map is an essential tool that can help communities identify the areas at the highest risk of flooding and how that risk could affect their property. While it is impossible to eliminate the risk of flooding, some areas have lower or moderate risk than others.

EMERGENCY FUND PLANNING – CASH ON HAND:

It is imperative that EOCs maintain a reserve of at least $10,000 in cash to meet any emergency demands. This amount should be readily available for at least 5 days in the event of power outages or bank closures.

RESOURCE REQUESTS:

Organizations requesting resources should provide enough detail that those receiving the request will understand what is necessary. Using NIMS resource names and types helps ensure clear communication. Requestors should include the following information in a request:

- Detailed item description, including quantity, kind and type (if known) or a description of required capability and its intended use;
- Suitable substitute resources and preferred sources if they exist;
- Detailed specifications for uncommon or nonstandard incident resources;
- Required arrival date and time;
- Required delivery or reporting location;
- Position title of the individual to whom the resource should report, if applicable; and
- Any incident-specific health or safety concerns (for example, vaccinations, adverse living/working conditions or identified environmental hazards).

Personnel receive assignments based on their qualifications and the incident's needs, as well as on jurisdictional licensing requirements or limitations. Personnel in some fields, including law enforcement and medicine, have limited authority outside the jurisdiction in which they are sworn or licensed.

STATUS AND SITUATION BOARDS:

Visual displays are important because they provide staff members with immediate access to information without verbal interruptions. Hybrid and virtual environments present numerous opportunities to leverage collaborative services to display situation information. This may include interactive dashboards, maps, Kanban-style card systems, and other virtual whiteboards.

EMERGENCY WATER STORAGE:

In case of an emergency, it's important to have a safe and reliable source of water. Unopened bottled water is the best option. Remember to store at least one gallon of water per person daily for three days for drinking and sanitation.

If possible, it's even better to store enough for two weeks. Remember that people who are sick, pregnant women, pets, and those living in hot areas may need more water. Always check the expiration date of store-bought water and replace it every six months if you're storing it in containers.

Also, consider having unscented liquid household chlorine bleach with 5% to 9% sodium hypochlorite to disinfect your water, as well as for cleaning and sanitizing. Label the container as "drinking water" and put the date you stored it. Replace the water every six months and store the containers in a cool, dry place away from sunlight, gasoline, and pesticides. By following these simple steps, you can create and store an emergency water supply that will keep you and your loved ones safe.

LIST OF SHELTERS:

During an emergency, the safety and well-being of all individuals involved is paramount. The incident commander in charge of the response must take swift action to ensure everyone is safe and accounted for. One critical step towards this end is to gather as much information as possible on all available local public and private shelters. This includes obtaining detailed information such as the names, addresses, and contact numbers of these shelters, so that they can be utilized if necessary.

Not all shelters may be suitable for the specific needs of the individuals involved in the emergency, so the incident commander should prioritize selecting the most appropriate ones. Additionally, the commander should ensure that individuals with specific needs, such as medical conditions or disabilities, are considered when selecting a shelter.

By collecting this information, the incident commander can be better equipped to respond to the emergency and provide aid to those in need. This information can also be shared with other emergency responders and organizations to ensure a coordinated and effective response. Overall, gathering information on available shelters is crucial to ensuring the safety and well-being of all individuals involved in an emergency.

SUSPENSION/CANCELLATION OF NON-ESSENTIAL SERVICES:

During emergency situations, the safety of the community should be the top priority. To ensure that all the available resources are directed towards addressing the emergency and keeping people safe, any city services that are deemed non-essential will be temporarily suspended or canceled.

Moreover, all the court settings and hearings scheduled during pre- and post-incident emergency responses will be canceled. The incident commander will work closely with the court administrator to ensure this process is carried out smoothly and efficiently. This will allow the court system to focus on urgent emergency cases while minimizing the risk of exposure to the public.

I.T. PRE/POST-INCIDENT CONFERENCE:

The Incident Commander shall cause city records, sensitive and confidential documents are backed up (remotely if possible). IT services are an essential component of disaster response and recovery efforts. IT helps ensure effective communication, efficient resource management, and timely access to information, essential in mitigating the impact of natural disasters or emergencies.

In addition to supporting the recovery efforts, IT services can aid communication efforts by providing real-time updates to residents, communities, and stakeholders. IT services are essential in supporting the recovery efforts, such as restoring communication infrastructure, assisting with data recovery, and ensuring the smooth functioning of critical systems.

IT services can help establish communication channels, such as social media, websites, and mobile apps, to disseminate important information effectively. By doing so, IT services can help people make informed decisions and stay safe during crises.

PRISONER RELEASE DURING PRE/POST-DISASTER:

In the unfortunate event that the emergency operations center is activated, the Kemah Police Department has a well-defined policy for releasing inmates. According to this policy, the police department will release prisoners who are deemed non-violent and who pose no immediate threat to themselves or others.

The police department will consider various factors, such as the nature of the emergency and the available resources, before releasing the inmates. The policy ensures the safety and well-being of all individuals involved in a crisis.

ALTERNATIVE FOOD PREPARATION DURING DISASTER:

During a disaster, the availability of electricity may be significantly impacted, which can hinder the use of electric stoves or ovens for cooking. In such situations, it becomes crucial to have alternative food preparation methods in place to ensure the affected community receives proper nutrition. The incident commander should take proactive measures to ensure that appropriate cooking equipment is available and ready to use during such critical phases of disaster management. One effective and efficient means of cooking food without electricity is using a propane gas barbecue pit. Purchasing a propane gas barbecue pit is highly recommended as it requires minimal setup and can be used to cook various food items. If such equipment is not already available in the City of Kemah's inventory, it should be procured as soon as possible.

Maintaining a primary and secondary propane gas tank is advisable to ensure an uninterrupted cooking equipment fuel supply. The propane gas barbecue pit is relatively easy to use and can quickly be set up in a safe area. However, following all the safety instructions and ensuring that the cooking area is well-ventilated to prevent any hazardous situations is essential.

By planning and taking these measures, the incident commander can ensure that the affected community receives proper nutrition during the disaster management. Providing alternative food preparation methods such as a propane gas barbecue pit can significantly reduce the burden on the community and help them cope with the disaster's aftermath.

CONTENTS OF GO-BAG FOR EOC TEAMS AND RESIDENTS:

To be well-prepared for emergencies, it would be beneficial for city staff and residents to have a well-stocked go-bag. This go-bag should contain essential items that will be useful during an emergency. First and foremost, the go-bag should contain first aid supplies such as adhesive bandages, sterile dressings, and pads, and a first aid manual. Additionally, it is essential to have non-prescription and prescription medications, extra eyeglasses/contact lenses, and basic sanitation and hygiene supplies like soap, toothpaste, and feminine hygiene products.

Other essential items include equipment and tools such as a portable radio or NOAA weather radio, a flashlight, waterproof matches or a waterproof container, a manual can opener, and paper cups, plates, and plastic utensils. Having duct tape, work gloves, and a whistle is also important.

Regarding food and water, the go-bag should contain ready-to-eat meats, fruits, and vegetables, canned or boxed juice and soup, high-energy foods such as peanut butter and granola bars, and water. It is important to consider special dietary needs and pack accordingly. Finally, the go-bag should include extra clothing and bedding supplies such as sturdy shoes or boots, rain gear, a hat, sunglasses, blankets, sleeping bags, and pillows.

PRE-STAGING OF EMERGENCY OPERATIONS CENTER:

To ensure that emergency operations and disaster management are carried out effectively and without interruption, it is essential to have alternative sites prepared in advance for the Emergency Operations Center (EOC). This means identifying and preparing alternative sites with the necessary infrastructure, equipment, and supplies to support the operations of the EOC in case of a disaster.

The City of Kemah, recognizing the importance of this pre-staging process, has already identified two potential alternative sites for the EOC - the Community Center and Visitors Center. These locations have been assessed for their suitability in terms of accessibility, space, and availability of resources.

Pre-staging is a critical step in preparing alternative sites for the EOC. It involves planning ahead of time to ensure that the EOC can quickly relocate to an alternate site in case of a disaster. This includes setting up communication systems, power sources, equipment, and supplies at alternative sites. By having these alternative sites ready and equipped, the city can ensure that it can continue to provide essential services and support to its residents during times of emergency or disaster. The pre-staging process is an important aspect of disaster management and can help prevent or mitigate the impact of a disaster.

RE-UNIFICATION SITES - THE COMMUNITY AND VISITOR CTR:

The Community Center and Visitor's Center are two such locations that are easily accessible, secure, and equipped with essential supplies, making them the perfect places for families to reunite during a crisis. In an emergency, having predetermined locations as a backup plan is important to reunite with family members.

These locations, known as alternate locations, serve as central family reunification sites and can be lifesavers during times of crisis. Alternate locations are typically chosen for their accessibility, proximity to the affected area, and their ability to provide a secure and safe environment for families to reunite. In this case, there are two designated family reunification sites: the Community Center and the Visitor's Center.

The Community Center is located nearby and provides ample parking space, making it easy for families to gather there. It also has enough space to accommodate many people and is equipped with first aid kits and other emergency supplies.

The Visitor's Center is another designated reunification site that is easily accessible and provides a safe environment for families to gather. It is equipped with basic amenities such as water, food, and restrooms and has trained personnel who can assist people in distress.

VENDORS AND ALT. VENDORS & CONTRACTS, MOA, & MOU'S:

As part of pre-incident disaster management, it is essential for the Incident Commander to gather vendor contracts and memoranda of understanding. These documents should be written in clear, straightforward language and easily accessible for pre- and post-incident disaster management.

The contracts and memoranda contain all the necessary details related to professional services and debris removal contracts, serving as a blueprint for everyone involved in the emergency response operation.

Therefore, it is crucial to keep them readily available for reference. These documents provide a comprehensive outline of the obligations of all parties involved, the cost of the services, and the timeline for when those services will be provided.

They help the Incident Commander track the operation's progress and ensure everyone is doing their part. By referring to these documents, the Incident Commander can ensure that the emergency response operation runs smoothly and efficiently and that all parties involved meet their obligations.

TEMPORARY MORGUE, PRIMARY AND ALT. QUARANTINE SITE:

In times of disaster, temporary morgues may be established. For instance, the Jail KPD Cells #1 can be designated as the primary location for storing the deceased, while KPD Cell #2 can serve as an alternative.

Similarly, the visitor center can be repurposed as the primary quarantine site in an emergency. However, if any member of the EOC staff needs to be quarantined, the two offices on the second floor of the Kemah Police Department will be designated for that purpose.

FILL FUEL TANKS OF ALL CITY OF KEMAH MOTOR VEHICLES:

To be prepared for any potential disasters or emergencies, it is essential that all fire trucks, maintenance vehicles, and support vehicles in the City of Kemah are fully fueled and serviced. This ensures that operations can continue without interruption, even during a crisis.

To achieve this, it is important to fill up the fuel tanks of all City of Kemah motor vehicles. During a disaster, gasoline may become scarce as people rush to fill up their own vehicles. By filling up all the city's motor vehicle tanks in advance, the city can ensure its essential services operate smoothly.

In addition, power outages can occur during a crisis, disabling gas stations and making it difficult or impossible to obtain fuel. By filling up the tanks of police motor vehicles before any incident, the city can engage in pre-incident disaster management. This proactive measure ensures that emergency responders have the resources to do their job and keep the community safe during a crisis.

RELOCATION OF THE CITY OF KEMAH MOTOR VEHICLES:

To ensure the safety of all motor vehicles owned and operated by the City of Kemah, including emergency response vehicles, those not used for pre-incident planning or emergency response will be relocated to the Kemah Boardwalk Garage. This proactive measure will protect these vehicles from potential hazards, such as flood waters and flying debris, that may arise during an emergency.

The Kemah Boardwalk Garage has been chosen as the relocation site because of its safe and secure location. This garage is equipped with state-of-the-art security features that will ensure the safety of the vehicles throughout their stay. Furthermore, the garage is in an area that is not prone to flooding or other natural disasters. This means the vehicles will be protected from potential damage during such an event.

CANVASS/PATROL DURING PRE-AND POST-INCIDENT:

In a disaster, the incident commander will establish a Preliminary Damage Assessment Unit, whose membership will consist of individuals from the Police and Public Works Departments. The primary objective of this unit will be to conduct a city-wide survey to identify and evaluate critical incidents, assess the extent of damage caused by the disaster, and identify potential victims who may have been injured. Furthermore, the team will be responsible for evaluating the accessibility of roads and streets in the city to ensure the safety and security (free from debris) of the residents of Kemah during these challenging times.

PRE-INCIDENT GENERATOR TESTING:

Ensuring that all critical equipment is working correctly is crucial in an emergency. That's why, when the Emergency Operations Center (EOC) is activated, the incident commander will direct the public works department to perform a pre-incident generator test.

This test assesses the generator's ability to provide backup power during an emergency. Once the test is complete, the results must be promptly sent to the incident commander for review and analysis.

PRE-INCIDENT BLACKBOARD CONNECT TESTING:

The Incident Commander's primary responsibility is to ensure the Blackboard Connect system functions correctly. This system is critical in emergency communication, allowing the team to notify the public of any risks or updates quickly and efficiently. To achieve this, the commander should request a comprehensive test of the system's functionality at regular intervals. This test will ensure the system is fully operational and can be relied upon in an emergency. Conducting these tests regularly is essential to identify and address any potential issues before they arise.

During the test, the commander should verify that all the necessary components of the system are working correctly. This includes ensuring that the system can send and receive messages, that the delivery is fast and reliable, and that the system can handle a high volume of messages simultaneously.

The commander should also review the system's logs and reports to identify any issues and take corrective action where necessary. In conclusion, the incident commander should prioritize testing the Blackboard Connect system to ensure it is fully functional and reliable in an emergency. Regular tests will help the team better prepare and respond more effectively to crises.

REAL-TIME COMMUNICATION TO THE COMMUNITY:

When the Emergency Operations Center (EOC) is activated, it indicates that a disastrous event or an emergency is imminent, posing a significant threat to the community. In such situations, it is crucial to have a coordinated response immediately. Once the EOC is activated, it is of utmost importance to promptly communicate this information to the community, leaving no room for confusion or panic.

This communication should comprise all the pertinent details of the emergency, such as the nature and extent of the hazardous conditions, the potential impact on the community, and any relevant evacuation or shelter-in-place orders. It is essential to provide real-time actionable information to the community so that citizens and the community can prepare for the emergency effectively and respond appropriately.

In such dire situations, timely and accurate communication can make all the difference between life and death, enabling people to take necessary precautions and respond promptly. Therefore, ensuring the community receives clear, concise, and accurate information is imperative to stay safe and avoid casualties.

METHOD OF COMMUNICATION TO THE COMMUNITY:

In critical incidents or disasters, the Incident Commander may instruct the Public Information Officer (PIO) or Community Outreach team to relay important information to the public. This may involve sharing detailed facts and circumstances surrounding the event.

The information can be communicated through various channels, including TV News, social media, press releases, Blackboard Connect, email, websites, and public service announcements. This ensures the public knows the situation and can take necessary precautions to stay safe.

TRAFFIC CONTROL DEVICE INVENTORY REQUEST TO P.W.:

To ensure the safety of the community and be well-prepared in case of an emergency, it is essential that the person in charge of managing the incident requests a thorough inventory and assessment of the traffic control devices, generators, Public Message Boards trailers, sandbags, and personal protective equipment that are currently in the possession of the City of Kemah.

This assessment should be conducted in detail, considering factors such as these critical resources' condition, functionality, and availability. The information gathered from this assessment will provide valuable insights to inform decision-making and optimize emergency response efforts.

For instance, a detailed inventory of traffic control devices such as traffic cones, barricades, and signs will help to determine the number of devices available, their condition, and the need for any repairs or replacements. Similarly, evaluating generators and Public Message Board trailers will provide information on their capacity, functionality, and readiness for use during an emergency.

Moreover, an inventory of sandbags and personal protective equipment such as gloves, masks, and goggles will help to determine the quantity available and the need for restocking. This information will enable prompt and effective decision-making during an emergency, helping to mitigate the risks and ensure the community's safety. A comprehensive inventory and assessment of these critical resources are necessary to ensure emergency preparedness and optimize emergency response efforts.

ESTABLISHMENT OF THE JOINT INFORMATION CENTER (JIC):

The Emergency Operation Center will be activated in an emergency, and the Kemah Police Department's Command Dispatch Center will take the lead as the Joint Information Center (JIC). The Mayor will appoint an Incident Commander, who will be responsible for managing the emergency response.

The Command Dispatch Center, as the Joint Information Center, will become the central hub for all incoming calls related to city services. All emergency calls will be directed to the Command Dispatch Center, quickly and efficiently routed to the appropriate department or agency.

The Command Dispatch Center's designation as the central hub will allow the JIC to effectively coordinate and manage the city's response to the emergency. The Incident Commander will work closely with the Command Dispatch Center and other emergency response teams to ensure all resources are deployed as effectively and efficiently as possible.

DESIGNATED SLEEPING AREAS:

During critical incidents and disaster management, providing a designated sleeping area for personnel working long hours in the emergency operation center is essential. If personnel have been assigned offices, their designated sleeping area will be in their respective offices.

However, those without assigned offices will sleep in the designated sleeping area in City Hall at the discretion of the Incident Commander. This arrangement ensures that all personnel have a safe and comfortable resting place, allowing them to be fully alert and prepared to respond to any emergency.

LOST AND FOUND ANIMALS:

The incident commander has a responsibility to inform pet owners that they need to take care of their pets before, during, and after a disaster. This includes arranging their pets' boarding, food, water, housing, and veterinary care. Working with animal care providers is important to ensure that pet owners and their pets have access to the necessary resources and expertise. Depending on the type of animal involved, evacuation procedures may differ. In the past, public health has been a significant concern when it comes to animals in disasters, with specific concerns including contamination of food and water supplies, and limited food supply.

It is crucial to understand that separation from pets during disasters can have significant emotional and psychological impacts on pets and their owners. Such separation can lead to a range of issues, such as separation anxiety, grief, anger, guilt, and psychosomatic symptoms. To prevent these issues, it is essential to keep pets and their owners together during disasters. To achieve this, the incident commander should make every effort to facilitate the simultaneous evacuation of pet owners with their pets. This could involve providing facilities and resources to accommodate pets, such as pet-friendly shelter options and transportation services.

In emergency situations, the incident command has the authority to designate temporary animal boarding areas. For example, in the City of Kemah, the police department's Sally Port can be used as a temporary animal boarding area. This can help ensure that pets are not left behind during an evacuation and can be reunited with their owners as soon as possible.

By prioritizing the safety and well-being of pets and their owners during disasters, we can help reduce stress and anxiety in disaster victims. Therefore, it is essential to take all necessary measures to ensure the safety and comfort of pets and their owners during any emergency.

SHELTER STATUS AND UPDATED:

The designated Incident Commander has the responsibility to ensure that the shelter's name, precise location, contact information, preferred route, current status, and vacancies (whether it is open, closed, or on standby) are regularly updated and accurately maintained.

EVACUATING PASS-THROUGH AND HOST JURISDICTION & PERCENTAGE ESTIMATE:

The Incident Commander is required to exert reasonable efforts to establish communication with all local jurisdictions, Emergency Operations Centers (EOCs), and other law enforcement agencies situated along the evacuation route designated by the City of Kemah's evacuation EOC, or through which the City of Kemah's evacuation route traverses. Furthermore, the Incident Commander is responsible for supervising the estimation of the percentage of the population that has been evacuated, requires evacuation, or is sheltering in place.

POST-LANDFALL OPERATION – WITHIN 6 HOURS FOLLOWING INCIDENT:

Within 6 hours of the incident, the incident commander is responsible for promptly conducting a thorough needs assessment and preliminary damage evaluation. Subsequently, they are required to disseminate real-time actionable information to the affected residents, community, and other relevant emergency management jurisdictions. This information should be aimed at facilitating swift and effective response and recovery efforts.

CONTINUITY OF OPERATIONS PLAN (COOP):

Continuity planning is simply the good business practice of ensuring the execution of essential functions and a fundamental duty of public and private entities responsible to their stakeholders. The following chart outlines the general decision-making process for determining the best course of action for response to and recovery from a critical incident or emergency management.

CHART FOR LEVEL OF EMERGENCY (COOP):

Class/Level of Emergency or Disruptive Event	Corresponding Emergency Management Conditions (Roughly)	Impact on City Department/Division
I No disruptions to essential functions.	**Green** - Low Condition: City departments emphasize preventative measures, train personnel, evaluate potential hazards, and ensure optimum state of operational and equipment readiness. Departments begin corrective action if any resource limitations exist that could reduce ability to respond effectively to emergencies.	○ Follow maintenance schedule for COOP Plan, update regularly. ○ Plan, test. and exercise the COOP Plan.
II **Disruption of 12 to 72 hours** with minor impact on essential functions or critical systems.	**Blue** - Guarded Condition: Implemented at start of hurricane season, large events, or threatening conditions that may not actually cause adverse effects.	○ No COOP activation required. depending on individual departmental requirements. ○ May require putting COOP resources and personnel on standby.
III Disruption to one or two essential functions or to a vital system for **no more than 3 days.**	**Yellow** - Elevated Condition: Implemented during severe weather watches, monitoring of large events, or a situation in which threatening conditions have developed but have not yet caused adverse effects. Selected emergency response elements may be put in a higher state of readiness, EOC may/may not be activated.	○ Limited COOP activation required, depending on individual departmental. ○ May require movement of some personnel to an alternate work site or another location in the primary facility for less than a week.
IV Disruption to one or two essential functions or to an entire department with the potential of lasting for **more than 3 days but less than 30 days.**	**Orange** - High Condition: An emergency is having a serious effect, but its impact is limited to a particular geographic area of the City and/or involves a specific group of City departments. The EOC may be activated on a limited basis with only KPD and selected departments being required to respond.	○ May require activation of lines of succession for some key personnel, ○ May require movement of some personnel to alternate work site(s) or another location in the primary facility for more than a week.
V Disruption to an entire department or several City departments with a potential for **lasting at least 30 days.**	**Red** - Severe Condition: An emergency and/or disaster that is imminent or having a major impact on the entire community with a broad array of City departments and outside agencies involved. **A State of Local Disaster has been or will be declared by the Mayor. The EOC is activated.**	○ Requires activation of lines of succession for some key personnel. ○ May require movement of key personnel to alternate work site(s) for thirty days or more.

The plan could be activated in response to a wide range of events or situations – from a fire in the building; to a natural disaster; to the threat or occurrence of a terrorist attack. Any event that makes it impossible for employees to work in their regular facility could result in the activation of the Continuity plan.

The Continuity Plan is the roadmap for the implementation and management of the Continuity Program. NSPD-51/HSPD-20 outlines the following overarching continuity requirements for agencies.

- **Essential Functions –** The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs, PMEFs, and MEFs.

- **Orders of Succession –** Provisions for the assumption of senior agency offices during an emergency in the event that any of those officials are unavailable to execute their legal duties.

- **Delegations of Authority –** Identification, by position, of the authorities for making policy determinations and decisions at HQ, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

- **Continuity Facilities –** Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. Continuity Facilities, or "Alternate facilities", refers to not only other locations, but also nontraditional options such as working at home. ("teleworking"), telecommuting, and mobile-office concepts.

- **Continuity Communications –** Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.

- **Vital Records Management –** the identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to support essential functions during a continuity situation.

- **Human Capital –** during a continuity event, emergency employees and other special categories of employees who are activated by an agency to perform assigned response duties.

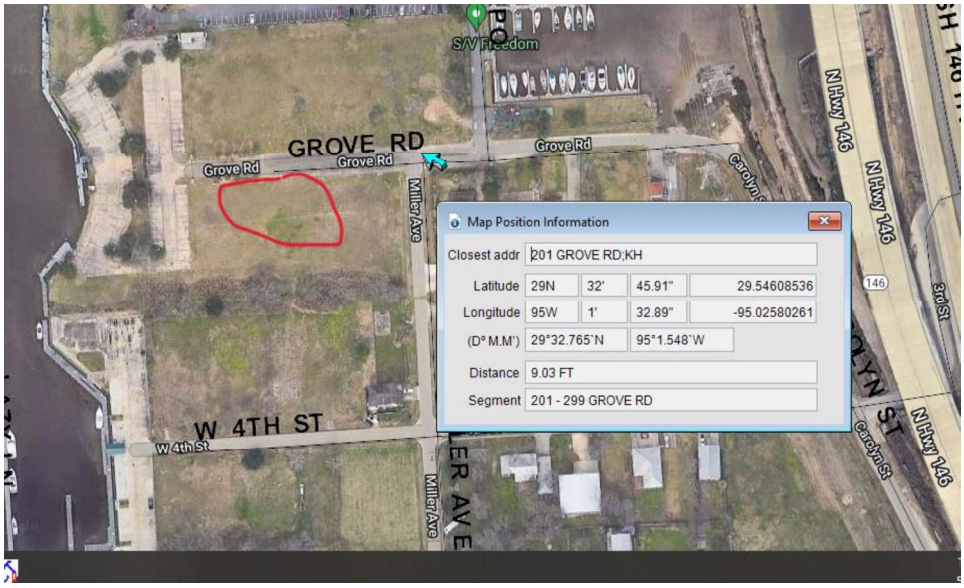
- **Devolution of Control and Direction –** capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities.

- **Reconstitution –** The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

PRE-DESIGNATED SITES FOR PLACEMENT OF REMOVED DEBRIS:

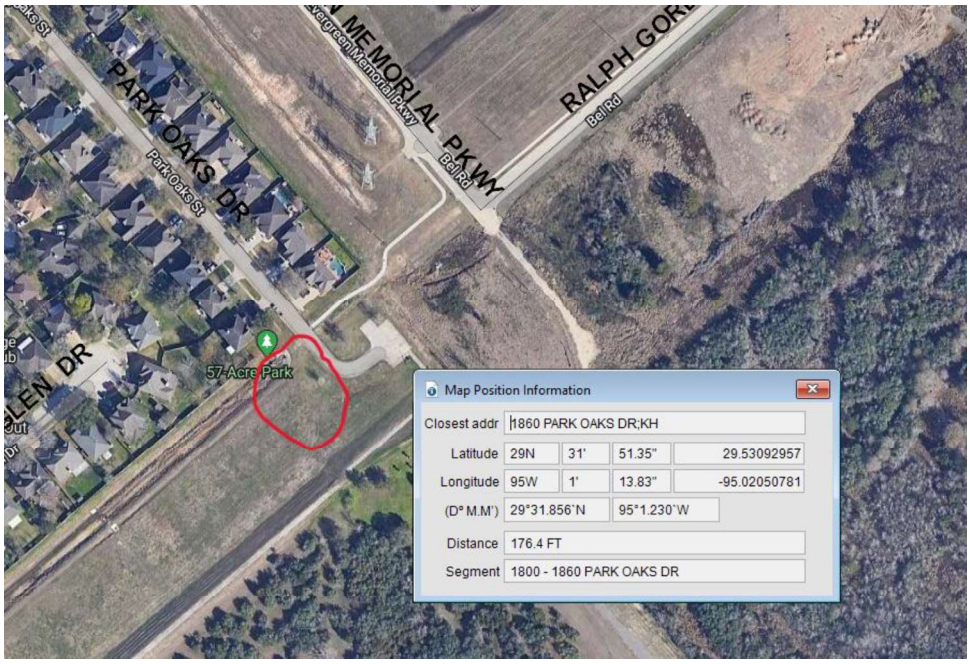
The specified locations and sites have been carefully chosen and reserved for the specific purpose of managing and disposing of debris that has been removed in the context of emergency management, execution, and re-entry protocols. The incident commander, who holds the responsibility for overseeing the response to the emergency situation, is granted the authority to identify and designate additional sites as necessary to effectively manage the emergency, taking into account the unique and specific requirements of the situation at hand.

201 GROVE ROAD: PRE-DESIGNATED SITE FOR DEBRIS:

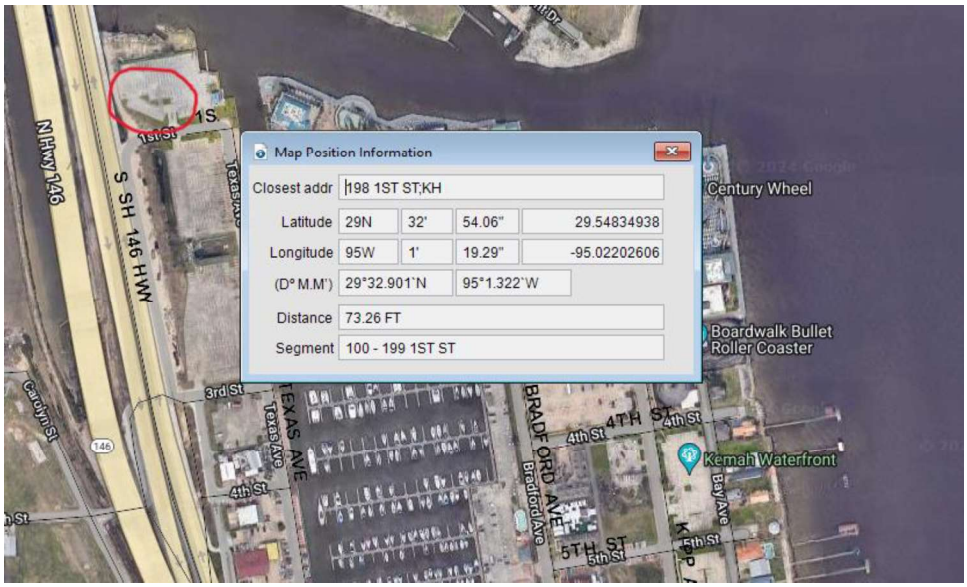


313 RALPH GORDY AVE: PRE-DESIGNATED SITE FOR DEBRIS:

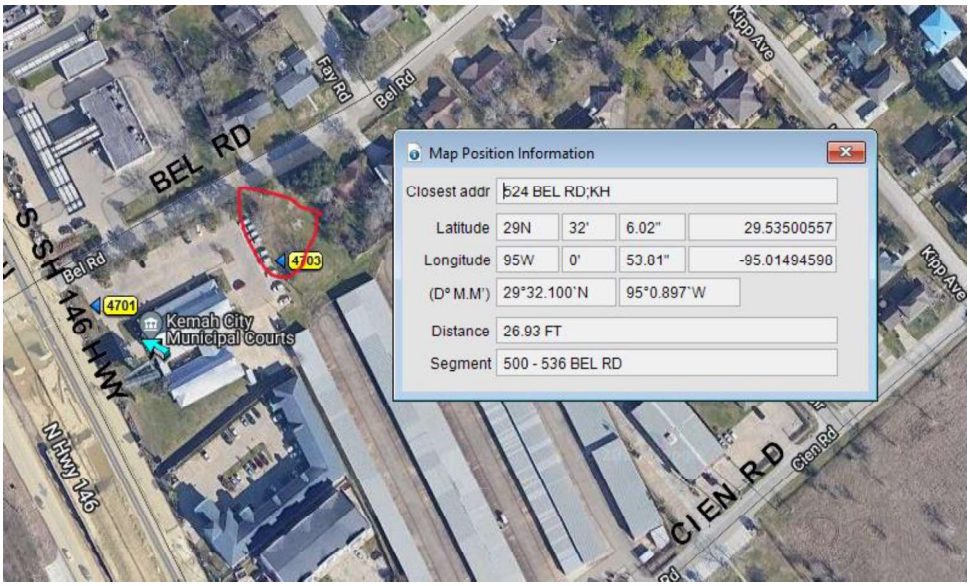
1860 PARK OAKS DRIVE: PRE-DESIGNATED SITE FOR DEBRIS:



1ST STREET: PRE-DESIGNATED SITE FOR DEBRIS:



524 BEL ROAD: PRE-DESIGNATED SITE FOR DEBRIS:



HAZARD-SPECIFIC INFORMATION:

The incident commander bears the crucial responsibility of acquiring vital information from diverse sources, including predictive modeling, the National Weather Service (NWS), Jurisdictional Emergency Operations Centers (EOC), the Department of Agriculture, Public Health Departments, and the Department of Health and Human Services – Centers for Disease Control. This information encompasses obtaining the number or estimated count of affected structures, potential or actual estimated impacts to roads and other critical infrastructures, potential or actual impacts associated with the release of hazardous materials or radiological incidents, as well as personal safety issues and public health concerns.

PRIMARY AND SECONDARY PRIORITY DEBRIS CLEARANCE ROUTES:

In the event of debris clearance, priority will be given to the approved primary and secondary evacuation routes.

TOW TRUCK SERVICES:

In the event of an emergency, it is essential for the incident commander to confirm the accessibility of a tow truck service that can promptly respond and clear any obstructions, such as damaged, immobile, or abandoned vehicles, along the evacuation routes. Bosone Tow Service, situated at 1940 Repsdorph Blvd in Seabrook, Texas, 77586, is available and can be reached at 281-474-3344.

WHEN THREAT LEVELS EXCEED ESTABLISHED THRESHOLDS:

If threat levels surpass predetermined thresholds, the Incident Commander should make use of contractual agreements, memorandums of understanding, memorandums of agreement, donations, volunteers, and the resources available from the private sector.

VIRTUAL PARTICIPATION OPTION:

Upon authorization to activate the Emergency Operations Center (EOC), the appointed incident commander is tasked with promptly notifying all relevant personnel and partners to assemble at the EOC.

This assembly may occur in person or virtually. The incident commander possesses the authority to permit personnel to engage in the management of the emergency or critical incident virtually, if deemed necessary.

ACCESS POINTS TO DISASTER AREA:

The incident commander is tasked with the important responsibility of pre-designating or customizing access points to the disaster area following an evacuation or incident. These access points need to be updated during every operational period to ensure they are effective and accessible.

Additionally, the incident commander must approve the credentials required to enter the disaster area and determine the best routes for approaching it. Furthermore, the incident commander is responsible for disseminating this critical information to various stakeholders, including returning residents, public works departments, military support units, law enforcement agencies, as well as hospitals, clinics, and other healthcare facilities.

CONTRAFLOW DETERMINATION OF CITY OF KEMAH STREETS:

When the Emergency Operations Center (EOC) is activated, whether partially or fully depending on the scale of the incident, the Incident Commander should thoroughly assess the necessity, feasibility, and potential obstacles of implementing contraflow operations. This assessment should take into account factors such as traffic volume, available road infrastructure, and potential impact on emergency response routes.

After completing the assessment, the Incident Commander, in consultation with EOC personnel and other affected jurisdictions, will make a decision regarding the need for contraflow operations. If contraflow operations are deemed necessary, the Incident Commander will then proceed to assign qualified personnel, establish detailed operational procedures, and allocate adequate resources to ensure the effective implementation of contraflow measures.

Additionally, the decision and timing for the initiation of contraflow procedures should be effectively communicated to the public and all relevant stakeholders. This communication should include clear instructions and guidance to minimize confusion and ensure public safety. Regular briefings for EOC personnel should also include reviews of the contraflow procedures to address any emerging challenges and ensure ongoing effectiveness.

ZERO HOUR CRITERIA FOR CESSATION OF FIELD OPERATIONS:

The decision to cease field operations and shelter personnel shall be made based on a comprehensive assessment of various factors including the presence and (1) severity of high winds; (2) wind speed; (3) torrential rain; (4) flooding conditions; (5) inaccessible locations; and (6) hazardous material exposure limits.

This assessment will take into account the potential risks to the safety and well-being of the residents, community members, and emergency response personnel. The incident commander will ensure that these criteria are effectively communicated to all workers, responders, and the public. This communication will be closely coordinated with Emergency Operations Center (EOC) personnel to ensure that the safety and security of everyone involved is prioritized.

PROTECTIVE ACTIONS AND CAUSES:

In the event of an emergency, it is crucial for the Incident Commander to consider three protective actions: (1) sheltering in place; (2) point-to-point evacuation; and (3) hub-and-spoke evacuations. The Incident Commander is tasked with assessing the situation to determine the most appropriate course of action by comparing and contrasting the benefits of evacuation versus sheltering in place, taking into account the hazard, vulnerability, and anticipated exposure.

Effectively communicating the strategy is paramount. Based on projections and demographics of impacted areas, it is essential to determine the type, scale, and resource needs for evacuation sites, including transportation sites, reception centers, and shelters. It is also imperative to identify the impacted zones that pose the greatest threat to life, property, and infrastructure.

RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES) PROGRAM (TDEM):

The State of Texas is confronted with a significant risk of diverse natural and man-made disasters, which have the potential to overwhelm the resources of local and state governments. The communication infrastructure is notably susceptible during emergencies, as the standard systems may prove inadequate to support widespread communication needs.

Consequently, this can lead to system outages or congestion, rendering normal communication channels insufficient for effective emergency response. In response to these challenges, the Federal Communications Commission (FCC) has granted authorization for emergency management organizations to officially coordinate and deploy amateur radio operators to bolster state and local government communication systems during emergencies or disaster operations.

The FCC underscores that the primary objective of the Amateur Radio Service is to furnish voluntary, noncommercial emergency communications to the public. The assistance of amateur radio operators is frequently indispensable in ensuring continuous and essential communications during crises. For comprehensive information regarding Amateur Radio support in the State of Texas, individuals are encouraged to reach out to the State Radio Amateur Civil Emergency Service (RACES) Officer (SRO), Kevin Lemon, at (512) 424-2451 or (512) 424-2208.

GALVESTON COUNTY EMERGENCY COMMUNICATION GROUP (HAM OPERATORS):

The Incident Commander should consider leveraging HAM radio operators and groups, akin to the **Galveston County Emergency Communication Group (GCECG)**. The GCECG stands as the official volunteer support unit for emergency communications for the Galveston County (Texas) Office of Emergency Management. This group's primary objective is to provide backing to the Galveston County Office of Emergency Management (GCOEM), situated at the Galveston County Emergency Management Facility (EMF) on FM 646 in League City, just east of Interstate 45. Comprising amateur radio operators from Galveston and neighboring counties, the group's station (callsign WR5GC) is based at the EMF.

Upon activation by the GCOEM, the group operates the station in shifts, facilitating the transmission of emergency traffic between GCOEM personnel and other agencies nationwide. The group actively monitors emergency traffic nets and local repeaters during activations. Furthermore, the group has proficient radio operators prepared to help at local city Emergency Operations Centers throughout the county.

Managing two repeaters, both equipped with antennas located at the EMF—namely, 145.410 MHz (tone 131.8 Hz) and 442.225 MHz (tone 131.8 Hz)—the group's radio room houses two dual-band Icom IC-2720 radios, one Kenwood TS-570S HF transceiver, one Kenwood TM-261A used in tandem with a Kantronics KPC-3+ TNC for Airmail and packet (WR5GC on 145.050 MHz), and a Yaesu FT-8800R dual-band radio utilized for Skywarn. Additionally, other local area amateur radio groups, such as **Brazos Valley ARC** (146.94 repeater - minus offset/167.9 tone), **Clear Lake ARC** (VHF Voice Repeater – 2m Callsign: K5HOU, Frequency: 146.860 MHz Offset: Negative, PL Tone: 100.0 Hz, UHF Voice Repeater – 70cm, Callsign: K5HOU, Frequency: 442.750 MHz, Offset: Positive, PL Tone: 103.5 Hz), and **Johnson Space Center ARC** (146.640 MHz - 123 Hz sub-tone -600 KHz Offset - Echolink: W5RRR-R - AllStar Link: 58029), are prepared to offer assistance if required.

VOLUNTEER & DONATION MANAGEMENT PROTOCOLS:

The Public Information Officer (PIO), acting under the guidance of the Incident Commander, plays a vital role in coordinating volunteer activities and receiving donations through the Joint Information System to uphold transparency and accountability. It is imperative to establish transparent and comprehensive criteria for evaluating necessary and unnecessary donations, as well as to create a robust framework for managing both solicited and unsolicited offerings.

The Incident Commander should implement a formal reporting mechanism to thoroughly document and track the reception and distribution of donations, a process that should be conducted at designated distribution centers. Additionally, thorough screening of volunteers for reliability and trustworthiness is vital. Furthermore, it is essential to methodically log all donations, including the date, time, responsible party (if known), and the intended distribution region. Integrating volunteer and donation data into the post-event report and improvement plan is crucial for historical and analytical purposes.

To effectively serve our community, the incident commander should proactively communicate the specific items or resources required for donations. This will ensure that our supporters are well-informed about the most critical needs and can contribute in a targeted and impactful manner, ultimately enhancing the overall response and recovery efforts. In all phases of emergency management, it is crucial to offer avenues for individuals to contribute through donations and volunteerism. Consistency in protocol across all stages, from the initial response to subsequent recovery efforts, is essential to ensure an effective and coordinated approach.

BOIL WATER NOTICE ISSUANCE:

The Incident Commander should coordinate with the WCID to determine if a boil water notice should be issued. A boil water notice is issued by water utilities or health agencies as a precaution to protect consumers from drinking water that may have been contaminated with disease causing organisms (also called pathogens).

Boil water notices are typically issued when an unexpected condition has caused a potential for biological contamination of water in a public water system.

Common reasons for a boil water notice include loss of pressure in the distribution system, loss of disinfection, and other unexpected water quality problems. These often result from other events such as water line breaks, treatment disruptions, power outages and floods.

POSSIBLE EMERGENCY SHELTERS – APARTMENT BUILDINGS AND HOTELS:

The Kippford Apartments 2201 Evergreen Memorial Pkwy PHONE; 409-207-8706	**The Livano Apartments** 800 FM 518 PHONE: 281-534-9583
Thef Huntington Apartments 1105 FM 518 PHONE: 281-402-9444	**Hotel Bliss** 1411 SH 146 PHONE: 281-538-0077
Days Inn 1413 SH 146 PHONE: 281-549-4118	**The Courtyard by Marriot** 805 Harris Ave PHONE: 281-334-0003
The Boardwalk INN 8 Kemah Waterfront PHONE: 281-334-9880	**Scottish Inn Hotel** 601 Texas Ave PHONE: 281-334-4855
Stone Henge Apartments 500 10th st. PHONE: 281-538-6417	**Summer Brooke Apartments** 1225 Lawrence Rd PHONE: 844-434-5944
Legend Point Marina Apartments 1300 E Marina Bay dr. PHONE: 281-334-3811	**Marina Bay Apartments** 604 E Marina Bay Dr. PHONE: 832-298-9278

PORTABLE TOILETS - PORTA POTTY RENTAL LOCATIONS:

IL Portable Toilets 204 Hollander Ct, League City, TX 77573 281-369-4548 https://leaguecity.ilportablepottyrentals.biz/	**United Rentals** 1718 W 13th St, Deer Park, Tx 77536 409-721-3420 Open Monday – Friday 7am-5pm www.Unitedrentals.com
Honey Bucket 408 Vann Rd, Highlands, TX 77562 281-426-2851 Open 8am-5pm Monday – Friday www.Honeybucket.com	**Pot-O-Gold** 15634 Wallisville Rd # 800, Houston, Tx 77049 888-768-6465 Open 7am-5pm Monday – Friday www.Potogoldwaste.com

ZTERS 13727 OFFICE PARK DR Houston, TX 77070 832-698-2203 Open 7am-7pm Monday – Friday 7am-2pm Saturday www.Zters.com	

WARNING RESOURCES USED BY THE STATE FOR HURRICANE RESPONSE

EMERGENCY ALERT SYSTEM (EAS):

A captioned emergency warning notification system that can message to the general public in the State of Texas or any portion of the broadcast coverage and cable system service area at the request of authorized local, state or federal government officials.

INTEGRATED PUBLIC ALERT AND WARNING SYSTEM (IPAWS):

A system that allows for alerts to be originated by Federal, state, local and tribal officials and disseminated to the public using a range of national and local alerting systems, including the Emergency Alert System, Commercial Mobile Alert System and NOAA Weather Radio.

NATIONAL LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (NLETS):

A computerized message-switching system of state law enforcement agencies with criminal justice-related information. The SOC receives all NHC products, including watches and warnings, via NLETS.

NATIONAL OCEANIC/ATMOSPHERIC ADMINISTRATION (NOAA) RADIO:

A nationwide network of radio stations broadcasting continuous weather information directly from the nearest NWS office. Broadcasts official warnings, watches, forecasts and other hazard information 24 hours a day, 7 days a week.

NATIONAL PUBLIC SAFETY PLANNING ADVISORY COMMITTEE (NPSPAC):

Limited, area-wide 800 MHz band radio frequencies used to conduct 2-way communications in support of mutual aid agreements; connecting an Area Warning Center (AWC) with city, county and state, federal, military, law enforcement and criminal justice agencies in Texas. Supplemental to the warning network's primary "voice-only" system.

NATIONAL WARNING SYSTEM (NAWAS):

24-hour, nationwide, dedicated, multiple-telephone line warning system provided by FEMA and operated by North American Aerospace Defense (NORAD).

RADIO AMATEUR COMMUNICATIONS EMERGENCY SERVICES (RACES):

Operated by volunteer amateur (ham) radio operators, may provide communications support between DDEOCs and the SOC.

TEXAS LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (TLETS):

Statewide telecommunications network connecting the State Warning Point (SWP) with city, county, state, federal, military, law enforcement and criminal justice agencies in Texas. The warning network's primary "textual hard copy" system.

TEXAS WARNING SYSTEM (TEWAS):

State-level extension of NAWAS. The warning network's primary "voice only" system.

INTERESTING NOTES:

- The National Response Framework (NRF)
- A transfer of command requires the completion of ICS Form 201.
- Make copies of the ICS Form 201 and present it to staff during oral presentation.
- Give copies of ICS Form 201 to staff before oral presentation.
- For each objective – you must complete ICS Form 202
- All completed original forms must be given to the documentation unit.
- List your completed ICS Form 202 in order of priority.
- Texas Division of Emergency Management (TDEM)
- Hurricane season officially begins on June 1 and ends on November 30, but tropical cyclones can form outside of those dates.
- Hazard Hour, or H-hour, is used for planning purposes as the time when hazardous conditions begin. For a hurricane, H-hour estimates the onset of hazardous or unsafe conditions. Response operations may continue past H-hour. H-hour usually occurs upon the arrival of sustained 39 mph tropical-storm-force winds but may occur prior to tropical storm conditions if storm surge precedes tropical-storm-force winds.
- The State Operations Center (SOC) works with weather experts, utilizing the expertise of the National Weather Service (NWS) to set the SOC hurricane clock to count down to H-hour.
- Responder Reentry Hour or R-hour occurs when incident commanders on the ground determine that conditions are safe enough to operate.
- Due to the counter-clockwise motion of the cyclone, the right-front quadrant is usually the most dangerous part of hurricanes and tropical storms with regard to storm surge, winds and tornadoes.
- Storm surge is offshore seawater rise caused by hurricanes and tropical storms. Due to shallow depths offshore, the Texas coast is especially vulnerable to storm surge.
- Storm surge is a major threat even from low category hurricanes.
- The National Hurricane Center (NHC) issues forecasts for potential storm surge, and issues storm surge watches and storm surge warnings when life-threatening surge inundation is possible or likely, respectively.
- The Sea, Lake and Overland Surge from Hurricanes (SLOSH) display is a tool available to forecasters and decision makers to estimate worst-case surge penetration and water depth.

- Nearly 60% of hurricanes that make landfall generate at least one tornado, usually in the storm's front-right quadrant or in its rain bands.

- In 2009, all six deaths in the United States directly attributable to tropical cyclones occurred as the result of drowning from large waves or strong rip currents.

- If disaster district resources are inadequate to support the type or quantity of assistance that has been requested, the request for assistance is forwarded to the SOC using a State of Texas Assistance Request (STAR).

- Public Safety Answering Points (PSAP) are operated by local government organizations, usually the county sheriff's office or municipal police department. The responsibilities of each PSAP are similar to DPS communication centers except PSAPs focus on the political jurisdictions they serve. PSAP hours of operation and their telecommunications capabilities vary.

- Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) volunteer ham radio operators may assist with communications needs and provide support if other communications resources are not operational.

- The National Hurricane Center (NHC) is the official source of hurricane watches, warnings, forecasts and analysis of hazardous tropical weather.

- Provide ambulance support to ensure the movement of patients (i.e. Emergency Medical Task Force (EMTF) Ambulance Strike Team or other contracted organizations).

- Ensure that all EOC personnel wear identification.

- Unplug unnecessary electrical items.

- The City of Kemah should invest in a "Deep Freezer" to store food to sustain EOC personnel.

GLOSSARY OF KEY TERMS

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases—avoiding the use of different words/phrases for same concepts—to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means 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 a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to Interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub-state regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Field Operations Guide: Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Function: One of the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild- land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery.

The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Logistics: The process and procedure for providing resources and other services to support incident management.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations—Federal, State, tribal, and local— for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primaryobjective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. 148 National Incident Management System December 2008

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as ortho-photo mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: A person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination,
or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Unified Area Command: Version of command established when incidents under an Area **Command are multijurisdictional. See Area Command.**

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

ICS Form 201—Incident Briefing:

The initial Incident Commander typically uses this form to capture vital incident information before implementing the formal planning process. The use of this four-section document (often produced as four pages) allows a concise and complete transition-of-command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the initial response resources and organization resolve the situation. This form simplifies and supports the transfer of situation information to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of a written IAP.

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)**:**

5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command)**:** Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

6. Prepared by: Name: _____ Position/Title: _____Signature: _____

 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:	Actions:

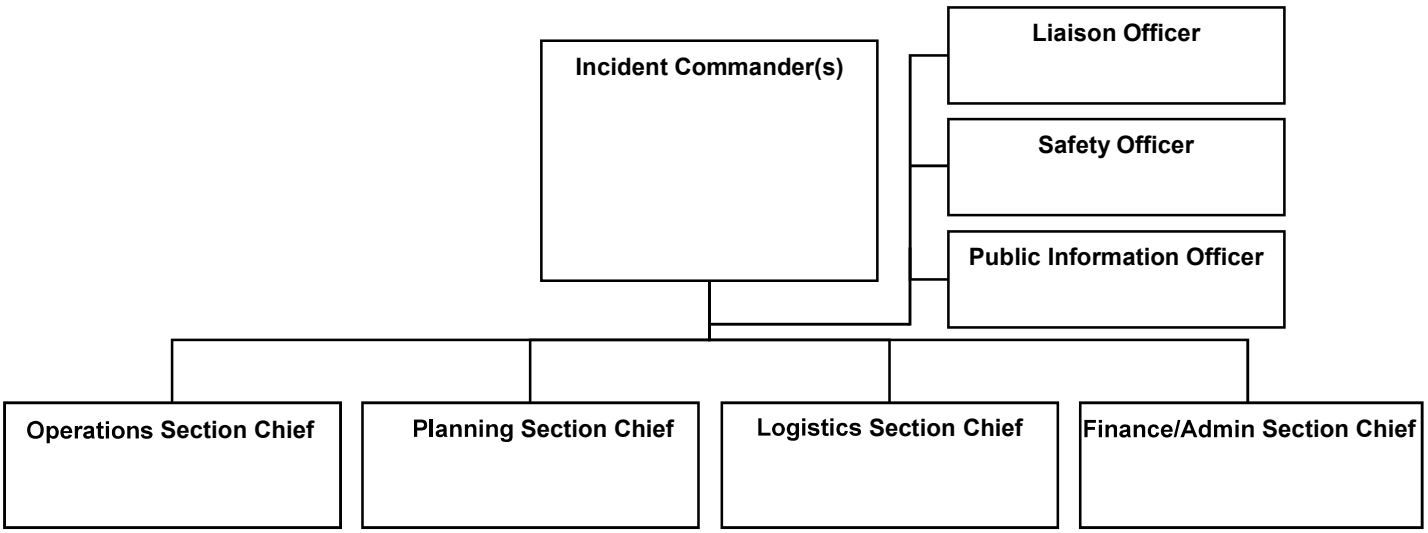
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

9. Current Organization (fill in additional organization as appropriate)**:**



6. Prepared by: Name: _____ Position/Title: _____Signature: _____

Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

Date/Time: _____

ICS 201
Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1–2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3–4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Initiated** • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	**Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	**Situation Summary and Health and Safety Briefing (**for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	**Current and Planned Objectives**	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	**Current and Planned Actions, Strategies, and Tactics** • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	**Current Organization** (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	**Resource Summary**	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an “X” or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

ICS Form 202—Incident Objectives:

Serves as the opening section of a written IAP and includes incident information, a listing of the objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. This form contains the signature block in which the Incident Commander or Unified Command approves the IAP.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Objective(s):

4. Operational Period Command Emphasis:

General Situational Awareness

5. Site Safety Plan Required? Yes ☐ No ☐

Approved Site Safety Plan(s) Located at:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan)**:**

☐ ICS 203	☐ ICS 207	Other Attachments:
☐ ICS 204	☐ ICS 208	☐ _____
☐ ICS 205	☐ Map/Chart	☐ _____
☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____
☐ ICS 206		☐ _____

7. Prepared by: Name: Position/Title: _____ Signature: _____

8. Approved by Incident Commander: Name: _____ Signature: _____

ICS 202	IAP Page _____	Date/Time: _____

ICS 202
Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident. If needed, an incident number can be added.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Objective(s)**	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: **S**pecific – Is the wording precise and unambiguous? **M**easurable – How will achievements be measured? **A**ction-oriented – Is an action verb used to describe expected accomplishments? **R**ealistic – Is the outcome achievable with given available resources? **T**ime-sensitive – What is the timeframe?
4	**Operational Period Command Emphasis**	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	**Site Safety Plan Required?** Yes ☐ No ☐	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	**Incident Action Plan** (the items checked below are included in this Incident Action Plan): ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/ Tides/Currents Other Attachments:	Check appropriate forms and list other relevant documents that are included in the IAP. ☐ ICS 203 – Organization Assignment List ☐ ICS 204 – Assignment List ☐ ICS 205 – Incident Radio Communications Plan ☐ ICS 205A – Communications List ☐ ICS 206 – Medical Plan ☐ ICS 207 – Incident Organization Chart ☐ ICS 208 – Safety Message/Plan
7	**Prepared by** • Name • Position/Title • Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by Incident Commander** • Name • Signature • Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

ICS Form 203—Organization Assignment List:

Is typically the second section of the IAP and provides a full accounting of incident management and supervisory staff for that operational period.

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Incident Commander(s) and Command Staff:	
IC/UCs	
Deputy	
Safety Officer	
Public Info. Officer	
Liaison Officer	

4. Agency/Organization Representatives:	
Agency/Organization	Name

5. Planning Section:	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	

6. Logistics Section:	
Chief	
Deputy	
Support Branch	
Director	
Supply Unit	
Facilities Unit	
Ground Support Unit	
Service Branch	
Director	
Communications Unit	
Medical Unit	
Food Unit	

7. Operations Section:		
Chief		
Deputy		
Staging Area		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Air Operations Branch		
Air Ops Branch Dir.		

8. Finance/Administration Section:	
Chief	
Deputy	
Time Unit	
Procurement Unit	
Comp/Claims Unit	
Cost Unit	

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 203 | **IAP Page _____** | Date/Time: _____

ICS 203
Organization Assignment List

Purpose. The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

Preparation. The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution. The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Incident Commander(s) and Command Staff** • IC/UCs • Deputy • Safety Officer • Public Information Officer • Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	**Agency/Organization Representatives** • Agency/Organization • Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	**Planning Section** • Chief • Deputy • Resources Unit • Situation Unit • Documentation Unit • Demobilization Unit • Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	**Logistics Section** • Chief • Deputy **Support Branch** • Director • Supply Unit • Facilities Unit • Ground Support Unit **Service Branch** • Director • Communications Unit • Medical Unit • Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
7	**Operations Section** • Chief • Deputy • Staging Area **Branch** • Branch Director • Deputy • Division/Group **Air Operations Branch** • Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
8	**Finance/Administration Section** • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 204—Assignment List:

The incident IAP typically includes multiple ICS Form 204s, based on the organizational structure of the Operations Section for the operational period. Each division/group has its own page, listing the supervisor for the division/group (including the Branch Director if assigned) and the specific assigned resources with the leader's name and the number of personnel assigned to each resource. This document details the specific actions assigned to that division or group for the operational period, any special instructions, and pertinent elements of the Incident Radio Communications Plan (ICS Form 205).

ASSIGNMENT LIST (ICS 204)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Branch: Division: Group: Staging Area:

4. Operations Personnel: Name Contact Number(s)

Operations Section Chief: _____

Branch Director: _____

Division/Group Supervisor: _____

5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			

6. Work Assignments:

7. Special Instructions:

8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
_____ / _____	_____
_____ / _____	_____
_____ / _____	_____
_____ / _____	_____

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 204	IAP Page _____	Date/Time: _____

ICS 204
Assignment List

Purpose. The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch** **Division** **Group** **Staging Area**	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	**Operations Personnel** • Name, Contact Number(s) – Operations Section Chief – Branch Director – Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	**Resources Assigned**	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	**Work Assignments**	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	**Special Instructions**	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	**Communications** (radio and/or phone contact numbers needed for this assignment) • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 205—Incident Radio Communications Plan:

Documents radio frequency assignments down to the division/group level.

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader) Name: _____ Signature: _____

ICS 205	IAP Page _____	Date/Time: _____

ICS 205
Incident Radio Communications Plan

Purpose. The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

Preparation. The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution. The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

Notes:

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	**Basic Radio Channel Use**	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	**Special Instructions**	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	**Prepared by** (Communications Unit Leader) • Name • Signature • Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 205A—Communications List:

Documents non-radio contact information for incident personnel.

COMMUNICATIONS LIST (ICS 205A)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

4. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 205A	IAP Page _____	Date/Time: _____

ICS Form 206—Medical Plan:

Presents the incident's plan to care for responder medical emergencies.

MEDICAL PLAN (ICS 206)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

4. Transportation (indicate air or ground)**:**

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

7. Prepared by (Medical Unit Leader)**:** Name: _____ Signature: _____

8. Approved by (Safety Officer)**:** Name: _____ Signature: _____

ICS 206
Medical Plan

Purpose. The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution. The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Medical Aid Stations**	Enter the following information on the incident medical aid station(s):
	• Name	Enter name of the medical aid station.
	• Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	• Paramedics on Site? ☐ Yes ☐ No	Indicate (yes or no) if paramedics are at the site indicated.
4	**Transportation** (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	• Ambulance Service	Enter name of ambulance service.
	• Location	Enter the location of the ambulance service.
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	• Level of Service ☐ ALS ☐ BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	**Hospitals**	Enter the following information for hospital(s) that could serve this incident:
	• Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	• Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	• Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.

	• Travel Time
	  • Air
	  • Ground
		Enter the travel time by air and ground from the incident to the hospital.

	• Trauma Center ☐ Yes Level:_____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	**Special Medical Emergency Procedures**	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	**Prepared by** (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by** (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

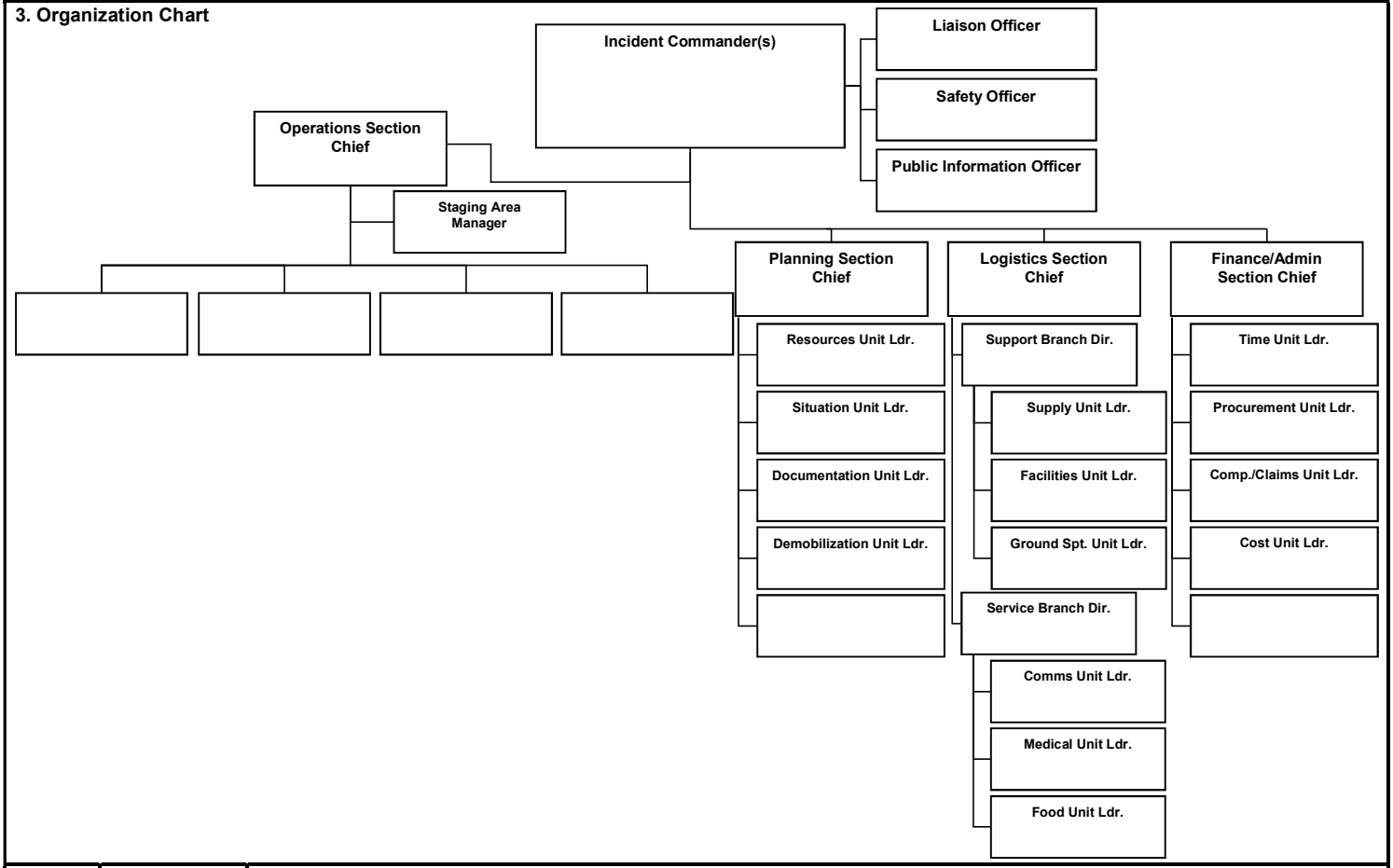
ICS Form 207—Incident Organization Chart:

Depicts an organizational chart of the major elements and key staff in the ICS organization.

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Organization Chart



ICS 207	IAP Page ___	4. Prepared by: Name:_____ Position/Title: _____ Signature: _____ Date/Time: _____

ICS 207
Incident Organization Chart

Purpose. The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The ICS 207 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Organization Chart**	• Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • List agency where it is appropriate, such as for Unified Commanders. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 208—Safety Message/Plan:

Typically contains the safety message, expanded safety message, and site safety plan.

SITE SAFETY AND CONTROL PLAN ICS 208 HM	1. Incident Name:	2. Date Prepared:	3. Operational Period: Time:

Section I. Site Information

4. Incident Location:

Section II. Organization

5. Incident Commander:	6. HM Group Supervisor:	7. Tech. Specialist - HM Reference:
8. Safety Officer:	9. Entry Leader:	10. Site Access Control Leader:
11. Asst. Safety Officer - HM:	12. Decontamination Leader:	13. Safe Refuge Area Mgr:
14. Environmental Health:	15.	16.

17. Entry Team: (Buddy System) Name:	PPE Level	18. Decontamination Element: Name:	PPE Level
Entry 1		Decon 1	
Entry 2		Decon 2	
Entry 3		Decon 3	
Entry 4		Decon 4	

Section III. Hazard/Risk Analysis

19. Material:	Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL

Comment:

Section IV. Hazard Monitoring

20. LEL Instrument(s):	21. O_2 Instrument(s):
22. Toxicity/PPM Instrument(s):	23. Radiological Instrument(s):

Comment:

Section V. Decontamination Procedures

24. Standard Decontamination Procedures: YES: ☐ NO: ☐

Comment:

Section VI. Site Communications

25. Command Frequency:	26. Tactical Frequency:	27. Entry Frequency:

Section VII. Medical Assistance

28. Medical Monitoring: YES: ☐ NO: ☐ 29. Medical Treatment and Transport In-place: YES: ☐ NO: ☐

Comment:

Section VIII. Site Map

30. Site Map:

Weather ☐ Command Post ☐ Zones ☐ Assembly Areas ☐ Escape Routes ☐ Other ☐

Section IX. Entry Objectives

31. Entry Objectives:

Section X. SOP S and Safe Work Practices

32. Modifications to Documented SOP s or Work Practices:	YES: ☐	NO: ☐

Comment:

Section XI. Emergency Procedures

33. Emergency Procedures:

Section XII. Safety Briefing

34. Asst. Safety Officer - HM Signature:	Safety Briefing Completed (Time):
35. HM Group Supervisor Signature:	36. Incident Commander Signature:

INSTRUCTIONS FOR COMPLETING THE SITE SAFETY AND CONTROL PLAN
ICS 208 HM

A Site Safety and Control Plan must be completed by the Hazardous Materials Group Supervisor and reviewed by all within the Hazardous Materials Group prior to operations commencing within the Exclusion Zone.

Item Number	Item Title	Instructions
1.	Incident Name/Number	Print name and/or incident number.
2.	Date and Time	Enter date and time prepared.
3.	Operational Period	Enter the time interval for which the form applies.
4.	Incident Location	Enter the address and or map coordinates of the incident.
5 - 16.	Organization	Enter names of all individuals assigned to ICS positions. (Entries 5 & 8 mandatory). Use Boxes 15 and 16 for other functions: i.e. Medical Monitoring.
17 - 18.	Entry Team/Decon Element	Enter names and level of PPE of Entry & Decon personnel. (Entries 1 - 4 mandatory buddy system and back-up.)
19.	Material	Enter names and pertinent information of all known chemical products. Enter UNK if material is not known. Include any which apply to chemical properties. (Definitions: ph = Potential for Hydrogen (Corrosivity), IDLH = Immediately Dangerous to Life and Health, F.P. = Flash Point, I.T. = Ignition Temperature, V.P. = Vapor Pressure, V.D. = Vapor Density, S.G. = Specific Gravity, LEL = Lower Explosive Limit, UEL = Upper Explosive Limit)
20 - 23.	Hazard Monitoring	List the instruments which will be used to monitor for chemical.
24.	Decontamination Procedures	Check NO if modifications are made to standard decontamination procedures and make appropriate Comments including type of solutions.
25 - 27.	Site Communications	Enter the radio frequency(ies) which apply.
28 - 29.	Medical Assistance	Enter comments if NO is checked.
30.	Site Map	Sketch or attach a site map which defines all locations and layouts of operational zones. (Check boxes are mandatory to be identified.)
31.	Entry Objectives	List all objectives to be performed by the Entry Team in the Exclusion Zone and any parameters which will alter or stop entry operations.
32 - 33.	SOP s, Safe Work Practices, and Emergency Procedures	List in Comments if any modifications to SOP s and any emergency procedures which will be affected if an emergency occurs while personnel are within the Exclusion Zone.
34 - 36.	Safety Briefing	Have the appropriate individual place their signature in the box once the Site Safety and Control Plan is reviewed. Note the time in box 34 when the safety briefing has been completed.

ICS Form 209—Incident Status Summary:

The primary form for reporting situation information to incident coordination and support organizations and agency administrators/executives.

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:			2. Incident Number:	
***3. Report Version** (check one box on left)**:** ☐ Initial ☐ Update ☐ Final Rpt # (if used):	***4. Incident Commander(s) & Agency or Organization:**		**5. Incident Management Organization:**	***6. Incident Start Date/Time:** Date: _____ Time: _____ Time Zone: _____
7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block")**:**	**8. Percent (%) Contained** _____ **Completed** _____	***9. Incident Definition:**	**10. Incident Complexity Level:**	***11. For Time Period:** From Date/Time: _____ To Date/Time: _____

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	*13. Date/Time Submitted: Time Zone:
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____	*15. Primary Location, Organization, or Agency Sent To:

Incident Location Information

*16. State:	*17. County/Parish/Borough:	*18. City:
19. Unit or Other:	*20. Incident Jurisdiction:	21. Incident Location Ownership (if different than jurisdiction)**:**
22. Longitude (indicate format)**:** **Latitude** (indicate format)**:**	**23. US National Grid Reference:**	**24. Legal Description** (township, section, range)**:**
***25. Short Location or Area Description** (list all affected areas or a reference point)**:**		**26. UTM Coordinates:**
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels)**:**		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.)**:**				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.)**:**				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)**:**	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			

** Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
C. Indicate Number of Civilians (Public) Below:			*C. Indicate Number of Responders Below:*		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing *(note if estimated)*			G. Missing		
H. Evacuated *(note if estimated)*			H. Sheltering in Place		
I. Sheltering in Place *(note if estimated)*			I. Have Received Immunizations		
J. In Temporary Shelters *(note if est.)*			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations *(note if est.)*					
M. In Quarantine					
N. Total # Civilians (Public) Affected:			*N. Total # Responders Affected:*		

33. Life, Safety, and Health Status/Threat Remarks:

35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern)**:**

*34. Life, Safety, and Health Threat Management:	A. Check if Active
A. No Likely Threat	☐
B. Potential Future Threat	☐
C. Mass Notifications in Progress	☐
D. Mass Notifications Completed	☐
E. No Evacuation(s) Imminent	☐
F. Planning for Evacuation	☐
G. Planning for Shelter-in-Place	☐
H. Evacuation(s) in Progress	☐
I. Shelter-in-Place in Progress	☐
J. Repopulation in Progress	☐
K. Mass Immunization in Progress	☐
L. Mass Immunization Complete	☐
M. Quarantine in Progress	☐
N. Area Restriction in Effect	☐
	☐
	☐
	☐
	☐

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

37. Strategic Objectives (define planned end-state for incident)**:**

** Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information *(continued)*

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:

1) critical resource needs identified above,
2) the Incident Action Plan and management objectives and targets,
3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., "sq mi")**:**

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

47. Remarks (or continuation of any blocks above – list block number in notation)**:**

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:

Incident Resource Commitment Summary

48. Agency or Organization:	49. **Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)**:**																					50. **Additional Personnel** not assigned to a resource**:**	51. **Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)**:**
52. Total Resources																							

53. Additional Cooperating and Assisting Organizations Not Listed Above:

ICS 209, Page ___ of ___	** Required when applicable.*

ICS 209
Incident Status Summary

Purpose. The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. **T**he ICS 209 contains basic information elements needed to support decisionmaking at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a "snapshot in time" to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

Reporting Requirements. The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline's policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

Preparation. When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the “Incident Location Information” in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

Distribution. ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms MUST be given to the incident’s Documentation Unit and/or maintained as part of the official incident record.

Notes:

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the “Incident Resource Commitment Summary”) to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	**Incident Name**	**REQUIRED BLOCK.** • Enter the full name assigned to the incident. • Check spelling of the full incident name. • For an incident that is a Complex, use the word “Complex” at the end of the incident name. • If the name changes, explain comments in Remarks, Block 47. • Do not use the same incident name for different incidents in the same calendar year.

Block Number	Block Title	Instructions

2	**Incident Number**	• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline.
		• Examples include:
		  ○ A computer-aided dispatch (CAD) number.
		  ○ An accounting number.
		  ○ A county number.
		  ○ A disaster declaration number.
		  ○ A combination of the State, unit/agency ID, and a dispatch system number.
		  ○ A mission number.
		  ○ Any other unique number assigned to the incident and derived by means other than those above.
		• Make sure the number entered is correct.
		• Do not use the same incident number for two different incidents in the same calendar year.
		• Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.

***3**	**Report Version** (check one box on left)	**REQUIRED BLOCK.** • This indicates the current version of the ICS 209 form being submitted. • If only one ICS 209 will be submitted, check BOTH "Initial" and "Final" (or check only "Final").
	☐ Initial	Check "Initial" if this is the first ICS 209 for this incident.
	☐ Update	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	☐ Final	• Check "Final" if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). • Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
***4**	**Incident Commander(s) & Agency or Organization**	**REQUIRED BLOCK.** • Enter both the first and last name of the Incident Commander. • If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB
5	**Incident Management Organization**	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	**Incident Start Date/Time**	**REQUIRED.** This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	**Current Incident Size or Area Involved** (use unit label – e.g., "sq mi," "city block")	• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.). • Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). • Indicate that the size is an estimate, if a more specific figure is not available. • Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. • If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). • The incident may be one part of a much larger event (refer to introductory instructions under "Preparation). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	**Percent (%) Contained or Completed** (circle one)	• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. • For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	**Incident Definition**	**REQUIRED BLOCK.** Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Incident Complexity Level**	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	**For Time Period**	**REQUIRED BLOCK.** • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	• Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	• Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
***12**	**Prepared By**	**REQUIRED BLOCK.** When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
***13**	**Date/Time Submitted**	**REQUIRED.** Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
***14**	**Approved By**	**REQUIRED.** When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
***15**	**Primary Location, Organization, or Agency Sent To**	**REQUIRED BLOCK.** Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.		
***16**	**State**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.

Block Number	Block Title	Instructions
***17**	**County / Parish / Borough**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.
***18**	**City**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the city where the incident originated. • If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	**Unit or Other**	Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.
***20**	**Incident Jurisdiction**	**REQUIRED BLOCK WHEN APPLICABLE.** Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).
21	**Incident Location Ownership** (if different than jurisdiction)	• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. • This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	**22. Longitude** (indicate format)**:** **Latitude** (indicate format)**:**	• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. • Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as “33 degrees, 45 minutes, 01 seconds.”
23	**US National Grid Reference**	• Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data.
24	**Legal Description** (township, section, range)	• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
***25**	**Short Location or Area Description** (list all affected areas or a reference point)	**REQUIRED BLOCK.** • List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., “the southern third of Florida,” “in ocean 20 miles west of Catalina Island, CA,” or “within a 5 mile radius of Walden, CO”). • This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. • Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	**UTM Coordinates**	Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.

Block Number	Block Title	Instructions
27	**Note any electronic geospatial data included or attached** (indicate data format, content, and collection time information and labels)	• Indicate whether and how geospatial data is included or attached. • Utilize common and open geospatial data standards. • WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. • NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). • NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. • NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. • NOTE: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
INCIDENT SUMMARY		

***28**	**Significant Events for the Time Period Reported** (summarize significant progress made, evacuations, incident growth, etc.)	**REQUIRED BLOCK.**
		• Describe significant events that occurred during the period being reported in Block 6. Examples include:
		  ○ Road closures.
		  ○ Evacuations.
		  ○ Progress made and accomplishments.
		  ○ Incident command transitions.
		  ○ Repopulation of formerly evacuated areas and specifics.
		  ○ Containment.
		• Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47.
		• Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.
		• This block may be used for a single-paragraph synopsis of overall incident status.

29	**Primary Materials or Hazards Involved** (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. • Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	**Damage Assessment Information** (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	• Include a short summary of damage or use/access restrictions/ limitations caused by the incident for the reporting period, and cumulatively. • Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. • Include any critical infrastructure or key resources damaged/destroyed/ impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. • Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		

***31**	**Public Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.
		• Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).
		• Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.
		• NOTE: *Do not estimate any fatality information*.
		• NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.
		• NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) *even if they are related to the incident*.
		  ○ Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.
		  ○ For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.
		• NOTE: When providing an estimated value, denote in parenthesis: "est."
		
		Handling Sensitive Information
		• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.
		• Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.
		• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the entire duration of the incident. • This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	• For lines 31D–M below, enter the number of civilians affected for each category. • Indicate if numbers are estimates, for those blocks where this is an option. • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* civilian/public fatalities. • See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.

Block Number	Block Title	Instructions
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).
***31** (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
***32**	**Responder Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • NOTE: *Do not estimate any fatality information or responder status information.* • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

Block Number	Block Title	Instructions
***32** (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the *entire duration* of the incident. • This is a *cumulative* total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	• For lines 32D–M below, enter the number of responders relevant for each category. • Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* responder fatalities. • See information in introductory instructions ("Distribution") and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	• Enter the number of incident responders with serious injuries or illnesses due to the incident. • *For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment,* but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	**Life, Safety, and Health Status/Threat Remarks**	• Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. • This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. • Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. • Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

Block Number	Block Title	Instructions
*34	**Life, Safety, and Health Threat Management**	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. • These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system. • Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions

35	**Weather Concerns** (synopsis of current and predicted weather; discuss related factors that may cause concern)	• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant.
		• Include current and/or predicted weather factors, and the timeframe for predictions.
		• Include relevant factors such as:
		  ○ Wind speed (label units, such as mph).
		  ○ Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW").
		  ○ Temperature (label units, such as F).
		  ○ Relative humidity (label %).
		  ○ Watches.
		  ○ Warnings.
		  ○ Tides.
		  ○ Currents.
		• Any other weather information relative to the incident, such as flooding, hurricanes, etc.

36	**Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. • Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. • Include an estimate of the acreage or area that will likely be affected. • If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	**Strategic Objectives** (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) **(PAGE 3)**		
38	**Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.

Block Number	Block Title	Instructions

39	**Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:
	12 hours
	24 hours
	48 hours
	72 hours
	Anticipated after 72 hours
		• List the specific critical resources and numbers needed, in order of priority. *Be specific as to the need.*
		• Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support.
		• If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels.
		• Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a "heads up" for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed.
		• More than one resource need may be listed for each timeframe. For example, a list could include:
		  ○ 24 hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams
		  ○ 48 hrs: Mobile Communications Unit (Law/Fire)
		  ○ After 72 hrs: 1 Type 2 Incident Management Team
		• Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid.
		  ○ Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42.
		  ○ Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, "Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out").
		• Do not use this block for noncritical resources.

40	**Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:** 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. **Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**	• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. • Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. • Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion. • Explain major problems and concerns as indicated.

Block Number	Block Title	Instructions

41	**Planned Actions for Next Operational Period**	• Provide a short summary of actions planned for the next operational period.
		• Examples:
		  ○ "The current Incident Management Team will transition out to a replacement IMT."
		  ○ "Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports."
		  ○ "Continue refining mapping of the recovery operations and damaged assets using GPS."
		  ○ "Initiate removal of unauthorized food vendors."

42	**Projected Final Incident Size/Area** (use unit label – e.g., "sq mi")	• Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc. • Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	**Anticipated Incident Management Completion Date**	• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	**Projected Significant Resource Demobilization Start Date**	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	**Estimated Incident Costs to Date**	• Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	**Projected Final Incident Cost Estimate**	• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions

47	**Remarks** (or continuation of any blocks above – list block number in notation)	• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed.
		• List the block number for any information continued from a previous block.
		• Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc.
		• For Complexes that include multiple incidents, list all sub-incidents included in the Complex.
		• List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be:
		  ○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or
		  ○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).
		• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).
		• This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).
		• Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

- This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.
- Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have *not* yet arrived.

<u>For summarizing</u>:

- When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example,
  - Group State, local, county, city, or Federal responders together under such headings, or
  - Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name).
- On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.

Block Number	Block Title	Instructions

48	**Agency or Organization**	• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.
		• List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.
		• Agencies or organizations may be listed individually or in groups.
		• When resources are grouped together, individual agencies or organizations may be listed below in Block 53.
		• Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified.
		  ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.
		  ○ For example:
		  ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel).
		  ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel).
		• Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.

49	**Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	• List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information.
		  ○ Examples: Type 1 Fire Engines, Type 4 Helicopters
		• Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks.
		  ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.
		  ○ For example:
		  ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel).
		  ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel).
		• NOTE: One option is to group similar resources together when it is sensible to do so for the summary.
		  ○ For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each.
		• NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.

50	**Additional Personnel** not assigned to a resource	List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization.

51	**Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)	• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.
		• WARNING: Do not simply add the numbers across!
		• The number of Total Personnel for each row should include both:
		  ○ The total number of personnel assigned to each of the resources listed in Block 49, and
		  ○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

Block Number	Block Title	Instructions
52	**Total Resources**	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of *resources* in Block 49, as personnel totals will be counted under Block 51.
53	**Additional Cooperating and Assisting Organizations Not Listed Above**	• List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

ICS Form 210—Resource Status Change:

Documents change in the status of resources assigned to the incident; it can also be used as a worksheet to track resource arrival and departure.

RESOURCE STATUS CHANGE (ICS 210)

1. Incident Name:	**2. Operational Period:** Date From: Date To: Time From: Time To:

3. Resource Number	**4. New Status** (Available, Assigned, O/S)	**5. From** (Assignment and Status)**:**	**6. To** (Assignment and Status)**:**	**7. Time and Date of Change:**	

8. Comments:

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 210 Date/Time: _____

ICS 210
Resource Status Change

Purpose. The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation. The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution. The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:

- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Resource Number**	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	**New Status** (Available, Assigned, Out of Service)	Indicate the current status of the resource: • Available – Indicates resource is available for incident use immediately. • Assigned – Indicates resource is checked in and assigned a work task on the incident. • Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., "O/S – Mech" (for mechanical issues), "O/S – Rest" (for off shift), or "O/S – Pers" (for personnel issues).
5	**From** (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	**To** (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	**Time and Date of Change**	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	**Comments**	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 211—Incident Check-In List:

Documents resources that check in to the incident.

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply): ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	4. Start Date/Time: Date: Time:

Check-In Information (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) byagency and name, OR list resources by thefollowing format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point,Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											

ICS 211	17. Prepared by: Name:_____Position/Title:_____Signature:_____Date/Time: _____

ICS 211
Incident Check-In List

Purpose. Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

Preparation. The ICS 211 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

Distribution. ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Notes:

- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211 and repaginate as needed.
- Contact information for sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Check-In Location** ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include…
4	**Start Date/Time** • Date • Time	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	Check-In Information	Self explanatory.
5	**List single resource personnel (overhead) by agency and name, OR list resources by the following format**	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	**Order Request #**	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	**Date/Time Check-In**	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	**Leader's Name**	• For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	**Total Number of Personnel**	Enter total number of personnel associated with the resource. Include leaders.
10	**Incident Contact Information**	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	**Home Unit or Agency**	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	**Departure Point, Date and Time**	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	**Method of Travel**	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	**Incident Assignment**	Enter the incident assignment at time of dispatch.
15	**Other Qualifications**	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	**Data Provided to Resources Unit**	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 213—General Message Form:

A general use form to communicate information among incident personnel or with other echelons of incident management.

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional)**:**		
2. To (Name and Position)**:**		
3. From (Name and Position)**:**		
4. Subject:	**5. Date:**	**6. Time**
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

ICS 213
General Message

Purpose. The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation. The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name** (Optional)	Enter the name assigned to the incident. This block is optional.
2	**To** (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	**From** (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	**Subject**	Enter the subject of the message.
5	**Date**	Enter the date (month/day/year) of the message.
6	**Time**	Enter the time (using the 24-hour clock) of the message.
7	**Message**	Enter the content of the message. Try to be as concise as possible.
8	**Approved by** • Name • Signature • Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	**Reply**	The intended recipient will enter a reply to the message and return it to the originator.
10	**Replied by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 214—Activity Log:

Used to record notable activities or events.

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Name:	4. ICS Position:	5. Home Agency (and Unit):

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

Date/Time: _____

ACTIVITY LOG (ICS 214)

1. Incident Name:	**2. Operational Period:** Date From: Date To: Time From: Time To:

7. Activity Log (continuation)**:**

Date/Time	Notable Activities

8. Prepared by: Name: ____________________ Position/Title: ____________________ Signature: ____________________

 Date/Time: ____________________

ICS 214
Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency** (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 215—Operational Planning Worksheet:

Used to develop tactical assignments and identify resource needs for the coming operational period.

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:

2. Operational Period: Date From: Date To:
Time From: Time To:

3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources													7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
		11. Total Resources Required															**14. Prepared by:**		
		12. Total Resources Have on Hand															Name: ______ Position/Title: ______		
ICS 215		13. Total Resources Need To Order															Signature: ______ Date/Time: ______		

ICS 215
Operational Planning Worksheet

Purpose. The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

Preparation. The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

Distribution. When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Notes:

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch**	Enter the Branch of the work assignment for the resources.
4	**Division, Group, or Other**	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	**Work Assignment & Special Instructions**	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	**Resources**	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	**Overhead Position(s)**	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	**Special Equipment & Supplies**	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	**Reporting Location**	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	**Requested Arrival Time**	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	**Total Resources Required**	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	**Total Resources Have on Hand**	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	**Total Resources Need To Order**	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS Form 215A—IAP Safety Analysis:

Communicates the safety and health issues identified by the Safety Officer; it also identifies mitigation measures to address safety issues.

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:	2. Incident Number:

3. Date/Time Prepared:	4. Operational Period:	
Date: Time:	Date From: Time From:	Date To: Time To:

5. Incident Area	6. Hazards/Risks	7. Mitigations

8. Prepared by (Safety Officer)**:** Name: _____ Signature: _____

Prepared by (Operations Section Chief)**:** Name: _____ Signature: _____

ICS 215A Date/Time: _____

ICS 215A
Incident Action Plan Safety Analysis

Purpose. The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

Preparation. The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

Distribution. When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

Notes:

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	**Incident Area**	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	**Hazards/Risks**	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	**Mitigations**	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	**Prepared by** (Safety Officer and Operations Section Chief) • Name • Signature • Date/Time	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

ICS Form 221—Demobilization Check-Out:

Documents details regarding the demobilization of incident resources.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:	2. Incident Number:	
3. Planned Release Date/Time: Date: Time:	**4. Resource or Personnel Released:**	**5. Order Request Number:**

6. Resource or Personnel:

You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☐	Supply Unit			
☐	Communications Unit			
☐	Facilities Unit			
☐	Ground Support Unit			
☐	Security Manager			
☐				

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☐	Documentation Leader			
☐	Demobilization Leader			

7. Remarks:

8. Travel Information:

Room Overnight: ☐ Yes ☐ No

Estimated Time of Departure: _____

Actual Release Date/Time: _____

Destination: _____

Estimated Time of Arrival: _____

Travel Method: _____

Contact Information While Traveling: _____

Manifest: ☐ Yes ☐ No

Number: _____

Area/Agency/Region Notified: _____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____

Incident Number: _____

Location: _____

Order Request Number: _____

10. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 221

Date/Time: _____

ICS 221
Demobilization Check-Out

Purpose. The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

Preparation. The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

Distribution. After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Planned Release Date/Time**	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	**Resource or Personnel Released**	Enter name of the individual or resource being released.
5	**Order Request Number**	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	**Resource or Personnel** You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). • Unit/Leader/Manager/Other • Remarks • Name • Signature	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section ☐ Supply Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	**Finance/Administration Section** ☐ Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff ☐	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section ☐ Documentation Leader ☐ Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7	**Remarks**	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
8	**Travel Information**	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest ☐ Yes ☐ No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
9	**Reassignment Information** ☐ Yes ☐ No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

ICS Form 230—Meeting Schedule:

Records information regarding meetings and briefings scheduled for the operational period.

1. Incident Name	2. Operational Period (Date/Time) From: To:	DAILY MEETING SCHEDULE ICS 230-CG

3. Meeting Schedule (Commonly-held meetings are included)

Date/ Time	Meeting Name	Purpose	Attendees	Location
	Unified Command Objectives Meeting	Review/ identify objectives for the next operational period.	Unified Command members	UC Meeting Room
	Command and General Staff meeting	UC Presents direction to Command and General Staff	UC, Command Staff, General Staff, DOCL, SITL	ICP Meeting Room
	Tactics Meeting	Develop primary and alternate strategies/ to meet Incident Objectives for the next Operational Period.	PSC, OPS, LSC, RESL, SITL, SOFR, DOCL, COML, THSP	ICP Meeting Room
	Planning Meeting	Review status and finalize strategies/tactics and assignments to meet Incident Objectives for the next Operational Period and get tacit approval of IAP.	UC, Command Staff, General Staff, SITL, DOCL, THSP	ICP Meeting Room
	Operations Briefing	Present IAP and assignments to the Supervisors / Leaders for the next Operational Period.	IC/UC, Command Staff, General Staff, Branch Directors, Div./Grp Sups., Task Force/ Strike Team Leaders and Unit Leaders	ICP Meeting Room

4. Prepared by: (Situation Unit Leader) **Date/Time**

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

PRELIMINARY DAMAGE ASSESSMENT SUMMARY

DATE

PART I - APPLICANT INFORMATION

COUNTY	NAME OF APPLICANT	NAME OF LOCAL CONTACT	PHONE NO.

POPULATION	TOTAL BUDGET	MAINTENANCE BUDGET	DATE FY BEGINS
	Approved $ _____ Balance $ _____	Approved $ _____ Balance $ _____	

PART II - COST ESTIMATE - SUMMARY *(COMPLETE SITE ESTIMATE BEFORE SUMMARIZING BELOW)*

CATE-GORY	NO. OF SITES	TYPES OF DAMAGE	COST ESTIMATE	POTENTIAL LOCAL FUNDS FOR RECOVERY	
				FUND/ACCOUNT	AVAILABLE ACCOUNT
			TOTAL		TOTAL

PART III - DISASTER IMPACTS *(USE SEPARATE SHEETS IF NECESSARY)*

A. GENERAL IMPACT

1. Identify and describe damages which constitute a health and/or safety hazard to the general public.

2. Population adversely affected directly or indirectly by the loss of public facilities or damages.

3. What economic activities are adversely affected by the loss of public facilities or damages?

B. RESPONSE CAPABILITY: Can the applicant respond and recover from the damages quickly and without degradation of public services? Describe.

C. IMPACT ON PUBLIC SERVICES IF DECLARATION IS NOT MADE: e. g., Deferral of permanent repairs, impact on ongoing services and capital improvements, etc. Describe.

NAME OF INSPECTOR	AGENCY	PHONE NO.

INSTRUCTION

1. Meet with the individual who is coordinating the County preliminary damage assessment (PDA) and obtain a list of the communities to be inspected, local contacts and local damage estimates. FEMA and State will provide the initial contact information.

2. Obtain the annual budget and current status as is usually reflected in a monthly budget report. Secure maps illustrating damage sites. Complete Part I, Applicant Information, on the Preliminary Damage Assessment Summary, hereafter called the Summary Sheet.

3. Visually inspect all major damage sites and a representative sample of other damage locations to the extent necessary to develop an accurate preliminary damage estimate. If time permits, visually inspect all damage sites. Realistically, it will be necessary to develop a sample to project the damages. A random sample must be taken to make this projection.

4. Local officials are responsible for showing the inspection team the damage sites and providing local estimates as available. At each damage site, record on the Preliminary Damage Assessment Site Estimate the damage category, location, description of damage and your estimate. Your damage estimate should be developed on the Site Estimate Sheet utilizing unit price or lump sum estimates. Take photographs of all major damage sites and other sites inspected.

5. While traveling between sites, obtain information from the local officials as to the status of recovery and the impact of damages on health and safety threats *(dangerous roads and bridges, hazardous materials, etc.)* population affected and economic activities. Record impact information and status of repair work for each site inspected on the Site Estimate Sheet.

6. Upon completion of the visual inspection, total the damages inspected and develop a method for projecting total damages. Total damages equal the sum of the major damage sites plus the representative sample damage estimates divided by the percentage of damage sites visited. Describe the sampling method used to project total damages by category *(show computations)*. Complete Part II of the Summary Sheet.

7. Record a summary of the site impact information in Part III A. of the Summary Sheet. Part III A. 1 refers to identifying health and safety threats. Part III A. 2 refers to the population affected by the disaster. Itemize the population affected by category or by specific large loss of public service. Part III A. 3 refers to impact on business and commerce, for example, access affected to industrial sites, excessive detours or loss of utilities.

8. Assess local government capability to effectively recover from the disaster. Inquire as to how local officials intend to repair the damage, the schedule for accomplishing the work and the source and availability of funds. Record this information in Part III B. of the Summary Sheet. Describe the effect that the disaster cost will have on other projects in progress and scheduled maintenance projects if the funds reserved for these projects will be used for disaster related repair work and record in Part III C.

9. Call the FEMA/State office at the end of each inspection day and report your findings. After completing your assigned inspections, report to the FEMA/State office and submit all completed forms and supporting documentation, including maps, budgets, photographs and other pertinent material that may be available.

10. Preliminary damage assessments should be conducted with extreme care and professional judgement. Appeals demand more detailed information, and you may be required to prepare damage survey reports.