KENDALL COUNTY/CITY OF BOERNE

EMERGENCY OPERATIONS PLAN

Developed and Published by
Kendall County/City of Boerne
Emergency Management
Boerne, Texas 78006

Adopted: September 1, 2021

Resolution

This resolution by the Kendall County Commissioners Court adopts the Kendall
County/City of Boerne Emergency Operations Plan (EOP) and delegates overall responsibility
for plan development, maintenance, training, and exercise to Kendall County/ Boerne
Emergency Management. Furthermore, the Kendall County Commissioners/ directs all County/
City departments to offer assistance where needed with the development,
maintenance, training, activation, and exercising of this plan.

PASSED, APPROVED AND ADOPTED this ___ day of _____ year_____,
by the Commissioners Court of Kendall County, TX.

_____

_____

Kendall County Commissioners Court

Letter of Adoption

This order by the City of Boerne city adopts the Kendall County/City of Boerne Emergency Operations Plan (EOP) and delegates overall responsibility for plan development, maintenance, training, and exercise to Kendall County/Boerne Emergency Management. Furthermore, the Boerne City Council directs all City of Boerne departments to offer assistance where needed with the development, maintenance, training, activation, and exercising of this plan.

PASSED, APPROVED AND ADOPTED this _____ day of _____

year_____, by the City Council of Boerne, TX.

City of Boerne Mayor

ATTEST:

City Clerk

Kendall COUNTY/*City of Boerne* EMERGENCY OPERATIONS PLAN

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BASE PLAN

I. Introduction

Kendall County/City of Boerne takes a proactive role in mitigating, preparing for, responding to, and recovering from potential natural and technological hazards or terrorist events. All parts of the county are monitored to determine if an event has occurred or could occur resulting in a disaster or emergency. It is the intent of Kendall County/City of Boerne to act quickly to prevent emergencies as much as possible, and to facilitate an orderly and efficient response and recovery to all disasters.

The Kendall County/Boerne Emergency Operations Plan is modeled after the National Response Framework and consists of a base plan, appendixes, and three types of annexes: emergency support function(ESF), support, and incident. The Base Plan describes the structure and processes comprising a county wide approach to domestic incident management designed to integrate the efforts and resources of local, private sector, and nongovernmental organizations. The Base Plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan maintenance instructions.

Appendixes provide other relevant, more detailed supporting information, including terms, definitions, acronyms, authorities, and a compendium of local inter-agency plans. The Emergency Support Function (ESF) Annexes detail the missions, policies, structures, and responsibilities of local agencies for coordinating resource and programmatic support during large-scale incidents. The introduction to the ESF Annexes summarizes the functions of ESF coordinators and primary and support agencies. The chart on page 8 provides a summary of the scope of each ESF. The Support Annexes provide guidance and describe the functional processes and administrative requirements necessary to ensure efficient and effectiveimplementation of KC/COB OP incident management objectives. The Support Annexes are described below:

Support Annexes
- Financial Management provides guidance for KC/COB OP implementation to ensure that incident-related funds are provided expeditiously and that financial management activities areconducted in accordance with established law, policies, regulations, and standards.
- Logistics Management describes the framework within which the overall KC/COB OP logistics management function operates. It also outlines logistics management responsibilities and mechanisms for integrating regional, local, and nongovernmental resource providers.
- Private-Sector Coordination outlines processes to ensure effective incident managementcoordination and integration with the private sector.
- Public Affairs describes interagency incident communications procedures designed to enable thecoordination and dissemination of timely public information during Large-scale incidents.
- Volunteer and Donations Management provides guidance on volunteer and donationsmanagement functions related to Large-scale incidents.

ESF	SCOPE
ESF #1 – Transportation	■ Local transportation support ■ Transportation safety ■ Restoration/recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment
ESF #2 – Communications	■ Coordination with telecommunications industry ■ Restoration/repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of local cyber and information technology resources
ESF #3 - Public Works and Engineering	■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services, construction management ■ Critical infrastructure liaison
ESF #4 – Firefighting	■ Firefighting activities on city and county lands ■ Resource support to firefighting operations
ESF #5 - Emergency Management	■ Coordination of incident management efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management
ESF #6 - Mass Care, Housing, and Human Services	■ Mass care ■ Disaster housing ■ Human services
ESF #7 - Resource Support	■ Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF #8 - Public Health and Medical Services	■ Public health ■ Medical ■ Mental health services ■ Mortuary services
ESF #9 - Urban Search and Rescue	■ Life-saving assistance ■ Urban search and rescue
ESF #10 - Hazardous Materials Response	■ Hazardous materials (chemical, biological, radiological, etc.) response ■ Environmental safety and short- and long-term cleanup
ESF #11 - Agriculture and Natural Resources	■ Nutrition assistance ■ Animal and plant disease/pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection and restoration
ESF #12 – Energy	■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast
ESF #13 - Public Safety and Security	■ Facility and resource security ■ Security planning and technical and resource assistance ■ Public safety/security support ■ Support to access, traffic, and crowd control
ESF #14 - Long-Term Community Recovery and Mitigation	■ Social and economic community impact assessment ■ Long-term community recovery assistance to States,local governments, and the private sector ■ Mitigation analysis and program implementation
ESF #15 - External Affairs	■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs

The Incident Annexes address contingency or hazard situations requiring specialized application of theKC/COB OP. The Incident Annexes describe the missions, policies, responsibilities, and coordination processes that govern the interaction of public and private entities engaged in incident management andemergency response operations across a spectrum of potential hazards. These annexes are typically augmented by a variety of supporting plans and operational supplements. The Incident Annexes are described below:

Incident Annexes

- The Biological Incident Annex describes incident management activities related to a biological terrorism event, pandemic, emerging infectious disease, or novel pathogen outbreak.
- The Catastrophic Incident Annex establishes the strategy for implementing and coordinating an accelerated local response to an incident, or combination of incidents, that immediately overwhelmslocal resources.
- The Food and Agriculture Incident Annex describes incident management activities related to aterrorist attack, major disaster, or other emergency involving the county's agriculture and food systems.
- The Hazardous Materials Incident Annex describes incident management activities related tocertain locally significant hazardous materials pollution incidents.
- The Terrorism Incident Law Enforcement and Investigation Annex describes law enforcement and criminal investigation coordinating structures and processes in response to a terrorist event.

Kendall County/City of Boerne Emergency Operations Plans have been worked to be NIMS and NRF compliant and incorporated into the Kendall County/City of Boerne Response Plan. Those plans includethe Kendall County/Boerne all Hazards Response Plan.

A. Purpose.

The goal of the Kendall County/Boerne Emergency Operations Plan is to bring together a strong team of agency and department representatives whose early involvement in an event will expedite the coordinationof county assistance to an impacted area. This team's coordinated efforts will serve to supply and re-supplythe resources required to meet the urgent needs arising from a natural, technological, or terrorist incident and they will work to coordinate all crisis management functions essential to Kendall County's recovery and restoration.

B. Scope and Applicability.

The KC/COB OP covers the full range of complex and constantly changing requirements in anticipation ofor in response to threats or acts of terrorism, major disasters, and other emergencies. The KC/COB OP alsoprovides the basis to initiate long-term community recovery and mitigation activities. The KC/COB OP establishes inter-agency and multi-jurisdictional mechanisms for local government involvement in, and coordination of, domestic incident management operations. This includes coordinating structures and processes incidents requiring:

- State support to local (county and city) governments:
- Local-to-local support.
- The exercise of direct local authorities and responsibilities, as appropriate under the law; and
- Public and private sector domestic incident management integration.

This plan distinguishes between incidents that require extensive multi-agency and/or multi-jurisdictional coordination, and most incidents occurring each year that are handled by responsible jurisdictionsor agencies through other established authorities and existing plans.

In addition, the KC/COB OP:
- Recognizes and incorporates the various jurisdictional and functional authorities of local departments and agencies; local governments; and private-sector organizations in domestic incident management.
- Details the specific domestic incident management roles and responsibilities of the Kendall County Commissioners Court, City of Boerne City Council, the Kendall County Emergency Management, City of Boerne Emergency Management office, Kendall County Sheriff's Office, Alamo Springs, Bergheim, Boerne,

Comfort, Kendalia, Sisterdale & Waring Fire, Kendall County EMS, Boerne Police Department, Kendall County Public Health, and otherdepartments and agencies involved in domestic incident management as defined in HSPD-5, theTexas Homeland Security Act, and other relevant statutes and directives.

- Establishes the multi-agency organizational structures and processes required to implement the authorities, roles, and responsibilities for domestic incident management.

This plan is applicable to all local departments and agencies that may be requested to provide assistance orconduct operations in the context of actual or potential incidents. This includes the American Red Cross, which functions as an Emergency Support Function (ESF) primary organization in coordinating the use ofmass care resources in a disaster or emergency.

C. Incident Management Activities.

This plan addresses the full spectrum of activities related to domestic incident management, including prevention, preparedness, response, and recovery actions. The KC/COB OP focuses on those activities thatare directly related to an evolving incident or potential incident rather than steady-state preparedness or readiness activities conducted in the absence of a specific threat or hazard. Additionally, since large-scale incidents typically result in impacts far beyond the immediate or initial incident area, the KC/COB OP provides a framework to enable the management of cascading impacts and multiple incidents as well as theprevention of and preparation for subsequent events. Examples of incident management actions from a local perspective include:

- Increasing public awareness.
- Assessing trends that point to potential terrorist activity.
- Increasing law enforcement countermeasures such as inspections, surveillance, security, counterintelligence, and infrastructure protection.
- Conducting public health surveillance and assessment processes and, where appropriate, conducting a wide range of prevention measures to include, but not be limited to, immunizations.
- Providing immediate and long-term public health and medical response assets.
- Providing strategies for coordination of Local resources required to handle subsequent events.
- Restoring public confidence after a terrorist attack; and
- Enabling immediate recovery activities, as well as addressing long-term consequences in theimpacted area.

D. Authorities.

Various Federal, State, and local statutory authorities and policies provide the basis for local actions and activities in the context of domestic incident management. The KC/COB OP uses the foundation providedby the National Homeland Security Act, HSPD-5, the Stafford Act, and the Texas Homeland Security Act to provide a comprehensive, all-hazards approach to domestic incident management. Nothing in the KC/ COB OP alters the existing authorities of individual departments and agencies, nor does the KC/COB OP convey new authorities upon any local official.

Rather, this plan establishes the coordinating structures, processes, and protocols required to integrate the specific statutory and policy authorities of various departments and agencies in a collective framework for action to include prevention, preparedness, response, and recovery activities. Appendix 3 provides a summary of key statutes, Executive orders, and Presidential directives that provide additional authority andpolicy direction relevant to local incident management.

The KC/COB OP may be used in conjunction with other departmental incident management and emergency operations plans developed under these and other authorities as well as memorandums ofunderstanding (MOUs) among various agencies.

E. Key Concepts.

The following summarizes the key concepts that are reflected throughout the KC/COB OP:
- Systematic and coordinated incident management, including protocols for:
    - o Incident reporting.
    - o Coordinated action.
    - o Alert and notification.
    - o Operating under differing threats or threat levels; and

- o Integration of crisis and consequence management functions.
- Proactive notification and deployment of local resources in anticipation of or in response to catastrophic events.
- Organizing interagency efforts to minimize damage, restore impacted areas to pre-incident conditions if feasible, and/or implement programs to mitigate vulnerability to future events.
- Coordinating incident communication, worker safety and health, private-sector involvement, and other activities that are common to most incidents (see Support Annexes).
- Organizing ESFs to facilitate the delivery of critical resources, assets, and assistance. Departments and agencies are assigned to lead or support ESFs based on authorities, resources, and capabilities.
- Providing mechanisms for vertical and horizontal coordination, communications, and information sharing in response to threats or incidents. These mechanisms facilitate coordination among local entities and the State Government, as well as between the public and private sectors.
- Facilitating governmental support to departments and agencies acting under the requesting departments or agency's own authorities.
- Developing detailed supplemental operations, tactical, and hazard-specific contingency plans, and procedures.
- Providing the basis for coordination of interagency and intergovernmental planning, training, exercising, assessment, coordination, and information exchange.

II. PLANNING ASSUMPTIONS & CONSIDERATIONS

The KC/COB OP is based on the following planning assumptions and considerations:
- Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
- Incident management activities will be initiated and conducted using the principles contained in the NIMS.
- The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to prevent, prepare for, respond to, and recover from large-scale incidents.
- Large-scale incidents require the coordination of operations and/or resources, and may:
  - o Occur at any time with little or no warning in the context of a general or specific threat or hazard.
  - o Require significant information-sharing across multiple agencies and jurisdictions, and between the public and private sectors.
  - o Involve single or multiple geographic areas.
  - o Span the spectrum of incident management to include prevention, preparedness, response, and recovery.
  - o Involve multiple, highly varied hazards or threats.
  - o Result in numerous casualties; fatalities; displaced people; property loss; disruption of normal life support systems, essential public services, and basic infrastructure; and significant damage to the environment.
  - o Impact critical infrastructures.
  - o Overwhelm capabilities of local and private-sector infrastructure owners and operators.
  - o Attract a sizeable influx of independent, spontaneous volunteers and supplies.
  - o Require extremely short-notice asset coordination and response timelines; and
  - o Require prolonged, sustained incident management operations and support activities.
- Top priorities for incident management are to:
  - o Save lives and protect the health and safety of the public, responders, and recovery workers.
  - o Ensure security of the county.
  - o Prevent an imminent incident, including acts of terrorism, from occurring.
  - o Protect and restore critical infrastructure and key resources.
  - o Conduct law enforcement investigations to resolve the incident, apprehend the perpetrators, and collect and preserve evidence for prosecution and/or attribution, when appropriate.
  - o Protect property and mitigate damages and impacts to individuals, communities, and the environment; and
  - o Facilitate recovery of individuals, families, businesses, governments, and the environment.
- Deployment of resources and incident management actions during an actual or potential terrorist incident

are conducted in coordination with the Department of Justice (DOJ).

- Departments and agencies, and certain NGOs such as the American Red Cross, may be required todeploy to incidents on short notice to provide timely and effective aid and/or assistance.
- The degree of involvement in incident operations depends largely upon specific authority orjurisdiction. Other factors that may be considered include:
  - Requests for external support, or ability to manage the incident.
  - The economic ability of the affected entity to recover from the incident.
  - The type or location of the incident.
  - The severity and magnitude of the incident; and
  - The need to protect the public health or welfare or the environment.
- Local departments and agencies provide support in accordance with national, state, and local authorities and guidance and are expected to provide:
  - Initial and/or ongoing response, when warranted, under their own authorities and funding.
  - Alert, notification, pre-positioning, and timely delivery of resources to enable the management of potential and actual Incidents; and
  - Proactive support for catastrophic or potentially catastrophic incidents using protocols for expedited delivery of resources.
- For Incidents that are State declared disasters or emergencies, State support is delivered in accordance with relevant provisions of the Texas Homeland Security Act (<u>Note</u>: While all declareddisasters and emergencies under the Texas Homeland Security Act are considered significant, not all incidents necessarily result in disaster or emergency declarations under this Act.)
- Under provisions of the Texas Homeland Security Act and applicable regulations:
  - Local government officials may request the Governor to declare a disaster or emergency ifthey find that effective response to the event is beyond the combined response capabilities   of local resources.
  - Based on the findings of a joint Federal-State-local Preliminary Damage Assessment (PDA) indicating the damages are of sufficient severity and magnitude to warrant assistance under the act, the President may grant a major disaster or emergency declaration. (Note: In a particularly fast-moving or clearly devastating disaster, the PDAprocess may be deferred until after the declaration.)
  - Federal and State assistance takes many forms—including the direct provision of goods and services, financial assistance (through insurance, grants, loans, and direct payments),and technical assistance—and can come from various sources.

- In a major disaster or emergency as defined in the Stafford Act, the President "may direct any Federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under Federal law (including personnel, equipment, supplies, facilities, and managerial, technical, and advisory services) in support of State and local assistance efforts…" [sections 402(a)(1) and 502(a)(1) of the Stafford Act, 42 U.S.C. § 5170a(1) and § 5192(a)(1)].
    - In an actual or potential Incident of Significance that is not encompassed by the Stafford Act, the President may instruct a Federal department or agency, subject to any statutory limitations on the department or agency, to utilize the authorities and resources granted to it by Congress. In accordance with HSPD-5, Federal departments and agencies are expected to provide their full and prompt cooperation, available resources, and support, as appropriate and consistent with their own responsibilities for protecting national security.
- Local-to-local support refers to the circumstance in which local department or agency requests local resources support under the KC/COB OP. This support:
    - Is coordinated by using the multiagency coordination structures established in the KC/COB OP and in accordance with the NIMS.
    - Is facilitated by an interagency MOU for Mutual Aid and executed at the time of the incident through interagency agreements (see the Financial Management Support Annex for more information).
    - May include support to incident operations at sites under the control of the county or incorporated towns within the county.

III. ROLES & RESPONSIBILITIES

This section discusses the roles and responsibilities of Federal, State, local, private sector, and nongovernmental organizations and citizens involved in support of domestic incident management. most departments and agencies of local government have emergency functions in addition to their normal day- to-day duties. During emergency situations, our normal organizational arrangements are modified to facilitate emergency operations.

A. Federal Government.

The Federal Department of Homeland Security and Federal Emergency Management Agency (FEMA) have the responsibility for the coordination of federal crisis/disaster operations and resources in support of state and local government capabilities, and for directing and coordinating the delivery of federal disaster relief assistance programs. Assistance efforts are organized and coordinated according to the policies and procedures detailed in the National Response Framework (NRF).

B. State Government.

The Texas Division of Emergency Management (TDEM) has the responsibility for the coordination of state crisis/disaster operations and resources in support of local government capabilities, and for directing and coordinating the delivery of state disaster relief assistance programs. Assistance efforts are organized and coordinated according to the policies and procedures detailed in the Texas Response Plan.

C. Kendall County and City of Boerne Elected Officials.

Primary responsibility for response to an event rests with the local jurisdiction. Kendall County and the City of Boerne will develop, implement, and maintain the Kendall County Emergency Operations Plan and supporting procedures that address mitigation, preparedness, response, and recovery. This plan will be based upon the structure of the National Response Framework. In addition:

- Provide direction and control of event operations within the jurisdiction. Local governments are responsible under all applicable laws, executive orders, proclamations, rules, regulations, and ordinances for incident management within their respective jurisdictions.
- Follow the disaster assistance process as outlined by this plan and the State of Texas. With the assistance of the legal staff, declare a local state of disaster, request the Governor declare a state of emergency, or, if necessary, invoke the emergency powers of government.
- Request assistance from other local governments as provided by mutual aid agreements and memorandums of understanding, or from the State when necessary.

- Monitor the emergency response during disaster situations and provide policy direction where appropriate.
- With the assistance of the Joint Information System, keep the public informed during emergency situations.
- Direct activation of the EOC
- Provide for Continuity of Government

D. Kendall County/Boerne Emergency Management.

- Serve as the staff advisor to our Elected Officials on emergency management matters.
- Keep the Elected Officials apprised of our preparedness status and emergency management needs.
- Coordinate local planning and preparedness activities and the maintenance of this plan.
- Prepare and maintain a resource inventory.
- Arrange appropriate training for local emergency management personnel and emergency responders.
- Coordinate periodic emergency exercises to test our plan and training.
- Manage the EOC, develop procedures for its operation, and conduct training for those who staff it.
- Activate the EOC when required.
- Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel.
- Coordinate with organized volunteer groups and businesses regarding emergency operations.

E. City/County Agencies.

- Emergency/Continuity of Operations Planning: Each agency is responsible for developing and maintaining an Emergency/Continuity of Operations (COOP) Plan, standard operating procedures and/or such other implementing instructions necessary for dealing with various types of natural, technological, or man-made emergencies/disasters that could result in the following:
  - o Direct harm or impact to an agency's personnel, facilities, and equipment.
  - o Interruption of critical functions of local government.
  - o Requests for support to an impacted agency.
  - o Loss or damage to vital records.
- Content of agency Emergency/Continuity of Operations Plans. An agency plan and supporting documents should include detailed instructions for the following:
  - o Protection of personnel and property, including warning and evacuation, and accounting for whereabouts of personnel.
  - o Swift assessment and reporting to the Elected Officials, through the Kendall County/Boerne Emergency Operations Center, of an event's direct impact on agency personnel and facilities, including injuries/deaths and property/systems damage.
  - o Notification or recall of personnel.
  - o Orderly succession (and authorization) of agency officials for all key or critical positions.
  - o Protection, proper storage, safeguarding, recovery, and restoration of vital and important records and documents.
  - o Review, exercise, evaluation, and update of the agency's continuity of operations plan.
  - o Development and maintenance of a list of agency resources, or other outside resources, that might be needed to carry out assignments.
- Agencies will provide the Kendall County/Boerne Emergency Management Office with names, phone numbers and addresses of agency heads and a minimum of two alternates who have decision making authority and who are familiar with policies and procedures for coordinating event operations with emergency management and other agencies.
- Each agency will retain its identity through all phases of event operations.
- Contractors, under the management of the appropriate primary or support agency, may carry out responsibilities and tasks assigned in the annexes of the Kendall County Emergency Operations Plan.

F. Volunteer and Private-sector Organizations.

- Volunteer and private sector groups with assigned responsibilities detailed in the annexes of this plan should integrate their planning efforts with the development, maintenance, implementation, and testing of this plan and supporting procedures.

- All volunteer, non-profit, charitable and/or religious organizations providing disaster assistance are encouraged to coordinate their relief activities with the Kendall County/Boerne Emergency Management Coordinator.

G. Citizens.

- Private citizen preparedness is the bedrock of Kendall County's/Boerne's Emergency Management.
- Strong partnerships with citizen groups and organizations provide support for incident management prevention, preparedness, response, recovery, and mitigation. Local Citizen Corps implement Citizen Corps programs, which include Community Emergency Response Teams (CERT); provide opportunities for special skills and interests; develop targeted outreach for special-needs groups; and organize special projects and community events.
- Citizen Corps Programs expand the resources and materials available to the local community through partnerships with programs and organizations that offer resources for public education, outreach, and training; represent volunteers interested in helping to make their communities safer;or offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts.

IV. CONCEPT OF OPERATIONS

A. General.

Primary responsibility for response to an event rests with local government and measures taken by the county/city will be tailored to a given event and are dependent upon available resources. Kendall County/ City of Boerne agencies/departments have limited resources to commit to an event; therefore, direct financial assistance, supplies, equipment, personnel, or other resources are usually beyond the capability of individual agencies/departments. When resources are exhausted, including mutual aid, Kendall County/ Boerne will likely require additional state or federal assistance. Requests for State assistance and support should be channeled through the Kendall County/Boerne Emergency Operations Center (EOC) to the Texas Division of Emergency Management or to the Texas Emergency Operations Center (TDEMSOC), if it is activated. This includes requests for assessment, equipment, personnel, supplies, technical assistance, and military support. The primary role of state agencies will be to identify where resources can be obtained and to assist counties in obtaining them. If Kendall County/Boerne is unable to pay for the resources, policy makers will have to determine whether or not the resource will be provided and how it will be funded. Costs associated with an event are to be tracked using guidance provided in the Financial Management Support Annex of this plan. The State of Texas Response and Recovery Guide also provides guidance on procurement and recordkeeping, as well as intelligence and reports, local responsibilities and declarations, and damage assessments.

Situations requiring a coordinated effort by two or more agencies/departments are referred to as "*events*" inthis plan. When a government entity makes an "*Emergency Declaration*" to request assistance that event is termed an "*emergency*." When a government entity makes a "*Disaster Declaration*" to request assistancethat event is termed a "*disaster*." Since both types of declarations require similar actions by government,the term *"event"* will usually be used in lieu of "emergency" or "disaster."

The Kendall County/Boerne Emergency Operations Plan covers the full range of complex and constantlychanging requirements in anticipation of or in response to threats or acts of terrorism, major disasters, and other emergencies. The plan also provides the basis to initiate long-term community recovery and mitigation activities and establishes inter-agency and multi-jurisdictional mechanisms for county and state government involvement in, and county coordination of, incident management operations. This includes coordinating structures and processes for incidents requiring:

- Coordination with state and federal agencies under the provisions of the National Response Framework.
- State and county support to local agencies/departments.
- County-to-County support.
- The exercise of the Kendall County Commissioner's/City of Boerne City Counsel directauthorities and responsibilities, as appropriate under the law; and

- Public and private sector domestic incident management integration.

This plan distinguishes between incidents that require county coordination and the majority of incidents occurring each year that are handled by local jurisdictions. In addition, the Kendall County/ Boerne Emergency Operations Plan:

- Recognizes and incorporates the various jurisdictional and functional authorities of local, state, and federal departments and agencies; local governments; and private-sector organizations in domestic incident management.
- Establishes the multiagency organizational structures and processes required to implement the authorities, roles, and responsibilities for local incident management.

The Kendall County/ Boerne Emergency Operations Plan interfaces with the following state command and coordination structures:

- Texas State Operation Center. The State of Texas Emergency Management Plan (TDEM)establishes the organizational structure and general guidelines for the State of Texas to facilitate development and implementation of crisis policies and procedures regarding crisis, stability, and recovery activities. The Governor or the Director of the Texas Division of Emergency Management(TDEM) will activate the State Operations Center for significant events. The Governor and key agency heads will staff it.
- Whenever the Texas Emergency Management Operations Center (TDEMSOC) is activated, TDEMSOC is a designated facility at which TDEM staff and state agency representatives may gather to coordinateand allocate state resources in response to a request from a local jurisdiction or another state agency.

An Emergency Support Function (ESF) leader will be appointed for each ESF needed during an event (seeESF Annexes). The leader or designee will be the primary communication link with or within the KendallCounty/Boerne Emergency Operations Center. This approach will maintain the needed command structure between the command center(s) and agencies providing support to the ESF.

B. Concurrent Implementation of Other Plans.

The KC/COB OP is the core plan for managing local incidents and details the coordinating structures andprocesses used during incidents. Other supplemental agency and inter-agency plans provide details on authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (such as hazardous materials spills, wildland fires, etc.).

In most cases, local agencies manage incidents under these plans using their own authorities without the need for coordination by the Kendall County/Boerne Emergency Management Office. In the context of larger incidents, these supplemental agency or inter-agency plans may be implemented concurrently with the KC/COB OP, but are subordinated to the overarching core coordinating structures, processes, and protocols detailed in the KC/COB OP. In this case, the department or agency with primary responsibility for execution of the supplemental agency or inter-agency plan is also responsible for ensuring that all ongoing activities conform to the processes and protocols prescribed in the KC/COB OP. This helps enable effective and coordinated incident management operations, consistent with individual department and agency authorities and responsibilities. A comprehensive listing and summary of representative agency and inter-agency plans is maintained at the Kendall County/Boerne Emergency Operations Center.

C. Organizational Structure.

The structure for incident management establishes a clear progression of coordination and communication from the local level, through the state, to national headquarters level. This structure is diagrammed in Figure 3 on page 13.

In accordance with NIMS processes, resource and policy issues are addressed at the lowest organizational level practical. If the issues cannot be resolved at that level, they are forwarded up to the next level for resolution. Reflecting the NIMS construct, the KC/COB OP includes the following command and coordination structures:

- Incident Command Post(s) on-scene using the Incident Command System (ICS)/UnifiedCommand.

- Area Command (if needed).
- County, agency, and private sector EOCs.

As illustrated in Figure1 below, the local incident command structures (namely the ICP(s) and Area Command) are responsible for directing on-scene emergency management and maintaining command and control of on-scene incident operations.

FIGURE 1
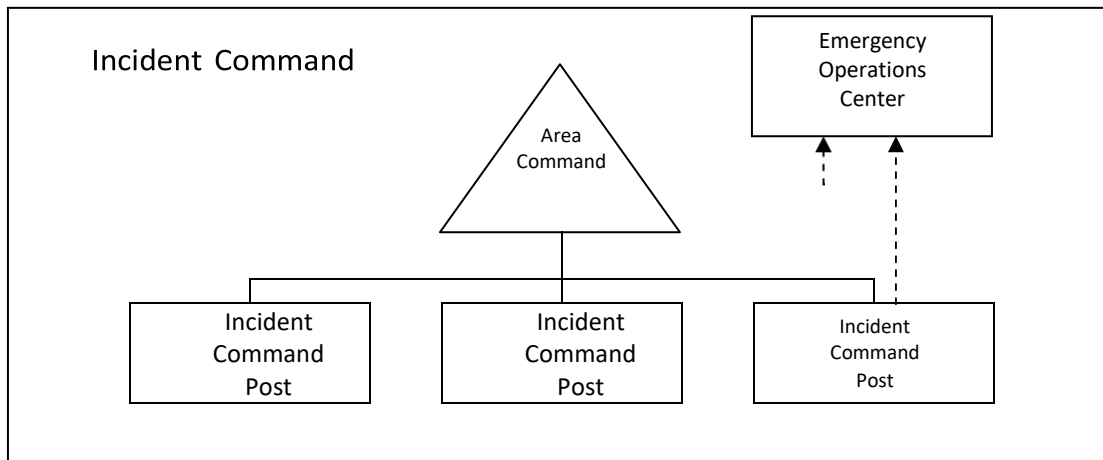
The Kendall County/Boerne support and coordination components consist of the Kendall County Dispatch Center and the Kendall County/Boerne EOC. These provide central locations for operationalinformation-sharing and resource coordination in support of on-scene efforts (Figure 2).

FIGURE 2

EOC's/Multiagency Coordination Centers

| City of Boerne Dispatch Center | Local Emergency Operations Center | State Emergency Operations Center | Joint Field Office | Homeland Security Operation sCenter |

LOCAL   STATE   FEDERAL
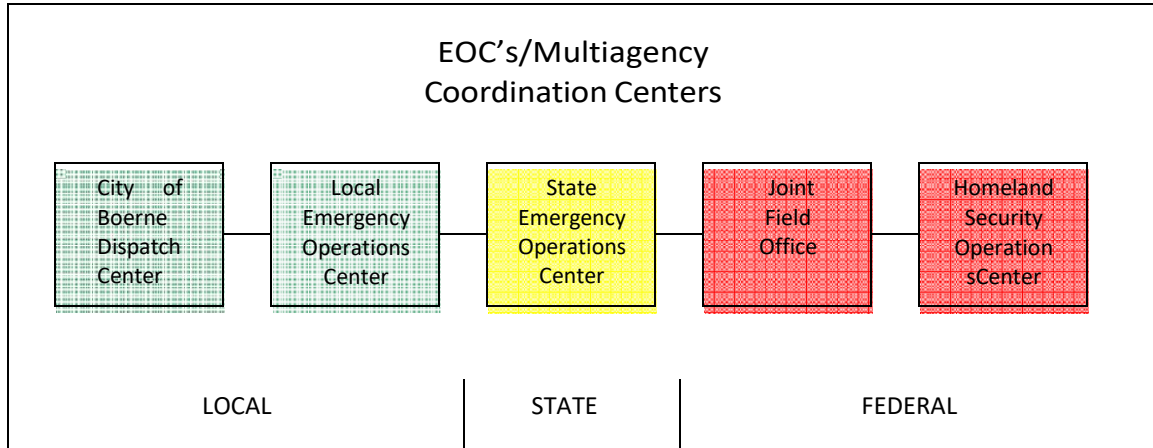
The KC/COB OP organizational structure addresses both site-specific incident management activities andthe broader regional or state issues related to the incident, such as impacts to the rest of the county, immediate regional or state actions required to avert or prepare for potential subsequent events, and the management of multiple threats or incidents (particularly those that are non-site specific, geographically dispersed, or evolve over a long period of time).

FIGURE 3

Field	Regional	National

NIMS Framework
The structure of the KC/COB OP is based on the NIMS construct; ICS/Unified Command on-scene supported by Area Command (if needed) and Multiagency coordination centers.

EOCs/Multiagency Coordination Centers Responsibilities:
- Support and coordination
- Identifying resource shortages and issues
- Gathering and providing information
- Implementing multiagency coordination entity decisions

City of Boerne Dispatch Center

Local Emergency Operations Center

State Emergency Operations Center

Joint Field Office

Homeland Security Operations Center

Incident Command
- Direct on-scene emergency management

Area Command

Incident Command Post

Incident Command Post

Incident Command Post

The focal point for coordination of Federal support is the Joint Field Office. As appropriate, the JFO maintains connectivity with Federal elements in the ICP in support of State and local efforts.

Area Command is established when the complexity of the incident and incident management span-of-control considerations so dictate.

D. Principal Organizational Elements.

This section discusses the major organizational elements in the structure for local/State coordination diagramed in Figure 3.

- **Incident Command Post (ICP)/Unified Command Post (UCP)** – The tactical-level, on-scene incident command and management organization are located at the ICP. It is typically comprised of designated incident management officials and responders from local agencies, as well as private-sector and nongovernmental organizations. When multiple command authorities are involved, a Unified Command may lead the ICP (under Unified Command referred to as the UCP), comprised of officials who have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance, or agreement. The Unified Command provides direct, on- scene control of tactical operations and utilizes a NIMS ICS incident management team organization, typically including Operations, Planning, Logistics, and Finance/Administration Sections. The ICP/UCP is usually located at or in the immediate vicinity of the incident site. The location is selected by the Incident Commander/Unified Commanders, who typically represent the agency(ices) having primary jurisdictional authority for managing the incident at this level. Generally, there is one ICP established for each incident. Depending on the number and location of incidents, there may be multiple ICPs managed by an Area Command.
- **Area Command/Unified Area** Command – An Area Command is established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or compl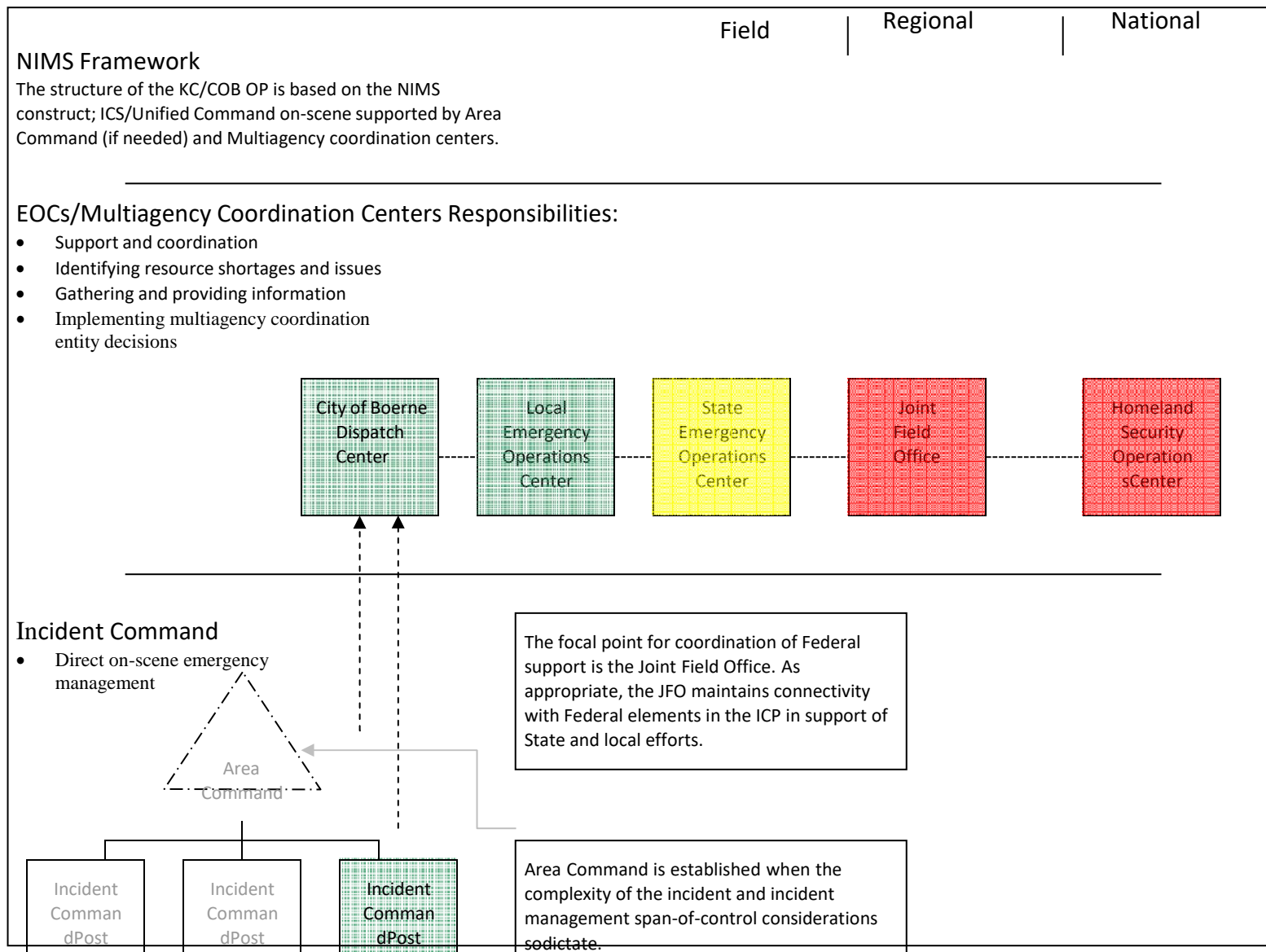ex incident that has multiple incident managementteams engaged. The Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional.
- **State and Local Emergency Operations Centers** – State, county, and local EOCs represent the physical location at which the coordination of information and resources to support incident management activities normally takes place. EOCs are typically organized by major functional discipline (fire, law enforcement, medical services, and so on);   by jurisdiction (city, county, region, and so on);   or, more likely, by some combination thereof. State, county, and local EOCs facilitate the execution of local, State, and interstate mutual aid agreements to support on-scene operations.
- **Joint Field Office** – The JFO is a multi-agency coordination center established locally at the request of the Texas TDEM SOC. It provides a central location for coordination of Federal, State, local, tribal, nongovernmental, and private sector organizations with primary responsibility for threat response and incident support. The JFO enables the effective and efficient coordination of Federal incident-related prevention, preparedness, response, and recovery actions. The JFO utilizes the scalable organizational structure of the NIMS ICS in the context of both pre-incident and post-incident management activities. The JFO organization adapts to the magnitude and complexity of the situation at hand and incorporates the NIMS principles regarding span of control and organizational structure: management, operations, planning, logistics, and finance/administration. Although the JFO uses an ICS 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.
- **Texas Emergency Operations Center** – The SOC is the primary national hub for domestic incident management operational coordination and situational awareness. The HSOC is a standing 24/7 inter-agency organization fusing law enforcement, national intelligence, emergency response, and private sector reporting. The SOC facilitates homeland security information-sharing and operational coordination with other Federal, State, local, tribal, and nongovernmental EOCs. SOC roles and responsibilities include:
  - o Establishing and maintaining real-time communications links to other Federal EOCs at the national level, as well as appropriate State, tribal, local, regional, and non-governmental EOCs and relevant elements of the private sector.
  - o Maintaining communications with private-sector critical infrastructure and key resources information sharing entities.

- o Maintaining communications with Federal incident management officials.
- o Coordinating resources pertaining to domestic incident management, and the protection against and prevention of terrorists' attacks.
- o Coordinating with the Terrorist Screening Center (TSC), FBI SIOC, National Counterterrorism Center (NCTC), and other Federal Government entities for terrorism-related threat analysis and incident response, consistent with applicable Executive orders.
- o Providing general domestic situational awareness, common operational picture, and support to and acting upon requests for information from the IIMG and DHS leadership; and
- o Acting as the primary conduit for the White House Situation Room and IIMG for domestic situational awareness.

The SOC consists of a 24/7 multiagency watch and operational coordination center and integrated elements of DHS Information Analysis and Infrastructure Protection/Office of the Assistant Secretary for Information Analysis (DHS/IAIP/OIA) and DHS Emergency Preparedness and Response/Federal Emergency Management Agency (HS/EPR/FEMA). These elements work in close coordination to address information/intelligence analysis and response coordination.

V. INCIDENT MANAGEMENT ACTIONS

This section describes incident management actions ranging from initial threat notification to early coordination efforts to assess and disrupt the threat, to preparatory activation of the ESF structure, to deployment of local resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents. Figure V.1 depicts initial incident management actions. In situations where it is apparent that a significant incident may be imminent or has already occurred, assessment and pre-incident inter-agency coordination typically are compressed. In these instances, Kendall County Dispatch and Emergency Management move quickly to coordinate multiple activities to include the following: information sharing, inter-agency course of action development, alert and deployment of resources, operational coordination, and other assistance as required, in consultation and coordination with other departments and agencies and the affected jurisdiction(s).

A. Kendall County/Boerne Emergency Operations Center.

The Kendall County/Boerne Emergency Operations Center (EOC) is a designated facility at which Kendall County/City of Boerne staff, county agency/department representatives, city representatives, state agency representatives, and federal representatives may gather to coordinate and allocate county, state, or federal resources in response to a request from a local jurisdiction or another state agency. Located at 124 Old San Antonio Rd, it houses communications and IT equipment needed to facilitate coordination activities. Should an alternate site be required, the Kendall County EMS or Boerne Fire Station will be used.

The facility is organized, equipped, supplied, and staffed to support the following activities: Damage assessment, resource identification and tracking, communications, cost accounting, event documentation, and preparation of formal requests to the Governor for crisis or disaster declarations.

Upon receiving notification or alert of an event, based on the severity of the event, the county coordinator will determine if the county's elected officials and TDEM should be notified and if a situation report should be issued. The Emergency Management Coordinator, or his/her representative, will also determine if and to what level the EOC should be activated. See ESF #5 and the Kendall County/Boerne Emergency Operations Center Standing Operating Procedures for more information.

WebEOC is an electronic operations center utilized by the State of Texas and Kendall County/Boerne to monitor and log all crisis activities and resources during any natural/man- made hazard or terrorist attack more effectively and efficiently. This software package has a depository for NIMS and a complete inventory of all state equipment and other necessary resources available to the incident commander and the governor for any catastrophic incident. For many small-to-moderate scale events, WebEOC may serve as the primary center of operations regarding communications and coordination.

- Agency/Department Representatives
  Upon partial or full activation of the Emergency Operations Center (EOC), the Kendall County/ Boerne County EM coordinator will notify all appropriate county, local, and state agencies. At this time agencies/departments may be asked to place appropriate personnel on standby, log on to the WebEOC, or to have appropriate personnel report to the EOC. County, local, and state personnel assigned to the EOC should be individuals who are delegated full authority to make decisions on all matters effecting their agency's/department's participation in the event.

- ICS – EOC Interface
  For major emergencies and disasters, the Kendall County Commissioners Court/City of Boerne Elected Officials or Kendall County/Boerne Emergency Management will activate the Emergency Operations Center (EOC).   When the EOC is activated, it is essential to establish a division of responsibilities between the incident command post and the EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations.

  The Incident Commander is generally responsible for field operations, including:

  - Isolating the scene.
  - Directing and controlling the on-scene response to the emergency and managingthe emergency resources committed there.
  - Warning the population in the area of the incident and providing emergency instructions tothem.
  - Determining and implementing protective measures (evacuation or in-place sheltering) for the population in the immediate area of the incident and for responders at the scene.
  - Implementing traffic control arrangements in and around the incident scene.
  - Conducting public information activities relating to the incident, and.
  - Requesting additional resources from the EOC.

  The EOC is generally responsible for:

  - Providing resource support for the incident command operations.
  - Issuing community-wide warning.
  - Gathering and disseminating information in support of the response.
  - Issuing instructions and providing information to the public.
  - Organizing and implementing large-scale evacuation.
  - Organizing and implementing shelter and mass arrangements for evacuees.
  - Coordinating traffic control for large-scale evacuations; and
  - Requesting assistance from the State and other external sources.

FIGURE V.1

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                    ┌─────────────────────────┐
                    │  REPORT/NOTIFICATION    │
                    │    COB DISPATCH         │
                    └─────────────────────────┘
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                                ▼
        ┌──────┐    ┌─────────────────────┐    ┌──────┐
        │ YES  │    │  Adequate Local     │    │  NO  │
        └──────┘    │  Response           │    └──────┘
                    │  Capability???      │
                    └─────────────────────┘
          │                                         │
          ▼                                         ▼
  ┌─────────────────┐                   ┌─────────────────────┐
  │ Incident        │                   │ Notify Emergency    │
  │ Mitigated       │                   │ Management          │
  └─────────────────┘                   └─────────────────────┘
          ▲                                         │
          │                                         ▼
                                         ┌─────────────────────┐
                                         │ EM Assessment       │
                                         └─────────────────────┘
                                                   │
                                                   ▼
  ┌─────────────────┐   ┌──────┐        ┌─────────────────────┐
  │ Activate        │◄──│  NO  │────────│ Incident requiring  │
  │ MOU/Regional    │   └──────┘        │ policy and/or       │
  │ Response        │                   │ authorization of    │
  └─────────────────┘                   │ funding???          │
                                         └─────────────────────┘
                                                   │
                                              ┌──────┐
                                              │ YES  │
                                              └──────┘
                                                   │
                                                   ▼
                                         ┌─────────────────────┐
                                         │ EOC Activation      │
                                         └─────────────────────┘
                                                   │
                                    ┌──────────────────────────┐
                                    │   Elected Officials      │
                                    └──────────────────────────┘
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Stage 1 EOC Activation Monitoring Operations	Stage 2 EOC Activation Limited EOC Operations	Stage 3 EOC Activation Full EOC Operations
• KC/COB OP not implemented • Notification of appropriate local and select State agencies – Standby • Incident with potential to overwhelm local resources. Possible request for Local declaration.	• KC/COB OP partially implemented • Limited activation for responding local agencies • Notification of all local and select State agencies – Standby • Incident is overwhelming local resources. Possible request for State declaration.	• KC/COB OP implemented • Incident has overwhelmed local. • Non-critical daily operations are suspended • Notification of all local and State agencies • State and Federal declarations are imminent.

B. ICS – Incident Command System.

- Initial Response. Our emergency responders are likely to be the first on the scene of an emergency. They will normally take charge and remain in charge of the incident until it is resolved, or others who have legal authority to do so assume responsibility.

- Implementation of ICS

  o The first local emergency responder to arrive at the scene of an emergency will implement the Incident Command System and serve as the incident commander until relieved by a more senior or more qualified individual. The incident commander will establish an incident command post (ICP) and provide an assessment of the situation to local officials, identify response resources required, and direct the on-scene response from the ICP.

  o The incident commander is responsible for carrying out the ICS function of command -- managing the incident. The four other major management activities that form the basis of ICS are: operations, planning, logistics, and finance/administration. For small-scale incidents, the incident commander and one or two individuals may perform all these functions. For larger incidents, several individuals from different departments or agencies may be assigned to separate staff sections charged with those functions. These assignments are made by the Incident Commander.

  o In emergency situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified or Area Command structure. This arrangement helps to ensure all participating agencies are involved in developing objectives and strategies to deal with the emergency.

C. State Assistance.

If local resources are inadequate to deal with an emergency, we will request assistance from the State. State assistance furnished to local governments is intended to supplement local resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts. Cities / towns must request assistance from the County before requesting State assistance.

- Requests for State assistance should be made to the Texas Division of Emergency Management located in Austin, Texas. See the Kendall County EOC SOPs for the form to be used to request State assistance. In essence, State emergency assistance to local governments begins at TDEM level and the key person to validate a request for, obtain, and provide that State assistance and support is the TDEM Director. Elected officials (County Commissioners or City Council) must make a request for State assistance; these requests may be made by telephone, fax, or e-mail. The TDEM Director has the authority to utilize all State resources to respond to a request for assistance, except for the National Guard. Use of National Guard resources requires approval of the Governor.

D. Federal & Other Assistance.

- If resources required to control an emergency are not available within the State, the Governor may request assistance from other states pursuant to several interstate compacts from the federal government through the Federal Emergency Management Agency (FEMA).

- For major emergencies and disasters for which a Presidential declaration has been issued, Federal agencies may be mobilized to aid states and local governments. The *National Response Framework (NRF)* describes the policies, planning assumptions, concept of operations, and responsibilities of designated federal agencies for various response and recovery functions.

- FEMA has the primary responsibility for coordinating federal disaster assistance. No direct federal disaster assistance is authorized prior to a Presidential emergency or disaster declaration,but FEMA has limited authority to stage initial response resources near the disaster site and activate command and control structures prior to a declaration. The Department of Defense has the authority to commit its resources to save lives prior to an emergency or disaster declaration.

- The NRF applies to Stafford and non-Stafford Act incidents and is designed to accommodate notonly actual incidents, but also the threat of incidents. Therefore, NRF implementation is possible under a greater range of incidents.

E. Notification and Assessment.

- 24-Hour Point of Contact. Requests from City/County or private citizens for county resources or assistance should be directed to the City of Boerne Dispatch Center. The Dispatch center maintains a list containing the names, addresses, and phone numbers of agency/department directors, deputy directors, and key division heads that are the 24-hour points-of-contact. Requests from local, state, or federal entities for state resources or assistance, including the National Guard, should be directed to the Texas Division of Emergency Management (TDEM) Duty Officer who is on call 24 hours a day, seven days a week. The Duty Officer can be contacted through the State Operations Center at (512)424-2208 The Texas Division of Emergency Management (TDEM) maintains a list containing the names, addresses, and phone numbers of agency directors, deputy directors, and key division heads that are the 24-hour points-of-contact for key state agencies, federal agencies, and private non-profit organizations.

- Local response agencies, private sector, and nongovernmental organizations are encouraged to communicate information regarding actual or potential incidents or threats to Kendall County/ Boerne Emergency Management through City of Boerne dispatch or directly via telephone or e-mail.

- Kendall County/ Boerne Emergency Management also monitors non-terrorist hazards and accidents and receives reports from various response agencies. When notified of a hazard or an incident with possible local-level implications, the Emergency Management Coordinator assessesthe situation and notifies Texas Division of Emergency Management accordingly. Based on the information, the Chief of TDEM determines the need for activation of State elements. KC/COB EMC's coordinates with other departments and agencies regarding further investigation, as required.

- Dissemination of Warnings and Bulletins. Watches, warnings, and other emergency bulletins are issued by various agencies based on their statutory missions and authorities. For example, the National Weather Service issues weather-related notices to warn the public of impending storms and severe weather. Kendall County/Boerne utilizes a comprehensive EAS system (see ESF #5, Appendix that includes NOAA weather radio, local radio and television, and the internet. Warnings and bulletins may also be distributed to select groups (e.g., CERT, Weather Spotters) via the county's city's notification system.

F. Incident Management Actions by Phase.
- Mitigation actions. Hazard mitigation involves reducing or eliminating long-term risk to peopleand property from hazards and their side effects. The EOC is the central coordination point for beginning the process that leads to the delivery of mitigation assistance programs. The Kendall County/Boerne Emergency Management Team is responsible for coordinating the delivery of all mitigation programs within the affected area, including hazard mitigation for.

  o Grant programs for loss reduction measures (if available).
  o Delivery of loss reduction expertise.
  o Coordination of Federal flood insurance operations and integration of mitigation with other

program efforts.
- o Conducting flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs.
- o Predictive modeling to protect critical assets.
- o Early documentation of losses avoided due to previous hazard mitigation measures; and
- o Community education and outreach necessary to foster loss reduction.

- Pre-Incident Actions. Kendall County/Boerne Emergency Management coordinates with appropriate agencies as required during developing situations to utilize agency resources and authorities to prevent an incident, as well as to initiate appropriate preparatory and mitigating measures to reduce vulnerabilities. Most initial actions in the threat or hazard area are taken by first responders and local government authorities, and include efforts to protect the publicand minimize damage to property and the environment, as follows:
  - o Public Health and Safety: Initial safety efforts focus on actions to detect, prevent, or reduce the impact to public health and safety. Such actions can include environmental analysis, plume modeling, evacuations, road closures, emergency sheltering, air monitoring, decontamination, emerging infectious disease tracking, emergency broadcasts, etc. These efforts may also include public health education; site and public health surveillance and testing procedures; and immunizations, prophylaxis, and isolationor quarantine for biological threats coordinated by DSHS and local public health officials.(See the ESF #8 Annex for additional information.)
  - o Responder Health and Safety: The safety and health of responders is also a priority. Actions essential to limit their risks include integration of health and safety assets and expertise; risk assessments based upon timely and accurate data; and situational awareness that considers responder and recovery worker safety. A comprehensive safety and health plan is key to mitigating the hazards faced by responders. These efforts include incident hazard identification and characterization; implementation and monitoring of personal protective equipment selection, use, and decontamination; exposure sampling and analysis; worker health and safety risk analysis; health and safety monitoring; and development/ongoing evolution of the site-specific safety and health plan. (See the Worker Safety and Health Support Annex for additional information.)
  - o Property and the Environment: Responders may also take incident mitigation actions to protect public and private property and the environment. Such actions may include sandbagging in anticipation of a flood or booming of environmentally sensitive areas in response to a potential gasoline spill.

- Response. Once an incident occurs, the priorities shift from prevention, preparedness, and incident mitigation to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the community. Depending on the type of incident (e.g., terrorism), some State and/or Federal agencies may operate in the ICP and participate in the Unified Command structure. Depending upon the scope and magnitude of the incident, the EOC activates the appropriate ESFs, as needed, to mobilize assets and request additional resources (including state and federal) to support the incident. Other local response actions may include:
  - o Immediate law enforcement, fire, ambulance, and emergency medical service actions.
  - o Emergency flood fighting.
  - o Evacuations.
  - o Transportation system detours.
  - o Emergency public information.
  - o Actions taken to minimize additional damage.
  - o Urban search and rescue.
  - o The establishment of facilities for mass care.
  - o The provision of public health and medical services, food, ice, water, and other emergency essentials.
  - o Debris clearance/removal.

- The emergency restoration of critical infrastructure.
- Control, containment, and removal of environmental contamination, and.
- Protection of responder health and safety.

- During the response to a terrorist event, law enforcement actions to collect and preserve evidence and to apprehend perpetrators are critical. These actions take place simultaneously with response operations necessary to save lives and protect property and are closely coordinated with the law enforcement effort to facilitate the collection of evidence without impacting ongoing life-saving operations. In the context of a single incident, once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation.

- Recovery Actions. Recovery involves actions needed to help individuals and communities return to normal when feasible. The EOC is the central coordination point among local and voluntary organizations for delivering recovery assistance programs. The EOC Planning Section assesses local recovery needs at the outset of an incident and develops relevant timeframes. Long-term environmental recovery may include cleanup and restoration of public facilities, businesses, and residences; re-establishment of habitats and prevention of subsequent damage to natural resources; protection of cultural sites; and protection of natural, cultural, and historical resources from intentional damage during other recovery operations.

- Demobilization. When a centralized coordination presence is no longer required, the EOC implements the demobilization plan to transfer responsibilities and close out. After the closing of the EOC, long-term recovery program management and monitoring transitions to individual agencies' offices.

- Remedial Actions. KC/COB EM formally convenes interagency meetings called "hotwashes" to identify critical issues requiring county-level attention, lessons learned, and best practices associated with the response to incidents. Hotwashes typically are conducted at major transition points over the course of incident management operations, and include local, private sector and NGO participation as appropriate. Identified issues are validated and promptly assigned to appropriate organizations for remediation.

- Following an incident, Kendall County/Boerne Emergency Management will submit an after-action report to TDEM detailing operational successes, problems, and key issues affecting incident management. The report includes appropriate feedback from all Federal, State, local, non-governmental, and private sector partners participating in the incident. Each agency involved should keep records of its activity to assist in preparing its own after-action report. The NIMS Integration Center supports and contributes to this system.

VI. ON-GOING PLAN MANAGEMENT ANDMAINTENANCE

A. Coordination. Kendall County/Boerne uses the "preparedness organization" concept described in the NIMS for the on-going management and maintenance of the KC/COB OP. These organizations includeall agencies with a role in incident management and provide a forum for coordination of policy, planning, training, equipping, and other preparedness requirements.

B. Plan Maintenance. The Kendall County/Boerne Emergency Management Coordinator annually provides each county/city agency/department and the State of Texas with updated electronic and/or hardcopies for review and comment. The electronic backup file of this plan allows for timely reproduction of copies upon request or at the onset of an event.

C. Supporting Documents. The KC/COB OP, as the core plan for local incident management, provides the structures and processes for coordinating incident management activities for terrorist attacks, natural

disasters, and other emergencies. Following the guidance provided in the NRF and Texas EOP, the KC/COB OP incorporates existing emergency and incident management plans (with appropriate modifications and revisions) as integrated components, as supplements, or as supporting operational plans. Accordingly, local departments and agencies must incorporate key KC/COB OP concepts and procedures for working with KC/COB OP organizational elements when developing or updating incident management and emergency response plans. When an agency develops an interagency plan that involves events within the scope of incidents, these plans are coordinated with KC/COB EM to ensure consistency with the KC/COB OP, and are incorporated into the KC/COB OP, either by reference or.KC/COB EM will maintain a complete set of all current interagency plans and provide ready public access to those plans via website or other appropriate means. Incident management and emergency response plans must include, to the extent authorized by law:

- Principles and terminology of the NIMS.
- Reporting requirements of the KC/COB OP.
- Linkages to key KC/COB OP organizational elements (such as the EOC); and
- Procedures for transitioning from localized incidents to large-scale incidents.

The broader range of KC/COB OP-supporting documents includes strategic, operational, tactical, and incident specific or hazard-specific contingency plans and procedures. Strategic plans are developed by headquarters-level entities based on long-range goals, objectives, and priorities. Operational-level plans merge the on-scene tactical concerns with overall strategic objectives. Tactical plans include detailed, specific actions and descriptions of resources required to manage an actual or potential incident. Contingency plans are based on specific scenarios and planning assumptions related to a geographic area or the projected impacts of an individual hazard. The following is a brief description of KC/COB OP-related documents:

National Incident Management System	The NIMS provides a core set of doctrine, concepts, terminology, and organizational processes to enable effective, efficient, and collaborative. incident management at all levels.
Agency-Specific Plans	Agency-specific plans are created to manage single hazards or contingenciesunder the purview of the responsible department or agency.
Regional Plans	Regional plans typically are operational supplements to national plans and provide region-specific procedures and guidance. Examples of regional plans include AACOG's regional response team (RRT) plan.
Texas and Kendall County Emergency Operations Plans	Emergency operations plans are created to address a variety of hazards.Examples include: ■ Emergency operations plans designed to support emergency management functions. ■ Contingency plans designed to prevent, prepare for, respond to, andrecover from hazardous substance incidents. ■ Local Emergency Operations Plans created to complement State Emergency Operations Plans.
Texas and Kendall County Multi-hazard Mitigation Plans	Multi-hazard mitigation plans are developed to provide a framework for understanding vulnerability to and risk from hazards, and identifying the pre-disaster and post disaster mitigation measures to reduce the risk from those hazards.
Private-Sector Plans	Private-sector plans are developed by privately owned companies. Some planning efforts may be mandated by statute while others are developed to ensure business preservation and continuity.
Volunteer and Nongovernmental Organization Plans	Volunteer and nongovernmental organization plans are plans created to support local emergency preparedness, response, and recovery operations. Plans include a continuous process of assessment, evaluation, and preparation to ensure that the necessary authorities, organization, resources, coordination, and operation procedures exist to provide effective delivery of services to disaster clients as well as provide integration into planning efforts at all government levels.

Procedures	Procedures provide operational guidance for use by emergency teams and other personnel involved in conducting or supporting incident management operations. These documents fall into five basic categories: ■ Overviews that provide a brief concept summary of an incident management function, team, or capability. ■ Standard operating procedures (SOPs), standard operating guidelines (SOGs), or operations manuals that provide a complete reference document. ■ Field operations guides (FOGs) or handbooks that are produced as a durable pocket or desk guide, containing essential tactical information needed to perform specific assignments or functions. ■ Point of contact (POC) lists; and ■ Job aids such as checklists or other tools for job performance or job training.

D. <u>Distribution</u>. This Plan will be distributed electronically to all participating city and county agencies, selected state, and federal government agencies, selected private organizations, the American Red Cross andother volunteer organizations, and other interested individuals with the permission of Kendall County/ Boerne Emergency Management. Hard copies of the plan will be maintained at the Kendall County/BoerneEmergency Operations Center.

Appendix 1

Glossary of Key Terms

For the purposes of the KC/COB OP, the following terms and definitions apply:

Accountable Property. Property that: 1) has an acquisition cost that is $15,000 or more; 2) has a unique, identifiable serial number (e.g., computer or telecommunications equipment) ; and 3) is considered "sensitive" (i.e., easily pilferable) , such as cellular phones, pagers, and laptop computers.

Agency. A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative. A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agencies or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command). An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Available Resources. Resources assigned to an incident, checked in, and available for use, normallylocated in a Staging Area.

Awareness. The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Casualty. Any person who is declared dead or is missing, ill, or injured.

Catastrophic Incident. Any natural or manmade incident, or combination of incidents, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event will result in sustained impacts over a prolonged period of time; immediately exceed resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupt governmental operations and emergency services to such an extent that national security could bethreatened.

Chain of Command. A series of command, control, executive, or management positions in hierarchical order of authority.

Civil Transportation Capacity. The total quantity of privately owned transportation services, equipment, facilities, and systems from all transportation modes nationally or in a prescribed area or region.

Command Staff. In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture (COP). A broad view of the overall situation as reflected by situationreports, aerial photography, and other information or intelligence.

Community Recovery. In the context of the KC/COB OP and its annexes, the process of assessing the effects of an incident, defining resources, and developing and implementing a course of action to restoreand revitalize the socioeconomic and physical structure of a community.

Consequence Management. Predominantly an emergency management function and included measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The requirements of consequence management and crisis management are combined in the KC/COB OP. See also Crisis Management.

Credible Threat. A potential terrorist threat that, based on a threat assessment, is credible and likely to involve WMD.

Crisis Management. Predominantly a law enforcement function and included measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the KC/COB OP. See also Consequence Management.

Critical Infrastructures. Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cultural Resources. Cultural resources include historic and prehistoric structures, archeological sites, cultural landscapes, and museum collections.

Cyber. Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

Deputy. A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Disaster. See Major Disaster.

Disaster Recovery Center (DRC). A facility established in a centralized location within or near thedisaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Emergency. As defined by the Stafford Act, an emergency is "any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threatof a catastrophe in any part of the United States."

Emergency Operations Center (EOC). The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be 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, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city), or by some combination thereof.

Emergency Operations Plan (EOP). The "steady-state" plan maintained by various jurisdictional levelsfor managing a wide variety of potential hazards.

Emergency Public Information. Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it alsofrequently provides directive actions required to be taken by the public.

Emergency Response Provider. Includes Federal, State, and local emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. (See section 2(6), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).) Also known as "emergency responder."

Emergency Support Function (ESF). A grouping of government and certain private-sector capabilitiesinto an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.

Emerging Infectious Diseases. New or recurring infectious diseases of people, domestic animals, and/or wildlife, including identification, etiology, pathogenesis, zoonotic potential, and ecological impact.

Environment. Natural and cultural resources and historic properties as those terms are defined in this glossary and in relevant laws.

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.

Facility Management. Facility selection and acquisition, building services, information systems, communications, safety and health, and physical security.

Federal. Of or pertaining to the Federal Government of the United States of America.

First Responder. Local and nongovernmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal,State, local, tribal, or nongovernmental organizations.

Hazard. Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation. Any cost-effective measure which will reduce the potential for damage to a facilityfrom a disaster event.

Hazardous Material. For the purposes of ESF #1, hazardous material is a substance or material, includinga hazardous substance, that has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8). For the purposes of ESF #10 and the Hazardous Materials Incident Annex,the term is intended to mean hazardous substances, pollutants, and contaminants as defined by the NCP.

Historic Property. Any prehistoric or historic district, site, building, structure, or object included in or eligible for inclusion in the National Register of Historic Places, including artifacts, records, and remains which are related to such district, site, building, structure, or object [16 U.S.C. § 470(w)(5)].

Incident. An occurrence or event, natural or human caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, 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 objective 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 Command Post (ICP). The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS). A standardized on-scene emergency management construct specifically designed to provide for the adoption of 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 with a common organizational structure, designed to aid in the management of resources during incidents. ICS 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, or organized field-level incident management operations.

Incident Commander (IC). 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. (See page 10 for discussion on DOD forces.)

Incident Management Team (IMT). The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Mitigation. Actions taken during an incident designed to minimize impacts or contain the damages to property or the environment.

Information Officer. See Public Information Officer.

Infrastructure. The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.

Initial Actions. The actions taken by those responders first to arrive at an incident site.

Initial Response. Resources initially committed to an incident.

Initial Response Resources (IRR). Disaster support commodities that may be pre-staged, in anticipation of a catastrophic event, at a facility close to a disaster area for immediate application through an ESF operation. The initial response resources are provided to victims and all levels of government responders immediately after a disaster occurs. They are designed to augment State and local capabilities. The initial response resources include supplies (baby food, baby formula, blankets, cots, diapers, meals ready-to-eat, plastic sheeting, tents, and water) and equipment (emergency generators, industrial ice- makers, mobile kitchen kits, portable potties with service, portable showers, and refrigerated vans).

In-Kind Donations. Donations other than cash (usually materials or professional services) for disaster survivors.

Joint Field Office (JFO). A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO, and the JIC within a single Federal facility.

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 at the scene of the incident. .Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS). Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a 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 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.

Jurisdiction. A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison Officer. A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government. A county, municipality, city, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization (As defined in section 2(10) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Major Disaster. As defined by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Materiel Management. Requisitioning and sourcing (requirements processing); acquisition, asset visibility (resource tracking), receipt, storage, and handling; security and accountability; inventory, deployment, issue, and distribution; and recovery, reuse, and disposition.

Mitigation. Activities designed to reduce or eliminate risks to persons 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 developed in accordance with 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.

Mobilization. The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center. An off-site temporary facility at which response personnel and equipment are received from the Point of Arrival and are pre-positioned for deployment to an incident logistics base, to a local Staging Area, or directly to an incident site, as required. A mobilization center also provides temporary support services, such as food and billeting, for response personnel prior to their assignment, release, or reassignment and serves as a place to out-process following demobilization while awaiting transportation.

Multi-agency Coordination Entity. Functions within a broader multiagency coordination system. It may establish priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination System. Provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures, and communications. The systems assist agencies and organizations to fully integrate the subsystems of NIMS.

Multi-jurisdictional Incident. An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement. Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

National. Of a nationwide character, including the Federal, State, local, and tribal aspects of governanceand policy.

National Incident Management System (NIMS). A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identificationand management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Natural Resources. Natural resources include land, fish, wildlife, domesticated animals, plants, biota, and water. Water means salt and fresh water, surface, and ground water, including water used for drinking, irrigation, aquaculture, and recreational purposes, as well as in its capacity as fish and wildlife habitat, as defined in 16 U.S.C. 64501. Land means soil, surface and subsurface minerals, and other terrestrial features.

Nongovernmental Organization (NGO). A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government but 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.

Pollutant or Contaminant. As defined in the NCP, includes, but is not limited to, any element, substance, compound, or mixture, including disease-causing agents, which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any organism, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions, or physical deformations insuch organisms or their offspring.

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 involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention. Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken 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.

Private Sector. Organizations and entities that are not part of any governmental structure. Includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, private emergency response organizations, and private voluntary organizations.

Public Assistance Program. The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

Public Health. Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals, and wildlife.

Public Information Officer (PIO). A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident related information requirements.

Public Works. Work, construction, physical facilities, and services provided by governments for thebenefit and use of the public.

Regional Emergency Response Teams (RERTs). Teams provided by the Texas Division of Emergency Management or other organization to support and respond to hazardous materials or WMD incidents.

Recovery. The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Regional Response Teams (RRTs). Regional counterparts to the National Response Team, the RRTs comprise regional representatives of the Federal agencies on the NRT and representatives of each State within the region. The RRTs serve as planning and preparedness bodies before a response and provide coordination and advice to the Federal OSC during response actions.

Resources. Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described b by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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 ofemergency operations plans and of incident 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 the 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.

Situation Assessment. The evaluation and interpretation of information gathered from a variety of sources

(including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision-making.

State. Any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. (As defined in section 2(14) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Strategic. Strategic elements of incident management are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategic Plan. A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

Subject-Matter Expert (SME). An individual who is a technical expert in a specific area or in performing a specialized job, task, or skill.

Telecommunications. The transmission, emission, or reception of voice and/or data through any medium by wire, radio, other electrical electromagnetic, or optical means. Telecommunications includes all aspects of transmitting information.

Telecommunications Service Priority (TSP) Program. The NS/EP TSP Program is the regulatory, administrative, and operational program authorizing and providing for priority treatment (i.e., provisioning and restoration) of NS/EP telecommunications services. As such, it establishes the framework for NS/EP telecommunications service vendors to provide, restore, or otherwise act on a priority basis to ensure effective NS/EP telecommunications services.

Terrorism. Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Texas Division of Emergency Management (TDEM). The State of Texas Division of Emergency Management serves the State of Texas by managing the all-hazards emergency management plan for the state. TDEM works closely with local jurisdictions, state agencies, and federal partners in ensuring Texas become more resilient for future disasters.

Threat. An indication of possible violence, harm, or danger.

Transportation Management. Transportation prioritizing, ordering, sourcing, and acquisition; time phasing plans; fleet management; and movement coordination and tracking.

Unaffiliated Volunteer. An individual who is not formally associated with a recognized voluntary disaster relief organization; also known as a "spontaneous" or "emergent" volunteer.

Unified Command. An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.

United States. The term "United States," when used in a geographic sense, means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American

Samoa, the Commonwealth of the Northern Mariana Islands, any possession of the United States, and any waters within the jurisdiction of the United States. (As defined in section 2(16) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Unsolicited Goods. Donated items offered by and/or sent to the incident area by the public, the private sector, or other source, that have not been requested by government or nonprofit disaster relief coordinators.

Urban Search and Rescue. Operational activities that include locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures.

Volunteer. Any individual accepted to perform services by an agency that has authority to accept volunteer rservices when the individual performs services without promise, expectation, or receipt of compensation for services performed. (See, for example, 16 U.S.C. § 742f(c) and 29 CFR § 553.101.)

Volunteer and Donations Coordination Center. Facility from which the Volunteer and Donations Coordination Team operates. It is best situated in or close by the State EOC for coordination purposes. Requirements may include space for a phone bank, meeting space, and space for a team of specialists to review and process offers.

Weapon of Mass Destruction (WMD). As defined in Title 18, U.S.C. § 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Wireless Priority Service (WPS). WPS allows authorized NS/EP personnel to gain priority access to thenext available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

APPENDIX 2

List of Acronyms

CBO Community-Based Organization

COB City of Boerne

BPD Boerne Police Department

CERCLA Comprehensive Environmental Response, Compensation, and Liability Act

CERT Community Emergency Response Team

CFO Chief Financial Officer

CI/KR Critical Infrastructure/Key Resources

CMC Crisis Management Coordinator

COB City of Boerne

DFO Disaster Field Office

DHS Department of Homeland Security

DSCA Defense Support of Civil Authorities

EAS Emergency Assistance Personnel or Emergency Alert System

EOC Emergency Operations Center

EPA Environmental Protection Agency

EPCRA Emergency Planning and Community Right-to-Know Act

ERT Environmental Response Team (EPA)

ESF Emergency Support Function

ESFLG Emergency Support Function Leaders Group

EST Emergency Support Team

FBI Federal Bureau of Investigation

FEMA Federal Emergency Management Agency

FOG Field Operations Guide

FRC Federal Resource Coordinator

GIS Geographical Information System

DSHS Department of Health and Human Services

HQ Headquarters

HSAS Homeland Security Advisory System

HSC Homeland Security Council

HSOC Homeland Security Operations Center

HSPD Homeland Security Presidential Directive

IC Incident Command

ICP Incident Command Post

ICS Incident Command System

IMT Incident Management Team

JFO Joint Field Office

JIC Joint Information Center

JIS Joint Information System

JOC Joint Operations Center

JTF Joint Task Force

KCCC Kendall County Commissioners Court

KCSO Kendall County Sheriff's Office

KC/COB EM Kendall County/Boerne Emergency Management

MOA Memorandum of Agreement

MOU Memorandum of Understanding

NGO Nongovernmental Organization

NIMS National Incident Management System

NOAA National Oceanic and Atmospheric Administration

NRC Nuclear Regulatory Commission

NRF National Response Framework

NRT National Response Team

NSC National Security Council

NVOAD National Voluntary Organizations Active in Disaster

OSC On-Scene Coordinator

OSHA Occupational Safety and Health Administration

PDA Preliminary Damage Assessment

PDD Presidential Decision Directive

PFO Principal Federal Official

POC Point of Contact

RA Reimbursable Agreement

REPLO Regional Emergency Preparedness Liaison Officer

RFI Request for Information

RRCC Regional Response Coordination Center

RRT Regional Response Team

SAR Search and Rescue

SCO State Coordinating Officer

BMER Methodist Boerne Emergency Room

SOG Standard Operating Guideline

SOP Standard Operating Procedure

TDEM Texas Division of Emergency Management

TSA Transportation Security Administration

USAR Urban Search and Rescue

WMD Weapons of Mass Destruction

Appendix 3

Applicable Laws, Regulations, and Statutes

A. Federal.

- The Homeland Security Act of 2002, Pub. Law 107-296, 116 Stat. 2135 (2002) (codified predominantly at 6 U.S.C. §§ 101-557 and in other scattered sections of the U.S.C.), established the Department of Homeland Security with the mandate and legal authority to protect the American people from the continuing threat of terrorism.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 93 Pub. L. No. 288, 88 Stat. 143 (1974) (codified as amended at 42 U.S.C. §§ 5121- 5206, and scattered sections of 12 U.S.C., 16 U.S.C., 20 U.S.C., 26 U.S.C., 38 U.S.C. (2002)), establishes the programs and processes for the Federal Government to provide disaster and emergency assistance to States, local governments, tribal nations, individuals, and qualified private nonprofit organizations.
- The Public Health Security and Bioterrorism Preparedness and Response Act of 2002, Pub. L. No. 107-188, 116 Stat. 294 (2002) (codified in scattered sections of 7 U.S.C., 18 U.S.C., 21 U.S.C., 29 U.S.C., 38 U.S.C., 42 U.S.C., and 47 U.S.C. (2002)), is designed to improve the ability of the United States to prevent, prepare for, and respond to bioterrorism and other public health emergencies.
- The Defense Production Act of 1950, 64 Stat. 798 (1950) (codified as amended by the Defense Production Act Reauthorization of 2003, Pub. L. 108-195, 117 Stat. 2892 (2003) at 50 U.S.C. app. §§ 2061-2170 (2002)), is the primary authority to ensure the timely availability of resources for national defense and civil emergency preparedness and response.
- The Posse Comitatus Act, 18 U.S.C. § 1385 (2002), prohibits the use of the Army or the Air Force for law enforcement purposes, except as otherwise authorized by the Constitution or statute.
- The National Emergencies Act, 50 U.S.C. §§ 1601- 1651 (2003), establishes procedures for Presidential declaration and termination of national emergencies.
- The Comprehensive Environmental Response, Compensation, and Liability Act, 42 U.S.C. §§9601-9675 (2002), and the Federal Water Pollution Control Act (Clean Water Act), 33 U.S.C. 80 | National Response Framework December 2004 §§ 1251-1387 (2002), established broad Federal authority to respond to releases or threats of releases of hazardous substances and pollutants or contaminants that may present an imminent and substantial danger to public health or welfare and to discharges of oil.
- The Cooperative Forestry Assistance Act of 1978, 16 U.S.C. §§ 2101-2114 (2002), authorizes the Secretary of Agriculture to assist in the prevention and control of rural fires, and to provide prompt assistance whenever a rural fire emergency overwhelms, or threatens to overwhelm, the firefighting capabilities of the affected State or rural area.
- The Communications Act of 1934, 47 U.S.C. §§ 151-615b (2002), provides the authority to grant special temporary authority on an expedited basis to operate radio frequency devices.
- The Insurrection Act, 10 U.S.C. §§ 331-335 (2002). Recognizing that the primary responsibility for protecting life and property and maintaining law and order in the civilian community is vested in State and local governments, the Insurrection Statutes authorize the President to direct the armed forces to enforce the law to suppress insurrections and domestic violence. Military forces may be used to restore order, prevent looting, and engage in other law enforcement activities.
- The Defense Against Weapons of Mass Destruction Act, 50 U.S.C. §§ 2301-2368 (2003), is intended to enhance the capability of the Federal Government to prevent and respond to terrorist incidents involving WMD.
- Emergencies Involving Chemical or Biological Weapons. Pursuant to 10 U.S.C. § 382 (2002), in response to an emergency involving biological or chemical WMD that is beyond the capabilities of civilian authorities to handle, the Attorney General may request DOD assistance directly. Assistance that may be provided includes identifying, monitoring, containing, disabling, and disposing of the weapon.

- Volunteer Services. There are statutory exceptions to the general statutory prohibition against accepting voluntary services under 31 U.S.C. § 1342 (2002) December 2004 National Response Framework | 81 that can be used to accept the assistance of volunteer workers. Such services may be accepted in "emergencies involving the safety of human life or the protection of property." Additionally, provisions of the Stafford Act, 42 U.S.C. §§ 5152(a), 5170a(2) (2002), authorize the President to, with their consent, use the personnel of private disaster relief organizations and to coordinate their activities.
- The Public Health Service Act, 42 U.S.C. §§ 201 et seq. Among other things, this act provides that the Secretary of HHS may declare a public health emergency under certain circumstances (see42 U.S.C. § 247d), and that the Secretary is authorized to develop and take such action as may be necessary to implement a plan under which the personnel, equipment, medical supplies, and other resources of the Department may be effectively used to control epidemics of any disease or condition and to meet other health emergencies and problems.
- The Veterans Affairs Emergency Preparedness Act of 2002, Pub. L. No. 107-287, 116 Stat. 2024 (2002) (amending and codifying various sections of 38 U.S.C.). 38 U.S.C. § 1785 (2003), iffunded, directs the VA and DOD to develop training programs for current health-care personnel and those emergency/medical personnel in training in the containment of nuclear, biological, andchemical attacks and treatment of casualties.
- The Resource Conservation and Recovery Act of 1976, 42 U.S.C. §§ 6901-6986 (2002), whichwas passed as an amendment of the Solid Waste Disposal Act of 1965, Pub. L. 89-272, 79 Stat. 997 (1965), gave the EPA the authority to control hazardous waste from "cradle to grave."
- The Occupational Safety and Health Act, 29 U.S.C. §§ 651-678 (2002), among other things, assures safe and healthful working conditions for working men and women by authorizing enforcement of the standards developed under the act; by assisting and encouraging the States intheir efforts to assure safe and healthful working conditions; and by providing for research, information, education, and training in the field of occupational safety and health.
- Flood Control and Coastal Emergencies, 33 U.S.C. § 701n (2002) (commonly referred to as Public Law 84-99), authorizes the USACE an emergency fund for preparation for emergency response to natural disasters, flood fighting and rescue operations, rehabilitation of flood control and hurricane protection structures, temporary restoration of essential public facilities and services, advance protective measures, and provision of emergency supplies of water. The USACEreceives funding for such activities under this authority from the Energy and Water Development Appropriation.
- The Oil Pollution Act of 1990, Pub. L. No. 101- 380, 104 Stat. 484 (1990) (codified as amendedat 33 U.S.C. §§ 1203, 1223, 1321, 2701-2761 and various other sections of the U.S.C. (2002)), improves the Nation's ability to prevent and respond to oil spills by establishing provisions that expand the Federal Government's ability and provides the money and personnel necessary to respond to oil spills. The act also created the national Oil Spill Liability Trust Fund.
- The Clean Air Act, 42 U.S.C. §§ 7401-7671q (2002) and 40 CFR § 80.73 (2003). The EPA may temporarily permit a refiner, importer, or blender to distribute nonconforming gasoline in appropriate extreme or unusual circumstances (e.g., an Act of God) that could not have been avoided. EPA may seek DOE's advice on fuel supply situations when deciding whether to grant a request to distribute nonconforming gasoline.
- The Public Utilities Regulatory Policies Act of 1978, Pub. L. No. 95-617, 92 Stat. 3117 (1978) (codified at scattered sections of 15 U.S.C., 16 U.S.C., 30 U.S.C., 42 U.S.C., 43 U.S.C. (2002)), and the Power plant and Industrial Fuel Use Act of 1978, Pub. L. No. 95- 620, 92 Stat. 3289 (1978) (codified as amended at 42 U.S.C. §§ 8301-8484 (2002)). The President has authority to prohibit any power plant or major fuel burning installation from using natural gas or petroleum asa primary fuel during an emergency.
- The Federal Power Act, 16 U.S.C. §§ 791a-828c, 824a(c) (2002), 10 CFR § 205.370 (2003). The Secretary of Energy has authority in an emergency to order temporary interconnections of facilities and/or the generation and delivery of electric power.
- The Department of Energy Organization Act, Pub. L. No. 95-91, 91 Stat. 567 (1977) (codified predominantly at 42 U.S.C. §§ 7101-7385o (2002)), and the Federal Power Act, 16 U.S.C. §§

791a-828c (2002), 10 CFR §§ 205.350, 205.353 (2003). DOE has authority to obtain current information regarding emergency situations on the electric supply systems in the United States.

- The Department of Energy Organization Act, Pub. L. No. 95-91, 91 Stat. 567 (1977) (codified predominantly at 42 U.S.C. §§ 7101-7385o (2002)), 10 CFR §§ 205.350, 205.353 (2003), and the Federal Energy Administration Act of 1974, 15 U.S.C. §§ 761-790h (2002). DOE and the National Association of State Energy Officials (NASEO) have agreed that DOE will develop, maintain, and distribute a contact list of State and Federal individuals responsible for energy market assessment and energy emergency responses, and that the States will participate in the effort by providing timely assessments of energy markets to DOE and other States in the event of an energy supply disruption.

- The Energy Policy and Conservation Act, 42 U.S.C. §§ 6201-6422 (2002), as amended by the Energy Policy Act of 1992, Pub. L. No. 102-486, 106 Stat. 2776 (1992) (as amended and codified in scattered sections of the U.S.C.). The President may, in emergency, order Federal buildings to close and/or conserve energy.

- Transportation of Hazardous Material, 49 U.S.C. §§ 5101-5127 (2002). Improves the regulatory and enforcement authority of the Secretary of Transportation to provide adequate protection against the risks to life and property inherent in the transportation of hazardous material in commerce.

- The Low-Income Home Energy Assistance Act of 1981, 42 U.S.C. §§ 8621-8629 (2002). HHS has discretionary funds available for distribution under the Low-Income Home Energy Assistance Program (LIHEAP), according to the criteria that relate to the type of emergency that precipitates their need. DOE may advise HHS on the fuel supply situation for such emergency funding.

- The Small Business Act, 15 U.S.C. §§ 631-651e (2002). The mission of the Small Business Administration is to maintain and strengthen the Nation's economy by aiding, counseling, assisting, and protecting the interests of small businesses and by helping families and businesses recover from incidents such as major disasters, emergencies, and catastrophes.

- The Immigration Emergency Fund (IEF) was created by section 404(b)(1) of the Immigration and Nationality Act. The IEF can be drawn upon to increase INS's enforcement activities, and to reimburse States and localities in providing assistance as requested by the Secretary of the DHS in meeting an immigration emergency declared by the President.

- The Animal Health Protection Act of 2002, 7 U.S.C. 8310, consolidates all of the animal quarantine and related laws and replaces them with one flexible statutory framework. This act allows APHIS Veterinary Services to act swiftly and decisively to protect U.S. animal health from a foreign pest or disease.

- 28 CFR § 0.85 designates the FBI as the agency with primary responsibility for investigating all crimes for which it has primary or concurrent jurisdiction, and which involve terrorist activities or acts in preparation of terrorist activities within the statutory jurisdiction of the United States. This would include the collection, coordination, analysis, management, and dissemination of intelligence and criminal information as appropriate.

- Executive Order 12148, 44 Fed. Reg. 43239 (1979), as amended by Exec. Order 13286, 68 Fed.Reg. 10619 (2003), designates DHS as the primary agency for coordination of Federal disaster relief, emergency assistance, and emergency preparedness. The order also delegates the President's relief and assistance functions under the Stafford Act to the Secretary of Homeland Security, with the exception of the declaration of a major disaster or emergency.

- Executive Order 12656, 53 Fed. Reg. 47491 (1988), Assignment of Emergency Preparedness Responsibilities, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003), assigns lead and support responsibilities to each of the Federal agencies for national security emergency preparedness. The amendment designates DHS as the principal agency for coordinating programs and plans among all Federal departments and agencies.

- Executive Order 13354, 69 Fed. Reg. 53589 (2004), National Counterterrorism Center, establishes policy to enhance the interchange of terrorism information among agencies and creates the National Counterterrorism Center to serve as the primary Federal organization in the U.S. Government for analyzing and integrating all intelligence information posed by the United States pertaining to terrorism and counterterrorism.

- Executive Order 13356, 69 Fed. Reg. 53599 (2004), Strengthening the Sharing of Terrorism

Information to Protect Americans, requires the Director of Central Intelligence, in consultation with the Attorney General and the other intelligence agency heads, to develop common standardsfor the sharing of terrorism information by agencies within the Intelligence Community with 1) other agencies within the Intelligence Community, 2) other agencies having counterterrorism functions, and 3) through or in coordination with the Department of Homeland Security, appropriate authorities of State and local governments.

- Executive Order 12580, 52 Fed. Reg. 2923 (1987), Superfund Implementation, as amended by numerous Executive orders, delegates to a number of Federal departments and agencies the authority and responsibility to implement certain provisions of CERCLA. The policy and procedures for implementing these provisions are spelled out in the NCP and are overseen by theNRT.
- Executive Order 12382, 47 Fed. Reg. 40531 (1982), as amended by numerous Executive orders, President's National Security Telecommunications Advisory Committee (NSTAC). This order provides the President with technical information and advice on national security telecommunications policy. Up to 30 members from the telecommunications and information technology industries may hold seats on the NSTAC.
- Executive Order 12472, 49 Fed. Reg. 13471 (1984), Assignment of National Security and Emergency Preparedness Telecommunications Functions, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003). This order consolidated several directives covering NSEP telecommunications into a comprehensive document explaining the assignment of responsibilities to Federal agencies for coordinating the planning and provision of NSEP telecommunications. Thefundamental NSEP objective is to ensure that the Federal Government has telecommunications services that will function under all conditions, including emergency situations.
- Executive Order 12742, 56 Fed. Reg. 1079 (1991), National Security Industrial Responsiveness, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003). This order states that the United States must have the capability to rapidly mobilize its resources in the interest of national security. Therefore, to achieve prompt delivery of articles, products, and materials to meet national security requirements, the Government may place orders and require priority performance of these orders.
- Executive Order 13284, 68 Fed. Reg. 4075 (2003), Amendment of Executive Orders, and Other Actions, in Connection with the Establishment of the Department of Homeland Security. This order amended previous Executive orders to make provisions for the establishment of DHS.
- Executive Order 13286, 68 Fed. Reg. 10619 (2003), Amendment of Executive Orders, and Other Actions, in Connection with the Transfer of Certain Functions to the Secretary of Homeland Security. This order reflects the transfer of certain functions to, and other responsibilities vested in, the Secretary of Homeland Security, as well as the transfer of certain agencies and agency components to DHS, and the delegation of appropriate responsibilities to the Secretary of Homeland Security.
- Executive Order 12333, 46 Fed. Reg. 59941 (1981), United States Intelligence Activities, designates DOE as part of the Intelligence Community. It further defines counterintelligence as information gathered and activities conducted to protect against espionage, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activities. This order specifically excludes personnel, physical, document, orcommunications security programs from the definition of counterintelligence.
- Executive Order 12919, 59 Fed. Reg. 29625 (1994), National Defense Industrial Resources Preparedness, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003). This order delegates authorities and addresses national defense industrial resource policies and programs under the Defense Production Act of 1950, as amended, except for the amendments to Title III of the act in the Energy Security Act of 1980 and telecommunication authorities under Exec. Order 12472, 49 Fed. Reg. 13471 (1984).
- Executive Order 12777, 56 Fed. Reg. 54757 (1991), Implementation of Section 311 of the Federal Water Pollution Control Act of October 18, 1972, as amended, and the Oil Pollution Act of 1990, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003). Implemented section 311of the FWPCA as amended by OPA 90.
- Executive Order 13295, 68 Fed. Reg. 17255 (2003), Revised List of Quarantinable Communicable Diseases. Specifies certain communicable diseases for regulations providing for the apprehension, detention, or conditional release of individuals to prevent the introduction, transmission, or spread of suspected communicable diseases.

- Executive Order 12196, 45 Fed. Reg. 12769 (1980), Occupational Safety and Health Programsfor Federal Employees. This order sets the OSHA program guidelines for all agencies in the Executive Branch except military personnel and uniquely military equipment, systems, and operations.
- Presidential Decision Directive 39: U.S. Policy on Counterterrorism, June 21, 1995, establishespolicy to reduce the Nation's vulnerability to terrorism, deter and respond to terrorism, and strengthen capabilities to detect, prevent, defeat, and manage the consequences of terrorist use ofWMD; and assigns agency responsibilities.
- Presidential Decision Directive 62: Combating Terrorism, May 22, 1998, reinforces the missionsof Federal departments and agencies charged with roles in defeating terrorism.
- Homeland Security Presidential Directive-1: Organization and Operation of the Homeland Security Council, Oct. 29, 2001. This directive establishes policies for the creation of the HSC,which shall ensure the coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies.
- Homeland Security Presidential Directive-2: Combating Terrorism Through Immigration Policies, Oct. 29, 2001. This directive mandates that, by November 1, 2001, the Attorney General shall create the Foreign Terrorist Tracking Task Force, with assistance from the Secretary of State,the Director of Central Intelligence, and other officers of the Government, as appropriate. The Task Force shall ensure that, to the maximum extent permitted by law, Federal agencies coordinate programs to accomplish the following: 1) deny entry into the United States of aliens associated with, suspected of being engaged in, or supporting terrorist activity; and 2) locate, detain, prosecute, or deport any such aliens already present in the United States.
- Homeland Security Presidential Directive-3: Homeland Security Advisory System, Mar. 11, 2002. This directive establishes policy for the creation of a Homeland Security Advisory System, which shall provide a comprehensive and effective means to disseminate information regarding the risk of terrorist acts to Federal, State, and local authorities and to the American people. Such asystem would provide warnings in the form of a set of graduated "Threat Conditions" that would increase as the risk of the threat increases. At each Threat Condition, Federal departments and agencies would implement a corresponding set of "Protective Measures" to further reduce vulnerability or increase response capability during a period of heightened alert.
- Homeland Security Presidential Directive-4: National Strategy to Combat Weapons of Mass Destruction, Dec. 2002. Sets forth the National Strategy to Combat Weapons of Mass Destruction based on three principal pillars: (1) Counterproliferation to Combat WMD Use, (2) Strengthened Nonproliferation to Combat WMD Proliferation, and (3) Consequence Management to Respond to WMD Use. The three pillars of the U.S. national strategy to combat WMD are seamless elements of a comprehensive approach. Serving to integrate the pillars are four crosscutting enabling functions that need to be pursued on a priority basis: intelligence collection and analysis on WMD, delivery systems, and related technologies; research and development to improve our ability to address evolving threats; bilateral and multilateral cooperation; and targeted strategies against hostile states and terrorists.
- Homeland Security Presidential Directive-5: Management of Domestic Incidents, February 28, 2003, is intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system. In HSPD-5 the President designates the Secretary of Homeland Security as the PFO for domestic incident management and empowers the Secretary to coordinate Federal resources used in response to or recovery from terrorist attacks, major disasters, or other emergencies in specific cases. The directive assigns specific responsibilities to the Attorney General, Secretary of Defense, Secretaryof State, and the Assistants to the President for Homeland Security and National Security Affairs,and directs the heads of all Federal departments and agencies to provide their "full and prompt cooperation, resources, and support," as appropriate and consistent with their own responsibilities for protecting national security, to the Secretary of Homeland Security, Attorney General, Secretary of Defense, and Secretary of State in the exercise of leadership responsibilities and missions assigned in HSPD-5. The directive also notes that it does not alter, or impede the abilityto carry out, the authorities of Federal departments and agencies to perform their responsibilities under law.
- Homeland Security Presidential Directive-6: Integration and Use of Screening Information, Sept.

16, 2003. In order to protect against terrorism, this directive establishes the national policy to: (1) develop, integrate, and maintain thorough, accurate, and current information about individuals known or appropriately suspected to be or have been engaged in conduct constituting, in preparation for, in aid of, or related to terrorism (Terrorist Information); and (2) use that information as appropriate and to the full extent permitted by law to support (a) Federal, State, local, territorial, tribal, foreign-government, and private-sector screening processes, and (b) diplomatic, military, intelligence, law enforcement, immigration, visa, and protective processes.

- Homeland Security Presidential Directive-7: Critical Infrastructure Identification, Prioritization, and Protection, Dec. 17, 2003. This directive establishes a national policy for Federal departments and agencies to identify and prioritize U.S. critical infrastructure and key resources and to protect them from terrorist attacks.
- Homeland Security Presidential Directive-8: National Preparedness, Dec. 17, 2003. This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.
- Homeland Security Presidential Directive-9: Defense of United States Agriculture and Food, Jan. 30, 2004. This directive establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies.
- Homeland Security Presidential Directive-10: Biodefense for the 21st Century, April 28, 2004. This directive provides a comprehensive framework for the Nation's biodefense and, among other things, delineates the roles and responsibilities of Federal agencies and departments in continuing their important work in this area.
- National Security Directive 42: National Policy for the Security of National Security Telecommunications and Information Systems, July 5, 1990. This directive establishes initial objectives of policies, and an organizational structure to guide the conduct of activities to secure national security systems from exploitation; establishes a mechanism for policy development and dissemination; and assigns responsibilities for implementation.

B. State.

- Government Code, Chapter 4118 (Emergency Management)
- Government Code, Chapter 421 (Homeland Security)
- Government Code, Chapter 433 (State of emergency)
- Government Code, Chapter 791 (Inter-local Cooperation Contracts)
- Health & Safety Code, Chapter 778 (Emergency Management assistance Compact)
- Executive Order of the Governor Relating to Emergency Management
- Executive Order of the Governor Relating to the NIMS
- Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
- The Texas Homeland Security Strategic Plan, Parts I & II, December 15, 2003
- The Texas Homeland Security Strategic Plan, Part III, February 2004

C. Local.

- Commissioner's Court Order Dated September 9, 1985
- City Ordinance #85-17, dated August 26, 1985
- Joint Resolution between the County of Kendall and the City of Boerne dated August 13, 1985, city Resolution #85-R19
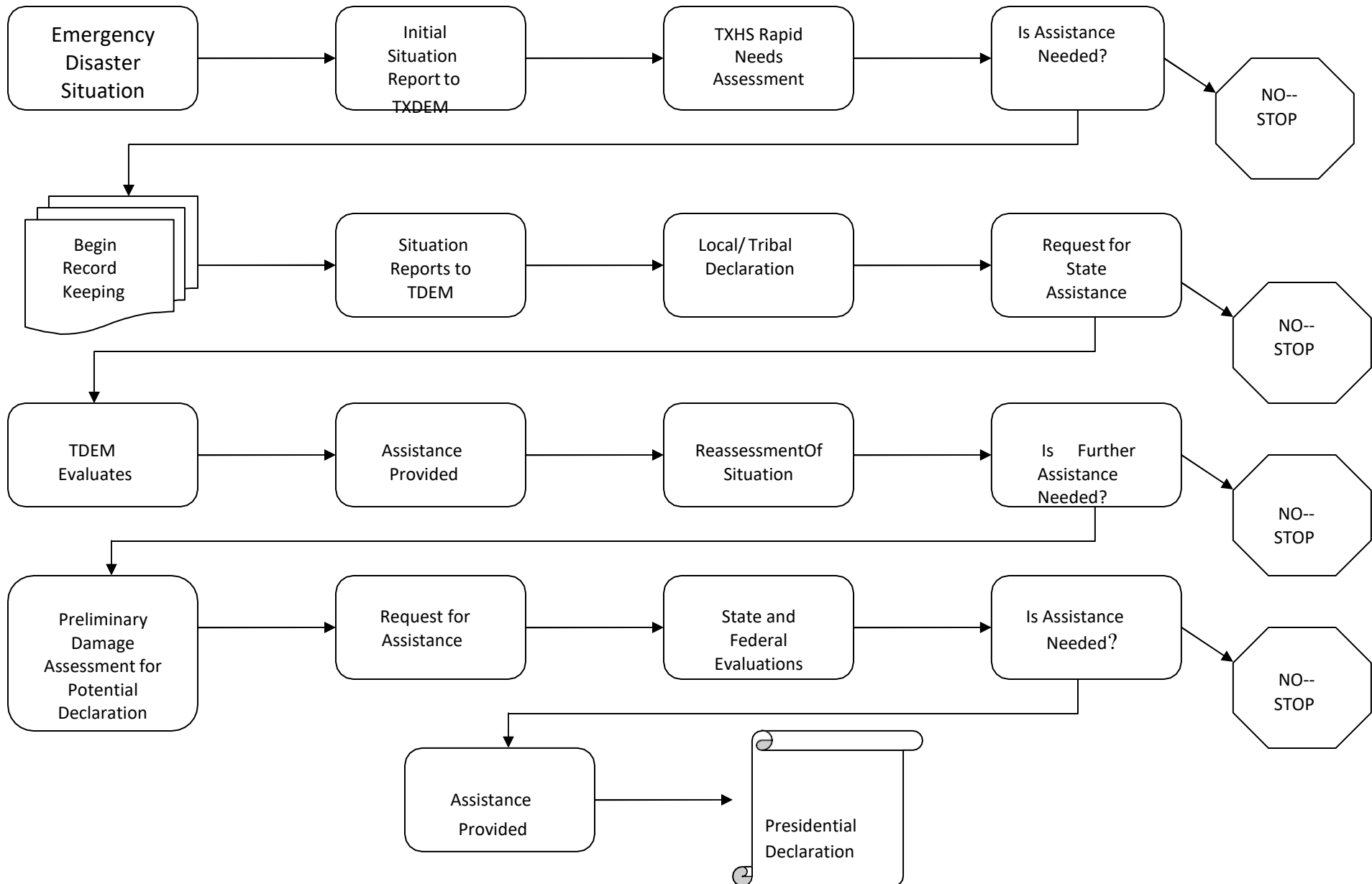- Inter-local Agreements & Contracts

Appendix 4
Overview of Initial Local Involvement under the Stafford Act

This overview illustrates actions local agencies likely will take during a major disaster or emergency. Key operational components that could be activated include the Kendall County EOC and the Region #6 RRT.

1. The Kendall County Emergency Management continually monitors potential disasters and emergencies. When advance warning is possible, KC/COB EM may request State agencies to deploy personnel to the Kendall County EOC. Other facilities, such as mobilization centers, may be established to accommodate personnel, equipment, and supplies.

2. Immediately after an incident, local agencies respond with available resources and regional/State response elements are notified. As information emerges, they also assess the situation and the need for State assistance. The State reviews the situation, mobilizes State resources, and informs the DHS/EPR/FEMA Regional Office of actions taken. The Governor activates the State emergency operations plan, proclaims, or declares a state of emergency, and requests a State/DHS joint Preliminary Damage Assessment (PDA) to determine if sufficient damage has occurred to justify a request for a Presidential declaration of a major disaster or emergency. Based upon the results of the PDA, the Governor may request a Presidential declaration and defines the kind of Federal assistance needed. At this point, an initial assessment is also conducted of losses avoided based on previous mitigation efforts.

3. After the major disaster or emergency declaration, an RRCC, staffed by regional personnel, coordinates initial regional and field activities such as deployment of an ERT-A. Depending on the scope and impact of the event, the NRCC, comprised of Emergency Support Function (ESF) representatives and DHS/EPR/FEMA support staff, carries out initial activation and mission assignment operations and supports the RRCC from DHS/EPR/FEMA.

4. A Federal Coordinating Officer (FCO), appointed by the Secretary of Homeland Security on behalf of the President, coordinates Federal support activities. The FCO works with the State Coordinating Officer (SCO) to identify requirements.

5. Tele registration activates a toll-free telephone number of individuals can call to apply for disaster assistance. A toll-free disaster helpline is established to answer common questions. One or more DRCs may be opened where individuals can obtain information about disaster assistance, advice, and counsel. Individual applicants are processed at the DHS/EPR/FEMA National Processing Center.

6. Inspectors verify losses and provide documentation used to determine the types of disaster assistance to be granted to individuals and families.

7. As immediate response priorities are met, recovery activities begin. Federal and State agencies assisting with recovery and mitigation activities convene to discuss State needs.

8. Public Assistance Applicant Briefings are conducted for local government officials and certain private nonprofit organizations to inform them of available assistance and how to apply. Applicants must first file a Request for Public Assistance. Eligible applicants will be notified and will define each project on a Project Worksheet, which details the scope of damage and a cost estimate for repair to a pre-disaster condition. The Project Worksheet is used as the basis for obligating funds to the State for eligible projects.

DISASTER ASSISTANCE PROCESS FLOW CHART

```
Emergency          Initial              TXHS Rapid          Is Assistance
Disaster     →     Situation      →     Needs         →     Needed?         →    NO--
Situation          Report to            Assessment                                STOP
                   TXDEM
                                                                 │
                                                                 ↓
Begin              Situation            Local/Tribal        Request for
Record       →     Reports to     →     Declaration    →    State           →    NO--
Keeping            TDEM                                     Assistance            STOP
                                                                 │
                                                                 ↓
TDEM               Assistance           ReassessmentOf       Is   Further
Evaluates    →     Provided       →     Situation      →     Assistance      →    NO--
                                                             Needed?              STOP
                                                                 │
                                                                 ↓
Preliminary        Request for          State and            Is Assistance
Damage       →     Assistance     →     Federal        →     Needed?         →    NO--
Assessment for                          Evaluations                               STOP
Potential                                                        │
Declaration                                                      ↓

                   Assistance     →     Presidential
                   Provided             Declaration
```

Appendix 5

Overview of Support in Non-Stafford Act Situations

This overview illustrates actions local agencies likely take to support a local agency/department that has requested KC/COB EM assistance to handle an incident. Key operational components that could be activated include the Kendall County/Boerne EOC and the Region RERT.

1. Local departments and agencies routinely manage the response to incidents that do not exhaust local resource levels. When a local entity with primary responsibility and statutory authority for handling an incident requires assistance beyond its normal operations that agency may request additional local resources through COB Dispatch. If Dispatch is overwhelmed, or if regional, state, or federal resources are required to support incident management efforts, KC/COB EM will be contacted.KC/COB EM coordinates assistance using the multiagency coordination structures in the Kendall County/Boerne Emergency Operations Plan (KC/COB OP). Generally, the requesting agency providesfunding for the incident.

2. To initiate local-to-local support, requests for assistance are submitted to Dispatch or to the KC/COBEM Coordinator via the COB dispatch center. Requests should include a summary of the situation, types and number of resources needed, financial information, and any other appropriate information.

3. Upon receipt of the request, the KC/COB EM Coordinator coordinates the activation of the appropriate Emergency Support Functions (ESFs).

4. The requesting agency works in coordination with Dispatch or KC/COB EM to identify supportrequirements.

5. The Kendall County/Boerne EOC may be activated, fully or partially, to facilitate the deployment of resources. Facilities, such as mobilization centers, may be established to accommodate personnel, equipment, and supplies.

6. Agencies provide resources under inter-agency reimbursable agreements (RAs) or their own authority.

7. Once established, the EOC serves as the focal point for coordinating assistance to the requesting agency and incident command structures on-scene.

8. As needed, the Elected Officials convenes to provide strategic level coordination and frame courses of action regarding various operational and policy issues.

9. As the need for full time interagency coordination ceases, the EOC staff plan for selective release of resources, demobilization, and closeout.

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EMERGENCY SUPPORT FUNCTION (ESF) ANNEXES

Emergency Support Function Annexes

Purpose
This section provides an overview of the Emergency Support Function (ESF) structure, common elementsof each of the ESFs, and the basic content contained in each of the ESF Annexes.

Background
The ESFs provide the structure for coordinating interagency support for large-scale incidents. The ESF structure includes mechanisms used for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents. The following section includes a series of annexes describing the roles and responsibilities of departments and agencies and the American Red Cross as ESF coordinators or as primary or support agencies. The ESF structure provides mechanisms for interagency coordination during all phases of incident management. Some departments and agencies provide resources for response, support, and program implementation during the early stage of an event, while others are more prominent in the recovery phase.

ESF Notification and Activation
The Kendall County/Boerne Emergency Operations Center (EOC) activates individual ESFs based on thescope and magnitude of the threat or incident. ESF primary agencies are notified by the EOC. Figure 1 (page 58) shows a typical organization of the EOC and its relationship to the ESFs. ESF primary agenciesnotify and activate support agencies as required for the threat or incident, to include support to specialized teams. Each ESF is required to develop standard operating procedures (SOPs)   and notification protocols and to maintain current rosters and contact information.

ESF Continuity of Operations
Any emergency support function under this plan may be transferred from one governmental agency to another with the consent of the heads of agencies/departments involved and with the concurrence of appropriate governing body (County Commissioners or City Council). Any additional incident functionalresponsibility may be assigned to the head of a governmental agency by the County Commissioners and/or the City Council. If a part of this plan, including assigned responsibilities and tasks, is found to be invalid for any reason, all valid parts that are sever able from the invalid part remain in effect.

ESF Roles and Responsibilities
Each ESF Annex identifies the ESF coordinator and the primary and support agencies pertinent to the ESF. Several ESFs incorporate multiple components, with primary agencies designated for each component to ensure seamless integration of and transition between preparedness, prevention, response, recovery, and mitigation activities. ESFs with multiple primary agencies designate an ESF coordinator for the purposes ofpre-incident planning and coordination. Following is a discussion of the roles and responsibilities of the ESF coordinator and the primary and support agencies:

ESF Coordinator
The ESF coordinator has ongoing responsibilities throughout the prevention, preparedness, response, recovery, and mitigation phases of incident management. The role of the ESF coordinator is carried out through a "unified command" approach as agreed upon collectively by the designated primary agencies.Responsibilities of the ESF coordinator include:
- Pre-incident planning and coordination.
- Maintaining ongoing contact with ESF primary and support agencies.
- Conducting periodic ESF meetings and conference calls.
- Coordinating efforts with corresponding private-sector organizations; and
- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructurepreparedness as appropriate.

Primary Agencies
An agency designated as an ESF primary agency serves to accomplish the ESF mission. When an ESF isactivated in response to an Incident of Significance, the primary agency is responsible for:
- Orchestrating support within their functional area for the affected area.
- Providing staff for the operations functions at fixed and field facilities.

- Notifying and requesting assistance from support agencies.
- Managing mission assignments and coordinating with support agencies, as well as appropriate State agencies.
- Working with appropriate private-sector organizations to maximize use of all available resources.
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities.
- Executing contracts and procuring goods and services as needed.
- Ensuring financial and property accountability for ESF activities.
- Planning for short-term and long-term incident management and recovery operations; and
- Maintaining trained personnel to support interagency emergency response and support teams.
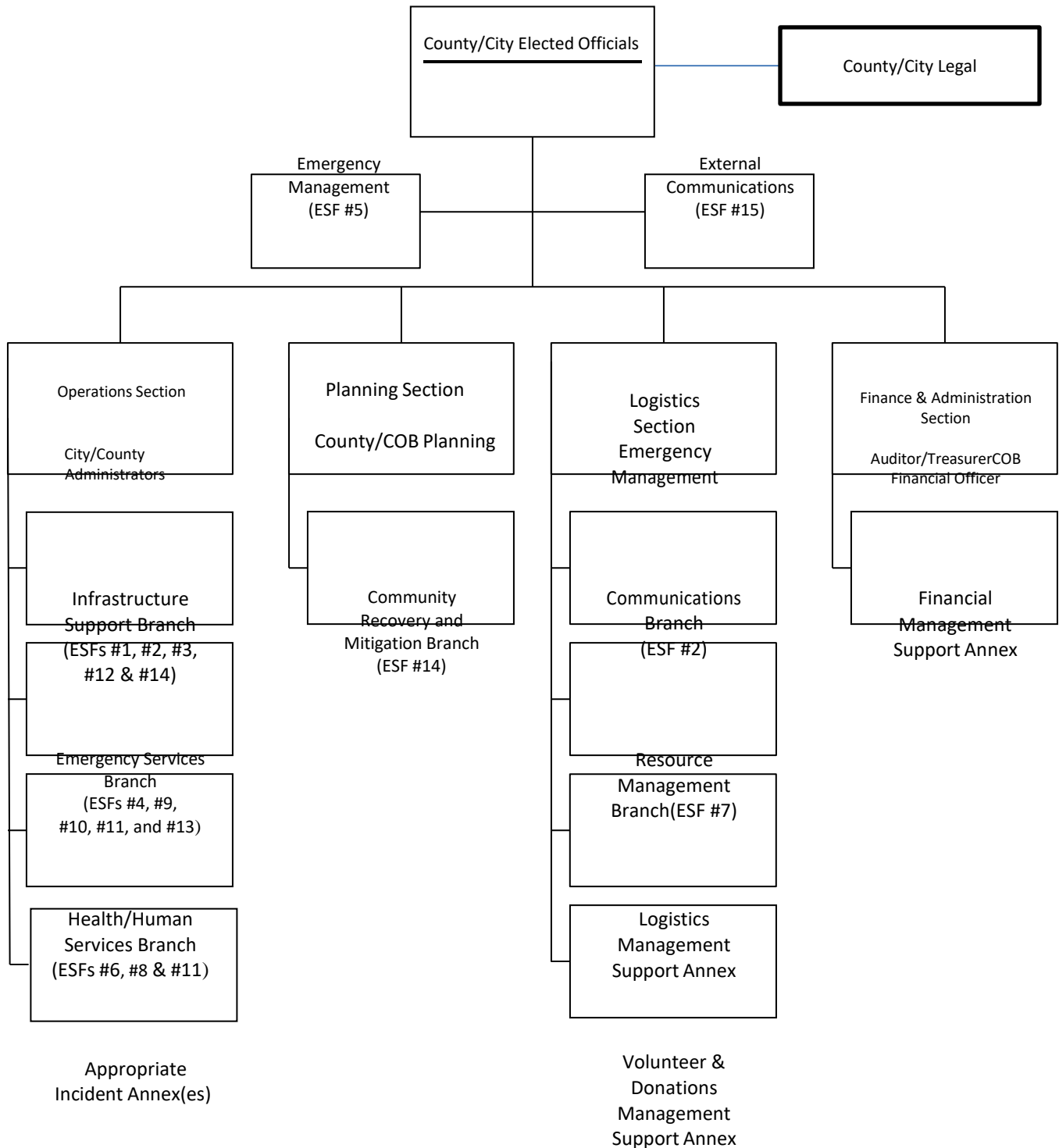
Support Agencies

When an ESF is activated in response to an Incident of Significance, support agencies are responsible for:

- Conducting operations, when requested by KC/COB EM or the designated ESF primary agency, using their own authorities, subject-matter experts, capabilities, or resources.
- Participating in planning for short-term and long-term incident management and recovery operations and the development of supporting operational plans, SOPs, checklists, or other job aids, in concert with existing first-responder standards.
- Assisting in the conduct of situational assessments.
- Furnishing available personnel, equipment, or other resource support as requested by the ESF coordinator or primary agency.
- Providing input to periodic readiness assessments.
- Participating in training and exercises aimed at continuous improvement of prevention, response, and recovery capabilities.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
- Presenting new technologies to KC/COB EM for review and evaluation that have the potential to improve performance within or across functional areas; and
- Providing information or intelligence regarding their agency's area of expertise.

KENDALL COUNTY/ BOERNE

Sample EOC Organization

Figure 1

ESF Coordinator:	**Kendall County Road and Bridge**
	City of Boerne Street Department
Primary Agencies:	**Kendall County Road and Bridge**
	City of Boerne Street Department
Supporting Agencies:	**Kendall County Road and Bridge**
	Texas Department of Transportation
	BISD & CISD Bus
	Kendall County Elected Officials Kendall
	County Sheriff's Office DispatchBoerne
	Dispatch Center
	Police Department
	Private Sector Agencies – AACOG, Taxi Services
	Texas Department Public Safety
	Kendall County Emergency Management

Purpose

The Emergency Support Function (ESF) #1 – Transportation Annex ensures the coordination of transportation route repair and restoration. In addition, it ensures transportation support for agencies requiring access to significant events.

Scope

ESF #1 is designed to provide transportation support to assist in local incident management. Activities within the scope of ESF #1 include: Assess and report damage to transportation infrastructure because ofthe incident; coordinate alternate transportation services for responders; coordinate the restoration and recovery of the transportation infrastructure; and coordinate and support preparedness/mitigation measures among transportation infrastructure stakeholders at the local level.

Key Tasks/Responsibilities

- Develop Emergency Transportation System (ETS) Plan
    - o Kendall County Road and Bridge/City of Boerne Street Department
    - o Kendall County Emergency Management
    - o Texas Department of Transportation
- Damage Assessment
    - o Kendall County Road and Bridge
    - o City of Boerne Street Department
    - o Texas Department of Transportation
- Maintain/Restore Essential Transportation Infrastructure
    - o Kendall County Road and Bridge
    - o City of Boerne Street Department
    - o Texas Department of Transportation
- Perform Traffic Control and Maintain Flow on Essential Routes
    - o Law Enforcement
- Vehicle Support for First Responders and First Responder Family Transport
    - o Alamo Regional Transport
- Monitor predicted weather occurrences that may impair transportation efforts
    - o Kendall County/Boerne Emergency Management
    - o Dispatch

<u>Concept of Operations</u>

- The Road and Bridge Superintendent and/or City of Boerne Street Superintendent provides direction for the ESF #1 mission locally and develops local ESF #1 organization, notification, deployment, and support operations.
- The ETS provides a structure for managing and coordinating the complex operations of the transportation system. This includes deployment of resources into and out of the incident area and the coordination of transportation recovery, restoration, and safety/security. It also provides a means of facilitating or restricting the movement of personnel and goods as necessary.
- Communications should be established and maintained with ESF #5 – Emergency Management to report and receive assessments and status information, and with ESF #7 – Resource Support (EOC).
- The Texas Department of Transportation (Texas Department of Transportation) and Texas Department Public Safety (DPS) are integral to this function; it is expected that these State agencies will actively support local efforts and that additional State assets will be made available by coordination between the Kendall County/City of Boerne Elected Officials and the Texas Division of Emergency Management, through Kendall County Emergency Management.

ESF Coordinator:	**City of Boerne Office Communications**
Primary Agencies:	**Kendall County/COB/ Information Technology** **Kendall County/Boerne Emergency Management**
Supporting Agencies:	**Kendall County Elected Officials** **City of Boerne Communications Department** **RACES** **NOAA/NWS** **Private Sector Providers**

Purpose

The Emergency Support Function #2 – Communications Annex ensures the availability and coordinated use of county communications systems for the dissemination of disaster information, for the exchange of information between decision-makers, and for the coordination of county support to local response agencies.

Scope

ESF #2 coordinates county actions to provide for the restoration of the telecommunications interface between local government and outside organizations including the state government, private nonprofit organizations, and business/industry. This includes radio, telecommunications, broadcast cables, and electronic networks. The Texas Office of Homeland Security has the capability to provide alternate communications systems; requests for such assistance must be coordinated through Kendall County Emergency Management.

Key Tasks/Responsibilities
- Develop a local communication plan.
    - City of Boerne Communications
    - Kendall County/COB/ Information Technology
    - Dispatch
    - Kendall County/Boerne Emergency Management
- Establish and maintain liaison with local response agencies, state agencies, commercial communications companies, and amateur radio organizations.
    - Kendall County Emergency Management
    - Kendall County Sheriff's Office Communications
    - Kendall County/COB/KC Information Technology
- Support communications equipment (radio, computer, fax, etc.) as needed.
    - City of Boerne Communications
    - Kendall County/COB/KC Information Technology
- Provide communications capability.
    - Kendall County/Boerne Emergency Management
    - Dispatch
    - RACES
    - NWS
    - Private Providers
- Maintain equipment inventory.
    - Kendall County/Boerne Emergency Management
    - City of Boerne Communications

Concept of Operations

- The Kendall County/City of Boerne Elected Officials determines whether to activate ESF #2 based upon information from initial staff reports and local authorities. When activated, ESF #2 coordinates and supports emergency response/recovery telecommunications requirements.
- Immediately report communications degradation, interruption, or failure by alternate means (e.g., cellphone) to the EOC (if activated) or Dispatch.

- The local emergency communications plan will include:
  - Channel designations,
  - Contingency communications procedures, and training in back-up communications equipment.

ESF Coordinator:	**Kendall County/Boerne Engineering**
Primary Agencies:	**Kendall County Engineering** **COB Public Works** **Kendall County Development Management** **COB Planning and Building**
Supporting Agencies:	
	Kendall County Elected Officials **Kendall County/City Facilities** **County Fire Departments** **Kendall County Emergency Management** **Kendall County EMS** **CERT** **Boerne Methodist Emergency Room** **Public Utilities** **Private Contractors**

Purpose

The Emergency Support Function #3 – Public Works and Engineering Annex ensures coordination for pre-and post-incident assessments as well as repair and restoration of essential facilities, utilities, and other public works.

Scope

ESF #3 is structured to provide public works and engineering-related support for the changing requirements of local incident management to include preparedness, prevention, response, recovery, and mitigation actions. Activities within the scope of this function include conducting pre-and post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged infrastructure and critical facilities; and coordination with TDEM through Kendall County/Boerne Emergency Management in order to access DHS/Emergency Preparedness and Response/Federal Emergency Management Agency (DHS/EPR/FEMA) Public Assistance Program and other recovery programs.

Key Tasks/Responsibilities

- Develop a Structural Damage Assessment Plan(SDAP)
  - Kendall County/Boerne Engineering
  - COB Public Works
  - Kendall County Development Management
  - COB Planning and Building
- Conduct Damage Assessments
  - COB Public Works
  - Kendall County Development Management
  - COB Planning and Building
  - County Fire Departments EMS

- o CERT
- o Private Contractors
- Prioritize Restoration/Recovery of Essential Services
  - o Kendall County Elected Officials
  - o Kendall County Engineering
  - o COB Planning and Building
  - o COB Public Works
- Maintain/Restore Critical Infrastructure
  - o COB Public Works
  - o Kendall County Facilities
  - o Public Utilities
  - o Kendall County Public Health
  - o Private Contractors
- Debris/Solid Waste Removal and Disposal
  - o Private Contractors
  - o Kendall County Development Management

<u>Concept of Operations</u>

- The Kendall County/Boerne Engineer provides local direction for ESF #3 including organization, notification, deployment, and support operations.
- Primary damage assessment reports should be provided to the Emergency Operations Center (if activated) or to Dispatch. Initial reports should focus on damage to response infrastructure and life-sustaining services, e.g., power outages, water shortages, and/or damage to the sewer/wastewater systems.
- All primary and supporting agencies will coordinate with the Kendall County/City of Boerne Elected Officials to obtain waivers and clearances for emergency repair/re-establishment of critical infrastructure.

Emergency Support Function #4 – Firefighting Annex

ESF Coordinator: **Boerne Fire Department**

Primary Agency: **Boerne Fire Department**

Supporting Agencies: **Alamo Springs, Bergheim, Comfort,**
Kendalia, Sisterdale, Waring Fire
Departments
Kendall County/Boerne Fire Marshal's
Kendall County EMS
Texas A&M Forest Service
Kendall County Sheriff's Office
Boerne Police Department
City of Boerne Communication
Kendall County Emergency Management

Purpose

The Emergency Support Function (ESF) #4 – Firefighting Annex enables the detection and suppression of wildland, rural, and urban fires. The function provides for a coordinated application of available resources.

Scope

ESF #4 manages and coordinates firefighting activities, including the detection and suppression of fires, ,and provides personnel, equipment, and supplies in support of local entities involved in rural and urban firefighting operations. Surrounding departments may provide direct assistance in accordance with the provisions of active mutual aid agreements and annual operating plans.

Key Tasks/Responsibilities

- Prevention/Investigation
  - Boerne /Kendall County Fire Marshal
- Coordinate fire suppression operations and area-wide assistance
  - Boerne Fire
- Provide traffic control and scene security.
  - Law Enforcement
- Monitor predicted weather occurrences that may impair transportation efforts.
  - Elected Officials
  - City/County Fire Marshal
  - Kendall County Emergency Management
  - Dispatch

Concept of Operations

- Priority is given to public and firefighter safety and protecting property.
- ESF #4 manages and coordinates local firefighting activities. This function is accomplished by mobilizing firefighting resources in support of wild land, rural, and urban firefighting agencies. ESF#4 uses established firefighting and support organizations, processes, and procedures outlined in departmental SOPs and Inter-agency agreements.
- Responsibility for situation assessment and determination of resource needs lies primarily with the incident commander.
- Information dissemination regarding fire danger, activity, specific hazards, public alerts, and evacuations may be done through the Emergency Operations Center.

ESF Coordinator: **Kendall County/Boerne Emergency Management**

Primary Agencies: **Kendall County Commissioners CourtCity
                        of Boerne City Council
                        Kendall County/Boerne Emergency Management**

Supporting Agencies: **All Kendall County Departments
                        All City of Boerne Departments
                        American Red Cross
                        RACES
                        Boerne Methodist Emergency Room
                        Public Utilities
                        Private
                        Contractors
                        Boerne Chamber of Commerce – Local Businesses
                        Comfort Chamber of Commerce - Local Businesses**

Purpose

The Emergency Support Function (ESF) #5 – Emergency Management Annex supports mitigation, preparedness, response, and recovery activities of the Kendall County government, and local incident management. ESF #5 provides the core management and administrative functions in support of the KendallCounty/Boerne Emergency Operations Center and Joint Information Center.

Scope

ESF #5 serves as the support for all Local departments and agencies across the spectrum of emergency management functions – from mitigation to recovery. ESF #5 facilitates information flow in the pre- incident phase in order to place assets on alert or to pre-position assets for quick response. During the post-incident response phase, ESF #5 transitions and is responsible for support and planning functions. ESF #5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination for operations. This includes alert and notification, incident action planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for State assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

Emergency management is an on-going function that relies on the continued, coordinated efforts of all governmental agencies and elected officials. This annex should not be confused with Kendall County Emergency Management's internal SOGs (Standard Operating Guidelines), Kendall County/Boerne EOCSOPs (Standard Operating Procedures), or the Kendall County/Boerne Emergency Response OperationalGuidelines.

Key Tasks/Responsibilities
- Develop EOC Standard Operating Procedures and Conduct EOC Operations.
  - Kendall County Emergency Management
  - Kendall County Elected Officials
  - Any agency/organization tasked by the Kendall County/City ofBoerne Elected Officials
    - Provide Public Information, Warning, and/or Notification.
  - Kendall County/City of Boerne Elected Officials
  - Kendall County Emergency Management
  - Dispatch
  - Any agency/organization tasked by the Kendall County ElectedOfficials

- Generate and Maintain Local Continuity of Operations Plans (COOP).
  - Kendall County Commissioners Court
  - City of Boerne City Council
  - All County and City Departments

Concept of Operations

- When an incident threatens to overwhelm local resources, the on-scene incident commander (IC) will notify, either directly or through dispatch, Kendall County/Boerne Emergency Management. The IC or his/her liaison will brief the Emergency Management Coordinator, or his/her Deputy, regarding the incident status and a decision will be made to activate the EOC.
- The EOC will be activated and staffed in accordance with the Kendall County EOC SOPs. This ESF#5, and the SOPs, are organized in accordance with the National Incident Management System
(NIMS). This structure supports the general staff functions described in the NIMS at the EOC. It is the intention of this ESF and the SOPs to relieve the on-scene general staff as much as possible, e.g., the EOC Planning section may assume responsibility for both on-scene and policy making functions.
- All agencies will be represented in the EOC by a trained individual, capable of making policy decisions for his/her represented agency.
- All requests for outside assistance (e.g., MOU activation, State and/or Federal assistance, etc.) will be coordinated through the EOC and approved by the Kendall County/City of Boerne Elected Officials.
- All participating agencies having a role in disaster-related activities are responsible for providing accurate documentation and detailed financial reports to the EOC.

Coordinating Agency: **Kendall County/Boerne Emergency Management**

Cooperating Agencies: **City of Boerne Dispatch**

Kendall County Sheriff's Office
Boerne Police Department
County Fire Departments
Kendall County EMS
Community Emergency Response Teams
Kendall County's Weather Spotter Network
Private Sector Agencies – Local Media
NWS/NOAA
ARES/RACES

<u>Purpose</u>

The Notification/Warning Appendix outlines the actions necessary to ensure the timely warning of Kendall County's residents and visitors.

<u>Scope</u>

This annex provides guidance for alerting elected officials and department heads, as well as the general public to impending or actual disaster, either natural or man-made.

<u>Key Tasks/Responsibilities</u>

- Coordinating Agency
    - Develop mass notification/warning capabilities and conduct a public informationcampaign to educate Kendall County's residents and visitors.
    - When necessary, activate the early warning system and/or mass notification systems either directly or through Kendall County's warning point, i.e., dispatch.
    - In the event of a potential or actual event, establish and maintain communications with all coordinating agencies.
    - After activation, notify appropriate agencies immediately as to the potential for sheltering.
- Cooperating Agencies
    - Ensure warning point operators receive training on mass warning/notification procedures.
    - When warranted, activate the EWS without outside authorization.
    - Alert all personnel as soon as possible.
    - When necessary, disseminate information by use of PA systems, mobile sirens, etc.

<u>Concept of Operations</u>

- The primary 24-hour Warning Point is the City of Boerne Dispatch Center.
- Kendall County relies on several redundant systems to notify/warn. These include:
    - NOAA Weather Radio
    - Local Radio and Television
    - Stationary Warning Sirens
    - Mobile Warning Sirens (Fire Apparatus, Police Cars)
    - E-mail messaging

- NOAA weather broadcasts can be issued by contacting NWS and requesting transmission of a NOAAmessage. If phone service between NWS and Boerne is severed, Kendall County Emergency Management also maintains this capability. The encoder is in the Kendall CountyServer Room, near the EOC.
- EWS Activation/Notification Procedures
    - Weather – Upon receipt of a weather warning, Warning Point operators may activate the EWSat their

own discretion. Activation of the EWS for weather watches require approval from the Warning Point supervisor, the Kendall County Sheriff, the Kendall County Emergency Management Coordinator, or their respective designates.

o   Disaster – In the event of a confirmed disaster, i.e., witnessed, Warning Point operators may activate the EWS at their own discretion.

o   Whenever the EWS is activated, notification will be made via i-info and/or_____. The back-up is telephone.

o   Once notified, individual agency/department heads are responsible for notifying their respective departments. Therefore, it is incumbent that they establish notification procedures.

Appendix 2 - Evacuation

Coordinating Agency: **Kendall County Emergency Management**

Cooperating Agencies: **Law Enforcement (Kendall County SO/Boerne PD)**
City of Boerne Dispatch
Kendall County Constables
County Fire Departments
Community Emergency Response Teams (CERT)
Private Sector Agencies

Purpose

The Evacuation Appendix provides for the orderly and coordinated evacuation of county and/or city residents in the event of a natural, human caused or national security emergency/disaster.

Scope

An emergency requiring evacuation may affect some, or all, of Kendall County's population, bothindigent and transient. This appendix outlines three (3) classifications of evacuations:

I.   Limited - a natural or human caused disaster requiring the evacuation of a neighborhood, or the equivalent.
II. Localized - a natural or human caused disaster requiring the evacuation of multiple neighborhoods, a large housing development, or isolated population center.
III. Major - a natural or human caused disaster resulting in the general wide-spread destruction of property throughout the city and/or county with the concurrent need for a general, mass evacuation.

Situation and Assumptions

- Situation:
  - o A local hazard analysis has identified several hazards significant enough to require theevacuation of some, or all, of the county's population. The hazards include: Earthquake, volcano, wildland/forest fire, landslide/avalanche, power failure, flood/flash flood, winter storm, air accident, tornado, an in-transit hazardous materials incident/accident, and/or terrorist act. Earthquakes, landslides, and severe weather may appear with little advance warning.

- Assumptions
  - o The public will receive and understand official information (warnings) related to evacuation.
  - o The public will act in its own interest and evacuate dangerous areas when there is sufficient warning of a threat. Between 5 and 20 percent of the people at risk will evacuate before being directed to do so.
  - o Some people will refuse to evacuate, regardless of the threat.
  - o Some owners of companion animals will refuse to evacuate unless arrangements have been made to care for their animals.
  - o Approximately 20 percent of the population at risk will require shelter in a mass care facility.Many evacuees will seek shelter with relatives, friends, or motels rather than use government provided mass care facilities.
  - o When available, military support (as approved by the Governor) will be available to support evacuation efforts.
  - o For some seasonal hazards, such as wildland fires, standard designated evacuation routes will be used to evacuate people.
  - o Evacuation of people at risk for emergency situations that occur with little, or no warning will be implemented on an *ad hoc* basis. The person responsible for implementing it would be the Incident Commander at the scene of the emergency, with support arranged through the EOC, as necessary. Evacuation instructions will be based on known or assumed health risks associated with the hazard.

Concept of Operations

- The responsibility for ordering evacuation rests with Kendall County Judge or City of Boerne Mayor.In addition, the on-scene Incident Commander (IC)   has statutory authority to order an evacuation.
- Evacuation will not require a disaster declaration. Mutual aid agreements may be activated that address the support (law enforcement personnel, vehicles to transport evacuees, mass care staff and facilities to shelter evacuees, etc.)   needed to facilitate evacuation operations. In addition, support may be requested from various private and volunteer agencies.
- Special Needs Populations. The evacuation of "special needs" populations is specified in private facilities' own emergency plans. These would include:
    o Rest homes, day care centers, and public and private schools.
    o The handicapped (hearing/sight/mentally/mobility impaired) are covered by ESF #8.
    o Prisoners are the responsibility of the Kendall County Sheriff's Office.
    o The EOC will notify local motels and hotels in the affected area. Hotel guests are assumed to have their own transportation.
- The Joint Information Center is responsible for keeping the evacuees and the general population informed on evacuation activities. For more detailed information, see ESF #15 and the Public AffairsAnnex.
- The primary method of transport during an evacuation will be personal vehicles. When ESF #1 is activated, city emergency vehicles (police cruisers, public works trucks, etc.) as well as ART (AACOG) andBoerne and Comfort ISD buses may be used.
- Limited Evacuation – a natural or human caused disaster requiring the evacuation of a neighborhood, or the equivalent.
    o A limited evacuation would normally be of short duration.
    o The Incident Commander at the scene of the incident most likely decides if evacuation is warranted.
    o The immediate area is secured by:
        ■ Police
        ■ Fire Personnel
        ■ Public Works
        ■ A combination of the above
    o As required the senior emergency responder may request:
        ■ Transportation for evacuees
        ■ Shelter for evacuees
    o Transportation and shelter needs will be coordinated through the Fire Departments or Kendall County Emergency Management.
    o The County Commissioners and City Council will be kept informed of the status of theoperation via dispatch.
    o The IC will determine when it is safe to re-enter the evacuated area.
- Localized Evacuation – a natural or human caused disaster requiring the evacuation of multiple neighborhoods, large housing development, or isolated population center.
            o Execution of this Appendix is effective upon order of the Kendall County/City of Boerne Elected Officials, or a member of the Kendall County/Boerne Emergency Management.
    o When a localized evacuation is ordered, a limited activation of the Kendall County EOC willbe initiated.
    o The evacuation will remain in effect until the Kendall County/City of Boerne Elected Officialsdeclares the end of the emergency.
    o Emergency Management personnel will advise the Elected Officials when it is safe to return to the evacuated area.
    o Major Evacuation - a natural or human caused disaster resulting in the general wide-spread destruction of property throughout the city and/or county with the concurrent need for a general, mass evacuation.
    o A major evacuation order will come from the Kendall County/City of Boerne Elected Officials. Prior to ordering a mass evacuation, a full activation of the EOC will be initiated.
    o A major evacuation will require the coordinated efforts of all county and city departments.
    o A major evacuation will predicate Disaster Resolution and a request for a State DisasterDeclaration.

Key Tasks/Responsibilities

- Coordinating Agency
    o Makes recommendations to the Elected Officials on the appropriate evacuation option to implement.
    o Ensures that functional coordinators are clear on location of mass care facilities outside of the risk area

that will be used to house evacuees.

- o Maintains up-to-date evacuation route maps that depict designated primary and alternate evacuation routes.
- o Coordinate with Joint Information Center (JIC) staff on public service announcements, press releases, and other media-related support.

- Cooperating Agencies/Functional Coordinators
  - Evacuation Coordinator
    - o Upon arrival at the EOC, reviews known information about the emergency situation and make recommendations on the appropriate evacuation options to implement.
    - o Identifies evacuation routes.
    - o The Evacuation Coordinator is responsible for maintaining complete records and reports associated with tracking the status of evacuation events including:
      - Evacuations notices.
      - The number evacuated.
      - The number of evacuees in mass care centers (in conjunction with the MassCare Coordinator).
    - o The Evacuation Coordinator will make provisions to move from the area being evacuated those essential supplies and equipment items that are needed to sustain operations and to meet the needs of evacuees. Typical items include:
      - Food.
      - Water and water trailers.
      - Medical supplies.
      - Food, carriers, leashes, etc. for animals.
      - Sanitation devices.
      - Portable generators and lighting devices.
      - Gas and diesel fuel.
      - Public Works equipment and vehicles such as bulldozers, graders, dump trucks, snowplows, etc.
      - Police and fire fighting vehicles, etc.
    - o Determines any scene(s) where IC(s) may have already evacuated. If so, identifies perimeters.
    - o Identifies assembly areas for picking up people that do not have their own transportation.
    - o Estimates the traffic capacity of each designated evacuation route.
    - o Selects evacuation routes from risk area to designated mass care facility.
    - o Examines access to evacuation from each part of the risk area.
    - o Prepares the evacuation movement control plan.
    - o Coordinates with law enforcement officials; and
    - o Assists, as appropriate, the efforts to evacuate animals at risk during catastrophic emergency situations.
  - Law Enforcement
    - o Provides traffic control during evacuation operations. Operational considerations include:
      - Route assignment departure scheduling.
      - Road capacity expansion.
      - Entry control for outbound routes.
      - Perimeter control on inbound routes.
      - Traffic flow, including dealing with breakdowns.
      - Establishment of rest areas.
    - o Secures, protects, and houses those prisoners that must be evacuated.
    - o Assists in the evacuation of the risk area, as necessary.
    - o Protects property in the evacuated area.
    - o Limits access to the evacuated area.
    - o Coordinates the movement control plan with the Evacuation Coordinator.
  - Public Works Department
    - o Verifies the structural safety of routes (roads, bridges, railways, waterways, etc.) that will be used to evacuate people.
  - Public Information Officer (PIO)
    - o Disseminates the following types of instructional materials and information to evacuees.
      - Identification of the specific area(s) to be evacuated.

- List of items that evacuees should take with them (such as food, water,medicines, portable radio, fresh batteries, clothing, sleeping bags).
- Departure times.
- Pickup points for people requiring transportation assistance.
- Evacuation routes. (Give easy to understand instructions using major roads,streets, highways, rivers, etc.).
- Location of mass care facilities outside of the evacuation area.
  - o Keeps evacuees and the public informed on evacuation activities and the specificactions they should take.
  - o Disseminates information on appropriate actions to protect and care for companion and farm animals that are to be evacuated or left behind.
- Mass Care Coordinator
  - o Activates staff and opens mass care facilities outside the evacuation area when directed to do so by the appropriate authority.
- Health and Medical Coordinator
  - o Ensures patient population is reduced in nursing homes, and other health care facilities, if evacuation becomes necessary.
  - o Ensures transport and medical care are provided for the patients being evacuated.
  - o Ensures continued medical care is provided for patients who cannot be moved when nursing homes, and other health care facilities are evacuated.
- Superintendent of Schools
  - o Evacuates students from school buildings when the situation warrants or when directed to do so by appropriate authority.
  - o Closes school facilities and releases students from school when directed to do so by appropriate authority.
  - o Coordinates, where appropriate, the use of school buses/drivers to support the overall evacuation effort.
- Animal Care and Control Agency
  - o Based on information from the Evacuation Coordinator on the high-hazard areas in the city or County makes an initial estimate of the numbers and types of animals that may need to beevacuated.
  - o Coordinates with the Evacuation Coordinator to arrange travel routes and schedules the timing for evacuation of farm animals, animals in kennels, pet stores, animal shelters, etc. and wildlife (as appropriate) from the risk area.
  - o As appropriate, mobilizes transportation vehicles (stock trailers, trucks equipped with animal cages, etc.) that may be used to evacuate the animals.
  - o Implements evacuation by sending evacuation team(s) to load and transport the animals being evacuated.
  - o As appropriate, dispatches search and rescue teams to look for animals left behind by their owners, stray animals, and others needing transport to a safe location.
- All Tasked Organizations
  - o Make provisions to protect and secure facilities and equipment not taken out of the area to be evacuated.
  - o Identify and make provisions to relocate organizational equipment and supplies that will be moved from the evacuation area.

Emergency Support Function #6 – Mass Care, Housing, and Human Services Annex

ESF Coordinator:	**Kendall County Emergency Management**
Primary Agencies:	**Kendall County Public Health** **American Red Cross**
Supporting Agencies:	**Boerne ISD** **Comfort ISD Local** **Businesses** **Local Non-profit Organizations** **Local Churches and Fraternal Organizations**

Purpose

The Emergency Support Function (ESF) #6 – Mass Care, Housing, and Human Services Annex supports the county's efforts to address the non-medical mass care, housing, and human services needs of individuals and/or families impacted by disaster events.

Scope

ESF #6 promotes the delivery of services and the implementation of programs to assist individuals, households, and families impacted by potential or actual incidents of local significance. ESF #6 includes three primary functions: Mass Care, Housing, and Human Services. Mass Care involves the coordination of non-medical mass care services to include sheltering of victims, organizing feeding operations, providing emergency first aid at designated sites, collecting, and providing information on victims to family members, and coordinating bulk distribution of emergency relief items. Housing involves the provision of assistance for short- and long-term housing needs of victims. Human Services include providing victim-related recovery efforts such as counseling and identifying support for persons with special needs.

Key Tasks/Responsibilities

- Develop a sheltering plan and establish MOUs for shelter sites.
    - American Red Cross
    - Kendall County Emergency Management
    - Kendall County Public Health
- Coordinate for adequately staffed shelter sites
    - American Red Cross
    - BISD
    - CISD
    - Kendall County Public Health
- Establish mutual support relationships with organizations that may provide assistance with sheltering and feeding services (e.g., distribution of food and water, supplies, clothing)
    - American Red Cross
    - Kendall County Public Health
    - Local Businesses
    - Local non-profit organizations
    - Local Churches and Fraternal organizations
    - Provide for emergency housing needs. Local non-profit organizations
    - Provide crisis counseling.
    - Boerne Community Counseling Center
    - Identify and oversee the support, care, and recovery needs of the county's special needs population.
    - Kendall County Public Health
    - Kendall County EMS

Concept of Operations

- ESF #6 support may vary depending on an assessment of incident impact(s), the magnitude and type of event, and the stage of the response and recovery efforts. Initial response activities will focus on meeting urgent mass

care needs of victims.

- Kendall County supports mass care activities and providing services without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- Personnel assigned to support ESF #6 functions will do so in accordance with the rules and regulations of their respective parent agencies.
- Recovery efforts are initiated concurrently with response activities. Agencies responsible for ESF #6 will coordinate with ESFs #1, #3, #5, and #14 regarding recovery and mitigation assistance, as appropriate to reduce duplication of effort and benefits, to the extent possible. This includes stream lining assistance as appropriate and identifying recovery and mitigation measures to support localefforts.
- ESF #6 functions are divided into three main areas. The principal activities for each functional area are described in the following:
  - Mass Care - includes overall coordination, shelter, feeding and other activities to support emergency needs of victims as described below:
    - Coordination: The coordination of non-medical mass care services, and gathering information related to sheltering and feeding operations.
    - Shelter: The use of pre-identified shelter sites in existing structures, creation of temporary facilities or the temporary construction of shelters, and use of similar facilities outside the incident area, should evacuation be necessary.
    - Feeding: Feeding is provided to victims through a combination of fixed sites, mobilefeeding units, and bulk distribution of food. Feeding operations are based on sound nutritional standards to include meeting requirements of victims with special dietary needs to the extent possible.
    - Emergency First Aid: Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care facilities and at designated sites.
    - Disaster Welfare Information (DWI): DWI collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunification of family members within the affected area.
    - Bulk Distribution: Emergency relief items to meet urgent needs are distributed through sites established within the affected area. These sites are used to coordinate mass care food, water, and ice requirements, and distribution systems with Federal,State, local, and tribal governmental entities, and NGOs.
  - Housing - addresses needs of victims in the affected areas, and is accomplished through the implementation of programs and services designed to:
    - Provide assistance for the short- and long-term housing needs of victims.
    - Identify the various factors that could impact the incident-related housing needs and help develop a plan of action to provide housing assistance in the most effective, expedited, and efficient manner available at the time.
    - Identify solutions for short- and long-term housing for victims, as appropriate. Housing assistance provided to victims may include rental assistance, temporary housing, loans for the repair and/or replacement of primary residences, etc.
  - Human Services - implements programs and provides services to assist victims. Thisincludes:
    - Coordinating and assessing the situation and implementing an appropriate plan based on the resources available to assist all victims.
    - Supporting various services impacting individuals and households, including a coordinated system to address victims' incident related recovery efforts through crisis counseling and other supportive services.
    - Coordinating and identifying individuals with special needs within the impacted area, to include the elderly, people with disabilities, and people communicating in languages other than English (including sign language).
    - Supporting immediate, short-term assistance for individuals, households, and groups dealing with the anxieties, stress, and trauma associated with a disaster, act of terrorism, and/or incident of mass criminal violence.
    - Supporting local efforts to provide assistance and crime victim compensation in incidents resulting from terrorism or acts of mass criminal violence, as appropriate.

- Ensuring water, ice, and other emergency commodities and services requirements are delivered to appropriate entities.

ESF Coordinator:	**Kendall County Emergency Management**
Primary Agencies:	**Kendall County Elected Officials** **City of Boerne Elected Officials**
Supporting Agencies:	**Kendall County Commissioners** **City of Boerne City Council** **All Kendall County DepartmentsAll** **City of Boerne Departments** **American Red Cross** **RACES** **BISD** **CISD** **CERT** **Public Utilities** **Local Businesses** **Local Non-profit Organizations** **Local Churches and Fraternal Organizations**

Purpose

The Emergency Support Function (ESF) #7 – Resource Support Annex facilitates logistical and resource support, other than funds, to local emergency recovery efforts, including personnel, equipment, supplies, and similar items not included in other ESFs.

Scope

ESF #7 provides resource support to local government, consisting of facility space, office equipment and supplies, telecommunications, emergency relief supplies, personnel, transportation services (equipment, personnel, and supplies), contracting services, and logistical support. The Resource Support ESF does not stockpile supplies; it supports requirements not specifically identified in other ESFs.

Key Tasks/Responsibilities

- Maintain a comprehensive resource list and provide an updated copy annually to the Kendall County/Boerne Emergency Management office.
    - Kendall County Emergency Management
    - Kendall County/City of Boerne Elected Officials
    - All supporting agencies
- Establish pre-incident arrangements for procurement of additional resources and coordinate activation of those arrangements with ESF #5
    - All affected agencies
- Establish and maintain a thorough knowledge of the legalities governing the emergency procurement/acquisition of resources, specifically those involving contracting and financial management.
    - Kendall County/Boerne Emergency Management
    - Kendall County/City of Boerne Attorney
    - Kendall County Treasurer/Auditor
    - City of Boerne Financial Director
- Liaisons with the Texas Division of Emergency Management for requests of State resources.
    - Kendall County/Boerne Emergency Management
- Activate Continuity of Operations Plans (COOP)
    - All affected agencies

Concept of Operations

- Agencies/departments must assume responsibility for identifying resource shortfalls and locating and planning for the procurement of additional resources.
- Requests for additional resources will be made through the EOC/Emergency Management.
- Due to the county's geographic isolation, the Emergency Management should enact disaster resolutions and request State aid early in an incident, to allow for mobilization/travel time.

Emergency Support Function #8 – Public Health and Medical Services Annex

ESF Coordinator: **Kendall County Health Officer**

Primary Agencies: **Kendall County Public Health**

Supporting Agencies: **Kendall County Elected Officials Kendall County Board of Health Kendall County/Boerne EmergencyManagement**
County Fire Departments
Community Counseling CenterLaw Enforcement
Coroner
American Red Cross
Local Veterinarians
Kendall County AG Extension OfficePublic Works
Local Medical ClinicsPrivate Providers

Purpose

The Emergency Support Function (ESF) #8 – Public Health and Medical Services Annex ensures the provision of comprehensive medical care to disaster victims (including veterinary and/or animal health issues), supplements and supports disrupted or overburdened local medical personnel and facilities and relieves personal suffering and trauma. It coordinates county/local health and medical resources in response to public health and medical care needs following a significant natural disaster or manmade eventand is activated at the request of the Incident Commander through the Kendall County Emergency Operations Center.

Scope

ESF #8 involves identifying and meeting the public health and medical needs of victims of a major emergency or disaster. This ESF encompasses the following core functional areas: Assessment of public health/medical needs; disease control/epidemiology; health/medical care personnel; health/medical equipment and supplies; patient evacuation; coordination of hospital care; food/drug safety; emergency responder health and safety; radiological/chemical/biological hazards; critical incident stress debriefing; public health information release; vector control/monitoring; availability of potable of water; wastewater and solid waste disposal; victim identification and mortuary services with coordination through the County Justice of Peace's and local funeral homes for verification purposes; medical command and control; mental health services

Key Tasks/Responsibilities

- Develop a comprehensive local disaster health and medical response program that includes coordination of emergency health and medical services (including mental health and veterinary services)   and alert and deployment procedures for additional medical resources.
  - o   Kendall County Public Health
  - o   Boerne Methodist Emergency Center
  - o   Boerne Community Counseling Center
  - o   Local Veterinarians
- Provide personnel, as requested, to the Emergency Operations Center and coordinate for the dissemination of medical-, health-, and environmental-related public information.

  - o   Kendall County PublicHealth
  - o   Plan and implement preventive health measures to reduce and/or prevent post-incident public health threats.

    COB Public Works

- o Local Veterinarians
- o Kendall County Coroner

Concept of Operations

- Throughout the response period, ESF #8 will serve to evaluate and analyze medical and public health assistance requests and responses and develop and update assessments of medical and public health status. The ESF #8 will also assure that accurate logs are maintained to support after-action reports andother documentation of the disaster conditions.
- When activated, the Kendall County Health Officer, or his/her designee coordinates ESF #8. Afterinitial briefing, the ESF # 8 Coordinator will assess the situation and recommend the appropriate response actions.
- The ESF #8 will continue to acquire updated information involving the event and will continuouslyassess the situation. The staff of the ESF will work to identify the nature and extent of developing public health and medical problems and will establish interventions appropriate for monitoring and surveillance.
- Because of the potential complexity of the public health and medical response, conditions may require ESF #8 subject-matter experts to review public health and medical information and advise on specific strategies to manage and respond to a specific situation most appropriately. Some of those strategies may include: Activation of health/medical response teams; coordination of requests for medical transportation; coordination for obtaining, assembling, and delivering medical equipment and supplies to the incident scene; communications; information requests (See ESF #15); After-Action Reports.

Emergency Support Function #9 – Urban Search and Rescue Annex

ESF Coordinator:	**Boerne Fire Department**
Primary Agency:	**Boerne Fire Department**
Supporting Agencies:	**Kendall County/Boerne Emergency Management** **Kendall County Engineering** **COB Planning and Building** **Kendall County Fire Departments** **Local Contractors**

Purpose

The Emergency Support Function (ESF) #9 – Urban Search and Rescue Annex addresses activities including locating, extricating, and providing onsite medical treatment to victims trapped in collapsedstructures.

Scope

ESF #9 recognizes that if a structural collapse situation occurs within Kendall County, local resources willbe relied upon to immediately coordinate all incoming assistance and perform actual urban search and rescue until Federal assistance arrives, if incident is eligible for Federal assistance. This annex addresses the organization of local resources to perform immediate action to locate, execute actual searches, perform extrication, and provide on-site medical treatment to victims trapped in collapsed structures.

Key Tasks/Responsibilities

- Develop, maintain, and implement a USAR plan to coordinate the use of specialized resources, functions, and capabilities available within the County and annually verify with the availability ofresources to include heavy equipment, search dogs, technology, and shoring materials, to include providers and contact numbers.
  - Boerne Fire Department
  - Alamo Springs, Bergheim, Comfort, Kendalia, Sisterdale and Waring Fire Departments
  - CERT
  - Local contractors
- Establish pre-incident coordination for requesting FEMA USAR teams through the Texas Division of Emergency Management
  - Kendall County/Boerne Emergency Management

Concept of Operations

- For isolated structural collapse situations occurring within the County, local resources will be relied upon solely.
- In the event of a catastrophic structural collapse event (e.g., large multi-level structure, multiple collapsed dwellings, etc.) ESF #9 will coordinate with ESF #3 staff's Structural Damage AssessmentPlan to prioritize rescue efforts from recovery efforts. The EOC, if activated or the Kendall County Emergency Management Coordinator will immediately request and coordinate incoming assistance.
- During catastrophic events, local USAR assets should be prepared to conduct operations for up to eight (8) hours.

ESF Coordinator:	**Boerne Fire Department**
Primary Agencies:	**Boerne Fire Department** **Kendall County/Boerne Emergency Management**
Supporting Agencies:	**Kendall County Elected Officials** **City of Boerne Elected Officials** **Kendall County EMS** **Kendall County Fire Departments Kendall** **County/COB Attorneys DispatchLaw** **Enforcement** **TDEM**

Purpose

The Emergency Support Function (ESF) #10 – Hazardous Materials Response Annex provides support inresponse to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials.

Scope

ESF #10 provides for a coordinated response to actual or potential hazardous materials incidents. It includes the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate athreat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents. This ESF also pertains to certain chemical, biological, and radiological substances considered weapons of mass destruction (WMD).

ESF #10 describes the lead coordination roles, the division and specification of responsibilities between local agencies, and the regional/State response organizations, personnel, and resources that may be used to support local response actions. Appropriate response and recovery actions can include efforts to detect, identify, contain, clean up, or dispose of released oil and hazardous materials. Specific actions may include stabilizing the release through offensive or defensive measures: The use of berms, dikes, or impoundments;capping of contaminated soils or sludge; use of chemicals and other materials to contain or retard the spread of the release or to decontaminate or mitigate its effects; drainage controls; fences, warning signs, orother security or site-control precautions; removal of highly contaminated soils from drainage areas; removal of drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials; and other measures as deemed necessary.

For terrorist incidents involving oil or hazardous materials, this ESF recognizes assistance, investigativesupport, and intelligence analysis for the response in coordination with law enforcement/criminal investigation activities. For incidents involving oil or hazardous materials that are determined to be intentional criminal acts or acts of terrorism, the response will be initiated in accordance with ESF #10; however, the appropriate law enforcement agency will assume overall responsibility.

Key Tasks/Responsibilities

- Develop and manage the "Right-To-Know" Act of 1986; provide guidance to applicable hazardousmaterials storage facilities, conduct training and hazardous materials response planning.
    - Kendall County LEPC
- Address immediate on-scene needs – identification, notification, warning, decontamination, etc.
    - Boerne Fire Department
    - Other County Fire Departments
    - Law Enforcement
    - City of Boerne Dispatch
    - Kendall County/Boerne Emergency Management
  - Coordinate public information, to include information regarding the effects on humans and animals.
    - Kendall County/Boerne Elected Officials
    - Kendall County Fire Departments

- o Kendall County Public Health
- • Coordinate with the appropriate regional, state, and/or federal (including private sector) agencies to ensure control, environmental monitoring and assessment, clean-up, and disposal of any hazardous waste complies with Kendall County/City of Boerne elected officials' obligation to protect the health and welfare of the population (human and animal) and environment.
  - o Kendall County Public Health
  - o Kendall County Fire Departments
  - o Kendall County/Boerne Elected Officials
- • Ensure a thorough procedure for documenting all local costs, immediate and long-term, associated with the response to, and recovery from, all effects of an oil or hazardous materials release. Oversee the release of the responsible party only upon determination that all response and recovery operations have been completed to the satisfaction of local elected officials, and with the understanding that the responsible party assumes financial responsibility for the release.
  - o All local responding agencies
  - o Kendall County/City of Boerne Attorneys
  - o Kendall County/City of Boerne Elected Officials

Concept of Operations

- • Due to mobilization/travel time, early consideration should be given to requesting a Regional Emergency Response Team and/or other State assets. Requests for State assistance should go through the EOC, if activated. Under exigent circumstances, the on-scene IC may request the RERT directly, or he/she may submit a request through Kendall County/Boerne Emergency Management.
- • ESF #10 requires documentation of all response activities to support after-action requirements and justify actions taken by primary and support agencies.
- • Following an initial situation assessment (size-up), the primary agency determines which support agencies are required during the emergency response period. ESF support agencies should have designated representatives available on a 24-hour basis. The primary agency provides administrative support to ESF #10 as appropriate unless a request is made to activate the Kendall County EOC. At that time ESF #5 and the Kendall County EOC SOPs outline actions to be taken by EOC staff.
- • The Texas Division of Emergency Management and Texas Department of Transportation (TxDOT) are integral to this function; it is expected that these State agencies will actively support local efforts and that additional State assets will be made available by coordination between the Kendall County/Boerne Elected Officials and TDEM, through Kendall County Emergency Management

ESF Coordinator:	**Kendall County Extension Office**
Primary Agencies:	**Kendall County Extension Office** **Kendall County/Boerne Elected Officials**
Supporting Agencies:	**Kendall County Veterinarian** **Kendall County Public Health** **Kendall County/Boerne Emergency ManagementAmerican Red Cross** **Kendall County Road & Bridge** **City of Boerne Public Works** **Kendall County/COB Parks and Recreation** **Kendall County Historical Society** **Local businesses/Non-profit organizations**

Purpose

The Emergency Support Function (ESF) #11 – Agriculture and Natural Resources Annex ensures an adequate and safe food supply; mitigates the loss of crops, livestock, and wildlife; and protects significantnatural and cultural resources and historic properties.

Scope

ESF #11 includes four primary functions:

1. Provision of food supply: Includes determining nutrition assistance needs, obtaining appropriate food supplies, arranging for delivery of the supplies, and authorizing disaster food stamps.

2. Animal, plant disease, and pest response: Includes implementing an integrated response to an outbreak of a highly contagious or economically devastating zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation. Ensures, in coordination with ESF #8 – Public Health and Medical Services, support for animal,veterinary, and wildlife issues in natural disasters.

3. Assurance of the safety and security of the commercial food supply: Includes the inspection and verification of food safety products in distribution and retail sites; laboratory analysis of food samples; control of products suspected to be adulterated; plant closures; foodborne disease surveillance; and field investigations of foodborne illness (FBI) outbreaks.

4. Protection of natural, cultural, and historic (NCH) resources and properties: Includes appropriate response actions to conserve, rehabilitate, recover, and restore NCH resources.

Key Tasks/Responsibilities

- Identify, obtain, and coordinate delivery/distribution of emergency food supplies.
  - Kendall County/Boerne Elected Officials
  - Kendall County Public Health
  - American Red Cross
- Assure the safety of emergency food supplies; conduct FBI investigations/surveillance.
  - Kendall County Public Health

- Coordinate local response to vector-borne and zoonotic disease outbreak; apprise local elected officials of the event's economic significance.
  - Kendall County Public Health
  - Kendall County Road & Bridge
  - City of Boerne Public Utilities

- o Local Veterinarians
- Coordinate with ESF #15 to provide public information regarding nutrition, food safety,agricultural/animal safety, and emergency assistance programs.
  - o Kendall County/Boerne Elected Officials
  - o Kendall County Public Health
  - o Local Veterinarian
- Identify and coordinate measures to protect and conserve local cultural/historic resources.
  - o Kendall County Historical Society
  - o Kendall County/COB Parks and Recreation Department

<u>Concept of Operations</u>

- Because of the complexity and importance of ESF #11 functions, Kendall County will rely heavily onregional, state, and federal resources to fulfill its requirements; it is expected that these agencies will actively support local efforts and that additional assets will be made available by coordination between the Kendall County/Boerne Elected Officials and the Texas Division of Emergency Management, through Kendall County Emergency Management
- Due to the possibility of becoming geographically/logistically isolated, significant efforts to educate and prepare the public to be self-sufficient/-sustaining for 72 hours will be made on a continual basis.

ESF Coordinator: **City of Boerne Public Works**

Primary Agency: **City of Boerne Public Works**

Supporting Agencies: **Public/Private Utilities**
                      Kendall County Road & Bridge Kendall
                      County Facilities Management

Purpose

The Emergency Support Function (ESF) #12 – Energy Annex is intended to restore damaged energy systems and components after a disaster. In addition, it guides the restoration of energy supply.

Scope

ESF #12 leads to the collection, evaluation, and sharing of information on energy system damage and estimations on the impact of energy system outages within affected areas. The term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components. Additionally, ESF #12 provides information concerning the energy restoration process such as projected schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.

Key Tasks/Responsibilities

- Damage assessment.
  - Private Utilities
  - All affected agencies/facilities
- Prioritize and coordinate restoration of utilities.
  - Kendall County/Boerne Elected Officials
  - COB Public Works
  - Kendall County Facilities
  - Public/Private Utilities
- Identify critical infrastructure and assist with providing/developing emergency power plans.
  - Kendall County Emergency Management

Concept of Operations

- ESF #12 addresses significant disruptions in energy supplies for any reason, whether caused by physical disruption of energy transmission and distribution systems or unexpected operational failure of such systems.
- Restoration of normal operations at energy facilities is the primary responsibility of the owners of those facilities; however, when feasible, the Kendall County/City of Boerne Elected Officials will provide supplemental local assistance and resources to enable restoration in a timely manner.
- Collectively, the primary and support agencies that comprise ESF #12:
  - Serve as the focal point for receipt of information on actual or potential damage to energy supply and distribution systems and requirements for system design and operations, and on procedures for preparedness, prevention, recovery, and restoration.
  - Advise local authorities on priorities for energy restoration, assistance, and supply.
  - Assist local authorities with requests for emergency response actions as they pertain to the County's energy supply.
  - Assist local departments and agencies by locating fuel for transportation, communications, and emergency operations.
  - Recommend actions to conserve fuel and electric power; and
  - Provide energy supply information and guidance on the conservation and efficient use of energy to local government and to the public.

Emergency Support Function #13 – Public Safety and Security Annex

ESF Coordinators:	**Kendall County Sheriff's Office**
	Boerne PoliceDepartment
Primary Agencies:	**Kendall County Sheriff's Office**
	Boerne Police Department
Supporting Agencies:	**Dispatch**
	Kendall County Constables
	Texas Game Warrens
	Texas Department Public Safety
	Private Security Companies
	Kendall County Fire Departments
	Kendall County/Boerne Emergency Management

Purpose

The Emergency Support Function (ESF) #13 – Public Safety and Security Annex integrates state public safety and security capabilities and resources to support the full range of incident management activities.

Scope

ESF #13 provides a mechanism for coordinating and providing support to local law enforcement authorities to include non-investigative/ non-criminal law enforcement, public safety, and security capabilities and resources during incidents. ESF #13 capabilities support incident management requirements including forceand critical infrastructure protection, security planning and technical assistance, technology support, and public safety in both pre-incident and post-incident situations. ESF #13 generally is activated in situations requiring extensive assistance to provide public safety and security.

Key Tasks/Responsibilities

- Coordinate public safety and security support (including personnel and equipment) to any affected department/agency during preparation for, response to, and/or recovery from any real or potential incident.
  - o Kendall County Sheriff's Office
  - o Boerne Police Department
  - o Other Law Enforcement Agencies
  - o Private Security Companies
- Coordinate, with ESF #15, critical information dissemination regarding public safety/securitythrough mass warning/notification.
  - o Kendall County Sheriff's Office
  - o Boerne Police Department
  - o Dispatch
  - o Kendall County/Boerne Emergency Management
- Facilitate multi-function public safety activities such as evacuation, traffic-, looting-, and riot-control.
  - o Kendall County Sheriff's Office
  - o Boerne Police Department
  - o Other Law Enforcement Agencies
  - o Kendall County Fire Departments

Concept of Operations

- Local law enforcement authorities have the primary responsibility for public safety and security and are the first line of response and support in these functional areas, utilizing the Incident Command System on-scene. In

larger-scale incidents, additional resources should first be obtained through the activation of mutual aid agreements with neighboring jurisdictions and/or State authorities, which may require the management of incident operations through a Unified Command structure.

- Through ESF #13, outside resources supplement local resources when requested or required, as appropriate, and are integrated into the incident command structure using National Incident Management System principles and protocols.
- ESF #13 activities should <u>not</u> be confused with the activities described in the Terrorism Incident Annexor other criminal investigative law enforcement activities. As the lead law enforcement official in the United States, the Attorney General, generally acting through the Federal Bureau of Investigation
(FBI), maintains the lead for criminal investigations of terrorist acts or terrorist threats by individuals orgroups inside the United States. ESF #13 activities are separate and distinct and should be fully coordinated with other activities conducted as part of Kendall County/City of Boerne law enforcement'soverall criminal investigation and law enforcement responsibilities.
- ESF #13 is activated when public safety and security capabilities and resources are needed to support incident operations. This includes threat or pre-incident as well as post-incident situations.
- When activated, the primary agencies assess public safety and security needs, and respond to requests for resources and planning/technical assistance from county agencies, or other ESFs.
- ESF #13 manages support by coordinating the implementation of authorities related to public safety and security and protection of property, including critical infrastructure, and security resources and technologies and other assistance to support incident management operations and security capabilities and resources are needed to support incident operations. This includes threat or pre-incident as well as post-incident situations.
- ESF #13 maintains close coordination with Federal, State, and local officials to determine public safetyand security support requirements and to jointly determine resource priorities. The primary agencies maintain communications with supporting agencies to determine capabilities, assess the availability of resources, and track resources that have been deployed.

ESF Coordinators:	**Kendall County Planning Department** **COB Planning and Building Department**
Primary Agencies:	**Kendall County Planning Department** **COB Planning and Building Department**
Supporting Agencies:	**Kendall County Commissioners** **City of Boerne City Council** **All Kendall County Department Heads** **All City of Boerne Departments Heads** **American Red Cross** **Public Utilities** **Private Contractors** **Local Businesses**

Purpose

The Emergency Support Function (ESF) #14 – Long-Term Community Recovery and Mitigation Annex provides a framework for local government, nongovernmental organizations (NGOs), and the private sector designed to enable community recovery from the long-term consequences of a significant incident. During recovery efforts, this function seeks to simultaneously rebuild while reducing or eliminating (i.e. mitigating) the effects of future events.

Scope

ESF #14 applies to appropriate departments and agencies following an incident with long-term effects on the community.

Based on an assessment of incident impacts, ESF #14's support may vary depending on the magnitude and type of incident and the potential for long-term and severe consequences. ESF #14 will most likely be activated for large-scale or catastrophic incidents that require State and/or Federal assistance to address significant long-term impacts in the affected area (e.g., impacts on housing, businesses and employment, community infrastructure, and social services).

Key Tasks/Responsibilities

- Identity and assess short- and long-term recovery needs.
  - All affected agencies/departments, public and private
- Prioritize short- and long-term recovery goals.
  - Kendall County Elected Officials
  - City of Boerne City Council
  - Non-governmental and private organization leadership
- Liaise on behalf of the community to support and coordinate implementation of state and federal disaster assistance efforts.
  - Kendall County Commissioners
  - City of Boerne City Council
  - Kendall County/Boerne Emergency Management
- Ensure that recovery plans and activities addressed by local, state, and federal programs consider all mitigation opportunities.
- Kendall County Emergency Management
  - Kendall County Planning and Development
  - Kendall County Engineering
  - City of Boerne Planning and Building
  - Kendall County Fire Departments

Concept of Operations

- Most recovery and mitigation programs are associated with federal assistance programs that must be accessed through the state. Federal recovery assistance is summarized in ESF #14 of the National Response Framework. Federal support is tailored based on the type, extent, and duration of the event, the expected recovery period, and the availability of federal resources.
- ESF #14 facilitates the application of loss reduction building science expertise to the rebuilding of critical infrastructure (e.g., in repairing hospitals or emergency operation centers to mitigate for future seismic risk).
- ESF #14 provides the coordination mechanisms to:
  o Assess the social and economic consequences in the impacted area and coordinate efforts to address long-term community recovery issues resulting from an incident.
  o Advise on the long-term recovery implications of response activities and coordinate the transition from response to recovery in field operations.
  o Work with local government; NGOs; and private-sector organizations to conduct comprehensive market disruption and loss analysis and develop a market-based comprehensive long-term recovery plan for the affected community.
  o Identify appropriate Federal programs and agencies to support implementation of the long- term community recovery plan, ensure coordination, and identify gaps in resources available.
  o Avoid duplication of assistance, coordinate to the extent possible program application processes and planning requirements to streamline assistance, and identify and coordinate resolution of policy and program issues; and
  o Determine/identify responsibilities for recovery activities and provide a vehicle to maintain continuity in program delivery between local departments and agencies, and with State and Federal governments and other involved parties, to ensure follow through of recovery and hazard mitigation efforts.

ESF Coordinator:	**City of Boerne Public Information Officer**
	Kendall County Public Information Officer
Primary Agencies:	**Kendall County Commissioners Court**
	C**ity of Boerne City Council**
Supporting Agencies:	
	All Kendall County Departments
	All City of Boerne Departments
	American Red Cross
	School Districts
	Local media

Purpose

The Emergency Support Function (ESF) #15 – External Affairs Annex ensures that sufficient assets are deployed to the field during a potential or actual incident to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.

Scope

ESF #15 establishes the mechanisms to coordinate communication of information between local incident management elements and various audiences. ESF #15 is organized into the following functional components: 1) Public Affairs, 2) Community Relations, and 3) Multi-level Coordination. These primary functions require support throughout all phases of emergency management – mitigation, preparedness, response, and recovery.

Key Tasks/Responsibilities

- Establish and maintain a multi-agency, multi-jurisdiction, NIMS-compliant Joint InformationCenter (JIC); prepare and deliver accurate, coordinated information in a timely manner.
  - Kendall County/City of Boerne Elected Officials
  - City of Boerne PIO
  - Kendall County PIO
- Strengthen community relations and preparedness pre- and post-incident by utilizing external affairs activities, e.g., press releases and public service announcements.
  - All emergency and disaster services departments; city and county elected officials
- Ensure all local emergency and disaster services organizations are familiar with proper external affairs/public information policies and procedures to include release authority, information security, and accessibility.
  - Kendall County PIO
  - COB PIO

Concept of Operations

- The primary goal of ESF #15 is to provide a unified message in the event of an actual emergency,disaster, or imminent threat.

- Incident communications actions should be consistent with the template established in the National Incident Management System (NIMS).
- Descriptions of ESF #15 functions:
  - Public Affairs
    - Coordinating messages and establishing a Joint Information Center (JIC) .
    - Gathering information on the incident.
    - Providing incident-related information through the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by theincident.
    - Using a broad range of resources to disseminate information.
    - Monitoring news coverage to ensure that accurate information is disseminated.

- Handling appropriate special projects such as news conferences and press operations for incident area tours by government officials and other dignitaries.
- Providing support and advice to the Kendall County/City of Boerne ElectedOfficials and/or on-scene Incident Commander.
- Providing basic services, such as communications and supplies, to assist the news media in disseminating information to the public.
- Overseeing the key function of media relations.
  - o Community Relations
    - Preparing the PIO portion of an initial action plan with incident-specific guidance and objectives, at the beginning of an actual or potential incident.
    - Conducting the external affairs function in a multi-agency, multi-jurisdictionalmanner, when applicable.
    - Coordinating closely to identify local leaders (e.g., homeowners association members) and neighborhood groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative planning and mutual support for disaster recovery.
  - o Multi-level Coordination
    - Promoting Local interaction with State and Federal governments.
    - Implementing a system of information-sharing between local, State, and Federal Governments.
    - Informing local elected and appointed officials on response efforts, protocols, and recovery programs.
    - Disseminating information with the assistance of public and private associations, departments, and agencies.

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SUPPORT ANNEXES

Support Annexes

Introduction

Purpose

This section provides an overview of the Support Annexes to the Kendall County/Boerne EmergencyOperations Plan.

Background

The Support Annexes describe the framework through which departments and agencies; the private sector; volunteer organizations; and nongovernmental organizations (NGOs) such as the American Red Cross coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management. During an incident, numerous procedures and administrative functions are required to support incident management. The actions described in the SupportAnnexes are not limited to types of events but are overarching in nature and applicable to nearlyevery type of incident. In addition, they may support several Emergency Support Functions (ESFs).

Examples include public affairs, international affairs, and worker safety and health. The following sectionincludes a series of annexes describing the roles and responsibilities, when appropriate, of local departments and agencies, NGOs, and the private sector for those common activities that support many incidents. The annexes address the following areas:

- Financial Management
- Logistics Management
- Private-Sector Coordination
- Public Affairs
- Volunteer and Donations Management

Support Annex Roles and Responsibilities

Each Support Annex identifies a coordinating agency and cooperating agencies. In some instances, the responsibility of coordinating agency is a joint endeavor between two departments. The overarching natureof functions described in these annexes frequently involves either support to or cooperation of all the departments and agencies involved in incident management efforts. In some cases, actions detailed in the annex also incorporate various components of Kendall County/Boerne Emergency Management and other departments and agencies to ensure seamless integration of and transitions between preparedness, prevention, response, recovery, and mitigation activities. The responsibilities of the coordinating agency and cooperating agencies are identified below:

Coordinating Agency

Coordinating agencies described in the KC/COB OP annexes support the county's incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects ofthe response. The Kendall County/Boerne Elected Officials and/or on-scene Incident Commander retain responsibility for overall local incident management. Agencies designated as coordinating agencies are responsible for implementation of processes detailed in the annexes. When the functions of a particular Support Annex are required to assist in the management of an incident, the agency serving as the coordinator is responsible for:

- Orchestrating a coordinated delivery of those functions and procedures identified in the annex.
- Providing staff for the operations functions at fixed and, if necessary, field facilities.
- Notifying and sub tasking cooperating agencies.
- Managing any tasks with cooperating agencies, as well as appropriate State agencies.
- Working with appropriate private-sector organizations to maximize use of all available resources.
- Supporting and keeping ESFs and other organizational elements informed of ongoing annex activities.
- Planning for short-term and long-term support to incident management and recovery operations; and
- Maintaining trained personnel to execute their appropriate support responsibilities.

Cooperating Agencies

When the procedures within a Support Annex are needed to support elements of an incident, the coordinating agency will notify cooperating agencies of the circumstances. Cooperating agencies areresponsible for:

- Conducting operations, when requested by the EOC, IC, or the coordinating agency, using their own authorities, subject-matter experts, capabilities, or resources.
- Participating in planning for short-term and long-term incident management and recovery operations and the development of supporting operational plans, standard operating procedures, checklists, or other job aids, in concert with existing first-responder standards.
- Furnishing available personnel, equipment, or other resource support as requested by the EOC, IC, or the Support Annex Coordinator.
- Participating in training and exercises aimed at continuous improvement of prevention, response, and recovery capabilities; and
- Nominating new technologies or procedures that have the potential to improve performance within or across functional areas for review and evaluation.

Financial Management Support Annex

Coordinating Agencies: **Kendall County Auditor**
                                     Kendall County Treasure
                                     City of Boerne Finance Director

Cooperating Agencies: **All City & County Departments**

Purpose

The Financial Management Support Annex provides basic financial management guidance for response and recovery activities. This includes guidance for all departments, agencies, and local entities aiding in response to major disasters.

Scope

Disaster declarations may range from local to Presidential. If a local declaration is accepted by the State of Texas, state assistance and limited funding are available. The section below on "Procurement and Record Keeping" details procedures that should be followed for all local declarations and will also be useful for Presidential Declarations. The section below on Texas Disaster Fund Procedures details limited funds available to local jurisdictions, and perhaps state agencies, after approval of a local declaration. If a Presidential Declaration is issued, federal funding sources, as described in the National Response Framework (NRF) are available.

Key Tasks/Responsibilities

- Coordinating Agencies
    - Providing advice on financial policy issues relative to the incident and use of funds.
    - Expeditious processing of all documented and approved requests for reimbursement and review of bills prior to processing payments to ensure that proper documentation supports the expenditures claimed.
    - Performing reviews of open obligations to ensure accuracy and timeliness and providing financial management reports.
    - Supervising the financial staff at the EOC, specifically the Finance Section (financial specialists, financial technicians, and contract specialists/contracting officers, including those activated under ESF #7 – Resource Support).
    - Overseeing contracting and acquisitions operations, including credit card purchases and grants management responsibilities, and coordinating acquisition management performed by the EOC's Finance Section.
    - Providing policy guidance and necessary expertise and authority essential for effective fiscal management of expenditures to the Kendall County/City of Boerne Elected Officials.
    - Monitoring expenditures, including tracking of funds; tracking and reporting commitments, obligations, and disbursements; reviewing commitments to ensure proper expenditure of funds; and reporting funding activity to the Kendall County/Boerne Elected Officials on a regular basis; ensure adequate funding levels are maintained to meet anticipated obligations and expenditures.
- Cooperating Agencies
    - Responsible for maintaining documentation to support requests for reimbursement, submitting final reimbursement requests within the terms of the mission assignment or reimbursable agreement, and notifying requesting agencies when a task is completed and/or when additional time is required to complete work.
    - Cooperating agencies are expected to apply proper financial principles, policies, regulations, and management controls to ensure full accountability for the expenditure of funds.

<u>Concept of Operations</u>

- Procurement and Record Keeping

    <u>Overview</u>

    Per the TDEM EOP, each county is responsible for procuring necessary supplies and equipment for county agencies/departments during a disaster event and each municipality is responsible for the procurement of necessary supplies and equipment for its municipal agencies/departments during a disaster event.

    For a disaster/emergency for which a Local Emergency Declaration is made:
    a. Proper documentation will be needed to justify local expenditures for which reimbursement will be requested.
    b. Work may be completed for disaster recovery by two methods:
        i. Contracting with private businesses to do the work (Contract Work), ensuring that contractors have not been "debarred".
        ii. Force Account, which is utilizing government personnel, equipment and supplies including extra hires (personnel hired to perform recovery work).

    The County Auditor (or his/her designee) will ensure that the necessary record keeping for the county/City during a disaster situation is maintained. Each agency/department involved in the disaster situation will document its expenditures, as will private contractors involve in Contract Work.

    The City Finance Director (or his/her designee) will ensure that the necessary record keeping for the municipality during a disaster situation is maintained. Each agency/department involved in the disaster situation will document its expenditures as will private contractors involved in Contract Work.

    <u>Record Keeping</u>

    It is virtually impossible to complete the necessary record keeping accurately and properly after disaster emergency work has been done and a period of time has elapsed. Therefore, the importance of record keeping cannot be over-emphasized, i.e., you must plan. Designated record keepers must know what records to keep, how to keep them, and be familiar enough with the overall process to start keeping these records immediately upon starting any type of work to respond to the threat or recover from a disaster emergency.
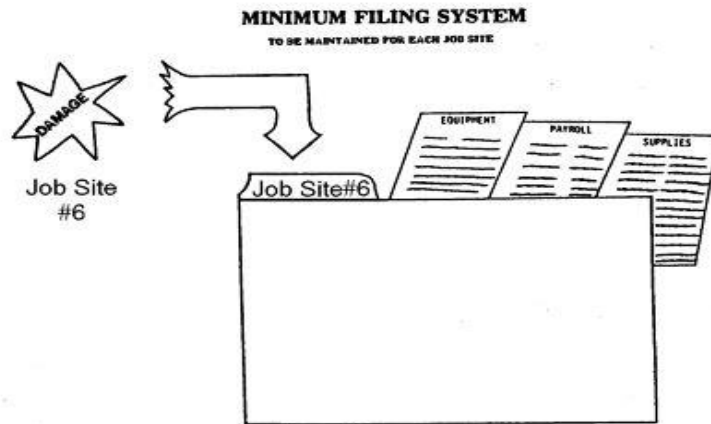
    If the situation develops into a major disaster declaration, proper documentation will be needed to justify local expenditures for which reimbursement will be requested. Without proper record keeping, you stand to lose considerable sums of money because claims for reimbursement cannot be justified. Accurate documentation will also be needed to justify expenditures for which reimbursement will not be requested. These dollars may be needed as soft match.

    Procedures for proper documentation can be found on the following pages in this section. If questions arise within the establishment of proper records, refer to the Kendall County/City of Boerne EOC SOPs (Finance Section), or call the Texas Division of Emergency Management at 512424-2208 (Administrative/Logistics Section).

    <u>Organizing Disaster Documentation</u>

    When repair work starts, establish a separate folder for each work project that must be accomplished (as they become known, but no later than the second day after work begins on a particular job). For

example, if you have washout damage at five locations that must be repaired right away, establish aseparate folder (one for each job site), not one folder for all job sites.

MINIMUM FILING SYSTEM
TO BE MAINTAINED FOR EACH JOB SITE

Job Site #6

Job Site#6

EQUIPMENT PAYROLL SUPPLIES

Contract Work

If the work is completed on a lump sum contract, an invoice and copy of the contract is needed. If a cost-type contract is used, the contractor must furnish, in addition to an invoice and copy of contract,a detailed breakdown of all costs, including equipment used, dates used, location of work, hourly rates and hours used. The requirement to furnish this detailed breakdown should be included in the contract. For either type work, the local government must show on each invoice the following:

1. Date and amount paid.
2. Check or warrant number or evidence of cost payment.

Evidence of the contract advertisement, bidders, and selection of the low-bid contractor should be retained. Cost-plus-percentage of cost contracts are not reimbursable.

Force Account Work

The documentation for this type of work is quite involved. So, immediately after the onset of any disaster or emergency, someone, preferably a county or city clerk, should start keeping proper records. This person needs to be designated and trained in advance. If a major disaster is declared,he/she should participate in the Public Assistance Program briefing for applicants.

If you use another county or city's resources, the same documentation is required as if the resources were your own. An invoice is required indicating that you have paid the county/city. This invoice must show the following:

1. Date and amount paid.
2. Check or warrant number, or evidence of cash payment.

Force Account Payroll

As a minimum, your payroll must show the following: pay period, name, job classification, numberof hours worked each day, total hours worked for pay period, rate of pay, (regular and overtime), total earnings, and paycheck number. Only overtime pay (wages and payroll additives) of all regularemployees are eligible for reimbursement. All wages and payroll additives of extra hires (additional

personnel hired to perform emergency work) are eligible for reimbursement. Your records must also indicate which job site the employee was working on each day and each hour if he/she worked on more than one job site in a single day. Indicate on the Payroll Record Form (Force Account Payroll Record) those persons who are extra hires (additional personnel hired to perform emergency work.)

A Payroll Record Form has been designed to enable you to show who did what and when and for how long on each job site. You may substitute your county form, so long as it gives the requestedinformation.

It is important to know daily who (regular employees or extra hires) worked on what disaster emergency-related job, for how long, and what he/she did. These must be turned in daily byeach employee or by the foreman to the EOC/Incident Finance Section. Any type of daily work report form may be used if it shows the date, hours worked, job classification, and job sites in a single day, he/she should turn in a separate work report for each.

If desired, you could transcribe the information from the daily reports to your payroll system, and then file the daily report in the proper job folder. Having done this, the Payroll Record Form couldthen be brought up to date every other day, but at least once each week.

Force Account Equipment

Equipment, both applicants owned and rented, used on each particular job site must be fully documented. Specifically, the documentation must show the following:
1. Type and description.
2. Date(s) used, hours used each day, total hours used.
3. Rate per hour (indicate with or without operator).
4. Total cost for each, and total cost of all equipment used.

If the equipment is rented, you must also show the date, amount paid and check number or evidence of cash payment. The rental agreement must specifically state who must pay for all equipment repairs and a copy of the agreement must be retained in the job site file.

Rates used on applicant-owned equipment must be no more than those approved on FEMA's "Schedule of Equipment Rates". A copy of these rates can be obtained through the Texas Office ofHomeland Security.

The Equipment Record Form will be used to document the above information for equipment used oneach specific job site. You should place an Equipment Record Form in each job folder immediately upon starting work, and record daily the use of any equipment on this form. A vendor invoice foldershould also be established for vendor invoices and rental agreements if any rental equipment is used.Local governments may want to use daily written (form) reports or daily oral reports from foremento record equipment usage.

Force Account Supplies

Materials and supplies, both purchased and from stock, used on each particular job site must be fully documented. Specifically, the documentation must show the unit price (may be averaged from stockcards) , total cost, quantity, description, date purchased, date used, job used on, date paid for, and amount and check number or evidence of cash payment. Costs for transportation equipment utilizedby an operating department and other employees whose duties do not change because of the disaster are ineligible for reimbursement. Costs of hand tools (shovels, handsaws, hammers, etc.) personal equipment and protective clothing used in performing eligible work are ineligible for reimbursementas are charges for insurance, storage, overhead and administrative costs. It is strongly suggested thatyou use the Supply Record Form to document daily the above information for materials and suppliesused on each specific job site.

Immediately upon starting to work and establishing a folder for a particular job, place a Supply Record Form in the folder. Each time any materials are used on the job, record the information on the form.

A file separate from job folders should be established for vendor invoices on materials that are being, or will be, used on job sites. This will enable you to easily find the information needed when recording materials used on the Supply Record Form. You may use recently purchased materials or materials that have been in stock for some time for which the vendor's invoice has not yet been received or has been destroyed. If you have no invoice, confirm the needed information with the vendor and make up a city or county claim voucher for the vendor invoice file. You may want to use daily written (form) reports or daily oral reports from foremen to record expenditures of materials.

- **Texas Disaster Fund Procedures**

  Purpose

  The intent and orientation of the Texas Disaster Fund is for bona fide disasters requiring the State of Texas to initiate massive response in support of affected jurisdictions. The fund is intended to provide sufficient financial resources to be utilized until additional state and/or federal funding guarantees can be provided. Recognizing the relative unlikelihood of receiving a Presidential Declaration (federal), the fund manager also seeks to provide partial relief to affected jurisdictions for non-federal disasters. The procedures that follow outline the use of the fund in such events.

  The Texas Disaster Fund is separate from and should not be confused with the Governor's Contingency Fund. It is intended for the following:

  - Disaster Response: To partially reimburse Texas counties for costs incurred *outside normal operating expenses* in responding to disasters and emergency situations caused by natural and man-made events.

  - Disaster Mitigation: To provide limited supplemental funding for post-disaster projects which mitigate recurrent damage.

  - Military Department Aid to Local Governments: To provide limited financial means by which Texas Office of Homeland Security and the National Guard may assist local jurisdictions during emergencies/disasters.

  General

  - Disaster Response: Response is defined as the temporary or emergency actions necessary to save lives, protect property, preserve public health and safety, and temporarily restore essential public services at the time of an incident. The Texas Disaster Fund is established to supplement local resources expended during a disaster/emergency and is not intended to reimburse all expenses. Local applicants must seek available disaster assistance from other state and federal sources prior to requesting reimbursement from the Texas Disaster Fund. Costs covered by or eligible for insurance (including flood and earthquake insurance riders) are not eligible for reimbursement. The fund will not reimburse local applicants for expenditures where alternate funding sources exist (e.g., State Fire Suppression Fund, State Search and Rescue program, et al). The Texas Disaster Fund will not duplicate assistance but may be used to complement other assistance.

- Disaster Mitigation: Jurisdictions that receive Texas Disaster Fund assistance will be eligible to submit a proposal for a project designed to mitigate future damage from similar disasters. The fund manager may commit no more than 15 percent of the amount paid out for disaster response for approved mitigation projects directly related to the previously reimbursed disaster/ emergency. Project proposals should be submitted to the fund manager in the same reimbursement year as the occurring disaster or the reimbursement year immediately following the disaster. All projects will require a minimum of 50 percent hard match from the jurisdiction.

  A NOTE ABOUT TERMINOLOGY: While the use of disaster phases such as response, recovery and mitigation provide a good heuristic device for grouping various disaster activities, it is important to note that the division between the phases can be somewhat arbitrary. In other words, disaster events are not discrete events which can be easily always distinguished between each other. The fund manager recognizes that the phasesmay not occur in neat, linear fashion. Therefore, costs associated with each disaster activitywill be evaluated separately for reimbursement as opposed to setting a definite cutoff date when it is declared that the disaster response phase is complete, and a new phase has begun.

  Examples of Incidents Considered for Financial Assistance: Floods, Winter Storms (excluding snow removal), Tornadoes, Earthquakes, Hazardous Material Spills (unrecoverable costs only),Other Disasters or Emergencies (without alternate funding sources)

  Jurisdictional Requirements: A jurisdiction, for the purposes of this fund, shall be a county, plus each of the smaller political subdivisions located within its boundaries (e.g., cities, towns, water districts et al).

- Local Government Responsibilities

  General

  Kendall County is responsible for the planning, coordination, and management of the disaster/emergency response effort. Potential state financial assistance does not relieve local authorities of their responsibilities as the first line of response during and/or after an emergencyor disaster. Decisions to respond in a certain fashion should not be made based on potential reimbursement from this fund. There is no guarantee from the fund manager that the jurisdiction will receive reimbursement in any event.

  Eligible Claimants

  Eligible claimants are counties, incorporated cities and towns and other political subdivisions (water districts, fire districts, etc.) within the affected areas. Kendall County/City of Boerne will make a single, consolidated request for each incident and any reimbursement will be sent to Kendall County/City of Boerne, which is responsible for disbursement of funds within its jurisdiction. All local requests for reimbursement will be processed through the county commissioners/ city council and their designated officials.

  Submission Dates

  Reimbursement requests, one for each incident, are to be submitted as soon as possibleafter an incident's financial matters are closed. The close of the incident is the date the last expense is paid by the applicant. All requests for reimbursement must arrive at theTexas Division of Emergency by the deadline date as posted for the disaster immediately following the reimbursement date to be considered for reimbursement.

Required Documents

FINANCIAL ASSISTANCE APPLICATION PACKAGE: The Financial Assistance Application Package is due upon closure of the incident and must contain the following:

1. Cover letter from the County Commissioners/City Council which completelydescribes the incident(s).
2. Copy of signed local disaster declaration(s).
3. Completed DCF Form 1, Texas Disaster Fund/Request for Financial Assistance, and copies of all supporting source documents (time sheets, equipment logs, vouchers, invoices, contracts, etc.).
4. Verification that other available funding sources have been sought prior to submissionof this claim.

All original source documents are to be maintained in the local office (s) routinely designated to maintain such documents.

Procurement

State and Local Statutes: Each applicant shall ensure that work and services authorized for approved project applications comply with state and local statutes, regulations, resolutions, and ordinances.

Contingency Payment: Each applicant shall ensure that no contract entered into by the applicant contains a provision which makes payment contingent upon reimbursement from the Texas Disaster Fund.

Cost Plus Contracting: Cost-plus-percentage of cost contracts will not be considered forreimbursement.

Claims Policy

Texas Constitution Articles 16-6 and 16-7 prohibit advances and donations. Hence, the Fund may only be used for reimbursement of eligible expenditures. Documentation will be required to verify that the expenses were paid by the claimant jurisdiction. All bills must be paid by theclaimant before consideration for reimbursement from the Texas Disaster Fund. All contracts must be fully executed before any reimbursement claim is filed. The Associated General Contractor (AGC) rates, by area, are the maximum eligible rates for contract reimbursement aswell as eligible force account work. Force account work which does not involve an actual cash outlay by the claimant will not be considered for reimbursement except where specifically listed under Allowable Costs. All disaster/emergency claims filed for reimbursement are subject to state review. As a rule, state auditors will examine all claims after approval for payment. Any claim can be audited; therefore, all supporting records and documentation should be maintained for at least three years after any reimbursement is made.

- Administration
  Fund Manager

  Responsibility for the administration of the Texas Disaster Fund, including providing information, guidance, advice, and assistance to local governments making application fordisaster assistance funds rests with the **Texas** Division of Emergency Management.
  Questions should be directed to the **TDEM** Disaster Recovery **Task Force** C**oordinatorRegion 6, (806) 0543-9407.**

- <u>Allowable and Unallowable Costs</u>

<u>Allowable Costs</u>
- Overtime salaries and wages and corresponding payroll additives for all regular employees directly engaged in the performance of eligible disaster work.
- Regular and overtime salaries and wages and corresponding payroll additives for all extra hires performing eligible disaster work.
- Eligible materials and supplies consumed in eligible disaster work (sand, sandbags, lumber, disposable personal protection equipment, etc.), including those procured by direct purchase or taken from claimant's stock.
- Costs incurred over and above normal forty-hour week in the operation of claimant- owned equipment or other publicly owned equipment used by the claimant, in eligible disaster work [Associated General Contractor (AGC) rates apply]
- Reasonable costs for work performed by private contractors on eligible projects contracted for in accordance with local statutes.
- Reasonable meal expenses for workers (and volunteers) directly engaged in eligible disaster work where it is not feasible for workers to leave the worksite to obtain meals on their own.

<u>Unallowable Costs</u>
- Regular salaries and wages and payroll additives for regular employees whether engaged in eligible disaster work or not.
- Cost of compensatory time given to employees in lieu of overtime pay.
- Salaries and wages and payroll additives of government officials who are responsible for directing regular government activities.
- Salaries, wages, fees and expenses of individuals or firms engaged in engineering analysis, project feasibility studies, preparation and processing of damage survey reports, project applications, claims for payment and support documentation.
- Legal fees
- Insurance
- Office supplies and equipment
- Overhead costs
- Rent expense.
- Storage expense
- Regular telephone and facsimile expenses
- Interest charges
- Late payment fees
- Sales tax
- Costs of hand tools (shovels, hammers, handsaws, etc.), reusable personal protective equipment (gloves, hats, coats, etc.)
- Force account equipment costs for equipment utilized during normal business hours.
- Cost-plus-percentage-of-cost contract work
- Costs incurred under contracts based on contingency clauses.
- All costs incurred for undeclared or ineligible disasters/emergencies.

Logistics Management Support Annex

Coordinating Agencies: **Kendall County/City of Boerne Elected Officials**
Kendall County/Boerne Emergency Management

Cooperating Agencies: **All**

<u>Purpose</u>

The Logistics Management Support Annex provides an overview of the framework through which the overall logistics management function operates for Kendall County/City of Boerne when the Kendall County/Boerne Emergency Operations Plan and/or Emergency Operations Center are activated. Logistics provides services and supplies in support of emergency and disaster operations. Responsibilities include providing for facilities, transportation, supplies, equipment maintenance and fueling, and feeding services for responding personnel and victims. This annex provides an overview of logistics management functions, roles, and responsibilities.

<u>Scope</u>

This annex identifies the components of the resource delivery structure, provides a concept of operations for logistics management in support of the Kendall County/Boerne Emergency Operations Plan, and describes how Kendall County/Boerne will coordinate logistics management between local (public and private), state, and federal agencies. Effective logistics management contributes to mission success while ensuring all functions are executed in a unified manner to reduce costs, ensure appropriate support actions, and increase response capability.

<u>Key   Tasks/Responsibilities</u>

- Coordinating Agencies
  - o Identify and develop, in conjunction with other ESFs, equipment caches and re-supply sources.
  - o Maintain an updated compilation of all agency resource lists (see below).
  - o Develop and maintain mechanisms, in conjunction with ESFs #5 and 7, for procuringadditional resources through local, regional, state, federal, and private partners.
  - o Facilitate communications between responders, ESFs, EOC staff, the Kendall County/Boerne Elected Officials, and TDEM.
- Cooperating Agencies
  - o Provide logistical support in preparation and execution of applicable ESFs.
  - o Maintain accountability of resources.
  - o Assist with acquisition and delivery of resources (facilities, shelters, supplies, equipment,etc.)
  - o Upon request, provide resource personnel to the Kendall County/Boerne EmergencyOperations Center
  - o Maintain and provide the Financial Management support function, i.e., Finance Section with necessary documentation.
  - o Compile and maintain current lists of internal and external resources needed to carry out any Assigned Responsibilities/Tasks

<u>Concept of Operation</u>

- Logistics support is provided during all phases of incident management – mitigation, preparedness, response,and recovery. Logistics management will often interface and require coordination with private sector, State and/or Federal logistics managers during an incident.

- County agencies will initially use their own resources when providing support to the Kendall County Emergency Operations Plan. Resources may be managed from the County EOC, which finances the resource(the agency paying for the use of the resource), including deployment, repairs and maintenance, replacement, timekeeping, etc. Depending upon the magnitude of the event, the State and/or Federal government may also finance resources.

- Typically, the Logistics Section will be located at the ICP; however, when the extent of the incident requires the activation of the Kendall County/Boerne EOC, the Logistics Section's functions will be assumed from the EOC to reduce confusion, maximize personnel and efficiency, and avoid duplication of effort (refer to Kendall

County/Boerne EOC SOPs).
- The Logistics Section closely coordinates with ESF #7 – Resource Support to implement the procedures of this annex. When activated, ESF #5 facilitates staffing of the EOC's Logistics Section, whose function is to manage the following:
  - Control and accountability of local supplies and equipment.
  - Resource ordering.
  - Delivery of equipment.
  - Supplies and services.
  - Resource tracking.
  - Facility location and operations.
  - Transportation coordination.
  - Information technology systems services.
  - Other administrative services.
- The Logistics Chief may designate an incident logistics base, a mobilization center and a mobilization center manager. The mobilization center remains under the oversight of the Logistics Section and brokers resources for the impacted area or community. It is the focal point for pre-positioning, receipt, and distribution of supplies.
- Movement of teams, supplies, and equipment is managed by the Logistics Section and coordinated with the Operations Section.
- Resources needed to mitigate the effects of, prepare for, respond, or recover from an incident may include equipment, personnel, supplies, relief to victims, or other services. The County attempts to fill the need from existing resources or through mutual aid or memorandums of understanding with other jurisdictions. Fiscal obligations and oversight are the responsibility of the Finance Section.
- To fill resource/logistics requirements, the Logistics Section may:
  - Fill the requirement from the resources located at the logistics base.
  - Fill the requirement by direct mission assignment to a local agency or organization.
  - Prepare a requisition and recommend commercial sources for goods services to the Finance / Administration Section, as applicable.
  - If the resource is still not available, the Logistics Section Chief passes a request through the Emergency Management Staff to the Kendall County/ Boerne Elected Officials for approval and submission to the State.
- Logistics staff eventually transition from the material management role of providing supplies and equipment or goods and services at the location and in the quantities required in the most timely and cost-effective manner as possible (and tracking all resources) to a property management role which accounts for personal property at all operational levels. This role involves maintaining property accountability on items stored at or issued from distribution, receiving, or mobilization center locations.
- County agencies and private sector entities are also responsible for maintaining accountability of their property throughout incident operations. In the event of a disaster declaration, property used for incident management operations which is lost, damaged, stolen, or consumed may be cost reimbursable. Local agencies must be able to provide the proper documentation to recover for loss, and in any case should not rely on financial reimbursementor equipment replacement by County, State, or federal sources.
- Contracts can be made with private non-profit organizations, private businesses, and industry for the provision of resources subject to normal rules or to exceptions approved by the County Commissioners/City Council or the Governor, in advance, depending upon the magnitude of the event.

Coordinating Agency: **Kendall County Emergency Management**

Cooperating Agencies: **All City/County Departments/Agencies**
All applicable Private-Sector Agencies

Purpose

The Private-Sector Coordination Support Annex describes the policies, responsibilities, and concept of operations for incident management activities involving the private sector during actual or potential incidents. The annex further describes the activities necessary to ensure effective coordination and integration with the private sector, including the County's critical infrastructure, key resources, and other business and industry components.

Scope

This annex applies to all governmental agencies operating under the Kendall County/Boerne Emergency Operations Plan (KC/COB OP) during a potential or actual incident that involves the private sector in any of the following ways:
- Impacted organization or infrastructure.
- Response resource.
- Regulated and/or responsible party.
- Member of the Local Emergency Planning Committee.

Because the KC/COB OP provides an integrated framework that includes the private sector in incident management activities, this annex addresses only those aspects of incident management regarding the private sector that must be emphasized because of their uniqueness or importance. This annex does not alter existing private-sector responsibilities for emergency management under the law. Existing contractualor other legal relationships between local agencies and the private sector are not supplanted by this annex. The roles and interfaces of volunteer and nongovernmental organizations are detailed in the Volunteer andDonations Management Support Annex.

Key Tasks/Responsibilities

- Coordinating Agency
    - Develop plans, frameworks, and relationships, and facilitates coordinated incident response planning with the private sector.
    - Share information, including threats and warnings, before, during, and after an incident.
    - Informs and orients the private sector on the contents of the KC/COB OP and encourages and facilitates the development and coordination of equivalent private-sector planning.
    - Develops, implements, and operates information-sharing and communications with local stakeholders.
- Cooperating Agencies
    - The primary agency(ies) for each ESF is responsible for developing and maintaining working relations with its associated private-sector counterpart(s) through partnership committees or other means (e.g., ESF #2, Communications – telecommunications industry).
    - Private-sector organizations support the KC/COB OP either through voluntary actions to help ensure business continuity or by complying with applicable laws and regulations.
    - Private-sector organizations accept an appropriate measure of responsibility for sharing information with the government, identifying risks, performing vulnerability assessments,

developing contingency and response plans, enhancing their overall readiness, implementing appropriate prevention and protection programs, and donating or otherwise providing goods and services through contractual arrangement or government purchases to assist in response and recovery from an incident.

- o Certain organizations are required by existing law and regulation to bear the cost of planning and response to incidents, regardless of cause. In the case of a large-scale incident, these private-sector organizations are expected to mobilize and employ the resources necessary and available in accordance with their plans to address the consequences of incidents at their own facilities or incidents for which they are other wise responsible.

Concept of Operations

- Kendall County/Boerne Emergency Management encourages cooperative relations between private- sector organizations and local authorities regarding prevention, preparedness, mitigation, response, and recovery activities. It works cooperatively on incident planning, communication, and operational execution activities with these entities.
- Kendall County/City of Boerne encourages processes that support informed cooperative decision making. It takes actions that engage the private sector to ensure:
    - o Effective and efficient use of private-sector and Local resources.
    - o Timely exchange of information; and
    - o Public confidence in times of crisis or catastrophe.
- Kendall County/City of Boerne encourages extensive two-way sharing between the public and private sectors of operational information and situational awareness relative to potential or actual incidents. The Local Government works to develop and apply processes, procedures, and communications protocols. Kendall County/City of Boerne encourages owners and operators of those infrastructure elements whose disruption may have significant local impact to develop appropriate emergency response plans and information-sharing processes and protocols tailored to the unique requirements of their respective businesses and mapped clearly to local emergency response plans and information- sharing networks.
- Kendall County/City of Boerne encourages private-sector organizations to develop and maintain capabilities needed to respond to and manage a complete spectrum of incidents and emergencies, except in cases where the capabilities are inherently governmental in nature. Kendall County/Boerne may direct private-sector response resources in some cases in which contractual relationships exist. The Kendall County/City of Boerne Elected Officials also retains its full authorities to oversee and control as appropriate infrastructure involved in an incident.
- The operational concept for incident management involving the private sector is the ICS concept specified in the KC/COB OP and the National Incident Management System. The on-scene incident command and management organization is located at the Incident Command Post. It is typically comprised of incident management officials and responders. In the event of a large-scale incident, the County's/City's Emergency Operations Center may be activated. It may include private-sector and non- governmental organizations when appropriate.
- Private entities such as businesses and industry associations develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services to customers and as a responsibility to their owners. Assessments of and contingency plans for the disruption of a private entity's supply chain and other dependencies are usually included in this planning. Private-sector owners and operators coordinate their emergency management programs and continuity/contingency programs and plans with Kendall County's/Boerne's Emergency Operations Plan. A number of local businesses have developed information-sharing arrangements to facilitate coordination necessary to share disaster-related information.
- Private-sector organizations, like local and nongovernmental organizations, report threats, incidents, and potential incidents to Dispatch using the current 911 system. Dispatch receives threat and operational information regarding incidents or potential incidents and makes initial notifications to initiate the coordination of Local incident management activities.

Coordinating Agencies:	**Kendall County PIO**
	COB PIO
	Kendall County Elected Officials
	City of Boerne Elected Officials
Cooperating Agencies:	**All Agencies**

Purpose

The Public Affairs Support Annex describes the interagency policies and procedures used to rapidly mobilize Public Information assets to prepare and deliver coordinated and sustained messages to the publicin response to incidents and other major emergencies.

Scope

This annex is applicable to all Local departments and agencies responding under the KC/COB OP. It establishes mechanisms to prepare and deliver coordinated and sustained messages regarding potential or actual incidents and provides for prompt acknowledgement of an incident and communication of emergency information to the public during incident management operations. Kendall County's Public Information is comprised of two components of the KC/COB OP: The Public Affairs Support Annex, whichdescribes the interagency policies and procedures for incident and communications with the public, and the ESF #15 – External Affairs Annex, which outlines resources and capabilities for public affairs. Kendall County's EOP SOPs also contain supporting guidance and instructions for incident communications with the public.

The policies and procedures outlined in these documents are based on, and flow through, the NRF, the National Incident Management System (NIMS), the TDEM EOP, the Joint Information System (JIS), andthe Incident Command System (ICS). All these elements are integrated with and supported through theESF #15 resource management structure.

Key Tasks/Responsibilities
- Coordinating Agencies
  - Plans, prepares, and execute leadership and ESF #15 resource management during incidents.
  - Coordinate plans, processes, and resource support to field operations for incident communications with the public through ESF #15, coordinate incident communications plans and processes utilizing the interagency core PIO group and JIC plans and processes.
  - Designate an EOC Public Information Officer to support the incident PIO.
  - Coordinate plans and processes for incident communications with Kendall County/COB Departments, the public, nongovernmental organizations; and
  - Disseminates information related to incidents to the public.

- Cooperating Agencies
  - Plan, prepare, and execute their respective processes for incident communications with the public during potential or actual incidents.
  - In conjunction with communications guidance from the Kendall County/Boerne EOC, assume certain primary agency responsibilities for incident communications with the public when assigned or consistent with departmental and agency authorities. For example, Kendall County Public Health may assume primary responsibility for public affairs issues during a potential or actual incident which involves a communicable disease outbreak.

- o Prepare incident information for the public within their functional areas of responsibility; and
- o Ensure that departmental and agency plans incorporate the provisions contained in the KC/COB OP for incident communications with the public.

Concept of Operations

- Incident communications incorporates the following processes:
    - o Control: Identification of incident communications coordinating, primary and supporting departments and agency roles, and authorities for release of information.
    - o Coordination: Specification of interagency coordination and plans, notification, activation,and supporting protocols.
    - o Communications: Development of message content such as incident facts, health risk concerns, pre-incident and post-incident preparedness recommendations, warning issues, incident information, messages, audiences, and strategies for when, where, how, and by whom the messages will be delivered.

General

- During an incident, Local authorities have responsibility for communicating information regarding the incident to the public. These actions are a critical component of incident management and must be fully integrated with all other operational actions to ensure the following objectives are met:
    - o Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident; and
    - o Dissemination of incident information to the general public.
- The Joint Information Center (JIC) structure provides a supporting mechanism to develop, coordinate, and deliver messages; it supports the EOC, Incident Commander, Unified Command, and the associated elements of the ICS.
- A PIO core group develops, coordinates, and delivers information and instructions to the public relatedto:
    - o Assistance to the incident-affected area.
    - o Local departmental/agency response.
    - o Local preparations.
    - o Protective measures; and
    - o Impact on non-affected areas.
- Assignment to this core group is determined by the coordinating agencies in accordance with jurisdictional and statutory responsibilities, operational tasks, areas of expertise and responsibility, andthe nature and location of the incident.
- The coordinating agencies have the primary responsibility for coordinating the local incident communications effort by:
    - o Identifying the department and agency participants in the core group and arranging activities necessary for coordination.
    - o Providing a leadership role during local incidents when significant interagency coordination isrequired; and
    - o Providing coordination with the Kendall County/City of Boerne Elected Officials and otherapplicable entities on matters related to dissemination of incident-related information to thepublic.
    - o Effective and efficient use of private-sector and Local resources.
    - o Timely exchange of information; and
    - o Public confidence in times of crisis or catastrophe.

Communications Team

Kendall County/City of Boerne operates as a team to ensure successful incident communications with the public. From initial notifications to final recovery actions, the team must operate and speak with a unified voice and consistent message that is coordinated with the different Local authorities involved in an incident. The organizational approach for public affairs and incident communications with the public relies on the following organizations and positions:

- **Kendall County/Boerne EOC PIO:** The EOC PIO is a dedicated position who functions as the presssecretary,

coordinates media activities for the Kendall County/City of Boerne Elected Officials and provides communications guidance to the Elected Officials and the JIC. Serves as a dedicated spokesperson when directed by the Kendall County/Boerne Elected Officials.

- Core Group: Incident messages are developed, coordinated, and delivered by an interagency coregroup of the key departments and agencies involved in the incident.
- **Kendall County/Boerne Joint Information Center:** A JIC is a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments. In the event of a potential or actual incident, JICs are established to coordinate Local and private-sector incident communications with the public. Major announcements, daily briefings, and incident updates from the JIC are coordinated through the EOC PIO, Kendall County/Boerne Elected Officials, and the interagency core group prior to release. This must be closely assessed and agreed uponin the early stages of an incident by all involved in incident communications with the public.
- **Incident JIC**: The incident JIC is the physical location on-scene from which public affairs professionalsfrom organizations involved in the response work together to provide critical emergency information, media response, and public affairs functions. The JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation.
- **JIC Staffing Components**: JIC organization and staffing components are based on the template established in the NIMS and the Kendall County/Boerne EOC SOPs
- **JIC Information Management:** The JIC develops, coordinates, and disseminates unified information.
- **Multiple JICs:** Procedures and processes specified in the NIMS and the Kendall County/Boerne EOCSOPs, in conjunction with guidance from the Kendall County Elected Officials, should be employed whenever multiple JICs are operating in support of the same incident. This ensures mutual awareness and consistency in messaging and public instructions between the on-scene Incident Commander and EOC.

Managing Incident Communications

When an actual or potential incident occurs, Local participants must immediately work together to manage incident communications with the public. This section describes incident communications control processes that delineate primary roles, primary agency functional areas, and authority for release of information.

- Assignments: Upon notification, the COB PIO coordinates Local activities related to incident communications with the public. Departments, agencies, and other authorities may retain primary incident communications responsibility for specific tasks. Primary assignments are confirmed during initial conference calls and may include the following:
  - o Incident management
  - o Law enforcement
  - o Medical or health
  - o Family assistance and victim issues
  - o Technical or forensic matters
  - o Environmental
  - o Protective measures
  - o Search and rescue
  - o Preparedness
  - o Recovery assistance
  - o Personnel management
- Core Group Participants: Public affairs core group participation is flexible and scalable, dependingon the nature and scope of the incident. As appropriate, the public affairs core group may consist of representatives from the following: Kendall County, City of Boerne.

- Initial Coordination: Establishing communications paths with participants is a primary objective during the first minutes of plan activation. These paths provide a streamlined process to ensure that appropriate participants and decision makers are linked together (by virtual or other means) to manage incident communications with the public.
- Incident Site: When an incident occurs within their jurisdiction, Local authorities take the lead to communicate public information regarding the incident. The on-scene PIO will make every reasonable attempt to establish contact with the EOC PIO (when activated) and participating communicators to gain incident facts, operational response updates, media coverage, and messages under consideration or already delivered.
- News Media: Contact with key news media to inform them about the incident and its status, provide initial information to counter speculation and rumors, and make available, where necessary or known, immediate health and safety guidance. Departments and agencies should closely coordinate media queries during this critical phase to ensure that an approved plan is being executed.
- Sustaining Coordination: Leadership for incident communications with the public uses the JIS and incident communications processes to organize and operate a sustained, integrated, and coordinated strategy ensuring the delivery of timely, accurate, and consistent information to the public. Resources for these activities are provided through ESF #15. This sustained coordination effort includes local, private-sector, and nongovernmental entities involved with incident communications with the public.The EOC PIO coordinates department and agency incident communications with the public as necessary throughout the incident, focusing on both the incident locale and non-affected areas to ensure continuity and synchronization incident communications teams.

Actions Supporting Incident Communications with the Public

Actions supporting incident communications with the public are keyed to the major components of incident management and incorporate special considerations as appropriate to the specific circumstances associated with the incident. Phasing of incident communications actions and special considerations that relate to incident communications with the public are detailed in the following subsections.
- Actions Relating to Incident Management Components
  - Preparedness: Preparedness for incident communications activities includes those measures taken before an incident to prepare for or mitigate the effects. Preparedness as it relates to incident communications with the public includes:
    - Evacuation, warning, or precautionary information to ensure public safety and health.
    - Public education and supporting documentation.
    - Local, and tribal incident communications.
    - Media education, including hazard information.
    - Exercises and training with risk communications.
    - Identifying subject-matter experts for availability during an incident.
    - Preparation and readiness to develop and deploy public service announcements and health advisory information; and
    - Testing and coordination of emergency broadcast and alerting systems.
  - Response: Response processes mitigate the effects of unanticipated problems and facilitate orderly management of an incident. Response activities for incident communications with the public include:
    - Rapid mobilization of incident communications resources to prepare and deliver coordinated and sustained messages according to a well-planned strategy. The on-scene PIO coordinates the incident communications response with the EOC PIO (when activated);
    - Immediate and continuing dissemination of health or safety instructions, if necessary. This may also include evacuation or decontamination instructions.
    - Coordination of initial announcements regarding an incident with authorities to ensure that the public is receiving a consistent message.
    - Activation of ESF #15 to support the incident communications effort with appropriate resources.
    - Making available pre-identified subject matter experts to the media to provide accurate scientific, medical, and technical response information.

- ■ Establishment of a JIC to support the EOC and ICS.
- ■ Upon activation of the EOC, designation of an EOC Public Information Officer (PIO) to coordinate public information and manage the JIC.
- ■ Dissemination of information to the public on reassurance that authorities are implementing response and recovery actions to ensure the health, safety, and security of the public.
- ■ Communications to other, non-affected areas about incident details, preparedness measures, and reassurance.
- ■ Deployment of public affairs resources from other departments and agencies as required by the scope of the incident; and
- ■ Development and implementation of a joint sustaining communications plan by local authorities.
- o Recovery: Incident communications and public affairs efforts are sustained as long as necessary to continually reassure, inform, and respond to public information needs. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions for incident communications with the public may include:
  - ■ Providing public information on incident response and progress in restoring normalcy. Emphasis is placed on mitigating or reducing social and emotional anxiety and concern.
  - ■ Providing public information on disaster assistance and support resources; and
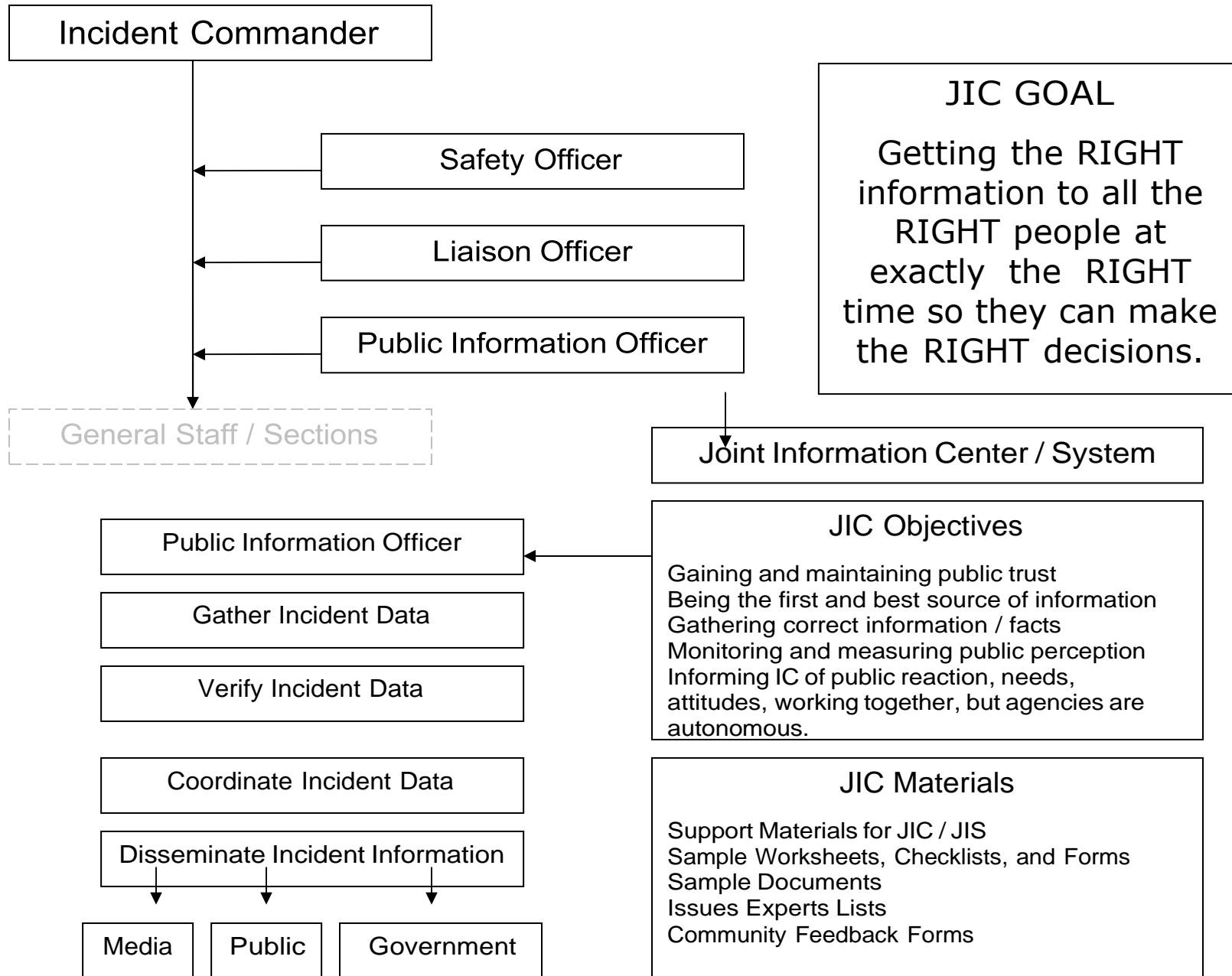 - ■ Recognition of the efforts of responders, citizens, and the private sector.

Incident Action Special Considerations

- **Objectives:** Communication objectives during an incident are focused on delivering information regarding incident facts, health and safety, preparedness, and response/recovery activity and instructions. Citizens are reassured that authorities are executing coordinated response plans and are provided with frequent updates on incident facts and important instructions. Throughout all phases of incident management, public confidence and credibility must be maintained, particularly if WMD are involved or threatened.
- **Coordination Strategy:** A critical element in building a successful strategy among local, private- sector, and non-governmental incident communications leaders is to reach consensus as soon as possible on the coordination and synchronization of incident communications with the public. The appropriate local authorities must take a lead incident communications role within their respective jurisdictions, while the core group coordinates communications covering assistance to the affected area, departmental/agency response, local preparations, protective measures, impact on non- affected areas, and law enforcement activities. Mutual agreement and maintenance of this relationship remains a high priority throughout the incident.
- **Messaging Considerations:** Incidents place a large demand on normal public affairs processes and organizations. Advance planning, pre-incident coordination and mutual awareness, and exercises all serve to mitigate this. However, public affairs professionals must consider the following:
  - o Developing the Message: The nature of an incident and restrictions it may create could inhibit the ability of the local incident communications team to develop a communications strategy and message. This could include loss of communications or transportation restrictions. This could also be exacerbated if relocation by participating departments and agencies is required.
  - o Delivering the Message: Message delivery during an incident may require use of all available communications media and resources. Development of aggressive and creative solutions when traditional tools of communication are not available should be assessed and planned for throughout the incident.
  - o Receiving the Message: The public, especially those who require evacuation or other guidance, must have the capability to receive the message. This may be difficult if the affected area has suffered significant loss of normal power or personal and mass communications capability. The ability of the public to receive messages and instructions must be considered throughout an incident and be made known to incident management leadership on a recurrent basis so that appropriate delivery mechanisms and resources are implemented.
  - o Risk Communications: Professionals who support this annex should be trained and conversant in risk communications and employ its major principles during incident management.
  - o Information Security: An incident or other local emergency may involve sensitive information.

Public information and public education efforts in support of major local incidents must be conducted using the proper protocol and procedures for handling of classified or sensitive information. Operational leadership and the communications teammust consider the security of classified and sensitive law enforcement information, together with the responsibility to provide the public with critical emergency information and protective action guidance.

- o Rumors and Misinformation: The incident communication core group and JIC use media monitoring, community relations reports, and other techniques to identify rumors, misinformation, inaccurate reports, or other potential issues. The core group and JIC provide a rapid-response capability to research problems, develop an aggressive communications strategy, and ensure dissemination of accurate information to minimize the potential for release of conflicting information and potential for panic or loss of public confidence.
- o Scientific/Medical Support and Messaging: Public information must be correct and consistent with scientific and medical recommendations. The core group and JIC must rapidly translate complex scientific and medical processes into public information, statements for senior officials, and instructions that can be readily absorbed by the mediaor acted on by the public. The immediate involvement of agency subject-matter experts iscritical to ensure effective, accurate, and timely incident communications with the public.
- o Non-affected Areas: Instructions are provided to non-affected areas to enhance preparedness and minimize the impact on health and safety of those in potentially threatened areas.
- o Public Alerting and Mass Communications Systems: These systems provide near immediate capability to warn or instruct the public on natural, manmade, or terrorist incidents. Subject to the availability of power and normal utilities, they provide a key mass communications resource for national leadership to employ during an incident. They may employ tools to reach the broadest audience including mass communications media, Web, other electronic means, and nontraditional resources.
- o Spokespersons: Spokespersons are identified as early in the incident response process as possible. Spokespersons may include incident management leadership and public affairs professionals. Local incident communications with the public must ensure that spokespersons are fully prepared with current information and incident facts, incident messages, and incident management roles and responsibilities. Scientific, technical, and medical experts should be identified and available for briefings and interviews throughout the incident. These experts are critical to ensuring that a message is clearly transmitted into common terms and is received by the audience with credibility.
- o Multilanguage Communications: The incident communications team ensures that non- English-speaking populations in both affected and non-affected areas receive the same incident information and public instructions. This should be considered throughout the course of the incident. The ESF #15 coordination team, through community relations andother resources, has a prominent role in meeting this requirement.
- o Web Site Coordination: Pre-incident development of incident-related Web pages expedites posting. It is essential that local incident communications staff frequently review Web site material to ensure consistency and accuracy in the unified message. Departments and agencies ensure that Web pages documenting incident activity are appropriately linkedto the Kendall County/City of Boerne Web sites and posted language is consistent with approved public affairs guidance.
- o Preparedness: Preparedness communications guidance and messaging support I sprovided through several resources, including:
  - ■ Web Sites: Agency websites must provide authoritative and scientifically based information on threats, health preparedness, and recovery-phase actions.
  - ■ Technical Experts: Interviews with subject-matter experts, technical experts, and nongovernmental authorities can summarize incident issues in layman's terms. These subject-matter experts are made available to the news media to provide fact-based information and objective analysis of an incident and related issues.
  - ■ Public Service Announcements: Subject to the nature of the incident, Public Affairs may develop and distribute public service announcements to educate and reassure the public about an incident and related medical or preparedness concerns.
- o Response: General planning guidance for incident communications with the public is contained in Table 1 at the end of this annex. This matrix reflects incident actions and commensurate incident communications response activities for a nonspecific incident. Key communications phase activities

are summarized.

- o Recovery: Incident communications with the public during recovery, which include the range of comprehensive local community relations efforts, are directed at assisting victims and their families, restoring the affected community, and instilling public confidence in there constitution of government operations and services.
- o Medical and Mental Health Support: Local resources, the American Red Cross, the Boerne/Kendall County Community Counseling Center, along with state and federal resources, may provide mental health assistance and support following an incident. This includes efforts to mitigate concerns, anxiety, and fear from new attacks or incidents, and to instill publicconfidence in the capabilities of responders, authorities, and plans.

- Many incidents do not require the direct involvement of the Kendall County or COB PIO; however, either may be asked to assume responsibility or provide a major role during incidents when significant interagency coordination is required. Notification, activation, and response processes are discussed in preceding sections of this annex. Communications with the public during major incidents are based on the following activities:
  - o The on-scene IC assesses the requirements for incident communications with the public in coordination with his/her designated on-scene PIO.
  - o If the on-scene IC/PIO determines the communications requirements are beyond their capability, they will notify the EOC, if activated, or the Kendall County/Boerne PIO via Dispatch. The Kendall County/Boerne PIO contacts the on-scene PIO and through mutualagreement, confirms primary roles and plans.
  - o The Kendall County/Boerne PIO, or his/her designee, identifies a core department and agency participant group (usually based on operational participation), and arranges coordination; and
  - o In coordination with participating counterparts, the core departmental/agency group develops and delivers public information and instructions. Primary assignments are determined in accordance with jurisdictional and statutory responsibilities, operationaltasks, areas of expertise and responsibility, and the nature and location of the incident.

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┌─────────────────────────┐                    ┌──────────────────────────────┐
│   Incident Commander    │                    │         JIC GOAL             │
└─────────────────────────┘                    │                              │
           │                                    │   Getting the RIGHT          │
           │         ┌──────────────────────┐   │   information to all the     │
           ◄─────────│   Safety Officer     │   │   RIGHT people at            │
           │         └──────────────────────┘   │   exactly  the  RIGHT        │
           │         ┌──────────────────────┐   │   time so they can make      │
           ◄─────────│   Liaison Officer    │   │   the RIGHT decisions.       │
           │         └──────────────────────┘   │                              │
           │         ┌──────────────────────┐   └──────────────────────────────┘
           ◄─────────│ Public Information   │
           │         │      Officer         │
           ▼         └──────────────────────┘
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General Staff / Sections

Joint Information Center / System

| Public Information Officer | | JIC Objectives |

| Gather Incident Data |

Gaining and maintaining public trust
Being the first and best source of information
Gathering correct information / facts
Monitoring and measuring public perception
Informing IC of public reaction, needs,
attitudes, working together, but agencies are
autonomous.

| Verify Incident Data |

| Coordinate Incident Data |

JIC Materials

| Disseminate Incident Information |

Support Materials for JIC / JIS
Sample Worksheets, Checklists, and Forms
Sample Documents
Issues Experts Lists
Community Feedback Forms

| Media | Public | Government |

Volunteer and Donations Management Support Annex

Coordinating Agency: **American Red Cross**

Cooperating Agencies: **Community Foundation**
Community Emergency Response Teams (CERT)

Purpose

The Volunteer and Donations Management Support Annex describes the coordinating processes used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited goods during a disaster.

Scope

This annex provides guidance on the local role in volunteer and donations management. There are two levels to this annex: Walk-in volunteers / random donations and organized volunteer groups / targeted donations. This guidance applies to all agencies with direct and indirect volunteer and/or donations responsibilities under the Kendall County/Boerne Emergency Operations Plan.

Key Tasks/Responsibilities

- Coordinating Agency
  - Serve as the EOC-level point of contact for the management of volunteers and donated goods.
  - Make early contact with the key Volunteer and Donations Coordinators from national voluntary organizations and the affected region regarding the issue of unaffiliated volunteers and unsolicited donated goods.
  - Set up a Volunteer and Donations Coordination Center, including a volunteer and donations hotline; and
  - Coordinate with Joint Information Center (JIC) staff on public service announcements, press releases, and other media-related support.
- Cooperating Agencies
  - Ensure the appropriate donations receiving and distribution facilities are established and operating effectively.
  - Provide equipment, supplies, and facilities as required.
  - Assist in providing information on affiliated volunteer and solicited donations management operations of member agencies.
  - Assist in providing information on unaffiliated volunteer and unsolicited donations management.
  - Provide technical assistance, as needed; and
  - Provide volunteer and donations management personnel as needed.

Concept of Operations

- The donation management process must be organized and coordinated to ensure that Kendall County/ City of Boerne is able to take advantage of the appropriate types and amounts of donated goods and services in a manner that precludes interference with or hampering of incident management operations.
- Kendall County/ Boerne looks principally to those voluntary organizations with established volunteer and donations management structures to receive and ensure utilization of appropriate volunteers and donated goods.
- Kendall County/City of Boerne encourages cash donations to recognized nonprofit voluntary organizations with relevant experience.

- Kendall County/Boerne encourages individuals interested in volunteering personal services to participate through the local Citizen Corps Council and/or to affiliate with a recognized nonprofit voluntary organization.
- Full use of existing nongovernmental organizational volunteer and donations management resources is encouraged before seeking assistance of the Federal or State governments.
- Donations of blood products are referred to in the ESF #8 – Public Health and Medical Services Annex.

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INCIDENT ANNEXES

Incident Annexes
Introduction

Purpose

This section provides an overview of the annexes applicable to situations requiring specialized, incident-specific implementation of the Kendall County/Boerne Emergency Operations Plan (KC/COB OP).

Background

The Incident Annexes address contingency or hazard situations requiring specialized application of the KC/COB OP. The annexes in the sections that follow address the following situations:
- Biological Incident
- Catastrophic Incident
- Food and Agriculture Incident
- Hazardous Materials Incident
- Terrorism Incident Law Enforcement and Investigation

Incident Annexes are organized alphabetically. Policies and procedures in the Catastrophic Incident Annex are overarching and applicable for all hazards. Similarly, the mechanisms in the Terrorism Incident Law Enforcement and Investigation Annex apply when terrorism is associated with any incident.

Incident Annex Contents

The annexes describe the policies, situation, concept of operations, and responsibilities pertinent to the type of incident in question.

- Policies: Each annex explains unique authorities pertinent to that incident, the special actions or declarations that may result, and any special policies that may apply.
- Situation: Each annex describes the incident situation as well as the planning assumptions and outlines the approach that will be used if key assumptions do not hold (for example, how authorities will operate if they lose communication with senior decision makers).
- Concept of Operations: Each annex describes the concept of operations appropriate to the incident, integration of operations with KC/COB OP elements, unique aspects of the organizational approach, notification and activation processes, and specialized incident-related actions. Each annex also details the coordination structures and positions of authority that are unique to the type of incident, the specialized response teams or unique resources needed, and other special considerations.
- Responsibilities: Each Incident Annex identifies the coordinating and cooperating agencies involved in an incident-specific response; in some cases, this responsibility is held jointly by two or more departments.

The overarching nature of functions described in these annexes frequently involves either the support to, or the cooperation of, all departments and agencies involved in incident management efforts, in some cases to ensure seamless integration of and transitions between preparedness, prevention, response, recovery, and mitigation activities. The responsibilities of the coordinating agency and cooperating agencies are identified below:

Coordinating Agency

Coordinating agencies described in the incident annexes support the Kendall County/Boerne incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects of the response. In accordance with Texas State Statutes and Kendall County Resolution, City of Boerne Ordinances the Kendall County/City of Boerne Elected Officials (Emergency Operations Center) retains responsibility for overall domestic incident management. Agencies designated as coordinating agencies are responsible for implementation of processes detailed in the annexes that follow. Some of the Incident Annexes, such as Cyber and Oil and Hazardous Materials, list multiple coordinating agencies. In these annexes, the responsibilities of the coordinating agency may be shared or delegated based on the nature or the location of the incident. The coordinating agency is responsible for:
- Orchestrating a coordinated delivery of those functions and procedures identified in the annex.
- Providing staff for operations functions at fixed and field facilities.
- Notifying and sub tasking cooperating agencies.

- Managing tasks with cooperating agencies, as well as appropriate State agencies.
- Working with appropriate private-sector organizations to maximize use of available resources.
- Supporting and keeping ESFs and other organizational elements informed of annex activities.
- Planning for short-term and long-term support to incident management and recovery operations; and
- Maintaining trained personnel to provide appropriate support.

<u>Cooperating Agencies</u>

The coordinating agency will notify cooperating agencies when their assistance is needed. Cooperating agencies are responsible for:
- Conducting operations, when requested by the EOC or the coordinating agency, using their own authorities, subject-matter experts, capabilities, or resources.
- Participating in planning for incident management and recovery operations and development of supporting operational plans, standard operating procedures, checklists, or other tools.
- Furnishing available personnel, equipment, or other resource support as requested by the EOC, on-scene IC, or the Incident Annex coordinator.
- Participating in training and exercises aimed at continuous improvement of prevention, response, and recovery capabilities; and
- Nominating new procedures to improve performance.

When requested, and upon approval of the Governor, the Texas Division of Emergency Managementprovides support during incidents. Accordingly, TDEM is considered a cooperating agency to the majority of Incident Annexes. For additional information on TDEM, refer to the NRF Base Plan.

Catastrophic Incident Annex

Coordinating Agency: **Kendall County/Boerne Emergency Management**

Cooperating Agencies: **All Kendall County/City of Boerne Departments**
Private-sector Partners

<u>Purpose</u>

The Catastrophic Incident Annex to the Kendall County/Boerne Emergency Operations Plan establishes the context and overarching strategy for implementing and coordinating an accelerated, proactive local response to a catastrophic incident.

<u>Scope</u>

A catastrophic incident, as defined by the KC/COB OP, is any natural or man-made incident, or any combination of natural or man-made incidents, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, and/or government functions. A catastrophic incident will result in sustained local impacts over a prolonged period of time; almost immediately exceeds resources normally, and significantly interrupts governmental operations and emergency services. These factors drive the urgency for coordinated local planning to ensure accelerated State/Federal assistance.

Recognizing that State and/or Federal resources are required to augment overwhelmed local response efforts, Kendall County/Boerne Emergency Management has identified resource shortfalls and developed protocols to request additional essential resources (e.g., medical teams, urban search and rescue teams, transportable shelters, medical and equipment caches, etc.) that are expected to be urgently needed/required to save lives and contain incidents.

Accordingly, upon designation by the Kendall County/Boerne Emergency Management Office as a catastrophic incident, State resources will be immediately requested and implemented into the local incident command structure.

<u>Policies</u>

- The KC/COB OP strategy is consistent with the TDEM EOP, the NRF and National Incident Management System protocols, and Incident Command System conventions.
- Only the Kendall County/City of Boerne Elected Officials or a member of the Kendall County/Boerne Emergency Management may initiate implementation of this annex.
- All local resources remain under the control of their respective department or agency.
- Local, State, and Federal resources will remain at a designated staging area until requested by local incident commander, when they are integrated into the incident response effort.
- The occurrence or threat of multiple catastrophic incidents may significantly reduce the size, speed, and depth of State/Federal response. If deemed necessary, the State and/or Federal Government may reduce the availability or allocation of finite resources when multiple venues are competing for the same resources or hold certain resources in reserve in case of additional incidents.

<u>Situation</u>

Incident Condition: Normal procedures for certain ESFs may be expedited or streamlined to address the magnitude of urgent requirements of the incident. All ESFs must explore economies of scale to maximize

utilization and efficiency of scarce resources. In the case of catastrophic incident, it is expected that the State and Federal Government will provide expedited assistance in one or more of the following areas:

- Mass Care, Housing, and Human Services (ESF #6): The ability to provide temporary shelter, food, emergency first aid, clothing, and other essential life support to people may be complicated by contaminated resources or facilities.
- Urban Search and Rescue (ESF #9): Resources and personnel to perform operational activities (e.g., locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures) are limited. If search and rescue operations are required in areas of contamination, the limited availability of properly equipped resources supports or underscores the need for prompt Federal response.
- Decontamination (ESFs #8 and #10): Incidents involving a weapon of mass destruction (WMD) may require decontamination of casualties, evacuees, animals, equipment, buildings, critical infrastructure, and other areas. Given the potentially large numbers of casualties and evacuees, resulting decontamination requirements will quickly outstrip local and State capabilities.
- Public Health and Medical Support (ESF #8): There is a significant need for public health and medical support, including mental health services. Medical support is required not only at medical facilities, but at casualty evacuation points, evacuee and refugee points and shelters, and at other locations to support field operations. In addition, any contamination requirement increases the requirement for technical assistance.
- Medical Equipment and Supplies (ESF #8): Shortages of available supplies of preventive and therapeutic pharmaceuticals and qualified medical personnel to administer available prophylaxis are likely. Timely distribution of prophylaxis may forestall additional illnesses and reduce the impact of disease among those already exposed.
- Casualty and Fatality Management and Transportation (ESF #8): Federal resources will be required to manage the transportation and storage of deceased, injured, and exposed victims if their numbers are extremely high. In addition, the immense numbers of casualties are likely to overwhelm the bed capacities of local and regional medical facilities.
- Public Information (ESF #15): When local public communications channels are overwhelmed during a catastrophic incident, the State and Federal Government must immediately provide resources to assist in delivering clear and coherent public information guidance and consistent messages to the affected areas.

Planning Assumptions

- A catastrophic incident will result in large numbers of casualties and/or displaced persons, possibly in the thousands.
- The Kendall County/City of Boerne Elected Officials or any member of the Kendall County/Boerne Emergency Management designate the event a Catastrophic Incident and directs implementation of this annex.
- A catastrophic mass casualty/mass evacuation incident immediately triggers a local disaster declaration and the request for a State Disaster Declaration.
- The nature and scope of the catastrophic incident may include chemical, biological, radiological, nuclear or high-yield explosive attacks, disease epidemics, and major natural or manmade hazards.
- Multiple incidents may occur simultaneously or sequentially in contiguous and/or noncontiguous areas. Some incidents, such as a biological WMD attack, may be dispersed over a large geographic area, and lack a defined incident site.
- A catastrophic incident may occur with little or no warning. Some incidents, such as rapid disease outbreaks, may be well underway before detection.
- The incident will cause significant disruption of the area's critical infrastructure, such as energy, transportation, telecommunications, and public health and medical systems.
- The response capabilities and resources of Kendall County/Boerne (to include mutual aid from surrounding jurisdictions and response support from the State) may be insufficient and quickly overwhelmed. Local emergency personnel who normally respond to incidents may be among those affected and unable to perform their duties.

- A detailed and credible common operating picture may not be achievable for 24 to 48 hours (or longer) after the incident. As a result, response activities must begin without the benefit of a detailed or complete situation and critical needs assessment.
- State and Federal support must be provided in a timely manner to save lives, prevent human suffering, and mitigate severe damage. This may require requesting assets to be pre-positioned.
- Large-scale evacuations, organized or self-directed, may occur. The health-related implications of an incident aggravate attempts to implement a coordinated evacuation management strategy.
- Large numbers of people may be left temporarily or permanently homeless and may require prolonged temporary housing.
- A catastrophic incident may produce environmental impacts (e.g., persistent chemical, biological, or radiological contamination) that severely challenge Kendall County's/Boerne's ability and capacity to achieve a timely recovery.
- A catastrophic incident has unique dimensions/characteristics requiring that agency response plans/strategies be flexible enough to effectively address emerging needs and requirements.
- A catastrophic incident may have significant inter-state dimensions. These include potential impacts on the health and welfare of transient/commuting populations, transit, law enforcement coordination, and other areas.
- If the catastrophic incident is the result of terrorism, the Homeland Security Advisory System (HSAS) level likely may be raised regionally, and perhaps nationally. Elevation of the HSAS level carries additional local, State, and Federal security enhancements that may affect the availability of certain response resources.

Concept of Operations

- Guiding principles for a proactive catastrophic incident response include the following:
  - The primary mission is to save lives, protect property and critical infrastructure, and contain the event.
  - Standard procedures outlined in the KC/COB OP and Kendall County's/Boerne's EOC SOPs regarding requests for assistance must be expedited in the immediate aftermath of an incident of catastrophic magnitude, pursuant to existing law.
  - Pre-identified response resources are mobilized and deployed, and, if required, begin emergency operations to commence life-safety activities; and
  - Notification and full coordination with the State occurs.
- Upon recognition that a catastrophic incident condition (e.g., involving mass casualties and/or mass evacuation) exists, the Kendall County Elected Officials immediately designates the event a Local Disaster and begins, potentially in advance of a formal State and/or Presidential disaster declaration, implementation of the KC/COB OP. Upon notification from the Emergency Operations Center that the KC/COB OP has been implemented, departments and agencies:
  - Take immediate actions to activate, mobilize, and deploy incident-specific resources.
  - Take immediate actions to protect life, property, and critical infrastructure under their jurisdiction, and provide assistance within the affected area.
  - Immediately commence those activities established under the appropriate and applicable KC/COB OP Annex(es), and their individual agency COOPs; and
- In response to a catastrophic incident, other activities/actions include:
  - All departments and agencies, including private-sector and non-governmental agencies, initiate actions to mobilize and deploy resources.
  - All departments, agencies, and organizations (e.g., the American Red Cross) assigned primary or supporting ESF responsibilities immediately begin implementation of those responsibilities, as appropriate or when directed by the EOC.
  - Incident-specific resources and capabilities (e.g., medical teams and equipment) are activated and prepare for deployment to a staging area near the incident site. The development of site- specific catastrophic incident response strategies that include the pre-identification of incident-specific critical resource requirements and corresponding deployment/employment strategies accelerate the timely provision of critically skilled resources and capabilities.

- o Area hospitals and local health care facilities (e.g., Urgent Care) are notified and prepared to rceive and treat casualties from the incident area. Facilities are asked to re-prioritize services until life-saving activities are concluded. The development of site-specific catastrophic incident response plans that include the pre-identification of projected casualty and mass care support requirements and potentially available facilities expands the response architecture and accelerates the availability of such resources.
  - o Supplementary support agreements with the private sector are activated; and
  - o Local departments and agencies may be asked to redirect efforts from their day-to-day responsibilities to support the response effort.
- See this annex's appendices for hazard-specific response guidelines.

Responsibilities

This section summarizes coordinating and cooperating agency responsibilities specific to this annex. For additional department and agency responsibilities, refer to the individual ESF Annexes and other hazard-specific Incident Annexes.

- Coordinating Agency
  - o Establish that a catastrophic incident has occurred and implement the KC/COB OP.
  - o Notify TDEM and agencies to implement the KC/COB OP.
  - o Activate the Kendall County/Boerne Emergency Operations Center in accordance with the KC/COB OP and the Kendall County EOC SOPs.
  - o Establish and maintain communications with incident command authorities to ensure a common and current operating picture regarding critical resource requirements. As specific resource requirements are identified, advise the EOC Staff and TDEM to reprioritize and adjust; accordingly, and
  - o Maintain contact with the TDEM to coordinate requests for State and Federal resources in support local incident management activities.

- Cooperating Agencies
  - o When notified by Dispatch or the EOC that the KC/COB OP has been implemented, departments and agencies:
    - ■ Activate and deploy (or prepare to deploy) agency- or ESF-managed teams, equipment, and other resources in accordance with the KC/COB OP.
    - ■ Commence ESF responsibilities as appropriate.
    - ■ Commence assessments of the probable consequences of the incident and projected resource requirements; and
    - ■ Commence development of shorter- and longer-term response and recovery strategies.

Biological Incident Annex

Coordinating Agency: **Kendall County Public Health**

Cooperating Agencies: **Boerne Methodist Medical Center**
                                 Kendall County Fire Departments
                                 Law EnforcementDispatch
                                 American Red Cross
                                 Kendall County/Boerne Emergency Management

Purpose

The purpose of the Biological Incident Annex is to provide guidance for detecting and responding to disease, pathogens, and pests of known or unknown origin that pose economic or health threats. This annex provides a general overview of the actions, roles and responsibilities of agencies for threat assessment, laboratory testing, joint investigative/response procedures, and actions related to recovery.

Scope

The goals of Kendall County's/Boerne's response to biological incidences including biological terrorismevents, pandemic influenza, emerging infectious disease, or novel pathogen outbreak are to:

- Detect the event as early as possible.
- Identify exposed populations and implement protection measures populations.
- Determine source of outbreak.
- Control and contain potential outbreaks.
- Coordinate resources to maximize local public health and medical service capability.
- Track and prevent potential resurgence or outbreaks.
- Assess extent of biological contamination and decontaminate, when possible

Policies

- This annex supports policies and procedures outlined in the ESF #8 – Public Health and MedicalServices Annex, the ESF #10 – Oil and Hazardous Materials Response Annex, and the TerrorismIncident Law Enforcement and Investigation Annex.
- Kendall County Public Health serves as the primary agency for the public health and medical preparation and planning for and response to a biological terrorism attack or naturally occurring outbreak that results from either a known or novel pathogen, including an emerging infectious disease.
- If any agency becomes aware of an overt threat involving biological agents or indications that instances of disease may not be the result of natural causes, the Federal Bureau of Investigation (FBI) must be notified via either the Kendall County Sheriff's Office or Boerne PD.
- The Laboratory Response Network (LRN) is used to test samples for the presence of biological threatagents.
- Once notified of a credible threat or natural disease outbreak, TCPH convenes a meeting of ESF #8 partners to assess the situation and determine appropriate public health and medical actions. The Kendall County/Boerne EOC, if activated, or Dispatch coordinate overall nonmedical support and response actions. DSHS coordinates overall public health and medical emergency response efforts across all local departments and agencies. Local Law Enforcement, in conjunction with the FBI, coordinates the investigation of criminal activities if such activities are suspected.
- DSHS provides guidance to local authorities and collaborates closely with Law Enforcement in theproper handling of any materials that may have evidentiary implications (e.g., LRN samples, etc.) associated with disease outbreaks suspected of being terrorist or criminal in nature.
- Other local departments and agencies may be called upon to support DSHS during the various stages of a disease outbreak response in the preparation, planning, and/or response processes.
- If there is potential for environmental contamination, DSHS collaborates with the Department of Environmental Quality (D EQ) and the Environmental Protection Agency (EPA) in developingsampling strategies and sharing results.

- Given the dynamic nature of a disease outbreak, DSHS, in collaboration with the Kendall County/ Boerne Elected Officials and other departments and agencies, determines the thresholds for a comprehensive public health and medical response. These thresholds are based on specific event information rather than predetermined risk levels. This includes developing thresholds for enacting quarantine.
- Any local public announcement, statement, or press release related to a threat or actual bioterrorism event must be coordinated with the JIC/Public Affairs Officer.

Responsibilities

The procedures in this annex are built on the core coordinating structures of the KC/COB OP – the Kendall County/Boerne Emergency Operations Center and the on-scene Incident Command Post. The specific responsibilities of each department and agency are described in the respective ESFs and Incident Annexes, the Kendall County/Boerne EOC SOPs, and in individual agency Emergency Operations Plans/Continuity of Operations Plans.

Concept of Operations

- Logistics support is provided during all phases of incident management – mitigation, preparedness, response, and recovery. Logistics management will often interface and require coordination with private sector, State and/or Federal logistics managers during an incident.
- County agencies will initially use their own resources when providing support to the Kendall County/Boerne Emergency Operations Plan. Resources may be managed from the County/City EOC, which finances the resource (the agency paying for the use of the resource), including deployment, repairs and maintenance, replacement, timekeeping, etc. Depending upon the magnitude of the event, the State and/or Federal government may also finance resources.
- Typically, the Logistics Section will be located at the ICP; however, when the extent of the incident requires the activation of the Kendall County/Boerne EOC, the Logistics Section's functions will be assumed from the EOC to reduce confusion, maximize personnel and efficiency, and avoid duplication of effort (refer to Kendall County/Boerne EOC SOPs).
- The Logistics Section closely coordinates with ESF #7 – Resource Support to implement the procedures of this annex. When activated, ESF #5 facilitates staffing of the EOC's Logistics Section, whose function is to manage the following:
  - Control and accountability of local supplies and equipment.
  - Resource ordering.
  - Delivery of equipment.
  - Supplies and services.
  - Resource tracking.
  - Facility location and operations.
  - Transportation coordination.
  - Information technology systems services.
  - Other administrative services.
- The Logistics Chief may designate an incident logistics base, a mobilization center and a mobilization center manager. The mobilization center remains under the oversight of the Logistics Section and brokers resources for the impacted area or community. It is the focal point for pre-positioning, receipt, and distribution of supplies.
- Movement of teams, supplies, and equipment is managed by the Logistics Section and coordinated with the Operations Section.
- Resources needed to mitigate the effects of, prepare for, respond, or recover from an incident may include equipment, personnel, supplies, relief to victims, or other services. The County/City attempts to fill the need from existing resources or through mutual aid or memorandums of understanding with other jurisdictions. Fiscal obligations and oversight are the responsibility of the Finance Section.
- To fill resource/logistics requirements, the Logistics Section may:
  - Fill the requirement from the resources located at the logistics base.
  - Fill the requirement by direct mission assignment to a local agency or organization.
  - Prepare a requisition and recommend commercial sources for goods services to the Finance /

Administration Section, as applicable.
  - o If the resource is still not available, the Logistics Section Chief passes a request through the Emergency Management Staff to the Kendall County/Boerne Elected Officials for approval and submission to the State.
- Logistics staff eventually transition from the material management role of providing supplies and equipment or goods and services at the location and in the quantities required in the most timely and cost-effective manner as possible (and tracking all resources) to a property management role which accounts for personal property at all operational levels. This role involves maintaining property accountability on items stored at or issued from distribution, receiving, or mobilization center locations.
- County agencies and private sector entities are also responsible for maintaining accountability of their property throughout incident operations. In the event of a disaster declaration, property used for incident management operations which is lost, damaged, stolen, or consumed may be cost reimbursable. Local agencies must be able to provide the proper documentation to recover for loss, and in any case should not rely on financial reimbursement or equipment replacement by City, County, State, or federal sources.
- Contracts can be made with private non-profit organizations, private businesses, and industry for the provision of resources subject to normal rules or to exceptions approved by the County Commissioners, Boerne City Council or the Governor, in advance, depending upon the magnitude of the event.

Food and Agriculture Incident Annex

Coordinating Agencies: **Kendall County Public Health**
Kendall County Veterinarians

Cooperating Agencies: **Kendall County Extension Office**
Local Veterinarians

Purpose

The purpose of the Food and Agricultural Incident Annex is to provide guidance for detecting and responding to events impacting the safety of food supplies and agricultural products. This annex identifies the actions, roles and responsibilities of state agencies for threat assessment, laboratory testing, joint investigative/response procedures, and actions related to recovery.

Scope

The goals of the State of Wyoming's response to food and agricultural incidents are to:
- o Conduct risk assessments and evaluate food system vulnerabilities.
- o Detect the event through inspection and surveillance.
- o Assess security risks in food and commodity transportation.
- o Identify and protect at risk populations.
- o Coordinate risk communication and response activities
- o Determine source of threat.
- o Control and contain suspected food and agricultural products.
- o Decontaminate suspected locations, machinery, distribution centers, food establishments, transport vehicles etc.…

Concept of Operations

In the event of a food and agricultural incident the first level of control will reside within the local government of the affected jurisdiction. It is recognized that efforts to prevent and respond to potential deliberate contamination in the food system will require a highly coordinated response to public health and medical emergencies. The second level of control will be exercised through the TDEM SOC and the TexasDepartment of Health or Texas Department of Agriculture/Texas Livestock Board on behalf of the governor.

Responsibilities

- Coordinating Agencies:
  - o Surveillance and monitoring to detect intentional contamination of food or spread of disease among crops or livestock at critical nodes in food processing/production.
  - o Assess need to screen food products and livestock traveling from affected locations.
  - o Suspend operations of contaminated establishments.
  - o Submit laboratory and analysis samples with tie-in to existing programs including Food Emergency Response Network (FERN)
  - o Local identification and tracing.
  - o Coordinate with Public Information Officer for information dissemination.
- Cooperating Agencies:

  - o Identify and trace back animals, plants, commodities and food products to sites of production.
  - o Initiate activities for confirmation/isolation and contact identification/tracing of contaminants.
  - o Provide animal vaccines and other medicines to respond to potentially devastating animal disease outbreaks.
  - o Coordination and technical assistance for disposal of animals, crops, or food.

Hazardous Materials Incident Annex

Coordinating Agency: **Boerne Fire Department**

Cooperating Agencies: **Kendall County Emergency Management**
Kendall County Fire Departments
Public Health Law
Enforcement

Purpose

The purpose of this annex is to describe roles, responsibilities, and coordinating mechanisms for managing certain hazardous materials1 pollution incidents.

Scope

This annex addresses hazardous materials incidents that are managed through implementation of the Kendall County/Boerne Emergency Operations Plan (KC/COB OP) but are not Emergency Support Function (ESF) #10 – Hazardous Materials Response activations.

Policies

- It is expected that most significant incidents involving oil and hazardous materials are managed through an ESF #10 activation, but it is possible that an incident could occur for which ESF#10 would not be activated, e.g., an incident requiring the activation of the Regional Response Team (RERT).
- Some hazardous materials incident responses may be initiated under this annex, and then transition to ESF #10 after a disaster declaration is made.
- Hazardous materials addressed under this annex include radiological and certain biological substances. The Biological Incident Annex may therefore be implemented simultaneously with this annex for a serious incident. The Biological Incident Annex describes additional procedures and agency responsibilities for biological incidents that are not addressed in this annex and are used in conjunction with this annex when applicable.

Concept of Operations

- Incidents covered by this annex will typically be handled by local resources, in conjunction with the RERT.
- Regional Emergency Response Team: Bexar County Emergency and the San Antonio Fire Department will assist with these responses. TDEM maintains several RERTs to coordinate assist with response at the regional level. Their presence does not relieve the on-scene IC of his/her responsibilities.
- In accordance with the Texas Emergency Responders Act, the RERT is activated by the Local Emergency Response Authority's (LERA) request to TDEM. Under exigent circumstances, the on-scene IC may contact the RERT directly.
- Depending on the size and severity of the incident, the EOC may be activated. Typically, this will not happen, i.e., if the EOC is activated, ESF #10 will be also.
- On-Scene Coordination: The RERT joins an ICP already established by local authorities and conducts activities from that ICP. RERT efforts are coordinated with other appropriate response mechanisms through Incident Command System mechanisms. Typically, the RERT communicates with the HazMat Group Leader, or is delegated that function. An Area Command(s) may also be established for multiple-site incidents, which would be a Unified Area Command for multijurisdictional responses. If established, agencies in the Area Command coordinate their activities with the EOC.
- Under this annex, response actions of discovery, notification, and preliminary assessment, continuing response actions include containment, countermeasures, decontamination, cleanup, and disposal; and documentation and cost recovery will be covered by agency policies/procedures.
- Planning and preparedness for hazardous materials incidents is covered by sections 301 and 303 of title III of the Emergency Planning and Community Right to Know Act of 1986. The SERC, appointed by the Governor, designates LEPCs, who supervise and coordinate these activities.

Responsibilities

- Coordinating Agencies:
  - Cooperating agencies are to make available those resources that may be useful in a response situation, consistent with agency authorities and capabilities. During preparedness planning or in an actual response, various agencies may be called upon to provide assistance in their respective areas of expertise.
- Cooperating Agencies:
  - Assist with incident response as requested.
  - Provide subject matter expertise, as applicable.

Coordinating Agencies: **Kendall County Sheriff's Office**
Boerne Police Department

Cooperating Agencies: **Kendall County Constables**
Texas Fish and Wildlife Service
Texas Department of Public Safety
Federal Bureau of Investigation

Purpose

The purpose of this annex is to facilitate an effective law enforcement and investigative response to all threats or acts of terrorism within Kendall County/City of Boerne, regardless of whether they are deemed credible and/or whether they escalate. To accomplish this, the annex establishes a structure for a systematic, coordinated, unified, timely, and effective local law enforcement and investigative response to threats or acts of terrorism.

Scope

This annex is a strategic document that:
- Provides planning guidance and outlines operational concepts for local law enforcement and investigative response to a threatened or actual terrorist incident within Kendall County/City of Boerne; and
- Acknowledges and outlines the unique nature of each threat or incident, the capabilities and responsibilities of the local jurisdictions, and the law enforcement and investigative activities necessary to prevent or mitigate a specific threat or incident.

Policies

- Kendall County/ City of Boerne regards terrorism as a potential threat, as well as a violent criminal act, and applies all appropriate means to combat this danger. In doing so, Kendall County/Boerne vigorously pursues efforts to deter and preempt these crimes and to apprehend and prosecute directly, individuals who perpetrate or plan terrorist attacks. This annex provides overall guidance concerning the law enforcement and investigative response to potential or actual terrorist threats or incidents, particularly those involving weapons of mass destruction (WMD), or chemical, biological, radiological, nuclear, or high-explosive (CBRNE) material.
- The law enforcement and investigative response to a terrorist threat or incident within the United States is a highly coordinated, multi-agency responsibility after a disaster declaration is made.

Planning Assumptions

In addition to the considerations identified in the KC/COB OP Base Plan, the law enforcement and investigative response to terrorist threats or incidents, particularly those involving WMD and CBRNE material, are based on the following assumptions and considerations:
- A terrorist threat or incident may occur at any time of day with little or no warning, may involve single or multiple areas, and may result in mass casualties.
- The suspected or actual involvement of terrorists adds a complicating dimension to incident management.
- The response to a threat or actual incident involves FBI law enforcement and investigative activity as an integrated element.
- In the case of a threat, there may be no incident site, and no external consequences, and, therefore, there may be no need for establishment of traditional Incident Command System (ICS) elements such as an Incident Command Post (ICP).
- An act of terrorism, particularly an act involving nuclear, radiological, biological, or chemical materials, will have major consequences that will overwhelm local capabilities to respond and may even seriously challenge State and Federal response capabilities.
- In the case of a biological attack, the effect may be geographically dispersed, with no determined or defined "incident site." Response operations may be conducted over a multi-jurisdictional, multi-state region.
- A biological attack employing a contagious agent may require quarantine by local health officials to contain the disease outbreak.
- If appropriate personal protective equipment and capabilities are not available and the area is

contaminated with CBRNE or other hazardous materials, it is possible that response actions into a contaminated area may be delayed until the material has dissipated to a level that is safe for emergency response personnel to operate or until appropriate personal protective equipment and capabilities arrive, whichever is sooner.

<u>Situation</u>

The complexity, scope, and potential consequences of a terrorist threat or incident require that there be a rapid and decisive capability to resolve the situation. The resolution to an act of terrorism demands an extraordinary level of coordination of law enforcement, criminal investigation, protective activities, emergency management functions, and technical expertise across all levels of government. The incident may affect a single location or multiple locations, each of which may be an incident scene, a hazardous scene, and/or a crime scene simultaneously.

<u>Concept of Operations</u>

- Command and Control
    - o The FBI is the lead agency for criminal investigations of terrorist acts or terrorist threats and intelligence collection activities within the United States. The FBI Special Agent in Charge (SAC) of the local Field Office establishes a command post to manage the threat based upon a graduated and flexible response. This command post structure generally consists of three functional groups: Command, Operations, and Operations Support, and is designed to accommodate participation of other agencies, as appropriate.
    - o Joint Operations Center - The JOC is an interagency command and control center for managing multi-agency preparation for, and the law enforcement and investigative response to, a credible terrorist threat or incident. Similar to the Area Command concept within the ICS, the JOC also may be established to coordinate and organize multiple agencies and jurisdictions during critical incidents or special events. Following the basic principles established in the National Incident Management System (NIMS), the JOC is modular and scalable and may be tailored to meet the specific operational requirements needed to manage the threat, incident, or special event.
    - o Law enforcement public safety functions, such as proactive patrol and traffic control, historically are managed through the Operations Section of the ICS. Criminal investigation and the collection, analysis, and dissemination of intelligence are sensitive law enforcement operations that require a secure environment and well-defined organizational management structure. The JOC is designed to coordinate this specialized law enforcement investigative and intelligence activity. It provides mechanisms for controlling access to and dissemination f sensitive or classified information. Management of crisis information and intelligence is recognized under the NIMS as a sixth functional area within ICS. The structure of the JOC supports this functional area and enhances the overall management of critical incidents and special events.
    - o The NIMS provides the framework within which the ICS and JOC structures operate for a unified approach to domestic incident management.
    - o The JOC is composed of four main groups: The Command Group, the Operations Group, the Operations Support Group, and the Consequence Management Group.
- The Response
    - o Receipt of a terrorist threat may be through any source or medium and may be articulated or developed through intelligence sources. It is the responsibility of all local departments to notify the FBI when such a threat is received. The FBI evaluates the credibility of the terrorist threat.
    - o A threat assessment is conducted to determine whether the potential threat is credible and confirm whether WMD or CBRNE materials are involved in the developing terrorist incident. If the threat is credible, the situation requires the tailoring of response actions to use State and Federal resources needed to anticipate, prevent, and/or resolve the situation. Response focuses on law enforcement/investigative actions taken in the interest of public safety and welfare and is predominantly concerned with preventing and resolving the threat. The threat increases in significance when the presence of a CBRNE device or WMD capable of causing a significant destructive event, prior to actual injury or loss, is confirmed or when intelligence and circumstances indicate a high probability that a device exists. In this case, the threat has developed into a WMD or CBRNE terrorist situation requiring an immediate process to identify, acquire, and plan the use of additional resources.
    - o A threat assessment will also be conducted if an incident occurs without warning. In this case, the

assessment is focused on criminal intent, the extent of the threat, and the likelihood of secondary devices or locations.

o Upon determination of a credible threat, Law Enforcement, through Dispatch, activates the Kendall County EOC to coordinate and manage local-level support. A JOC is established bythe FBI under the operational control of the FBI SAC, and acts as the focal point for the fieldcoordination of criminal investigation, law enforcement, and intelligence activities related to the threat or incident.

o The FBI leads the criminal investigation related to the incident and is the focal point for all intelligence related to the investigative law enforcement response to the incident.

o Consistent with the KC/COB OP, affected local agencies initiate emergency operations, asnecessary.

o Upon determination that applicable law enforcement/intelligence goals and objectives are met and no further immediate threat exists, the FBI SAC may deactivate the JOC and order a return to routine law enforcement/investigative operations in accordance with pre-event protocols.

o When an incident occurs and an ICP is established on-scene, FBI personnel integrate into the ICP to enhance the ability of the FBI to carry out its mandated mission (see Figure 1). Three specific positions within an ICP are provided:

■ The first FBI Special Agent (SA) or Joint Terrorism Task Force (JTTF) member responding receives an initial briefing from the Incident Commander or his/her designee and works closely with the Incident Commander as a member of the Unified Command. The FBI representative then informs the local Field Office of thecurrent situation and, if necessary, requests additional assets. When a more senior FBI SA arrives on the scene, he/she assumes the role of the FBI representative in the Unified Command.

■ The first arriving SA or JTTF member moves to the Operations Section as the Deputy Chief of Operations. This position is responsible for managing the deployment and coordination of Federal law enforcement and investigative assets in support of the Incident Action Plan.

■ Additionally, an FBI SA assumes the position of Deputy Chief of Planning within the ICP. This position permits the FBI SA to remain updated on the situation and serve as a conduit for requests for additional law enforcement and investigative assets. The Agent also inputs Federal objectives into the developing incident action plan and performs other duties as appropriate. Also, FBI assets form a unit in the Operations Section. Throughout the incident, the actions and activities of the Unified Command at the incident scene and the Command Group of the JOC (and the JFO Coordination Group if established) are continuously and completely coordinated throughout the incident.
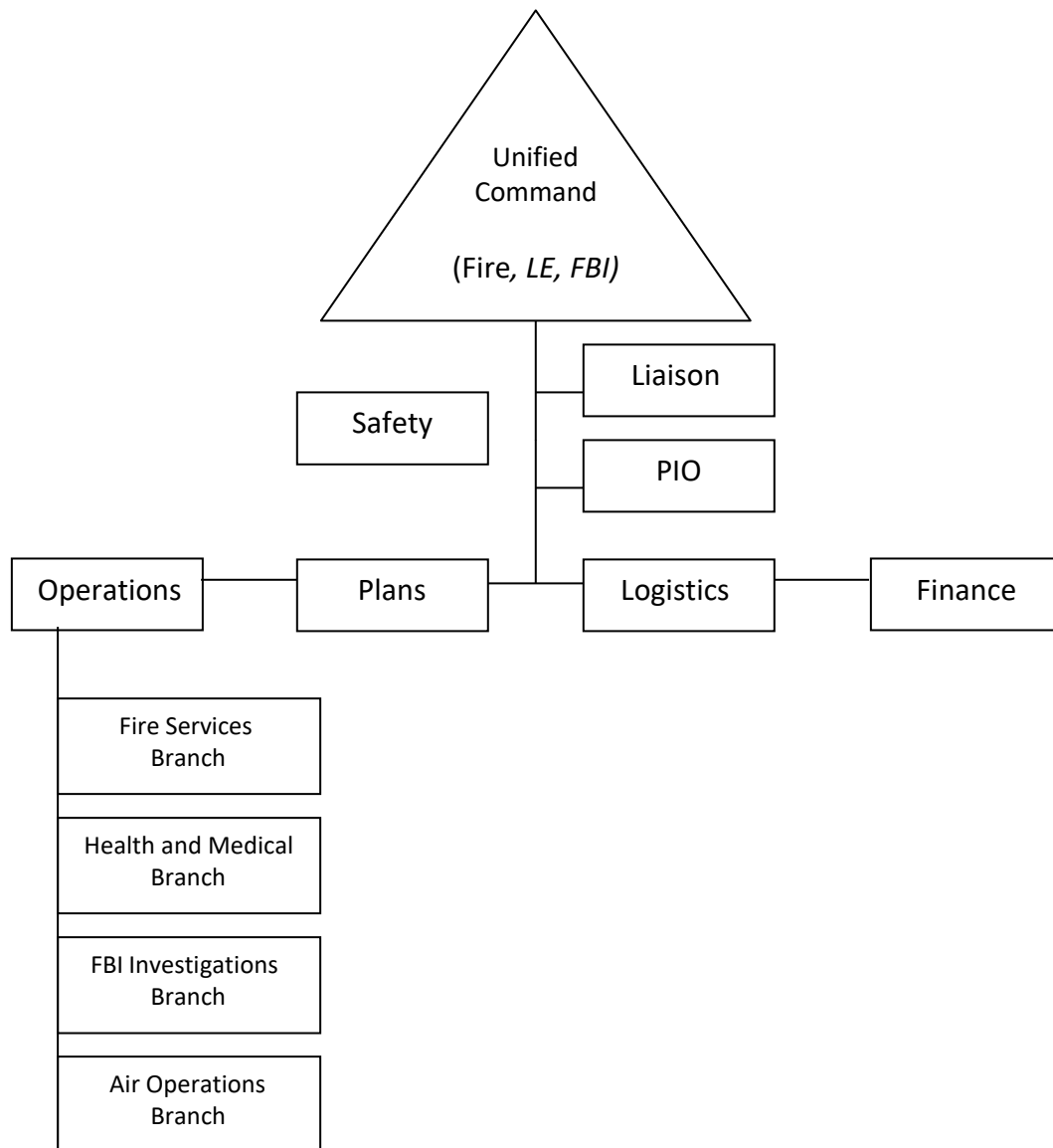
FIGURE 1

Mass Casualty Incident Annex

Coordinating Agency: **Kendall County EMS**
        Kendall County Fire Departments

Cooperating Agencies**:**   **Law Enforcement**
        Dispatch
        American Red Cross
        Kendall County/Boerne Emergency Management
        Kendall County Public Health

Purpose

This plan predetermines, to the extent possible, actions to be taken by the government of this county and its municipalities, and by cooperating public and private organizations, to establish capabilities for protecting citizens from the effects of Mass Casualty Disasters and to respond effectively to such disasters if, and when, they occur. This plan includes provisions for accomplishing those necessary actions related to lifesaving, transport, evacuation, and treatment of the injured, temporary disposition of dead, and limited public health activities during mass casualty response operations.

This plan is designed to supplement the Kendall County EMS Response Plan during mass casualty incidentsas described above. The material in this plan is designed to provide general guidelines for response planning. Although the material has been compiled from reliable medical sources, it is not intended to provide any medical guidance for the treatment of individuals. Specific guidelines for response are the responsibility of the authority having jurisdiction for pre-hospital medical response.

Scope

The Mass Casualty Incident Plan provides general guidelines, reference material, and generic procedures for incident command and the efficient utilization of County resources during a mass casualty incident. This plan does not provide guidelines for hospital operations. Plans for hospital operations should be reviewed by all agencies which may function within a Mass Casualty Incident.

The concept of a Mass Casualty Medical Incident is affected by two major factors: the resources available for response and the number of casualties. There are three general categories of Mass Casualty Incidents, each requiring different planning and responses:

- The Multi-Casualty Incident, such as a transportation accident, which will stress the community resources. These incidents can usually be handled by resources in the immediate area. Although these incidents place great strain upon the medical community, the essential framework of the system: facilities, equipment, and personnel are intact and unaffected by the incident itself.
- The Catastrophic Incident, such as a major earthquake, which overwhelms the community resources. This affects not only the medical, but also the fire, police, public works, and other essential services. These incidents usually require assistance from outside the immediate area. The major factor that differentiates between the Multi-Casualty Incident and the Mass Disaster is the damage to the medical community. In the Mass Disaster, medical personnel are among the victims, their families may require assistance, their facilities may be unusable, their equipment lost, or damaged and essential personnel injured or lost. Furthermore, the long-term consequences of suchan event poses a very real public health component for which ESF #8 provides guidance.
- The Epidemic-Endemic Disaster, such as the combination of famine, epidemic, terrorism, war and refugees. We have not seen this type of disaster in the history of the State of Texas. In these circumstances, there is a complete breakdown in the structure of society. The medical

emergency is exacerbated by the lack of available outside assistance. Furthermore, the long-term consequences of such an event poses a very real public health component for which ESF #8 provides guidance.

This plan is concerned with community response to Multi-Casualty Incidents; however, it may be used for initial response in conjunction with the Biological or Catastrophic Incident Annexes. For the purposes of simplicity, this plan will refer to all of these incidents as "Mass Casualty Incidents" and will leave adaptations to the overall environment to local protocol and Standard Operating Procedures.

Within the context of the Multi-Casualty Incident and the Mass Disaster, the actual number of casualties is an important factor. A further consideration is the actual nature of the injuries, not just the number of individuals involved. There are three general categories of medical emergencies:

- Multi-Casualty Emergency. A general guideline for this type of incident is 5-15 casualties. Within the State of Texas, most Ambulance Services and supporting medical facilities would be unable to handle these casualties without assistance during a Mass Casualty Incident not directly affecting the medical facilities.
- Major Medical Emergency. A general guideline for this type of incident is 10 or more casualties. There are no communities within the State of Texas that could effectively handle a Major Medical Emergency during a Mass Casualty Incident without assistance.
- Medical Disaster. A general guideline for this type of incident is more than 10 casualties. As a Mass Casualty Incident, this type of incident would strain the combined resources of several communities.

Policies

The following laws, statutes, and resolutions are applicable to this annex:

- Federal:
  - Public Law 81-920 (Federal Civil Defense Act of 1950) as amended.
  - Public Law 93-288 (Disaster Relief Act of 1974) as amended.
- State and Local:
  - G.C. Chapter 418 (Texas Disaster & Civil Defense Act of 1975).
  - G.C. 433 (State of Emergency).
- Local:
  - Emergency Management Resolution
  - Emergency Management Ordinance

Concept of Operations

- All operations will be conducted within the Incident Command System.
- An emergency may require the use of all or part of the various EMS services, equipment and personnel in Kendall County.
- EMS is responsible for providing pre-hospital medical service functions for its jurisdictional area and for assisting in providing EMS service functions outside its jurisdictional area as per oral agreements/mutual aid agreements/letter of understanding, or as directed by Kendall County's Elected Officials.
- If the emergency extends beyond the jurisdictional boundaries or beyond the capability of the local EMS services, requests for assistance or for additional EMS resources will be coordinated through Incident Command to the Kendall County/Boerne Emergency Operations Center.
- The first arriving unit of any agency (law enforcement, fire or ambulance) may function as incident commander and rescue coordinator, implementing the necessary actions until the role can be relinquished to a more appropriate agency or individual. It is the responsibility of the first-in unit to relay information relating to the scope and location of the incident to COB Dispatch.
- The responsibility for requesting mass casualty plan implementation lies with the incident commander whenever the number of injured persons exceeds responding jurisdictional resources.

Incident Organization

- The first arriving support unit of any agency should report to the Incident Commander for a mission. Succeeding fire and law enforcement units should report to their own agency commander for a mission until

such time that a Medical Staging Area is established. At that time, they should report to the Medical Staging Unit Leader.

- All incoming units should assume support roles based on missions as signed by the Operations Section Chief.
- Responding mutual aid fire units and law enforcement cover units are to report to the Command Post until such time that a Incident Staging Area is established. At that time, they should report tothe Incident Staging Officer.
- All responders should follow their agency chain of command and the chain of command established for the incident.
- All persons with rescue and/or emergency medical care expertise who arrive at the incident without being requested should be directed to the Medical Staging Unit Leader.
- The Incident Commander retains authority at the scene until all casual ties are removed. At that time authority at the scene should transition to fire, law enforcement or coroner personnel as appropriate.

Medical Care

- Medical Operations is responsible for coordinating medical care on the scene.
- Additional medical supplies required at the scene, such as dressings, bandages, and definitive carematerials should be picked up from hospitals/clinics by designated ambulances on their return trip to the incident.
- The Disaster Medical Trailer must be dispatched early on to supplement necessary supplies on scene.
- Medical providers at the scene of the incident may treat victims based on predefined protocol lwithout communicating to the base hospital.
- The START triage system is used by Kendall County EMS and will implemented by first arrivingunits. Each patient will have a Triage Tag attached to their person. Patients will be categorized by the severity of injury as follows:
    a. Red: Immediate – Airway following positioning, Respirations >30/min,
        - Radial pulse absent or Capillary refill >2 sec,
        - Cannot follow simple commands.
    b. Yellow: Delayed – Airway present, Respirations <30/min,
        - Radial pulse present and Capillary refill <2 sec,
        - Can follow simple commands.
    c. Green: Minor - All walking wounded.
    d. Black: Deceased -Cardiac arrest, those obviously dead, catastrophically injured with little chance of survival with immediate medical care.

Transportation

- Helicopters may be used for medical transportation if requested by Medical Operations through the Operations Section Chief and authorized by the Incident Commander.
- Ambulance load capacity should be limited to two major injuries per ambulance unless the incident is of such magnitude that there should be insufficient resources to transport all victims properly.
- Whenever possible, mutual aid ambulances should be dispatched directly to the scene of the incident.
- Ambulance transporting victims should obtain victim destination (receiving medical facility) from the transportation coordinator at the TRIAGE area.
- Ambulances transporting patients should minimize communications with the receiving hospital by radio (radio traffic should be restricted to emergency traffic only during surge operations).
- Casualties should be identified by med tag number only at the scene and during TRIAGE andtransportation. Victim names should not be used on any unsecured radio nets.

Flooding Incident Annex

Coordinating Agencies: **Kendall County Emergency Management**

Kendall County Road and Bridge
Kendall County Development ManagementCity
of Boerne Planning Department
City of Boerne Public Works Department

Cooperating Agencies: **Kendall County Sheriff's Office**
Boerne Police Department
City of Boerne Dispatch

Kendall County Sheriff's Office
County Fire Departments
Kendall County EMS

Kendall County Public Health

Kendall County Parks and Recreation
City of Boerne Parks and Recreation
CERT

Purpose

The purpose of this annex is to describe roles, responsibilities, and coordinating mechanisms toprotect the public's health and safety in the event of flooding.

Scope

The scope of this annex is to provide guidance to essential departments to help predict flood hazards and effect the safe and timely evacuation of affected residents, to protect life and property.

Policies

- Kendall County Fire Departments and Kendall County EMS will coordinate search, rescue, andevacuation of flooded areas.
- The Sheriff's Office and Police Department will coordinate and enforce evacuations, as declaredby the County's/City Elected Officials.
- COB Dispatch and Kendall County/Boerne Emergency Management will direct voluntary evacuation notifications via EAS, alerting through the Emergency Communications Center,public service announcements, and Public Safety vehicle public address systems.
- Kendall County/Boerne Emergency Management will maintain a copy of the two dams the Cityis responsible for and the two Kendall County is responsible for.
- Extensive flooding may require evacuation and sheltering of many people, in whichcase this operation will be in coordination with ESF #6 – Mass Care, Housing, and Human Resources.
- The Kendall County/Boerne Emergency Operations Center will close temporary housingwhen areas have been declared safe for re-entry; and
- Kendall County's/City of Boerne Elected Officials or his/her designee will authorize re-entry.

Concept of Operations

- Mitigation is the first line of defense. Kendall County's Development Department, Road and Bridge Departments, along with the City of Boerne's Planning Department act as the regulatingagencies for Bridge maintenance and the regulation of new construction within the flood plain and special flood hazard zones.
- The National Weather Service, he USGS, and NRCS all produce products that provide information that is relative to determining flood threat. Kendall County/Boerne Emergency Management will monitor weather, stream level/flow, and snowpack information via internet and direct contact.
- Most flooding incidents within the county will be relatively isolated flash flooding type incidents.Significant flooding events will require the activation of numerous ESFs as well as early requestsfor outside resources.

Responsibilities

- Coordinating Agencies:
  - Develop and enforce mitigation strategies in accordance with the National Flood Insurance Program.
  - Develop plans and procedures for monitoring and anticipating flooding.
  - When necessary, activate the EOC to an appropriate level.
  - Coordinate the mobilization/demobilization of shelters with ESF #6.
  - Coordinate public information, instructions, evacuation warnings, etc. with ESF #15.
- Cooperating Agencies:
  - Develop and maintain flood response procedures.
  - Assist with evacuation warnings and sheltering operations, as applicable.
  - Evacuate trapped and special needs populations.
  - Recommend evacuation routes, provide access control/traffic control along approved routes, and assist in debris removal of transportation routes.