

# **EMERGENCY OPERATIONS PLAN**

for

**the City of Killeen**



**2022 – Update Draft**

DRAFT

**-Page Intentionally Left Blank-**

# EXECUTIVE SUMMARY

Please note: If there is an emergency, and you have not had time to read through the plan previously, read this overview and the Concept of Operations Section. Then use the ESF table to find the Annexes of the plan that pertain specifically to your role. The plan is designed, to the maximum extent possible, to conform to the “normal” duties and responsibilities of the organizations involved. If you are assigned to the Killeen Emergency Operations Center (Killeen EOC) you should also read Annex N.

The Killeen Emergency Operations Plan (EOP) describes the structure and guidelines for managing a major emergency or disaster affecting the City of Killeen. This plan is part of a larger system of inter-related plans at the local, state, and federal levels. They are founded upon the National Response Framework (NRF) and the principles of the National Incident Management System (NIMS). The inter-related nature of the plans and incident management are designed to allow maximum coordination and cooperation between responders from all levels of government.

The process, as described by law and regulations, is that the incident is “owned” by the local jurisdiction having authority. In other words, the local jurisdiction having authority is in-charge and the County, State, and Federal resources are in support of the local jurisdiction having authority. In accordance with this principle, the local and mutual aid resources are expended first, and if the resources are insufficient in any way, the City Manager, or the City Mayor requests assistance from the State. This assistance may be provided peer-to-peer from state agencies, or overall under the direction of the Governor, through the State Operations Center (SOC). In the event of a major emergency or disaster, Federal assistance is requested by the Governor to the President through the Department of Homeland Security, specifically the Federal Emergency Management Agency (FEMA). FEMA coordinates the response and resources from the Federal government.

The Killeen EOP is designed in segments illustrated in *Figure 1*. The core document, or Basic Emergency Operations Plan (EOP), describes the overall structure, assignment of responsibilities and general guidance for the overall emergency management program. The program includes activities related to mitigating the threat(s), preparing for the inevitable incident, response, and recovery from an incident.

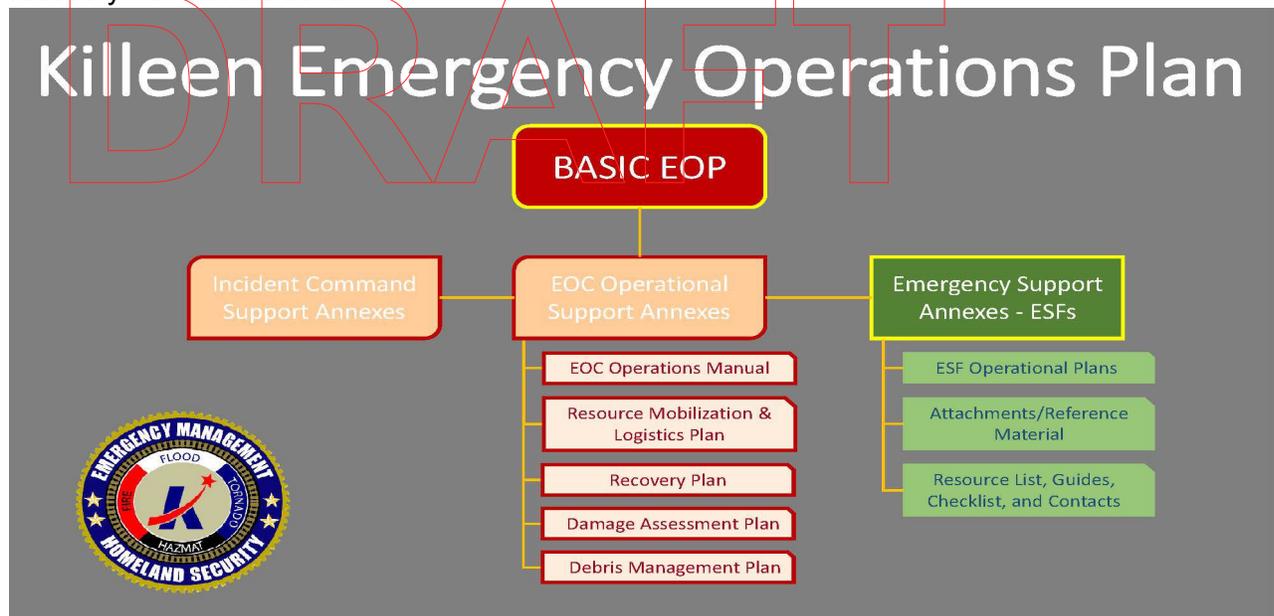


Figure 1

The primary details of the Killeen EOP are found in the Emergency Support Function (ESF) Annexes, EOC Operational Support Annexes, the Incident Command Support Annexes, and the Hazards Incident Plan Annexes. The ESF Support Annexes are function specific guidelines for the coordination of the delivery of specific services. These Annexes are written by the affected organizations and are to include agreements on policies and procedures for responding to specific requests. Each ESF plan may include attachments or reference material, resources list, checklists, and contact information for personnel. This concept is implemented by the affected organizations inside the EOC, which is organized by function, to facilitate face-to-face coordination. A summary of the responsibilities can be found within the EOP.

The EOC Support Annexes are specific guidelines for operating the EOC and the primary management position within the KEOC structure. The EOC Operational Support Annexes include the KEOC Operations Manual, Policy Group Manual, Situational Awareness Section Manual, Resource Mobilization & Logistics Section Manual and External Affairs (ESF15) Annex. A vital component of the entire response and recovery program is public information. This is addressed in the ESF 15, External Affairs Annex. The process includes keeping the public informed through a coordinated system so that the key officials all speak with one voice, delivering a consistent and clear message to the people.

The Incident Command Support Annexes are specific guidelines that support Incident Command and critical functions or facilities outside of the command footprint. Examples of critical functions include shelters, evacuation plans, and re-entry planning.

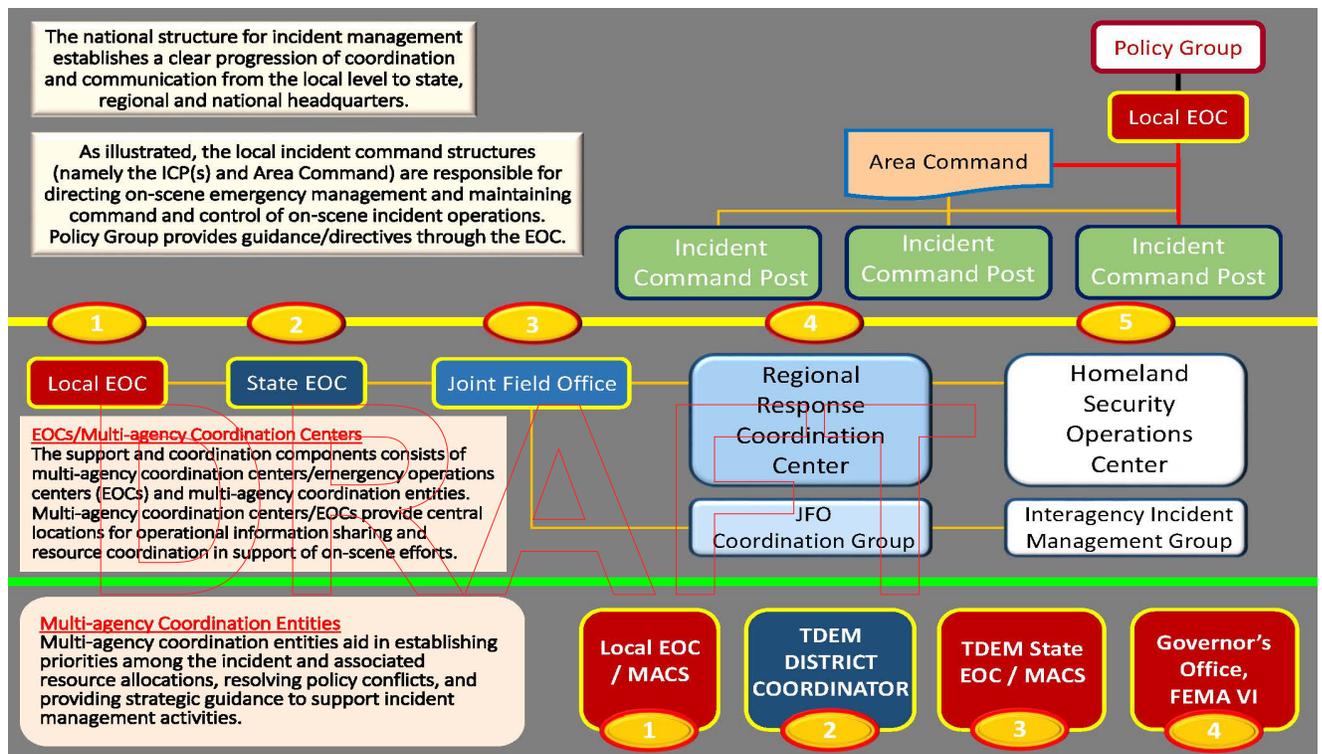


Figure 2

The Killeen Emergency Operations Plan provides the structure for local resources to integrate with State and Federal systems within an organized and coordinated system. Figure 2 illustrates the overall organizational system including the local, state, and federal coordinating elements.

Inside the KEOC, the following organizational structure (Figure 3) is implemented to manage the operational system and organize group functions. (Additional details on how the KEOC operates are found in the EOC Operational Support Annex: KEOC Operations Manual).

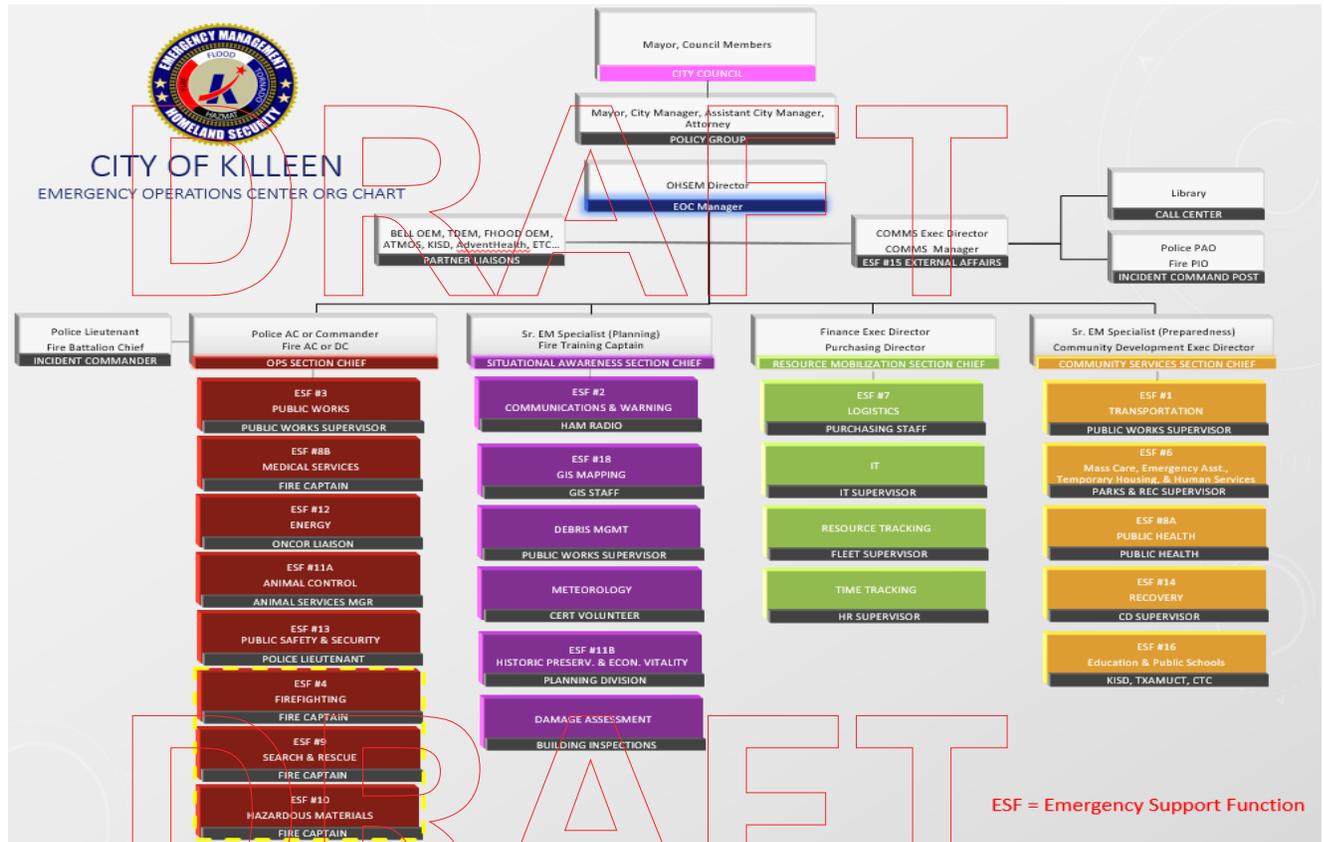


Figure 3

The decision to activate the KEOC is made by at least one of the following City of Killeen officials: the Mayor, the City Manager, or the Killeen Director of Homeland Security and Emergency Management. Activation is based on an analysis of a widespread emergency or disaster that affects, or could impact, all or part of the City of Killeen or any of its political subdivisions. If the decision to activate the KEOC is not made by the Director Homeland Security & Emergency Management, then they will be notified immediately by phone call.

Other officials in the City of Killeen may request the activation of the KEOC to support critical incident response and recovery. They include the Police Chief, Fire Chief, any Incident Commander, or Commanders in a Unified Command, elected officials of political subdivisions, other officials of statutorily designated special districts, officials of the Killeen Independent School District, Texas A&M University-Central Texas, or the Central Texas College. A request to activate will be approved upon the concurrence of one or more of the following: Killeen Police Chief, Killeen Fire Chief, or the Killeen Director of Homeland Security & Emergency Management.

The personnel assigned to the KEOC are expected to have decision-making authority to negotiate and coordinate their respective organization's response and recovery activities with the other organizations to accomplish common goals and objectives. In addition, personnel assigned to the KEOC should have the ability to acquire and allocate resources. Having key personnel co-located in the KEOC for the duration of the emergency expedites decisions and promotes face-to-face coordination. Redundant systems are available within the KEOC to provide communications between the KEOC representatives and their respective field personnel and office staff, as well as with higher levels of government.

Most incidents that occur in the City of Killeen are handled by field incident command and there is no need for the KEOC to be activated. There are other incidents where an activation is appropriate, even though there is no incident command system in the field. Significant events will likely require both field incident command and the KEOC activation.

Any activation of the KEOC will be supported by the necessary emergency support functions (ESF) required to respond to the incident. Some of the ESFs not initially activated may be added later, as the nature and scope of the incident is better understood. Reference the KEOC operations manual for a detailed explanation of the different activation levels.

DRAFT

DRAFT

DRAFT

DRAFT

**Authorization**

To: All City of Killeen Departments  
All Participating Organizations, Agencies and Jurisdictions

Date: \_\_\_\_\_

Attached is the Killeen Emergency Operations Plan, which serves as a policy level guidance document. It has been written and approved for use in responding to major incidents and disasters within The City of Killeen. All organizations participating in emergency management activities (mitigation, preparedness, response and/or recovery) are to follow the concepts and coordination systems specified in this plan and the accompanying Emergency Support Functional Annexes, recognizing that each incident is unique and may require some variations in implementation.

The plan has been written in consultation with the participating organizations listed. It has been designed to serve to coordinate the activities of various organizations who may not interact daily, while recognizing the normal mission of the organization.

Nothing in this plan is intended to interfere with the delivery of the organization's primary services; although during a crisis, resources may have to be temporarily redirected for the public good. As necessary, a local disaster declaration will be issued to address those issues.

Signed this the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
City of Killeen

By: \_\_\_\_\_

Title: \_\_\_\_\_

## Administrative Handling Instructions

This Plan should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives from the Killeen Office of Homeland Security and Emergency Management. Portions of the complete plan are suitable for public distribution. There are portions, including the attachments and implementing procedures associated with this plan, that contain sensitive information which may be withheld from the public because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act (FOIA) exemptions and against the public interest, health, safety, and welfare protected by the Texas Public Information Act.

**Any FOIA requests for this plan should originate from OHSEM to legal.**

## Planning Contact Information

This Plan was prepared by the Killeen Office of Homeland Security and Emergency Management.

For all information pertaining to this plan, contact:

**Killeen Office of Homeland Security and Emergency Management**

**802 N. 2nd Street**

**Building G**

**Killeen, TX 76541**

**Phone: (254) 501-7706**

**Website: [www.killeentexas.gov/OHSEM](http://www.killeentexas.gov/OHSEM)**

DRAFT

DRAFT

## Record of Changes

All changes are to be annotated on the master copy of the Killeen Emergency Operations Plan. If not, changes will be reviewed and incorporated into the Plan during the next scheduled update.

DATE REVISED	PAGES REVISED	REVISED BY
DRAFT		

## Table of Contents

<b>Executive Summary .....</b>	<b>i</b>
<b>Authorization.....</b>	<b>v</b>
<b>Administrative Handling Instructions .....</b>	<b>vi</b>
<b>Planning Contact Information .....</b>	<b>vi</b>
<b>Record of Changes .....</b>	<b>vii</b>
<b>I. Introduction .....</b>	<b>1</b>
<b>II. Scope .....</b>	<b>1</b>
<b>III. Purpose .....</b>	<b>2</b>
<b>IV. Legal Authority .....</b>	<b>3</b>
<b>V. Special Definitions .....</b>	<b>4</b>
<b>VI. Situation .....</b>	<b>7</b>
<b>VII. Planning Assumptions .....</b>	<b>11</b>
<b>VIII. Concept of Operations .....</b>	<b>13</b>
<b>IX. Emergency Management and Organizations .....</b>	<b>21</b>
<b>X. EOC Sections &amp; Emergency Support Functions (ESFs) .....</b>	<b>34</b>
<b>XI. Additional Annexes .....</b>	<b>44</b>
<b>XII. Continuity of Government .....</b>	<b>46</b>
<b>XIII. Administration, Logistics and Mutual Aid .....</b>	<b>47</b>
<b>XIV. Plan Development and Maintenance .....</b>	<b>49</b>
<b>XV. Killeen Emergency Operations Plan Implementation .....</b>	<b>50</b>
<b>Attachment A - Glossary of Terms .....</b>	<b>A-1</b>
<b>Attachment B - Acronyms .....</b>	<b>B-1</b>
<b>Attachment C - Sample Disaster Declaration .....</b>	<b>C-1</b>
<b>Attachment D - Disaster Declaration Assessment Form .....</b>	<b>D-1</b>

# EMERGENCY OPERATIONS PLAN

## I. Introduction

The Killeen Emergency Operations Plan (EOP) has been developed in accordance with the requirements for local emergency planning established under the Texas Disaster Act of 1975 and is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS). It meets the requirements of other State and Federal guidelines for local emergency management plans and programs. The Killeen EOP establishes the structure for a coordinated response to various types of natural, technological, manmade emergencies, disasters, and terrorist attacks.

The Killeen EOP provides a basis for the coordinated planning and management of the types of emergencies and disaster events most likely to occur in Killeen. All participating agencies, departments, and enterprises tasked in this plan are responsible for developing and maintaining the standard operating procedures and training necessary for implementing the assigned duties and functions of the Killeen EOP. Individual departmental plans or annexes are to be attached to this document as they are developed. The Killeen EOP is not meant to replace department or agency policies or standard operating procedures/guidelines. It is to be used when a situation calls for multiple departments and agencies to integrate into a single command structure, or when an incident escalates beyond the capabilities of the City and it is necessary to go outside the City for additional resources.

The Killeen Office of Homeland Security and Emergency Management (KOHSEM) is responsible for required periodic updates and revisions to this document. KOHSEM will develop training and exercise programs to familiarize City personnel, emergency officials, volunteer organizations, and other appropriate private sector organizations with the provisions of the Killeen EOP. It is also responsible for the dissemination of emergency planning and response information to the citizens of Killeen. All participating agencies, departments and enterprises are responsible for understanding their roles within the Killeen EOP.

## II. Scope

The Killeen EOP uses the all-hazard approach that addresses a full range of complex and constantly changing requirements in anticipation of or in response to threats or acts of major disasters (natural or technological), terrorism, and other emergencies. The Killeen EOP does not specifically address long-term reconstruction, redevelopment, and mitigation measures as these are covered in separate documents. The Killeen EOP details the specific incident management roles and responsibilities of participating agencies, city departments, and enterprises involved in emergency management.

### III. Purpose

Identify the roles, responsibilities and actions required of participating agencies, localities, departments, and enterprises in preparing for and responding to emergencies and disasters.

Ensure a coordinated response by City, County, State, and Federal governments in managing emergencies or disasters, saving lives, preventing injuries, protecting property, and protecting the environment.

1. Provide a framework of policies, objectives, and approaches for coordinating, integrating, and administering the EOPs and related programs of localities, including special districts, municipality, Town, City, County, State, and Federal governments.
2. Provide for the integration and coordination of volunteer agencies and private organizations involved in emergency response and relief efforts.
3. Establish the framework for all plans developed and used by participating agencies, departments and enterprises.
4. Establish the governing plan for all emergency plans within the city.

## **IV. Legal Authority**

### **A. Federal**

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (Volume VI Public Law 93-288 as amended by Public Law 100- 707)
2. National Response Framework
3. National Disaster Recovery Framework
4. Homeland Security Act and Information Sharing Act of 2002
5. Homeland Security Presidential Directive 5, Management of Domestic Incidents
6. Homeland Security Presidential Directive 8, National Preparedness
7. National Incident Management System (NIMS)
8. Standards of Good Practice: National Fire Protection Agency 1600, Disaster/Emergency Management and Business Continuity Programs and the
9. Emergency Management Standard by the Emergency Management Accreditation Program (EMAP)
10. Americans with Disabilities Act, Title II (28 CFR Part 35)

### **B. State of Texas**

1. Texas Disaster Act of 1975
2. Texas Emergency Management Plan
3. Texas Government Code Ch. 421, Homeland Security
4. Texas Government Code Ch. 418, Emergency Management

### **C. City of Killeen**

1. Chapter 10, City of Killeen Code of Ordinances
2. City Council Ordinance No. 05-82, Adopting the National Incident Management System

## V. Special Definitions

The following terms are used throughout this document and have the following special meanings:

1. Federal departments and agencies - These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security; independent establishments as defined by 5 United States Code Section 104(1); government corporations as defined by 5 United States Code Section 103(1); and the United States Postal Service.
2. State - for the purposes of this Plan, when "the State" is referenced, it refers to the State of Texas.
3. Federal - includes any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, The Commonwealth of the Northern Mariana Islands and any possession of the United States.
4. Locality- any statutory political subdivision including any county, city and county, city, town, municipality, or special district, and may include any other agency designated by law as a political subdivision of this state.
5. Non-governmental organization - These organizations or entities that associate based on the interests of their members, individuals, or institutions, that are not created by a government, but may work cooperatively with government.
6. Private sector - This sector includes organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.
7. Incident of Significance - This type of incident is an actual or potentially high- impact event that requires a coordinated and effective response by an appropriate combination of county/city, mutual aid localities, and/or private sector entities to save lives and minimize damage. The Director of Homeland Security and Emergency Management will determine when an incident of significance has occurred or is likely to occur and will take an active role in incident coordination and mitigation. An incident of significance may not require activation of the EOC. The incident may require assistance from mutual aid localities, and State and/or Federal resources.
8. Major disaster - As defined by the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5122(2) a "Major disaster means 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, localities, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

For Killeen, a major disaster is defined as a catastrophic incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Director of Homeland Security and Emergency Management with the principal executive officer of a locality.

9. Disaster - As defined by Texas Government Code, Chapter 418.004 (1) disaster means "the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made cause, including fire, flood, earthquake, wind, storm, wave action, oil spill or other water contamination, volcanic activity, epidemic, air contamination, blight, drought, infestation, explosion, riot, hostile military or paramilitary action, extreme heat, cybersecurity event, other public calamity requiring emergency action, or energy emergency."

For the City of Killeen, a disaster is an event or incident that involves severe damage or large loss of life and requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Director of Homeland Security and Emergency Management with the principal executive officer of the City.

10. Emergency - The Robert T. Stafford Disaster Relief and Emergency Assistance Act 42 U.S.C. 5122(1) defines an emergency as "any other occasion or instance for which the President determines that Federal assistance is needed to supplement local, State and tribal efforts to save lives and to protect property and public health and safety or to lessen or avert the threat of a catastrophe in any part of the United States."

In Killeen, an emergency is defined as an event or incident that requires a response or mitigating action to supplement local resources in protecting lives and property as determined by the Director of Homeland Security and Emergency Management. Emergencies are usually handled with local and mutual aid resources.

11. Catastrophic incident - A catastrophic incident is any natural or manmade incident, including terrorism, 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 could result in sustained impacts over a prolonged period; almost immediately exceeds resources normally available to local, State, tribal and private sector authorities; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance as defined by the National Response Framework.

12. Planned Event - A planned event is one in which the basic structure is understood well in advance, allowing for pre-planning of resources and a response framework. Examples may include political rallies, demonstrations, sporting events, and significant community activities. Such processes may involve efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources.

13. Preparedness - Preparedness includes 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. In the context of the National Response Framework, preparedness is operationally focused on actions taken in response to a threat or incident.

14. Prevention - Prevention involves actions taken to avoid an incident or to intervene in order to stop an incident from occurring. For the purposes of the Plan, this includes applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing; and law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending perpetrators.
15. Response - Response activities address the short-term, direct effects of an incident. These activities include immediate actions to preserve life, property and the environment; to meet basic human needs; and to maintain the social, economic and political structure of the affected community. Response also includes the execution of emergency operations plans and incident mitigation activities designed to limit loss of life, personal injury, property damage and other unfavorable outcomes.
16. Recovery - Recovery involves actions and implementation of programs necessary to help individuals, communities and the environment directly impacted by an incident to return to normal where feasible. These actions assist victims and their families, restore institutions to regain economic stability and confidence, rebuild or replace destroyed property, address environmental contamination, and reconstitute government operations and services. Recovery actions often extend long after the incident itself. Recovery programs may include hazard mitigation components designed to avoid damage from future incidents.
17. Mitigation - Mitigation activities are 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. The National Response Framework distinguishes between hazard mitigation and incident mitigation. Hazard mitigation includes any cost-effective measure which will reduce the potential for damage to a facility from a disaster event. Measures may include wildfire mitigation, zoning and building codes, floodplain property acquisitions, home elevations or relocations and analysis of hazard-related data. Incident mitigation involves actions taken during an incident designed to minimize impacts or contain the damages to property or the environment. The KOHSEM is responsible for citywide mitigation efforts.

## VI. Situation

### A. Vulnerability Analysis

#### 1. Geography

- i. Killeen is situated in Central Texas, northwest of Austin, Texas in the Temple, Belton, Killeen Metropolitan area in Bell County. US Army Installation Fort Hood is directly adjacent to the city, bordering it to the north and west. The city encompasses 55.5 square miles and is 890 feet above sea level.
- ii. The city's transportation infrastructure is marked by Interstate 14, which runs east-west through the city and connects to Interstate 35 to the east. BNSF owns and operates rail trackage through the northern section of the city that runs east-west. Two airports are located within the City: Killeen-Ft. Hood Regional Airport and Skylark Field Airport. Commercial Commuter flights and military flights occur at Killeen-Ft. Hood Regional Airport while Skylark Field Airport is mostly private aircraft operations.

#### 2. Demographics

- i. The City's 2020 census data indicates a population of 153,095 making it the 19<sup>th</sup> largest city in the State.
- ii. The City of Killeen is the largest city in Bell County.
- iii. The City borders the cantonment area of Ft. Hood, which influences the Killeen economy heavily and provides job opportunities.

#### 3. Climatology

- i. The City of Killeen is in Central Texas. Central Texas is a part of Tornado Alley and is subject to severe weather, especially during spring and fall. Types of storm systems during those times of year range from supercell type thunderstorms to squall lines, and derechos that can produce tornados, heavy straight-line winds, lightning, and flash flooding. Spring and fall also bring the most rain to the region which increases flooding risks.
- ii. During the summer months, temperatures average in the mid-90s during the day and the 70s at night. This time of year, temperatures can climb into the 100s. July and August tend to be very dry months, contributing to droughts and wildfires.
- iii. Winter brings cooler temperatures with average highs in the 50s and 60s. Average low temperatures throughout winter range from the 30s to 40s. Snow and ice storms, though rare, have crippled the region in the past, especially in February 2021.
- iv. Average Temperatures: January, High 58°F; Low 34°F; July, High 95°F; Low 72°F; annual average, High 59.8°F, Low 54°F

## B. Hazard Analysis Summary

Hazard	Frequency of Occurrence	Potential Severity	Ranking
Thunderstorm Wind	Highly Likely	Minor	High
Flood	Highly Likely	Substantial	High
Flash Flooding	Highly Likely	Substantial	High
Extreme Heat	Highly Likely	Substantial	High
Tornado	Highly Likely	Substantial	High
Hail	Highly Likely	Minor	High
Wildfire	Highly Likely	Minor	Moderate
Drought	Highly Likely	Limited	Moderate
Lightning	Highly Likely	Limited	Moderate
Winter Storm	Highly Likely	Limited	Low
Hurricane	Unlikely	Major	Low
Dam Failure	Unlikely	Substantial	Low

### 1. Natural Hazards Common to Killeen

- i. Thunderstorm Wind – Thunderstorms can create extreme wind events through strong downbursts, microbursts, and straight-line winds which can exceed 65 mph. An event on November 7, 1996, produced winds above 80 mph with a maximum gust of 92 mph recorded at Killeen Municipal Airport. This storm damaged homes, lifted the roof off one home, blew down trees and power lines, and destroyed an aircraft hangar at the airport. Total damages to the city due to thunderstorm winds totals over \$1.6 million. No fatalities have been reported in the past.
- ii. Flooding – Flooding results from periods of excessive precipitation that inundates local rivers, streams, lakes, ponds, and other bodies of water causing them to exceed their banks. These events can threaten critical infrastructure and homes.
- iii. Flash Flooding – This occurs when soils are already saturated. This causes a situation that results in flooding in a short amount of time. Flash floods are usually characterized by fast moving water over the surface. On May 24, 2007, a flash flood occurred as a cold front stalled over North and Central Texas. This system created thunderstorms across the region that dumped large amounts of rain causing flooding across Bell County. Damages from this system included a mobile home being washed into Nolan Creek, hitting a bridge, and catching fire. Four fatalities were attributed to this system.
- iv. Extreme Heat – Extreme heat is characterized by a prolonged period of excessively high temperatures with or without high humidity. The entirety of Texas is subject to high temperatures in the summer months which can exceed 100°F for weeks on end. From August 1-5, 2011, the Central Texas Region was under an Excessive Heat Warning. Daytime highs during this period ranged from 102°F to 108°F with heat index values as high as 111°F. Overnight lows were in the upper 70s and lower 80s. One fatality was reported within Bell County for this event. During 2022, Killeen experienced 53 days above 100°F between July and August.

- v. Tornadoes - Tornadoes are a common threat to those who live in the state of Texas. The most powerful tornadoes are produced by “Supercell Thunderstorms” and can have winds more than 250 mph and be larger than a mile wide. Tornadoes are among the most violent events on earth. In Bell County, the most extreme tornado recorded is an EF3 which has wind speeds between 136-165 mph. The most active seasons for tornadic thunderstorms in Texas is during the Spring and Fall months, but can occur almost any time of year.
- vi. Hail Storms – Hail is a byproduct of severe thunderstorms. Hail is formed by water droplets being forced into the upper portion of thunderstorms where they freeze, fall, rise, and repeat this cycle until the updraft can no longer support the weight of the ice. These hail stones then fall to the earth potentially causing damage to vehicles, buildings, and potentially injuring or killing individuals. The largest hailstone recorded in Killeen was 4.5 inches in diameter. Based on historical data, the City of Killeen and Bell County should average approximately four to five events per year.
- vii. Wildfires – Wildfires are a potentially damaging consequence of drought. These can vary greatly in terms of size, location, intensity, and duration. Wildfires tend to occur in open grasslands and forests. The danger to people occurs when wildfires occur near the Wildland-Urban Interface (WUI). It is estimated that 34% of the total population of Killeen live within the WUI. Historically, the City of Killeen has experienced 947 events with 2,504 acres burned. Overall, the city has a moderate threat of wildfires.
- viii. Drought – Drought is the result of extended periods of low annual precipitation from one year to the next. Droughts are difficult to determine their start and end times due to the nature of this complex event. Droughts are a common occurrence in the region but vary in their duration and intensity. Based on historical records, Bell County has experienced 13 periods of drought between 1996 and 2017 which has resulted in \$36,363 in property damages and \$2.56 mil in crop damages. However, the biggest vulnerability experienced as a result of drought is lack of water. Texas counters this through reservoirs, but extended periods of drought can deplete the water in these reservoirs which results in water use restrictions. Drought increases the likelihood of wildfire events as vegetation dries out and increases the likelihood of environmental impacts.
- ix. Lightning – Lightning is the result of the discharge of electrical energy from opposing charges usually within thunderstorms. Lightning can occur up to 10 miles away from a thunderstorm’s area of precipitation. This can lead to wildfires or death to individuals who are outdoors when thunderstorms are in the area. Lightning can also cause property damage by setting houses on fire when struck, damage to infrastructure, and cause power outages. Between 1996 and 2017 Bell County sustained \$926,521 in property damages due to lightning events and 1 fatality. Given that thunderstorms are a normal occurrence, the City and region will continue to experience lightning in the future.

- x. Winter Storm – Winter storms are characterized by below freezing temperatures with snow, sleet, and/or freezing rain. Winter storms usually begin as powerful cold fronts that push south from Canada during the winter months. The effects from these storms tend to be mild and short-lived. Usually, the most major effects of winter storms in the Central Texas Region are increased response times due to road conditions and improve as roads are treated and cleared. Most recently, beginning on February 10, 2021, an exceptionally strong Winter Storm, named Uri, impacted the entire state of Texas resulting in over 200 fatalities and breaking temperature and snowfall records across the state. Temperatures stayed well below freezing until February 19, 2021. Infrastructure was heavily impacted with power generation across the state going offline due to the cold which resulted in rolling blackouts across the state. Water infrastructure was heavily impacted as well from frozen pipes in homes, businesses, and water distribution lines.
  - xi. Hurricane/Tropical Storm – According to the National Oceanic and Atmospheric Administration (NOAA), a hurricane is an intense tropical weather system of strong thunderstorms with well-defined surface circulation and maximum sustained winds of 74 miles per hour (mph) or higher. In the Northern Hemisphere, circulation of winds near the Earth's surface is counterclockwise. Tropical Storms are categorized as having wind speeds of 39-73 mph. A tropical storm is categorized as a hurricane when sustained winds reach or exceed 74 mph. Winds from a hurricane can reach over 155 mph. However, winds are not the only threat from a tropical storm as heavy rains can cause heavy flooding as it moves inland. In coastal regions, this is compounded by storm surge. On June 17, 2015, Tropical Depression Bill tracked directly over Bell County dropping heavy rain on an already saturated soil causing heavy flooding throughout the county. In some areas, it took about 24 hours for flood waters to recede. The cost of this storm is estimated at \$194,843. One fatality was recorded when a child lost their footing and was drawn into a drainage culvert. Future occurrences are unlikely to happen, with a probability of another event being once every 10 years.
2. Other Hazards Common to the City of Killeen
- i. Dam failure - Dams are water storage, control, or diversion structures that impound water upstream in reservoirs. Dam failure comes in either collapse or breach of the structure. Depending on capacity, location, and population density downstream determines possible impacts from a dam failure. Impacts from dam failure could range from little to no impact to catastrophic damage to life and property. If the Nolan Creek WS SCS Site 1 Dam were to fail, it is estimated that up to 200 residential structures and 10 commercial structures could be affected. If other dams within the county were to fail, it could result in direct and indirect impact to the City of Killeen. The probability of failure of any of the dams in Bell County is low.
  - ii. Terrorism - Killeen is at risk for terrorism (domestic and international) and national security incidents. These incidents could take the form of threats and hoaxes, chemical, biological, radiological, nuclear, small- scale conventional weapons or explosives, large improvised explosives, or cyber-attacks.

## VII. Planning Assumptions

Government at all levels must continue to function under all threat, emergency and disaster conditions. Continuity of government/continuity of operations plans must be developed in accordance with this Plan and the National Response Framework.

1. Incidents are typically managed at the local government level. Local jurisdictions should not plan on the arrival of State response assets until approximately 24 hours after the incident. Federal response assets may not arrive until 48-72 hours after the incident.
2. In adherence with the Department of Justice Settlement 204-76-220, the City of Killeen requires that emergency services should be provided in the most integrated setting appropriate to the needs of individuals with disabilities.
3. While the public expects government to aid and assist them during disasters, personal preparedness and self-help are paramount. KOHSEM provides materials and classes to assist the public with personal preparedness activities.
4. An emergency or disaster can occur at any time and any location. It may create significant degrees of human suffering, property damage, and economic hardship to individuals, governments, the environment, and the business community.
5. Information sharing occurs across multiple levels of government, the response community, and the private sector.
6. The public expects government to keep them informed and to provide guidance and assistance in the threat of or an actual emergency or disaster. Furthermore, they can be expected to make sound personal decisions when presented with information in a clear and concise manner.
7. The premise of the National Response Framework, the State Emergency Management Plan and the Killeen EOP is that all levels of government share responsibility for working together in preventing, preparing for, responding to and recovering from the effects of an emergency or disaster event.
8. Participating agencies, City departments, and enterprises will respond to an incident to the extent of available resources. Once these resources have been exhausted, mutual aid will be requested. If these efforts are determined to be insufficient, requests will be made from the local to State and State to Federal government.
9. With the increased possibility of terrorism and employment of weapons of mass destruction, any biological or technological incident must be approached as if it could be an act of terrorism.
10. The National Incident Management System (NIMS) will be utilized in the implementation of this plan. Specifically, the Incident Command System (ICS) will be utilized for all levels of response to control operations at the site of an incident of significance, emergency, or disaster through a standard "command" system that unifies rapid and effective interagency response to the incident.
11. The priorities for the Multi Agency Coordination System and incident management are to:
  - i. Save lives & safeguard the public's health
  - ii. Incident Stabilization & mitigate secondary hazards

- iii. Protect property, protect the environment, & stabilize the economy
  - iv. Recover from the disaster and restore the community.
12. Private and volunteer organizations, i.e., American Red Cross, Salvation Army, Texas Volunteer Organizations Active in Disasters, etc. will provide immediate life-sustaining relief which is not normally available from government resources to individuals and families. Local and/or State governmental agencies will assist these organizations by providing information, guidance and coordination of their relief efforts.
  13. The Killeen Mayor may declare a disaster or emergency as provided in Texas Government Code Ch 418.108. Based on damage assessment findings indicating the damages are of sufficient severity and magnitude to warrant assistance under the Stafford Act, the President, at the request of the Governor of Texas, may grant a major disaster or emergency declaration.
  14. The City is responsible for complying with resource ordering through KOHSEM by coordinating resource ordering and provision in accordance with the State of Texas Assistance Request (STAR) process.
  15. Reimbursement from state and federal resources may be accessed by the City when following protocols for state reimbursement and federal reimbursement.
  16. Multiple programs exist within the Federal government to assist states and local entities to respond and recover from disasters and emergencies. Each program has its own unique processes, procedures, and routes of request. For example, the KOHSEM is the point of contact for the State Division of Emergency Management.
  17. Evacuation plans lend themselves to events that are predictable and have adequate warning time. All other events are impromptu, and situation dependent requiring evacuation or shelter-in-place decisions based on the hazard. Effective evacuation plans should be phased or tiered based on at-risk populations, and should include trigger points, pre-designated routes, and timelines. They may also include pre-designated safe areas for specific hazards (such as flood), which could be reached on foot when evacuation routes are damaged, impassable or gridlocked with traffic. Many of the City's disasters and emergencies are non-predictable with little to no warning time. When a local evacuation order is given, city departments shall provide available assets to support that evacuation. Some mitigating factors in a mass evacuation include the physical location of the incident, and the timeframe of the incident.

## VIII. Concept of Operations

It is the responsibility of the City of Killeen to reasonably protect life, property, and the environment from the effects of emergencies or disasters within its jurisdiction. The City has the primary responsibility for emergency management activities that eliminate or reduce hazardous events and for the preparation for, response to, and recovery from significant emergency and disaster events that can and do occur.

### A. General

1. By the adoption of this plan, the City of Killeen as well as participating organizations and agencies adopt the principles of the National Incident Management System (NIMS). NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. Additional information on the City's implementation of NIMS is found in Section IX., Emergency Management and Organizations, of this plan as well as in Annex N.
2. The Killeen EOP coordinates a city-wide multi-agency response, including when capabilities and resources (including those of mutual aid) of the initial responding agency and/or the County may be exceeded. Mutual Aid assistance can be requested from the State of Texas, when authorized, and will be provided as part of an effort coordinated by the Texas Division of Emergency Management, operating on behalf of the Governor. The Governor may request assistance from the Federal government if the capabilities and resources of both local and State governments are exceeded.
3. The Killeen EOP is the primary and general plan for managing emergencies and disasters. It details the coordinating structures and processes used during incidents in the City of Killeen. Other supplemental agency plans provide details on authorities, response protocols, and technical guidance for responding to and managing specific situations (such as hazardous materials spills, wildland fires, health emergencies).
4. The continuity of operations response of participating agencies, localities, City and County departments and enterprises is manifested through standardization. Standardized operational management concepts are based on ICS, NIMS and hierarchy of governmental responsibility and authority.
5. Incidents are handled at the local government level. In some instances, a State agency in the local area may act as a first responder and may provide direction or assistance consistent with its specific statutory authorities and responsibilities.
6. The Killeen EOP is designed to integrate quickly and efficiently with the National Response Framework.
7. All emergency plans developed and used by participating agencies, City departments and divisions, and enterprises should be designed to integrate quickly and efficiently with the Killeen EOP.
8. The Killeen EOP can be partially or fully implemented, which is consistent with NIMS and ICS principles. This allows maximum flexibility to meet the unique operational requirements of any situation.
9. A multi-departmental approach will be required to manage most major incidents effectively. A unified command should be utilized when appropriate. Accordingly,

emergency plans and exercises should incorporate procedures for integration of resources from surrounding jurisdictions, volunteer agencies, the private sector and State and Federal governments.

10. Plan implementation and the subsequent supporting actions taken by the City are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the incident. The Killeen EOP is in effect for preparedness activities, response, and initial relief activities when a major emergency, disaster or incident occurs or is imminent.

## **B. Phases of Emergency Management**

### **1. Mitigation**

Mitigation involves actions to interdict, disrupt, pre-empt, or avert a potential incident. This includes homeland security intelligence and law enforcement efforts to prevent terrorist attacks. Mitigation includes actions to:

- i. Collect, analyze, and apply intelligence and other information.
- ii. Conduct investigations to determine the full nature and source of the threat and to implement countermeasures such as inspections, surveillance, security, and infrastructure protection.
- iii. Conduct tactical operations to interdict, preempt or disrupt illegal activity; and to apprehend and prosecute the perpetrators.
- iv. Conduct public health surveillance and testing processes, immunizations and isolation or quarantine for biological and agricultural threats.
- v. Deter, detect, deny access or entry, defeat and take decisive action to eliminate threats.
- vi. Conduct code enforcement, inspections, and behavior modification to reduce risk.
- vii. Analyze threats created by natural hazards and develop action plans to reduce the threat to citizens and property.

### **2. Preparedness**

Under NIMS, preparedness encompasses:

- i. Development of plans and procedures, training and exercising.
- ii. Pre-deployment of response and resources.
- iii. Pre-establishment of incident command posts, mobilization centers, staging areas and other facilities.
- iv. Evacuation and protective sheltering.
- v. Implementation of structural and non-structural mitigation measures,
- vi. Use of remote sensing technology and risk assessment, predictive and plume modeling tools.
- vii. Private sector implementation of business and continuity of operations plans.

- a. Support and coordinate mitigation activities in all phases of emergency management, including preparedness, response and recovery. Examples of key mitigation activities include the following: Ongoing public education and outreach activities designed to modify behavior to reduce loss of life and destruction of property.
- b. Structural retrofitting to deter or lessen the impact of incidents and reduce loss of life, destruction of property and impact on the environment.
- c. Code enforcement through such activities as zoning regulation, land management and building and fire code inspection.
- d. Flood insurance and the buy-out of properties subjected to frequent flooding.

### 3. Response

Response includes activities to address the immediate and short-term actions to preserve life, property, environment, and the social, economic, and political structure of the community. Response activities include:

- i. Search and rescue.
- ii. Emergency shelter, housing, food and water.
- iii. Emergency medical and mortuary services.
- iv. Public health and safety.
- v. Decontamination following a chemical, biological or radiological incident.
- vi. Removal of threats to the environment.
- vii. Emergency restoration of critical services (electric and gas services, water, sewer, telephone).
- viii. Transportation, logistics and other emergency services.
- ix. Private sector provision of needed goods and services through contracts or donations.
- x. Crime scene security, investigation, evidence collection.
- xi. Damage assessment; - Initial Disaster Recovery Assessment, Initial Damage Assessment, & Preliminary Damage Assessment.
- xii. Evacuation of threatened or devastated areas.

### 4. Recovery

Recovery involves actions and implementation of programs needed to help individuals and communities return to normal. Recovery programs are designed to assist victims and their families, restore institutions to sustain economic growth and confidence, rebuild destroyed property and reconstitute government operations and services. Recovery actions often extend long after the incident itself. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions may include:

- i. Repair and replacement of damaged public facilities (roads, bridges, municipal buildings, schools, hospitals, qualified non-profits).
- ii. Debris cleanup and removal.

- iii. Temporary housing and other assistance for disaster victims.
- iv. Low-interest loans to help individuals and businesses with long-term rebuilding and mitigation measures.
- v. Restoration of public services (electric and gas services, water, sewer, telephone).
- vi. Crisis counseling and mental health.
- vii. Disaster unemployment.
- viii. Planning and programs for long-term economic stabilization, community recovery and mitigation.

### **C. Priorities**

The following operational priorities are listed in order of importance. The operational demand that is highest on the list shall prevail whenever demands for emergency assistance/requests for resources (personnel or equipment) as defined under planning assumptions defined in EOP.

1. Save Lives
  - i. Save human lives.
  - ii. Treat the injured.
  - iii. Warn the public to avoid further casualties.
  - iv. Shelter persons-in-place from the effects of the incident.
  - v. Evacuate people from the effects of the incident.
  - vi. Shelter and care for those evacuated.
  - vii. Save animals — livestock and domestic pets.
2. Coordinate with Public Health Officials.
3. Protect Property
  - i. Save property from harm/destruction.
  - ii. Take action to prevent further harm/loss.
  - iii. Provide security for property, especially in evacuated areas.
4. Protect the Environment
  - i. Confine hazardous chemical releases to the smallest possible area.
  - ii. Prevent runoff from entering streams, ponds, lakes, rivers or sewers.
  - iii. Contain the chemical release.
5. Stabilize the Economy
  - i. Ensure access to businesses (such as debris clearance and road repair).
  - ii. Restore essential services/utilities.
  - iii. Take action to prevent price gouging in the sale of essential goods, services, and contracts.

- iv. Establish temporary housing and transportation for employees.
- 6. Recover and Restore the Community
  - i. Complete damage assessments.
  - ii. Develop a recovery plan.
  - iii. Develop recovery policy guidance.
  - iv. Provide client assistance.
  - v. Identify mitigation projects.
  - vi. Ensure stable utility/transportation infrastructure.
  - vii. Ensure access to workforce (available for work, proximity to housing, grocery stores, pharmacies, and other businesses).
  - viii. Ensure adequate support institutions operational (like schools, day cares, houses of worship, parks, medical care) to support workforce and families.
  - ix. Restore beautification programs and promote the welfare of the community.

#### **D. Emergency Operations Roles and Responsibilities**

All participating agencies, departments, and enterprises with responsibilities identified in the Killeen EOP are responsible for developing internal operating procedures and continuity of operations plans for carrying out assigned primary and support functions.

- 1. Killeen Mayor, City Council, City Manager, Assistant City Manager, and City Attorney
  - i. Approve and commit City resources and funds for disaster or emergency purposes.
  - ii. Formally declare an emergency or disaster, issue any official orders, and emergency declarations, as needed and requested by KOHSEM.
  - iii. Approve emergency financial authorizations as requested.
  - iv. Authorize and approve post emergency or disaster recovery operations, including acquisition of temporary facilities.
  - v. Establish post emergency or disaster recovery timelines as necessary.
  - vi. Serve as the Policy Group who, during an emergency, have the authority to direct resources as necessary and consistent with this plan.
- 2. City Departments
  - i. Provide resources and other support during an incident. Operations conducted during an incident will be coordinated through the KEOC;
  - ii. Coordinate with the Killeen OHSEM for disaster response and resource provision consistent with this plan.
  - iii. Provide personnel in support of response. Personnel assigned to the EOC or otherwise reassigned to KOHSEM directed activities are under the supervision of the Director of Homeland Security and Emergency Management until released from the incident.

3. Killeen Office of Homeland Security and Emergency Management
  - i. Activate and operate the EOC as needed.
  - ii. Manage, organize, and coordinate emergency and non-emergency operations of the EOC in the event of a disaster or emergency.
  - iii. Prepare and maintain the Killeen EOP.
  - iv. Ensure implementation of ICS and NIMS for operations in the field and EOC.
  - v. Coordinate disasters, emergencies, and incidents of significance.
  - vi. Serve as intergovernmental liaison and initiate formal requests for outside assistance from other jurisdictions and the state.
  - vii. Mitigate human-made and natural hazards to the degree possible.
  - viii. Schedule and conduct training programs and exercises.
  - ix. Provide public education related to citizen preparedness.
  - x. Support planning and response for catastrophic incidents, such as mass evacuation planning.
4. Director of Homeland Security and Emergency Management
  - i. Make recommendations to City Management, the Mayor, and Council on matters pertaining to an incident of significance, major emergency or disaster, or the threat thereof, and ongoing incident response and recovery activities.
  - ii. Reports directly to the City Manager on activities directly related to the response and recovery related to an incident of significance, major emergency or disaster, or the threat thereof.
  - iii. Support implementation of the ICS and NIMS for operations in the field and EOC.
  - iv. Coordinate efforts related to emergencies, disasters, and incidents of significance.
  - v. Coordinate mutual aid assistance.
  - vi. Determine critical resource needs and acquire resources as needed.
  - vii. Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
  - viii. Provide recommendations to the Policy Group relating to emergency or disaster declarations, orders needed to preserve and protect life and public safety, resource needs, policy tasking needs, area command and IMT recommendations, event strategic priorities for consideration, and damage assessment results.
  - ix. Issue formal requests to the Governor's Office through the Texas Division of Emergency Management for the declaration of a State emergency for the purpose of obtaining State and/or Federal assistance.
  - x. Prepare emergency or disaster declarations when necessary.
  - xi. Collect, record, and disseminate information in the EOC.

- xii. Maintain the Killeen EOP.
- xiii. Maintain liaison with City, County, State and Federal agencies and partners.
- xiv. Coordinate disaster recovery functions.

5. Department Executive Directors

- i. Ensure NIMS compliance within City departments.
- ii. Prepare plans and organize assigned departments to meet natural and manmade disasters which might occur in the City and ensure continuity of governmental operations during an incident.
- iii. Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental Multi-Agency Coordination (MAC) group representative.
- iv. Provide representatives to the EOC to coordinate emergency response functions with those of other agencies represented therein.
- v. Ensure that the EOC is informed during an incident by reporting events and activities to the EOC in a timely fashion.
- vi. Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, vehicle mileage, goods, machine hours and emergency disbursements.
- vii. Ensure that complete and current resource lists and on-call personnel lists are provided to the KOHSEM on a timely basis to assist in providing resources and personnel for large-scale incidents.

6. Primary and Supporting Departments, Divisions, and Agencies

Primary and supporting agencies are responsible for providing resources and other support during an incident. Operations conducted during an incident will be coordinated through the KEOC. A department or agency designated as a primary agency in an Emergency Support Annex (ESF) has “ownership” of that function. As participants in the Killeen EOP, primary and supporting agencies are expected to:

- i. Establish emergency plans, continuity of operations plans, and activate the plans, as needed.
- ii. Operate within the guidance of the Killeen Emergency Operations Plan and EOC operations manual.
- iii. Operate using the Incident Command System established in NIMS.
- iv. Participate in mitigation and preparedness activities.
- v. During periods when the KEOC is activated, the primary agency of an emergency support function is responsible for designating coordinators to the EOC. This person may be from their department or from a supporting agency.
- vi. Coordinate activities and maintain communication with the KOHSEM or the EOC, if activated, during all emergency operations.
- vii. Provide information and coordinate any public announcement, statement, or press release through the KOHSEM or the EOC and ESF 15 External Affairs or the Joint Information Center, if activated.
- viii. Provide program assistance and expertise as appropriate and in coordination

with other agencies.

- ix. Establish emergency operations supplies including food, water, blankets, electrical generators, communications, etc. to provide continued operations and shelter for employees as necessary.
- x. Provide all requested information prior to, during and following any incident to the KOHSEM.
- xi. Keep their respective ESF Annexes current.

#### 7. Non-Governmental Organizations

Several non-governmental organizations that provide assistance to meet essential needs during an incident exist within the City and County. Some organizations with existing memorandums of understanding, memorandums of agreement, or mutual aid agreements with the City have been assigned supporting roles to specific emergency support functions.

#### **E. State Government**

The Texas Division of Emergency Management is responsible within their statutory authority (Texas Government Code Ch. 418.043), to provide assistance and support to local jurisdictions when local resources are unable to cope with an incident of significance. These agencies are responsible for implementing assigned Texas State Emergency Functions when the State Emergency Management Plan is implemented. The operations role, responsibilities and intra-organizational relationships of State departments are described in detail in the assigned State Emergency Function Annexes.

#### **F. Federal Government**

The Federal government has responsibilities to respond to national emergencies and to provide assistance to states when an emergency or disaster exceeds their resource capability. The Department of Homeland Security has the overall responsibility for the coordination of Federal emergency/disaster relief programs and supporting local and State government capabilities with resources. The roles and responsibilities of Federal resource providers are outlined in the National Response Framework.

## IX. Emergency Management and Organizations

### A. Management Concept and Policies

1. Principle of Local Government Control – The City of Killeen maintains the authority for direction and control prior to, during, and following an emergency, disaster, or incident of significance within its jurisdiction. This authority continues throughout the phases of emergency management or until conditions warrant a change in such authority as is consistent with this plan.
2. Incident Level Management – A local incident management system that incorporates the functions, principles and components of the NIMS shall be adopted and utilized. The flexibility and rapidly expandable organizational structure and the use of common and readily understandable terminology make this system particularly useful when coordinating a multi-functional response. This system easily adapts to supporting multiple agencies and/or multiple jurisdictional incidents. The Killeen EOP identifies the interface between the on- scene Incident Command System and the KEOC.
3. Local Level Management – Killeen OHSEM is responsible for the overall coordination of emergency operations as it impacts the jurisdiction as a whole. Most incidents that occur in Killeen are handled by field incident command and the EOC is not activated. There are some incidents wherein the EOC may be activated without the assistance of a field incident command, such as a wide-spread blizzard. Generally, the field incident command coordinates with the KEOC for resources and other matters related to the incident. The on- scene Incident Commander is responsible for the command and control of specific activities at the incident site. KOHSEM is generally responsible for coordination and control of all event support outside of the Incident Command footprint. Activation of the EOC may be required when an incident threatens to escalate beyond the capabilities of local resources, including mutual aid and automatic aid assistance. Resource requests will be coordinated through the EOC.
4. State Level Management – In an emergency or disaster that overwhelms the resources and capability of a local jurisdiction, the Governor may exercise his/her authority to use the capabilities and resources of State government and/or that of other non-impacted political subdivisions. The management of the State's response is facilitated by the policies and procedures of the Texas State Emergency Management Plan and other approved emergency management plans and programs. The Texas Division of Emergency Management is responsible for implementing the State's response to an emergency or disaster. The State's principal emergency management function is not that of an initial responder, but that of coordinator for the acquisition, prioritization, and distribution of State, Federal, and private resources. Based upon the timely identification and verification of a local jurisdiction's emergency request, the Texas Division of Emergency Management will task the appropriate State departments with providing requested resources. The assigned State department will coordinate directly with the requesting local agency(s). If the situation requires Federal assistance, the State, via the Governor's request for a Presidential Disaster Declaration, will function as the primary coordination mechanism for requesting Federal assistance.

## **B. Incident Type Definitions**

The National Incident Management System (NIMS) establishes the following as an aid to categorize the size and magnitude of an incident. KOHSEM will utilize these levels when describing an incident to responders and others within the NIMS including State and/or Federal officials. They are scaled such that a Type V is the least complex and a Type I is the most complex.

The relationships are illustrative of local “ownership” of the emergency. The descriptions below are based on the premise that unless the incident is a terrorist act, or is on state or federal land, that all assistance is in support of the local responders.

### **Type 5 Incident**

#### Command Structure

- Incident Commander & Initial responders
- Characteristics of the Incident
- One or two single resources with up to six personnel are required to mitigate the incident.
- Command and general staff positions (other than the Incident Commander) are not activated.
- A written Incident Action Plan (IAP) is not required.
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene.
- Examples include a vehicle fire, an injured person, isolated power outage, or a police traffic stop.

### **Type 4 Incident**

#### Command Structure

- Incident Commander
- Initial responders
- Additional local responders

#### Characteristics of the Incident

- Command and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident such specialized units and subject matter experts.
- The incident is usually limited to one operational period in the control phase.
- A written IAP is not required, but a documented operational briefing will be completed for all incoming resources.
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated.
- The role of the agency administrator includes operational plans including objectives and priorities.
- Examples include a multi-vehicle accident, small grass fire, or a bomb squad

investigation.

### **Type 3 Incident**

#### Command Structure

- Incident Commander
- Initial responders
- Additional local responders
- Mutual Aid
- EOC

#### Characteristics of the Incident

- Capability requirements exceed initial attack and multiple agencies become involved.
- The situation may be an incident of significance (community impact).
- Incident Command System positions will be added to match the complexity of the incident. Some or all command and general staff, division or group supervisors and unit leader positions may be activated.
- Incident response is managed by a Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, an extended attack until containment or control is achieved, or as an expanding incident until the transition to a Type II Incident
- The KEOC may be activated.
- A Joint Information Center may be established.
- The incident may extend into multiple operational periods.
- Mutual aid or state assistance will be required.
- A written IAP may be required for each operational period.
- Examples include a school hostage situation, large structure or grass fire, blizzard or widespread and extended utility outage.

### **Type 2 Incident**

#### Command Structure

- Incident Commander
- Initial responders
- Additional local responders
- Mutual Aid
- EOC
- State EOC, State Agencies & Regional Mutual Aid

#### Characteristics of the Incident

- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods.
- This is an incident of significance and may be a declared emergency or disaster.
- This type of incident may require assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations, command and general staffing.
- Command and general staff positions are filled.
- The local EOC & the State EOC may be activated.
- A Joint Information Center may be established.
- A written IAP may be produced for each operational period.
- Many of the functional units are staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- Examples include large wildfires, acts of terrorism, flooding where a significant number of citizens are affected, or significant property damage.

### **Type 1 Incident**

#### Command Structure

- Incident Commander
- Initial responders
- Additional local responders
- Mutual Aid
- EOC
- State EOC, State Agencies & Regional Mutual Aid
- Federal Agencies and National Mutual Aid- EMAC

#### Characteristics of the Incident

- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- The local EOC is fully activated.
- The State EOC is activated.
- A Joint Information Center is established.
- All command and general staff positions are activated.
- Branches are established.
- The Killeen OHSEM, working with field incident command, is responsible for the incident complexity analysis, overall oversight of the incident, city management briefings and the written delegation of authority.
- Use of resource advisors at the incident base is recommended.

- The incident has significant impact on the County. Additional staff for office administrative and support functions are required.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Examples include a major wildfire involving multiple structures, pandemic flu or widespread hostile actions.

### C. Incident Management Concepts of Operations

The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

The NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. Three major components make up this system's approach:

- Command and Management.
- Resource Management.
- Communications and Information Management.

#### 1. On-Scene Incident Management

- i. The Incident Command System (ICS) forms the backbone of the Command and Management component of NIMS. ICS is 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.
- ii. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.
- iii. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

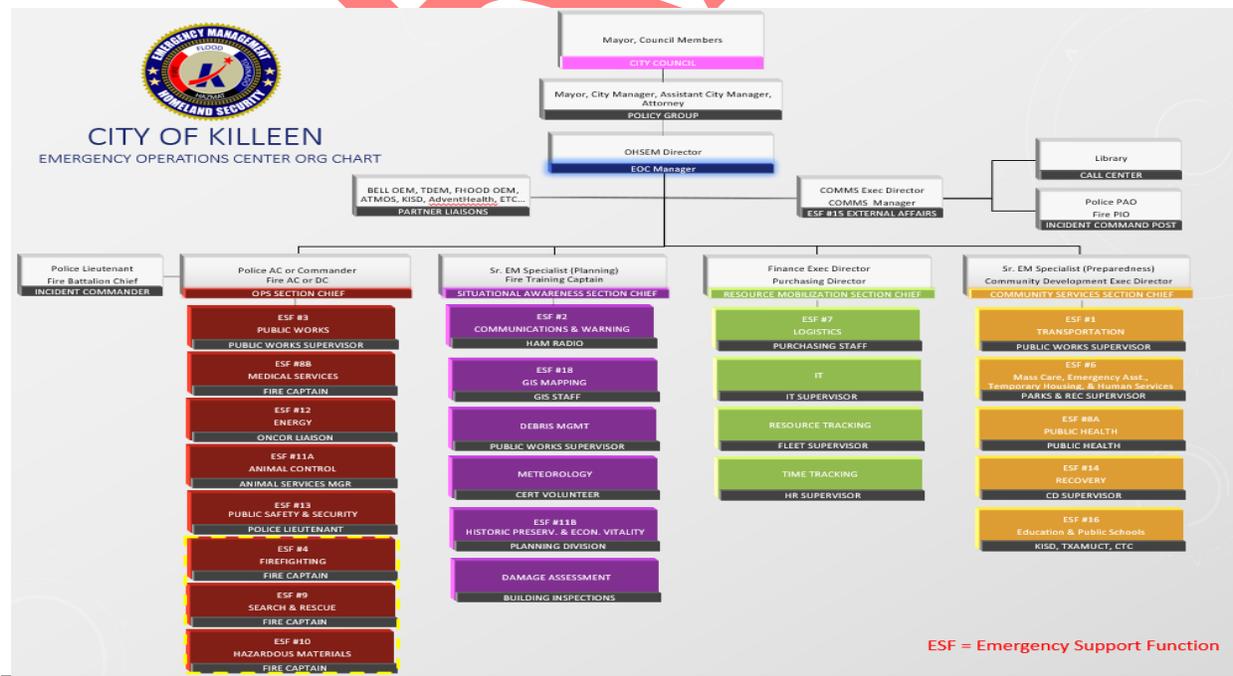
iv. Authority and Responsibility: During an incident there are multiple organizations that have statutory authority to be in command, operational control, or have legal responsibilities. The art of ICS is organizing interests within the Incident Command System that increases efficiency and coordination and drives down conflicts and competition. The Killeen Emergency Operations Plan requires incidents to use the following design requirements of ICS implementation for all events within the City.

- a. The City will be Incident Command.
- b. The Killeen Police Department is the primary coordinating agency for all Law enforcement incidents within the City.
- c. During Search & Rescue events and Wildfire events that occur within city limits, Killeen Fire Department is the primary coordinating agency.
- d. Operational coordination is the tactical control of resources used to respond to emergencies. Operational control resides within the Operations Section Chief or a group or division depending on the complexity of the incident. All these positions report directly to the incident commander / unified command. These positions will be staffed with subject matter experts that specifically address the needs of the emergency. Incident command, when creating these positions, is delegating responsibility to the position to handle the event and will not interfere with operational decisions. Operations will develop plans and submit them verbally or in writing to incident command for approval before implementation.
- e. An organization may be required or choose to delegate authority under wildfire events as defined within the Killeen EOP.
  - **Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, cost share, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.
- f. During an All-Hazards disaster, delegations of authority are not executed and instead a disaster declaration is made. The political subdivision of government declaring must clearly articulate local capabilities exceeded and damage assessment. The political subdivision is requesting assistance from the County or State and resources provided and responsibilities assumed are made by agreement. The political subdivision of government never dissolves their legal statutory sovereignty and therefore continues to govern their town, city, or special district.

## 2. Multi-Agency Coordination (MACS)

- i. A key component of NIMS/ICS is the Multi-Agency Coordination System. (MACS). As the name implies, MACS provides the structure to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

- ii. The Multi Agency Coordination System (MACS) is operated under a hybrid EOC organizational structure utilizing emergency support functions (ESFs), incident command positions, and management functions. Almost all activations of the Killeen EOC will require the primary EOC positions (EOC Manager, Planning Section & Resource Mobilization Section) and "Core" ESFs. The Core ESFs are identified as ESF 1 Transportation, ESF 2 Communications, ESF 3 Public Works, ESF 4 Fire, ESF 5 Emergency Management, ESF 6 Mass Care, ESF 8 Public Health, ESF 13 Law Enforcement, and ESF 15 External Affairs. Other ESFs will be added as they are needed.
- iii. Other entities within the City of Killeen, such as the Killeen Independent School District have EOCs from which they direct their organization's activities. City departments, where appropriate, are encouraged to develop Department Operation Centers (DOCs) as appropriate to facilitate their respective activities. In the event such DOCs are activated, they are to coordinate with the Killeen EOC. Activating a DOC does not eliminate the need for supplying staff to the EOC.
- iv. The KOHSEM serves as the principal point for initiating and coordinating city departments' assignments, and for facilitating the activities of private and volunteer organizations in the delivery of emergency assistance to affected areas. The KEOC provides governmental officials with a centralized location to analyze critical incident information, facilitate the decision-making process and direct and control the response activities.
- v. The EOC is organized to provide the following components: EOC Management, Operations support, Situational Awareness / Planning, Logistics & Resource Mobilization, Damage Assessment and Unmet needs coordination, and Finance. The EOC organization provides for communication between the City, County, State and other agencies. A sample organizational chart of the KEOC may be found on the following page. This diagram is illustrative only and depicts full staffing by Killeen. Additional organizations may be added depending on the event.

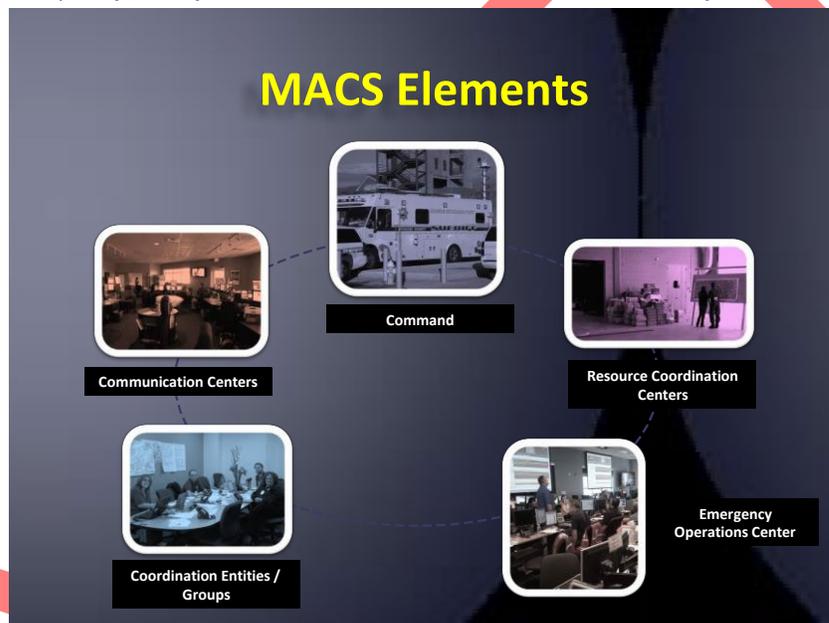


### 3. Complex Incidents

- i. In the event of multiple incidents within the city, an Area Command may be established to establish policies and priorities related to managing such a large-scale response.
- ii. Widespread events such as severe weather affecting the entire city or in conjunction with neighboring jurisdictions may require a single consolidated management system located in the EOC rather than multiple field level incident commands.
- iii. In such cases, it will be the responsibility of the Policy Group in the EOC to establish the appropriate NIMS compliant management structure.

### 4. KEOC and the Multi-Agency Coordination System

As previously identified, the NIMS element of utilizing a Multi-Agency Coordination System (MACS) is typically formed prior to use in the KEOC facility.



The MACS is comprised of five critical elements that require coordination and are implemented during every emergency.

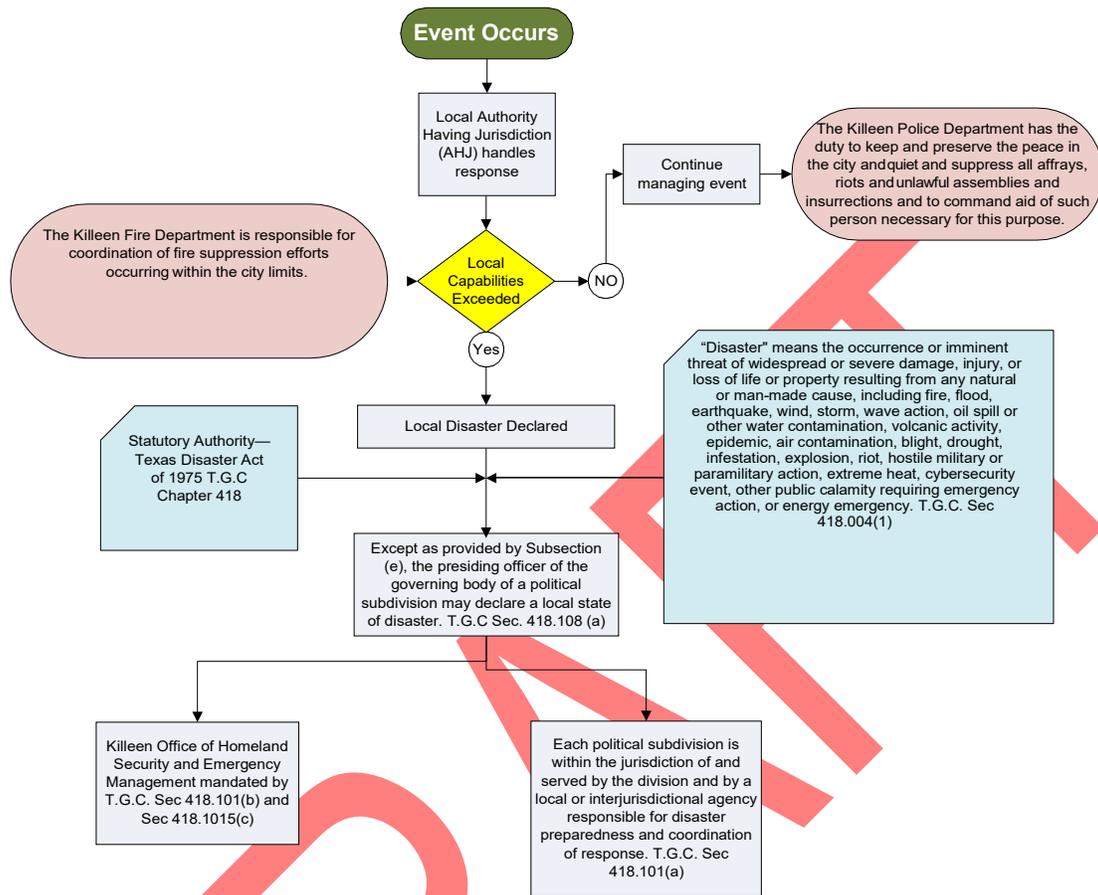
- **Command-** develops strategies and controls all of the first response resources needed to handle the emergency or disaster.
- **Communications Centers-** receive all 911 calls and dispatches resources to the emergency. In addition, communication centers initiate emergency notifications to the public.
- **Emergency Operations Center-** supports all operations implemented during the disaster, coordinates communications, provides resource support, develops situational awareness, and provides policy management.
- **Coordination entities and groups-** are the emergency support functions of the EOC and organizations that provide support infrastructure.
- **Resource coordination centers-** are the entities that provide resource support when local resource capabilities are exceeded.

Within the Killeen EOC, the Killeen Multi Agency Coordination System (MACS) is arranged by emergency support functions (ESFs). When the KEOC is activated only those ESFs needed to address the incident will be requested to respond. Almost all activations of the KEOC will require the "Core" ESFs. The Core ESFs are identified as ESF 1 Transportation, ESF 2 Communications, ESF 3 Public Works, ESF 4 Fire, ESF 5 Emergency Management, ESF 6 Mass Care, ESF 8- Public Health, ESF 13 Law Enforcement, and ESF 15 External Affairs. Other ESFs will be added as they are needed (see Section X Emergency Support Functions of this Basic Plan and ESF 5 for further information on the ESFs and EOC activations).

5. Sequence of Emergency Operations - With few exceptions, there are certain similarities in the procedures followed by each level of government in response to an emergency or disaster. The flow chart below illustrates the process and conditions for requesting assistance at each level. Notice the progressive nature and the use of local resources, then the escalation. There are some exceptions, such as search and rescue resource requests, acts of terrorism and in preparing for anticipated "Incidents of National Significance," but this is the typical progression. Also, State assistance may be provided, upon request, with or without a local or State declaration of an emergency or disaster. Local requests for lifesaving emergency assistance may be acted upon verbally and subsequent local declaration and justification documentation would follow as soon as practical.



## Disaster Declaration Process Flow Chart



6. Disaster Declaration Process- The following action steps shall be completed by organizations covered under this Emergency Operations Plan.

1. Provide sufficient information that explains how all local resources and mutual aid resources are expended and the incident complexity exceeds their capability.
2. Provide preliminary level damage assessment information demonstrating impacts to life, commerce, housing, infrastructure, and environment.
3. The presiding officer of the governing body shall create a Local Declaration of Disaster that outlines the threats and damage that will be or has been caused to the City.
4. The Killeen Office of Homeland Security and Emergency Management shall be made aware of the declaration and assist with the notification of City departments, Bell County Emergency Management, the Governor, and the Texas Division of Emergency Management.

## D. Homeland Security National Terrorism Advisory System

The National Terrorism Advisory System (NTAS) replaces the color-coded Homeland Security Advisory System (HSAS). This system will more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. It recognizes that Americans all share responsibility for the nation's security and should always be aware of the heightened risk of terrorist attack in the United States and what they should do.

## E. NTAS Alerts

1. Imminent Threat Alert- Warns of a credible, specific, and impending terrorist threat against the United States.
2. Elevated Threat Alert- Warns of a credible terrorist threat against the United States.

After reviewing the available information, the Secretary of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued.

NTAS Alerts will only be issued when credible information is available.

These alerts will include a clear statement that there is an **imminent threat** or **elevated threat**. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels.

3. Sunset Provision- An individual threat alert is issued for a specific period of time and then automatically expires. It may be extended if new information becomes available or the threat evolves.

NTAS Alerts contain a **sunset provision** indicating a specific date when the alert expires - there will not be a constant NTAS Alert or blanket warning that there is an overarching threat. If threat information changes for an alert, the Secretary of Homeland Security may announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS Alert, will be distributed the same way as the original alert.

## F. City of Killeen All Hazards Levels of Readiness

The readiness levels in Killeen are influenced by National Weather Service advisories, watches, and warnings, specific threat levels identified in operational emergency plans, and the All-Hazards Alert System.

The all-hazards preparedness system in the City is based on identifying threat levels and increasing awareness of all employees and three levels of planning. The system used to elevate awareness in the face of threat is the All-Hazards Alert System and the three levels of plans are: Emergency Plans, Continuity of Operations Planning, and Continuity of Government Planning. Each fulfills requirements that the City needs to complete in order to successfully withstand the effects of an emergency or disaster.

## **National Weather Service**

The National Weather Service office located in Fort Worth, issues weather advisories, watches, and warnings when a threat is present. The NWS also launches Emergency Alert System warnings on television and radio to warn the public of any dangers. When an advisory or watch is issued, the Killeen Office of Homeland Security and Emergency Management will evaluate the threat and communicate possible risk and impacts to first responder agencies and the Killeen Communications Department. Emergency operational plans may be implemented at this time and emergency notifications of the public considered. If a warning is issued, for example a flash flood or tornado warning, KOHSEM and the NWS initiate emergency notifications of the public and first responders.

## **City of Killeen Alert System**

The City of Killeen has a four pronged approach to communicating with our community. This system consists of:

- **CodeRED:** Provides alerts via text, email, and voice to those that are signed up for the service.
- **City News Alert System:** Creates alerts on City's homepage as well as sending alerts via email and text messages.
- **Outdoor Siren System:** Warns members of the community who are outdoors and in an immediate threat to safety. This system is intended to inform people to seek shelter and more information about the threat and take appropriate action.
- **Social Media Channels:** Provide educational, city news, and emergency information.

## **Emergency Plans**

Emergency plans are the specific actions that each department must successfully execute to ensure the safety of each employee. The critical elements of an emergency plan are as follows:

- All Hazards Alert System
- Preparing for an emergency
- Emergency Actions, evacuation, and hazard information
- Emergency forms
- Key Staff personnel contacts
- Key Staff Responsibilities
- Evacuation and relocation
- Attachments i.e., important documents and maps

The emergency plans should be specific to Killeen and its departments or work groups and does not supplant emergency plans that are required for regulatory requirements in specific city departments. The emergency plans should be updated yearly and tested to ensure employee familiarity at required intervals.

## **Continuity of Operations Plans (COOP)**

COOP should be implemented once all employees are safe and can be initiated as emergency plans are being executed. For example, as employees are evacuating, the critical COOP personnel will respond per the plan which includes the following activities: devolution responsibilities, relocation teams, reconstitution activities, and sustainability actions.

Devolution is the process of removing or transferring critical infrastructure, equipment, data/information, and communications. Relocation teams are responsible for assembling and performing devolution tasks and getting the process to reconstitution at the designated relocation site. This can be a simple to complex process depending on the portability of operations and time allowed to execute the process. Relocation teams should be flexible and scalable in their response based on the situation. Reconstitution activities describe the personnel, actions and infrastructure needed to bring the operations of the City of Killeen back to the defined level of service. The relocation site should adequately support the operations and service level defined in the Continuity of Government plan. Reconstitution activities will support two definable objectives (1) emergency response support and (2) continuity of government which determines the level of service the community can expect during the emergency. Sustainability actions are the key elements that need to be logistically supported at the relocation site to continue operations for an extended period of time.

## **Continuity of Government Plan**

Continuity of government is the principle of establishing defined procedures that allow the City of Killeen to continue essential operations in case of an emergency or catastrophic event. The continuity of government plan is a series of policy decisions that establishes the critical services of Killeen that need to be operational and also defines the service level objectives. In addition, the continuity of government plan addresses the timeline for additional services that may need to activate to create normal business activities in longer term events. The continuity of government plan should be created by the policy group of the City of Killeen and be scalable to the expectations of supporting emergency operations and community expectations.

The ability of the City of Killeen to effectively develop and implement each concept will build resiliency and sustainability of the county during an emergency or disaster. The integration of each concept requires strong information management and communication systems to develop situational awareness for proper decision-making at all levels. It is paramount that all emergency plan activities are effectively communicated to the City Manager's Office, Killeen City Council, to permit decision-making on emergency notifications, COOP and continuity of government in a timely and coordinated fashion. The completion of all three of these concepts will prepare for all hazards and ensure a robust capability within Killeen to respond to emergencies and continue services to the community.

## X. EOC Sections & Emergency Support Functions (ESFs)

### A. ESF Functional Descriptions

When an emergency or disaster situation exceeds capabilities there are certain common types of assistance that are likely to be requested of the EOC. These common types of assistance have been organized into four sections in the EOC. There are 24 Emergency Support Functions (ESFs) and additional work units within the EOC organizational structure. City departments, non-profit organizations, community-based organizations, and private sector businesses have been assigned responsibilities for implementing these functions. Assignments are made based upon programmatic or regulatory authorities and responsibilities. Emergency Support Function Summaries contain the mission, concepts of operation and responsibilities of specific functions. In a presidential declaration of an emergency or disaster, the EOC structure will work to coordinate with State and Federal Agencies, who will often work through ESFs. Participating agencies, localities, City departments and support agencies should understand the relationship between City, State, and the National Emergency Support Functions.

1. KOHSEM is responsible for the coordination, development, validation, adoption, and maintenance of the Killeen EOP.
2. KOHSEM is responsible for coordinating the integration of a multi-agency response. Although other agencies may act as the lead agency in certain hazard specific scenarios. Participating agencies, City departments, enterprises, and private and volunteer organizations are assigned to lead, secondary lead, or supporting roles as related to the ESF and the development of the corresponding annexes. The responsibilities of each of these positions are:
  - i. Primary - The Primary department/agency is responsible for planning, coordinating, and tasking support departments and agencies in the development of policies, procedures, roles, and responsibilities and requirements of the ESF and its operational requirements. The Primary Agency provides recommendations for ESF development and updates to KOHSEM. The Primary Agencies are identified in this plan and in each ESF. Normally the Primary Agency will assign a member of their own department to the KEOC when it is activated. If the Primary Agency is either unable to assign a coordinator or feels that a supporting agency representative is more appropriate, then the Primary ESF agency is responsible for making certain the position is filled. Some ESFs have more than one Primary Agency.
  - ii. Support - Certain principal components of some ESFs are clearly shared by participating departments, and enterprises, or organizations other than the designated primary department. Support role functions will be assigned to volunteer and private organizations to provide disaster response or relief assistance.
  - iii. Coordinating - A participating organization that may not be directly involved in the delivery of goods or services but provide ancillary assistance (such as suppliers).

### B. Emergency Support Functions

The City of Killeen EOP aligns with State and Federal plans, while addressing local needs and structure. To accommodate to the divisions of authorities between the respective city departments, some ESFs have been sub-divided to correspond with

those responsibilities. For example, ESF 4 deals with Firefighting as a whole, but the Annex is sub-divided into Wildland Firefighting and Urban Firefighting and referred to as ESF 4. That level of detail is addressed in the individual ESF Annexes and not necessarily at this high-level overview. The following is a summary of the ESF, Section and Unit descriptions. Any or all of these may be activated during a disaster or emergency. A “core” EOC activation is ESFs 1, 2, 3, 4, 6, 8, 13 and 15, as well as EOC Manager, Situational Awareness Section, Resource Mob & Logistics Section and Community Recovery Section all under the management of ESF5 Emergency Management.

### **ESF 1: Transportation – Public Works Department**

ESF 1 is designed to provide transportation support to assist in incident management. Functions include processing and coordinating requests for transportation support as directed under the EOP and coordinating alternate transportation services. This annex addresses the transportation of both people and goods. Details regarding transportation infrastructure are addressed in ESF 3.

### **ESF 2: Communications and Warning – Communications and OHSEM**

The scope of the ESF-2 Annex includes all technical aspects of communications required in support of the Killeen Emergency Operations Center (herein referred to as KEOC) and all city agencies in response to an incident. Communications supported include telephone (911 and non-emergency, landline and wireless), voice and data radio communications, computer LAN and internet communications, and public warning systems.

### **ESF 3: Public Works and Engineering – Public Works, Engineering**

ESF 3 is structured to provide public works and engineering-related support for the changing requirements of 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, and reporting damage. executing emergency contract support for life-saving and life-sustaining services. Providing technical assistance to include engineering expertise, construction management, contracting and real estate services. providing emergency repair of damaged infrastructure and critical facilities. and other recovery programs, including coordinating the restoration and recovery of the transportation infrastructure. and coordinating and supporting prevention, preparedness, and mitigation among transportation infrastructure stakeholders at the local and State levels.

#### *Public Works Concepts of Operations*

- Maintaining designated major streets and avenues, highways, and other designated routes of travel
- Assisting with heavy rescue
- Engineering services as required
- Transportation
- Debris removal
- Inspection of shelter sites for safe occupancy
- Inspection of damaged buildings, public and private, for safe occupancy
- Enforcement of building codes

- Maintenance of vehicles and other essential equipment of the various departments and agencies
- Development of a plan of priorities to be used during the period of increased readiness that addresses the repair of vehicles and equipment
- Maintenance of a reserve supply of fuel
- Additional needs as required

#### **ESF 4: Firefighting – Killeen Fire Department**

ESF 4: Supports and coordinates firefighting activities, including fire protection, mitigation, detection, and suppression of fires within the City. It outlines provisions for personnel, equipment, and supplies in support of agencies involved in firefighting operations. ESF 4 also addresses the specifics of urban firefighting. ESF 4 provides for and assists in the coordination and utilization of interagency fire fighting resources to combat wildland fire emergencies.

#### *Firefighting Concepts of Operations performed by Incident Command and supported by the EOC*

- Establishing initial Incident Command in accordance with the Incident Management System and Unified Command
- Upon responding to the scene, implementation of established procedures for hazardous materials incidents if necessary
- Establishing operational control of fire and rescue operations
- Conducting and coordinating evacuation as necessary
- Conducting fire ground search and rescue operations
- Assisting in body recovery as needed or requested by the coroner
- Identifying, securing, and managing necessary resources
- Utilizing technical representatives and resources available from other agencies
- Assignment of properly trained personnel to the tasks identified needed to bring the incident to a successful conclusion
- Determining if proper staffing and equipment are on scene or need to be brought to the scene
- Provide a member to join the Unified Command Structure
- Providing fire protection and the combating of fires
- Decontamination
- Additional needs as required

#### **ESF 5: Emergency Management – KOHSEM**

ESF 5 serves as the support ESF for all participating agencies, city departments, and enterprises across the spectrum of incident management from mitigation to response and recovery. ESF 5 facilitates information flow in pre-incident prevention phase to place assets on alert or to preposition assets for quick response.

During post-incident response, ESF 5 transitions and is responsible for support and planning functions. Activities include functions that are critical to support and facilitate

multi-agency planning and coordination of operations. Activities include alert and notifications, deployment and staffing of designated emergency response teams, incident actions planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for state and federal assistance, resource acquisition and management, and other support as required.

ESF 5 also details the procedures for activating and operating the EOC.

### **ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services – Recreation Services**

ESF 6 provides overall coordination of shelter, feeding, disaster welfare information, distribution of emergency relief items, and other human services activities to support the unmet needs of the community in response to and recovery from a disaster.

ESF 6 coordinates communications and provides a vital link between non-governmental organizations (NGOs), faith-based organizations (FBOs) and voluntary organizations active in disaster (VOADs) to manage volunteers during response and recovery phases of a disaster. This includes recruitment, management of spontaneous and unaffiliated volunteers, processing volunteer offers, and establishing volunteer needs.

### **ESF 7: Logistics – Purchasing**

Acquire the necessary resources to support disaster operations. Provide fiscal and logistical managerial support through timely and efficient acquisition and distribution of resources, purchasing, contracting, renting, and leasing of supplies and equipment.

### **ESF 8A: Public Health Services – Bell County Public Health District (BCPHD)**

ESF 8A coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs. ESF 8A has one overarching objective in a disaster—assuring the ongoing health of the community. This is achieved by ensuring the availability of adequate and appropriate healthcare, protecting the existing medical infrastructure so that it can continue to provide that care, and preventing exposure to harmful agents ranging from household hazardous wastes to mold.

#### *Public Health Concepts of Operations*

- ESF 8 provides representative(s) on-site, or available by telephone or radio at the KEOC on a 24-hour basis for the duration of the incident.
- ESF 8 assesses and provides situational awareness relative to its domain.
- Public Health alerts and requests supporting organizations to provide a representative to the EOC, or to provide a representative who is immediately available to provide support either in person or remotely.
- Public health and medical subject-matter experts from BCPHD and ESF 8 organizations are consulted as needed.
- BCPHD coordinates ESF 8 field response activities according to internal policies and procedures.
- ESF 8 maintains representatives to rapidly deploy to the affected areas, emergency operations center, or other designated location in support of a health and medical mission.
- Emergency medical care information and coordination

- Emergency hospital treatment information and coordination
- Medical support to shelters
- Health advisories
- Identification of local health facilities, including hospitals, clinics, dialysis centers, and nursing or rehabilitation centers, supplying and using medical and health items
- Identification of special needs populations, including the elderly and very young, and populations requiring specific life-saving services (e.g., dialysis or assistance with breathing)
- Emergency interment coordination
- Inoculations for the prevention of disease
- Sanitation
- Additional needs as required

**ESF 8B: Medical Services – Killeen Fire Department**

ESF 8B coordinates actions necessary to provide emergency medical services during a disaster. ESF 8B works with local hospitals, public health officials and KEOC to coordinate the care and transportation of the sick and injured. In addition, ESF 8B coordinates EMS resources with the KEOC to acquire resources needed to manage the medical response to an incident.

*Emergency Medical Services Concepts of Operations*

- Locate a triage area and notify Incident Command of that location
- EMS Personnel will assist victims as required
- Responding to the scene and establishing an EMS Branch in coordination with the Incident Commander. Designating Supervisors, and establishing appropriate Divisions/Groups (triage, treatment, transportation, etc.).
- Declaring an MCI in conjunction with the Incident Commander to activate the MCI Plan.
- Establishing on-site Advanced Life Support consistent with regional EMS and hospital plans and protocols
- Establishing communication with hospitals regarding the number of incoming injured, severity of injuries, estimated time of arrival, and termination of patient flow
- Keeping the Incident Commander informed of all operations
- Maintaining all medical supplies and re-supply
- Coordinating hospital destination for patients (transportation sector).
- Communicating and coordinating with the coroner
- Coordinating with Health officials
- Assist with on scene decontamination of victims prior to transport
- Transport the initially decontaminated victims to a treatment center specified
- Assisting with special needs evacuation
- Additional needs as required

### *Hospital and Medical Response Concepts of Operations*

- Emergency medical care
- Limited on-site decontamination
- Hospital evacuation
- Traditional hospital medical services
- Additional needs as required

### **ESF 9: Search & Rescue – Killeen Fire Department**

The mission of ESF 9 is to operate and support search and rescue field operations, assist with resource ordering for search and rescue, provide subject matter expertise, and contribute to and maintain situational awareness.

### **ESF 10: Hazardous Materials - Killeen Fire Department**

ESF 10 provides for a coordinated response to actual or potential hazardous materials incidents with the local Designated Emergency Response Agency (DERA). ESF 10 includes the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare or the environment caused by actual or potential hazardous materials incidents. Hazardous materials addressed under the EOP include chemical, biological and radiological substances, whether accidentally or intentionally released. These include certain chemical, biological and radiological substances considered to be weapons of mass destruction.

The Killeen EOP implements the response authorities and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act (EPCRA), and the authorities established by Section 311 of the Clean Water Act, as amended by the Oil Pollution Act.

### **ESF 11A: Animal Control – Killeen Animal Services**

ESF 11A provides for coordination of response, mitigation and recovery efforts related to animals. ESF 11A coordinates with humane societies within Bell County and the TX A&M Veterinary Emergency Services.

### **ESF 11B: Historic Preservation and Economic Vitality – Killeen Planning Division**

ESF 11B provides for coordination of response, mitigation and recovery efforts related to the City's agricultural, natural, and cultural resources. ESF 11B provides technical expertise, and ensures the protection of the City's historic properties.

### **ESF 12: Energy – Oncor**

ESF 12 collects, evaluates, and shares information on energy and utility system damage and estimations on the impact of system outages within affected areas. The term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components. ESF 12 also is responsible for working with regulatory bodies and providers of fuels for heating and transportation.

### *Energy Concepts of Operations*

- Advise status of utilities for public dissemination
- Provide temporary power as needed/required
- Provide temporary emergency telephone services as needed

- Repair damaged utilities and restore essential services
- Additional needs as required

### **ESF 13: Law Enforcement and Security – Killeen Police Department**

ESF 13 provides a mechanism for coordinating and providing support to local authorities to include non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during potential or actual incidents of significance.

ESF 13 capabilities support incident management requirements including force and 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 and where local government resources are overwhelmed or are inadequate, or in pre-incident or post-incident situations that require protective solutions or capabilities unique to Killeen.

#### *Law Enforcement Concepts of Operation*

- Establish initial Incident Command in accordance with the Incident Management System and Unified Command
- Upon responding to the scene, the establishment of a perimeter
- Control of the flow of persons and traffic to secure the area
- Initiate procedures for criminal investigation if warranted
- Setting up main ingress and egress routes for the smooth flow of personnel and machinery
- Establishing an inner and outer perimeter in conjunction with the Incident Commander
- Carrying out evacuation orders
- Assisting with rescue operations
- Providing security at medical treatment sites if needed
- Assisting with body recovery and identification as needed or requested by the coroner
- Provide a representative to join the Unified Command Structure
- Assuming Incident Command, as appropriate, during the incident
- Maintaining law and order
- Controlling traffic
- Protecting vital installations
- Controlling and limiting access to the scene of the disaster
- Supplementing communications
- Additional needs as required

### **ESF 14: Recovery – Community Development**

ESF 14 develops coordination mechanisms and requirements for post-incident assessments, plans, and activities that can be scaled to incidents of varying types and

magnitudes.

**ESF 15: External Affairs – Communications**

ESF 15 provides accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children; those with disabilities and others with access and functional needs,; and individuals with limited English proficiency. This ESF supervises the Call Center when activated.

**ESF 16 Education and Public Schools – Killeen Independent School District, Central Texas College, Texas A&M University Central Texas**

ESF 16 coordinates actions necessary to provide the required support from school districts and higher education institutions. This ESF has support resources for transportation, mass care, medical, utilities and staffing. The schools in our community are also considered to be an important part of the local infrastructure and are critical to the community’s ability to recover quickly from a disaster.

ESF 16 due to its multiple missions has a requirement to organize and operate under its own ESF structure to maintain its primary mission and support disaster response.

*Education and Schools Concepts of Operations*

- Providing the use of facilities for emergency public education
- Providing facilities for emergency housing of evacuees and relief forces
- Providing facilities for emergency first aid stations, emergency hospitals, or emergency morgues
- Providing personnel for shelter managers and staff
- Providing recreation plans for shelter occupants’ use during shelter-stay period
- Coordinating transportation
- Additional needs as required

**ESF 17: Risk Management- Risk Management**

ESF 17 provides critical continuity of government & recovery services during an event. ESF 17 is responsible to ensure all employee notifications are made and concurrent with a developing incident, emergency plans & COOP plans are implemented. During recovery ESF 17 evaluates work plans to ensure they comply with all health and safety regulations in place.

**ESF 18: GIS/Mapping- GIS**

ESF 18 provides all GIS services during an activation including, map production, damage assessment information, critical infrastructure and producing real time products for community information. ESF 18 also manages disaster assessment data and coordination with other agencies who may possess relevant GIS data.

**C. Emergency Operation Center Sections**

**Operations Section (OPS) – Lead Responding Agency**

Staff are responsible for tactical activities that typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations. The responsibility and composition of this section is dependent on the type of situation for a given incident.

### **Situational Awareness Section (SAS) – KOHSEM**

SAS is responsible for creating and maintaining situation awareness during an incident. All resources ordered are tracked through the resource status unit of SAS. Situational reports are generated by SAS at required intervals to document activities during an incident. All documentation from all ESFs are managed in the SAS documentation unit. Demobilization plans are created and managed by the SAS Demobilization Unit. ESF 2 – Communications, ESF 18 – GIS, and ESF 11B – Historic Preservation all report to the Situational Awareness Section Chief.

### **Resource Mobilization Section (RMS) – Killeen Finance Department**

RMS provides all resource acquisitions and support for incident commands in place, ESFs within the KEOC and in cooperation with local communication centers and the Texas Division of Emergency Management. ESF 7 – Logistics report to the Resource Mobilization Section Chief.

### **Community Services Section (CSS) – Killeen Community Development Department**

The Community Services Section provides the framework for the City to coordinate the multi-agency response to an incident affecting the City. During an incident the primary responsibility of this section is to respond to community needs such as sheltering, mass feeding, donations management, and the mobilization and organization of mass volunteers.

This section becomes a lead when transitioning to Recovery. The policies and concepts in the Killeen Recovery Plan apply to appropriate agencies, City departments, and enterprises following a disaster that affects the long-term recovery of the community. Based on an assessment of incident impacts, support may vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.

## **D. Other Support Units**

### **Call Center Unit- Library**

The call center is utilized to absorb the influx of calls from the community during a disaster. The Call center directly reports to ESF 15 External Affairs and is staffed by a call center supervisor and staff from city departments and volunteers. The call center is a critical source of community engagement during the response phase of an incident and works closely with ESF 15 External Affairs during an incident.

### **Central Texas Amateur Radio Club (CTARC)**

CTARC provides storm spotting for the National Weather Service, communications support for special events, and assisting Bell County during incidents.

## **XI. Additional Annexes and Plans**

### **A. EOC Operational Support Annexes and Policies**

The EOC Operational Support Annexes provide the framework for the City, support organizations, and the private sector to coordinate and execute the common functional processes and administrative requirements necessary to support an efficient and effective incident operation.

1. EOC Operations Manual- Describes the operating system for the EOC during activations. Procedures on the process for developing policy guidance on issues related to standards of care, regulatory standards, building codes, planning review processes, codes, and ordinance modification during disasters.
2. Situational Awareness Section Annex- Provides the systems used to obtain and maintain resources status tracking, situation awareness, common operating picture maintenance, damage assessment, documentation, technical expertise, and GIS / Mapping.
3. Killeen Resource Mobilization Plan Annex- Provides the system used to obtain resources, provide services, and support functions for the EOC, infrastructure and facility support during an incident.
4. Critical Infrastructure and Key Resources (CIKR)- This Annex addresses key infrastructure which will have to be protected and or quickly restored for the vitality of Killeen to be maintained. The details of this annex are not published due to the sensitive nature of the information. A copy is maintained in the EOC for access on a need-to-know basis.
5. Financial Management Policy- This policy addresses issues such as emergency purchases, rentals, cost tracking, and reimbursement.
6. Damage Assessment Annex defines the phases of damage assessment and the processes and procedures to complete primary, secondary, and tertiary damage assessment phases.

### **B. Hazard Specific Annexes**

These hazard specific incident action plans address some of the unique aspects related to specific threats. They are in effect another level of detail down from this plan and may include tactical planning elements as well.

1. Flooding
2. Hazardous Materials
3. Tornadoes
4. Wildfires
5. Cyber Incidents

### **C. Additional Plans**

1. Recovery Plan
2. COOP/COG Plan
3. Debris Management Plan
4. Hazard Mitigation Plan

## **XII. Continuity of Government**

### **A. General**

1. Incidents of significance can interrupt, paralyze, or destroy the ability of local and State government to carry out their executive, legislative and judicial functions. Therefore, it is important that each level of government build the capability to preserve, maintain and reconstitute its ability to function under the threat, or actual occurrence of, any major or catastrophic disaster that could disrupt governmental operations and services.

Effective and responsive emergency operations are inseparable from the concept of continuity of government. The Texas Division of Emergency Management (TDEM) is responsible for the state's comprehensive emergency management program which supports local and state agencies. The State's comprehensive emergency management program identifies three important factors for assuring continuity of government at the local and state level: First, have well defined and understood lines of succession for key officials and authority. Establish meeting procedures for the governing body. Lastly, delegation of any administrative duty of the governing body to another appropriate person. (TGC 418.1101 (b))

2. The City of Killeen has developed their own continuity of operations plan that establishes policy and guidelines to ensure the execution of mission essential functions if an emergency threatens or incapacitates operations and for the relocation of personnel and functions to an alternate site.
3. It is the duty of the Killeen City Manager's Office to direct city departments to prepare and keep current all continuity of operations plans. The Killeen Office of Homeland Security and Emergency Management will provide support and guidance to departments in the preparation of the continuity of operation plans.

### **B. Preservation of Essential Records**

1. Protection of essential City records is vital if government and society are to resume functioning after a major catastrophe or national emergency. Essential records and documents which require safeguarding fall into three (3) general types:
  - i. Records that protect the rights and interests of individuals such as vital statistics, land and property records, financial and tax records, election records, license registers, and articles of incorporation.
  - ii. Records required for effective emergency operations such as plans, procedures, resource inventories, lists of succession, maps, memorandums of understanding, agreements, and lists of regular and auxiliary personnel.
  - iii. Records required to re-establish normal governmental functions and to protect the rights and interests of government such as laws, rules and regulations, official proceedings, financial and court records.
2. The selection of the records to be preserved rests with the official rendering the service involved or with the custodians of the records.
  - i. These decisions should be made in concert with the organization's overall plan for determination of value, protection, and disposal of records. The records should be housed in the safest possible location.

## **XIII. Administration, Logistics and Mutual Aid**

### **A. Administration**

During an emergency or disaster, City government shall determine what normal administrative procedures/resolutions/ordinances shall be suspended, relaxed, or made optional to prevent unnecessary impediment of emergency operations and recovery activities. Such action should be carefully considered, and the consequences should be projected realistically. Any City government departure from the usual methods of doing business will normally be stated in the request for an emergency or disaster declaration, or as specified in the Plan and its supporting documents.

### **B. Finance**

1. A major disaster or emergency may require the expenditure of large sums of City funds. Financial operations may be carried out under compressed schedules and intense political pressures, which will require expeditious actions that still meet sound financial management and accountability requirements.
2. State financial support for emergency operations shall be from funds regularly appropriated to agencies, City departments, and enterprises. If the demands exceed available funds, City may make additional funds available from the Emergency Fund. If funds are insufficient, the City may grant authorization to transfer and expend moneys appropriated for other purposes under a declared emergency or disaster.
3. Participating agencies, departments, and enterprises designated as lead agencies in the Killeen EOP are responsible for organizing their functional activities to provide financial support for their emergency support operations. Each department is responsible for coordinating with the Finance Department in expending funds, maintaining appropriate documentation to support requests for reimbursement, submitting bills and closing out assignments in a timely manner.
4. The City of Killeen, including all applicable departments, are responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures. All expenditure and procurement transactions must follow Federal Emergency Management Agency (FEMA) guidelines. Each City department or enterprise must exercise proper oversight throughout the course of the incident to maintain logs, records, receipts, invoices, purchase orders, rental agreements, and all other applicable documentation. Proper documentation is necessary to support claims, purchases, reimbursements, and disbursements. Recordkeeping is necessary to facilitate closeouts and to support post recovery audits, which can be a lengthy process.

### **C. Logistics & Resource Mobilization**

1. Resource mobilization shall be conducted during incidents in accordance with the City of Killeen Resource Mobilization Plan.
2. KOHSEM and the Logistics Section will facilitate logistical support for City emergency operations and, if required, sleeping, and feeding facilities for EOC staff.
3. KOHSEM and the Logistics Section shall implement established resource controls and determine resource availability, including source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in resources required to support an incident operation and develop solutions for

resource inadequacies or short falls.

4. KOHSEM and ESF positions will develop and maintain a current database of locally available resources and their locations. The database should include public and available private equipment and personnel with special technical skills.

#### **D. Mutual Aid Agreements**

No single local jurisdiction will have all the personnel, equipment, and materials required to cope with a major emergency or disaster. Necessary additional assistance may be rendered through mutual aid agreements that provide for obtaining additional resources from non-impacted inter/intra-jurisdictional governmental agencies and other organizations. Mutual aid agreements are an essential component of emergency management planning, response, and recovery activities. These agreements can significantly increase the availability of critical resources and improve response and recovery efforts. It is the responsibility of local government and localities to ensure that local emergency operations plans contain adequate provisions for the rendering of and the receipt of mutual aid. Texas Government Code Sec. 418.111 established a statewide mutual aid system, under which jurisdictions do not need to enter into written agreements with each other. However, the statewide system does not affect written agreements between jurisdictions.

#### **E. Compacts**

Texas is a member of the Emergency Management Assistance Compact (see Texas Government Code, Ch 778). The Emergency Management Assistance Compact is administered by the National Emergency Management Association. Any member state may request Emergency Management Assistance Compact assistance when the Governor of the affected state has declared a state of emergency. When a state suffers or expects to suffer a major disaster and needs assistance from other states, the authorized representative for each state (identified in the Emergency Management Assistance Compact Standard Operating Procedures) will initiate the Emergency Management Assistance Compact procedures for requesting assistance

#### **F. Training**

1. EOC staff training should be conducted on a continuing basis. Orientations, exercises, and sponsored training are sources for accomplishing this task.
2. During increased readiness conditions, accelerated, or refresher training, for emergency operations staff and emergency response coordinators may be conducted by KOHSEM.

## XIV. Plan Development and Maintenance

The 2022 Killeen EOP supersedes all other versions of this plan and is effective immediately for planning, training, and exercising, preparedness and response operations.

1. All plans, annexes, appendices, procedures, and resource inventories to support the needs of the community before, during and after any emergency or disaster incident shall be based on potential hazards to the City and the County. Plans, annexes, appendices, and procedures will detail who (by title), what, when, where and how emergency tasks and responsibilities will be conducted. The Killeen EOP, its annexes and appendices, checklists and notification lists shall be maintained and kept current per individual plan or annex schedules or on the following five-year schedule:

<b>Year 1</b>	Review the Killeen ESF Annexes
<b>Year 2</b>	Review the Incident and Support Annexes
<b>Year 3</b>	Review the Appendices
<b>Year 4</b>	Review the Basic Plan
<b>Year 5</b>	Review the Killeen EOP, annexes and appendices. Submit the EOP to all plan participants for review and present the plan for re-adoption.

2. In addition, the Killeen EOP should be tested through scheduled exercises every year. Tabletop exercises and functional exercises should be considered when full-scale exercises are not practical because of financial or operational reasons. Emergency notification lists should be verified every six (6) months.
3. KOHSEM will review and revise procedures following critiques of actual emergency or disaster operations or exercises where deficiencies were noted. During each event review, KOHSEM will submit appropriate sections to plan participants for review. Recommendations, changes, revisions or updates to the Plan, its annexes, and appendices from those outside of KOHSEM Staff shall be forwarded to KOHSEM for review, publication, and distribution to holders of the Plan. If no changes, revisions, or updates are required, KOHSEM shall be notified in writing by the department head that the respective plan, annex, and appendices have been reviewed and are considered valid and current.
4. Plan participants will be notified when substantive changes are made to the Plan. The plan will be circulated to plan participants annually for comment before approval by the Council. Changes to the Plan during the review cycle will not need City Council approval.
5. During major update years, KOHSEM will solicit input on the Plan and its updates from members of the community through a virtual public comment period and at least one (1) community workshop. All members of the community will be invited to participate.

## **xv. Killeen Emergency Operations Plan Implementation**

Plan implementation and the subsequent supporting actions taken by City and County government are specific to the emergency or disaster situation. The timely acquisition, assessment and reporting of reliable information gathered from the incident influence implementation. This plan is in effect for mitigation, preparedness, response, and recovery activities when emergencies or disasters occur or are imminent. The plan is activated when the KEOC is activated, or a disaster declaration is executed.

1. Responsibility for the maintenance and regular updating of this plan rests with the KOHSEM. Each participating organization will provide support and input for the appropriate annex as determined by the KOHSEM. Each participating organization with a role in an emergency shall develop emergency operation plans in support of the Killeen EOP. These annexes and plans will indicate how the locality, agency, department, or enterprise will implement its specific support to the Killeen EOP. Copies of these plans are to be submitted to the Killeen OHSEM and will be appendices to this Plan.
2. Each department will train staff members on their responsibility under the Plan and ensure they understand how they fit into the overall management of an emergency situation. Killeen OHSEM will regularly test and review the Plan.

**DRAFT**

## Attachment A - Glossary of Terms

**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 agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Alternate Emergency Operations Center (AEOC):** An established location to evacuate to in the event that the primary EOC is not available due to natural or man-made causes.

**Amateur Radio Emergency Services (ARES):** A group of volunteer amateur radio operators who support state and local governments with amateur radio transmission support during times of emergencies.

**American Red Cross (ARC):** A volunteer organization that works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need and is outright grant from donations from the American people.

**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 multi-jurisdictional. Area Command may be established at an Multi-Agency Coordination Center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within given operational periods that are based on operational objectives defined in the TAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Bio-terrorism:** A deliberate attack on humans, animals or plants using a contagious or poisonous agent.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

**Casualty:** A person injured, and needing treatment, or killed because of technological or natural disaster.

**Catastrophic incident:** A catastrophic incident is any natural or manmade incident, including terrorism, 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 could result in sustained impacts over a prolonged period of time. almost immediately exceeds resources normally available to local, State, tribal and private sector authorities. and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.

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

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration and Intelligence (if established as a separate section).

**Civil Air Patrol (CAP):** An auxiliary of the U.S. Air Force that has volunteered to conduct various emergency services missions. These missions are mainly the use of light aircraft in Search and Rescue (SAR), Civil Defense (CD) and disaster relief operations.

**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.

**Command:** The act of directing, ordering or controlling by virtue of explicit statutory, regulatory or delegated authority.

**Continuity of Government (COOG):** All measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

**Continuity of Operations Plan (COOP):** All measures that may be taken to assure the continuity of essential functions of governments during or after an emergency or disaster.

**Cooperating Agency:** An agency supplying assistance other than direct operational, support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Damage Assessment:** The appraisal or determination of the actual effects resulting from technological or natural disaster.

**Damage Survey Report (DSR):** A comprehensive engineering report prepared by a federal-state-local team that outlines the scope of work and estimated cost of repairs at each site of damage that has occurred as a result of disaster.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can 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:** The occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made cause, including fire, flood, earthquake, wind, storm, wave action, oil spill or other water contamination, volcanic activity, epidemic, air contamination, blight, drought, infestation, explosion, riot, hostile military or paramilitary action, extreme heat, cybersecurity event, other public calamity requiring emergency action, or energy emergency.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** A life-threatening event that requires immediate action, but is usually contained. Emergencies are usually able to be handled by local agencies and are considered routine.

**Emergency:** (Stafford Act Definition) Absent a Presidentially declared emergency, any incident(s), human- caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Alert System (EAS):** The replacement system for the Emergency Broadcast System (EBS). This system, based on the same structure as EBS, will allow local government representatives to put out local warnings and alerts from and for their geographic areas. The EAS will also allow alerts and warnings to be broadcasted even if the participating radio station is unmanned after certain hours.

**Emergency Operations Centers (EOCs):** 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 located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan (EOP):** A brief, clear and concise document description of action to be taken, or instructions to all individual and local government services concerned, stating what will be done in the event of an emergency. The plan will state the method or scheme for taking coordinated action to meet the needs of the situation. It will state the action to be taken by whom, what, when, and where based on predetermined assumptions, objectives, and capabilities.

**Emergency Public Information (EPI):** Information, which is disseminated primarily, but not unconditionally, at the actual time of an emergency and in addition to providing information as such, of an emergency and in addition to providing information as such, frequently directs actions, instructs, and transmits direct orders.

**Emergency Support Functions (ESF):** Common types of emergency assistance that are likely to be requested from the state. These common types of assistance have been grouped functionally into 15 areas. State departments have been assigned responsibilities for implementing these functions. Assignments are made based upon the department's statutory, programmatic, or regulatory authorities and responsibilities.

**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.

**Evacuees:** All persons moved or moving from disaster areas to reception areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Executive Order:** A rule or order having the force of law, issued by an executive authority of a government.

**Exercise:** A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation. Exercises can be described as seminars, workshops, tabletops, drills, games, functional exercises and full-scale exercises.

**Federal Emergency Management Agency (FEMA):** The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region VI) is located in Denton, Texas.

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

**Federal Departments and Agencies:** These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security, independent establishments as defined by 5 United States Code Section 104(1), government corporations as defined by 5 United States Code Section 103(1), and the United States Postal Service.

**Floodplain:** The lowland and relatively flat areas adjoining inland and coastal waters including, at a minimum, that area subject to a one percent or greater chance of flooding in any given year.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Government Emergency Telephone System (GETS):** A Federal government system that Texas has access to that will allow landline telephone trunk access when systems are overloaded due to usage.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section (See Division).

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

**Hazardous Materials (HAZMAT):** Any element, compound, or combination thereof, which is flammable, corrosive, detonable, toxic, radioactive, an oxidizer, an etiologic agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

**Incident:** An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can include, for example, major disasters, emergencies, terrorist attacks, terrorist threats, wild land 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 (IAP):** 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 within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident of Significance:** This type of incident is an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of City, mutual aid and/or private sector entities in order to save lives and minimize damage. The Emergency Management Director or designee will determine when an incident of significance has occurred or is likely to occur and will take an active role in the incident mitigation. An incident of significance may not require activation of the EOC. The incident may require assistance from mutual aid partners, State and/or Federal resources.

**Individual Assistance (IA):** A division of a disaster response/recovery organization that directs or monitors assistance to families or individuals.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**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 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 authority. 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).

**Killeen Emergency Operations Center (KEOC):** The KEOC is the physical location where the incident management functions of Multi-Agency Coordination and Area Command are conducted. In the event of an incident such as severe weather which affects the city, overall incident management may be conducted from the KEOC. The KEOC is also the designated coordination point for county, state, and federal counterparts. The KEOC is located in the Killeen Fire Training Center and is designed for continuous operations.

**Killeen Emergency Operations Plan (Killeen EOP):** Is the guidance document for responding to major emergencies and disasters within the boundaries of The City of Killeen, including its political subdivisions. It is consistent with the National Incident Management System (NIMS) and State and Federal plans to ensure coordination between all levels of government. The Killeen EOP refers to the complete plan consisting of the Basic Emergency Operations Plan (sometimes referred to as the EOP), Functional Annexes, Support Annexes, and the Incident Annexes.

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

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Local Emergency Operations Plan (LEOP):** The local (jurisdictional) level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies.

**Locality:** Any statutory political subdivision including any county, city and county, city, or town and may include any other agency designated by law as a political subdivision of this state participating in the Killeen EOP.

**Local Government:** The elected officials of each political subdivision (counties municipalities, towns, cities, and special districts) have responsibility for reducing the vulnerability of people and property to the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. They should ensure that an emergency management office serves the jurisdiction. The Local Emergency Operations Plan should be prepared based upon a valid hazards and risk analysis.

**Local Warning Point:** The facility in a city, town or community which receives warnings over NAWAS and activates the public warning system in its area of responsibility.

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services and material support for the incident.

**Major Disaster:** As defined by the Robert T Stafford Disaster Relief and Emergency assistance Act, a "Major disaster means 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." For Killeen, a major disaster will be catastrophic incident that requires a response or mitigating action to supplement department resources in protecting lives and property as determined by the Director of Homeland Security and Emergency Management.

**Mitigate:** To lessen in force or intensity.

**Mitigation:** The 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 informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**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.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems (MACS):** Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the 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 and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment and/or expertise in a specified manner.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the National Response Framework.

**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 nongovernmental organizations 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. Multi-agency Coordination Systems. training. identification and 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.

**National Response Framework:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response and recovery plans into one all-discipline, all-hazards plan.

**National Warning System (NAWAS):** A communication system from by the Federal Government to provide warning to the population of an attack or other national emergency. Reception is at local and state warning points.

**National Weather Services (NWS):** That federal government agencies charged with weather related reporting and projections.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

**Nongovernmental Organization:** An entity with an association 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.

**One Hundred-Year Floodplain:** The land area adjoining a river, stream, lake or ocean which is inundated by the 100-year flood. The 100-year flood is the regulatory (base) flood under the National Flood Insurance Program.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process.

Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Assistance:** The Federal financial assistance provided to state and local governments or to eligible private non-profit organizations for disaster-related requirements.

**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.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Radio Amateur Civil Emergency Services (RACES):** Volunteer amateur radio operators who support State and local governments with amateur radio transmission support during times of emergencies.

**Radiological Defense (RADEF):** The organized effort, through warning, detection, and preventative and remedial measures, to minimize the effect of nuclear radiation on people and resources.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of supplies and equipment, feeding, and bed down.

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

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**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 by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to or recover from an incident.

Resource management under the NIMS includes mutual-aid agreements. the use of special Federal, State, local, and tribal teams. and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Search and Rescue (SAR):** An organized mission to locate and remove a person(s) reported as missing.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources could be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Guidelines (SOG):** A set of instructions or guidelines covering steps or features of operations to promote effective actions.

**Standard Operating Procedures (SOP):** A set of instructions having the force of a directive, covering those features of operations, which lend themselves to a definite or standardized procedure without loss of effectiveness.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 6 U.S.C. 101(14), Homeland Security Act of 2002, Pub. L.

107-296, 116 Stat. 2135 (2002).

**State Multi-Agency Coordination Center (SEOC):** The facility, located in the city of Centennial, from which state emergency/disaster operations are coordinated.

**State Emergency Operations Plan (SEOP):** The State level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to State agencies, coordinating instructions, staffing, essential facilities and general operations common to most major emergencies.

**State Warning Point:** Same as Warning Point, with the additional responsibility of supervising and controlling that part of NAWAS which is within the state.

**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.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** The term "terrorism" means any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources. and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States. and appears to be intended to intimidate or coerce a civilian population. to influence the policy of a government by intimidation or coercion. or to affect the conduct of a government by mass destruction, assassination, or kidnapping. See 6 U.S.C. 101 (15), Homeland security Act of 2002.

**Texas Division of Emergency Management (TDEM):** The agency responsible for emergency management programs in the State of Texas at the state level. It is located in Austin.

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

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities and legislative authorities.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3 or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

**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, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single TAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Urban Search and Rescue (USAR or US&R):** Urban search-and-rescue (US&R) involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

**Volunteer:** According to Section 16 Part 742f(c) United States Code and Section 29 Part 553.101 Code of Federal Regulations, a volunteer is any individual accepted to perform services by an agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation or receipt of compensation for services performed.

**Weapons of Mass Destruction (WMD):** The term "weapon of mass destruction" means: (A) any destructive device as defined in section 921 of title 18. (B) 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. (C) any weapon involving a biological agent, toxin, or vector (as those terms are defined in Section 178 of Title 18. or (D) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

**ZULU Time:** The mean solar time at the zero meridian of Greenwich, England, used as the basis for standard time throughout the world. Central Standard Time is usually Zulu minus 6 hours and during Daylight Savings Time — Zulu minus 5 hours.

## **XVIII. Attachment B - Acronyms**

<b>AAR</b>	After Action Report
<b>ACP</b>	Access Control Point
<b>AFB</b>	Air Force Base
<b>ANG</b>	Air National Guard
<b>APHIS</b>	Animal and Plant Health Inspection Service
<b>ARNG</b>	Army National Guard
<b>CADRE</b>	Community Agency Disaster Relief Effort
<b>CAO</b>	Chief Administrative Officer
<b>CAT</b>	Crisis Action Team
<b>CCP</b>	Casualty Collection Point
<b>CDC</b>	Centers for Disease Control and Prevention
<b>CERCLA</b>	Comprehensive Environmental Response Compensation and
<b>CMC</b>	Crisis Management Center (CDPHE)
<b>CONPLAN</b>	Concept of Operations Plan
<b>CP</b>	Command Post
<b>CSEPP</b>	Chemical Stockpile Emergency Preparedness Program
<b>CTAC</b>	Counter-Terrorism Advisory Committee
<b>DCE</b>	Defense Coordinating Element
<b>DCO</b>	Defense Coordinating Officer
<b>DFS</b>	Division of Fire Safety
<b>DMAT</b>	Disaster Medical Assistance Team
<b>DMORT</b>	Disaster Mortuary Operational Response Team
<b>DOD</b>	Department of Defense
<b>DOE</b>	Department of Energy
<b>DOJ</b>	Department of Justice
<b>DOMS</b>	Director of Military Support
<b>DOS</b>	Department of State
<b>DOT</b>	Department of Transportation
<b>DTR</b>	Digital Trunked Radio
<b>DTRA</b>	Defense Threat Reduction Agency
<b>EAS</b>	Emergency Alert System
<b>EBS</b>	Emergency Broadcast System
<b>EMA</b>	Emergency Management Agency
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EOC</b>	Emergency Operations Center
<b>EOD</b>	Explosive Ordnance Disposal
<b>EOP</b>	Emergency Operations Plan
<b>EPLO</b>	Emergency Preparedness Liaison Officer
<b>ERT-A</b>	Emergency Response Team — Advance Element
<b>ERT-N</b>	Emergency Response Team — National Element

<b>ESF</b>	Emergency Support Function
<b>FCO</b>	Federal Coordinating Officer
<b>FEMA</b>	Federal Emergency Management Agency
<b>FMO</b>	Fire Marshal's Office
<b>FOIA</b>	Freedom of Information Act
<b>FOSC</b>	Federal On-Scene Coordinator
<b>FSIS</b>	Food Safety and Inspection Service
<b>HAN</b>	Health Alert Network
<b>HEICS</b>	Hospital Incident Command System
<b>HSAS</b>	Homeland Security Advisory System
<b>HSOC</b>	Homeland Security Operations Center
<b>IMP</b>	Information Analysis and Infrastructure Protection (DHS)
<b>IC</b>	Incident Commander
<b>ICC</b>	Incident Command Center
<b>ICS</b>	Incident Command System
<b>JFO</b>	Joint Field Office (FEMA)
<b>JIC</b>	Joint Information Center
<b>JOC</b>	Joint Operations Center
<b>JPIC</b>	Joint Public Information Center
<b>JTF</b>	Joint Task Force
<b>JTTF</b>	Joint Terrorism Task Force
<b>KOHSEM</b>	Killeen Office of Homeland Security and Emergency Management
<b>KEOC</b>	Killeen Emergency Operations Center
<b>KCOP</b>	Killeen Citizens On Patrol
<b>MACS</b>	Multi-Agency Coordination System
<b>MMRS</b>	Metropolitan Medical Response System
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>MSCA</b>	Military Support to Civil Authorities
<b>MSDS</b>	Material Safety Data Sheets
<b>NIMS</b>	National Incident Management System
<b>NIOSH</b>	National Institute of Occupational Safety and Health
<b>NRCC</b>	National Response Coordination Center (FEMA)
<b>NRF</b>	National Response Framework
<b>OPS</b>	Office of Preparedness and Safety (CDPS)
<b>PIO</b>	Public Information Officer
<b>RRCC</b>	Regional Response Coordination Center (FEMA) (replaces ROC)
<b>SCO</b>	State Coordinating Officer
<b>SFO</b>	Senior Federal Official
<b>SITREP</b>	Situation Report
<b>SNS</b>	Strategic National Stockpile (replaces NPS)
<b>SOP</b>	Standard Operating Procedures
<b>UCS</b>	Unified Command System

**USAR or US&R** Urban Search and Rescue  
**VX** 0-Ethyl Methyl Phosphonothiolate (a V-agent)  
**WHO** World Health Organization  
**WMD** Weapon(s) of Mass Destruction  
**WMDOU** Weapons of Mass Destruction Operations Unit (FBI)

DRAFT

**Attachment C – Sample Local Disaster Declaration**

**LOCAL DISASTER EMERGENCY DECLARATION  
(SAMPLE)**

Two (2) copies shall be sent to:  
Texas Division of Emergency Management  
1033 La Posada Dr  
Austin, TX 78752  
FAX: (512) 424-7160

One (1) copy will be forwarded to the Governor by KOHSEM

---

**DECLARATION OF LOCAL STATE OF DISASTER FOR  
[Type of situation]**

**WHEREAS**, [situation]

**NOW, THEREFORE, BE IT DECLARED BY THE CITY OF KILLEEN, TEXAS:**

1. That a local state of disaster caused by [the situation] is hereby declared for the City of Killeen, Texas pursuant to section 418.108(a) of the Texas Government Code.

DECLARED this the \_\_\_\_ day of [Month, Year]

\_\_\_\_\_  
Debbie Nash-King  
City of Killeen Mayor

Filed with me, the City Secretary of the City of Killeen, on this \_\_\_\_ day of [Month, Year], by Mayor Debbie Nash-King.

\_\_\_\_\_  
Judy Paradice  
Interim City Secretary

**Attachment D – Disaster Declaration Assessment Form**

**Killeen Disaster Declaration Assessment Form**

Pursuant to Texas Government Code 418.1015(a) the presiding officer of the governing body of an incorporated city or a county or the chief administrative officer of a joint board is designated as the emergency management director for the officer’s political subdivision; and (b) An emergency management director serves as the governor's designated agent in the administration and supervision of duties under this chapter. An emergency management director may exercise the powers granted to the governor under this chapter on an appropriate local scale.

The following assessment will help determine the need to declare a local state of disaster and assist in creating the Disaster Summary Outline for the State.

Event Name: \_\_\_\_\_  
 Location: \_\_\_\_\_ Disaster Type: \_\_\_\_\_  
 Date: \_\_\_\_\_ Time: \_\_\_\_\_  
 Principle Executive Officer: \_\_\_\_\_  
 KOHSEM Representative: \_\_\_\_\_

	Cross Check on Resources	Yes	No
1	City’s resources are committed		
2	Local Mutual aid resources are exhausted		
3	City provided contracted resources are deployed		
	<b>If 1 &amp; 2 are not checked yes, do not proceed with the disaster declaration</b>		

**Social Impacts: Life and Property**

Description	Yes	No	Numbers
Deaths			
Injuries			
Displaced residents			
Missing persons			
Animals injured or killed			
Homes destroyed			
Homes damaged			
Businesses destroyed			
Businesses damaged			
Farms and ranches damaged			
Farms and ranches destroyed			
Livestock killed			
<b>If deaths/displaced residents are present and all resources are committed, impact is demonstrated.</b>			

**Infrastructure Impacts**

*Level 1= Off-line for long term, Level 2 = not working and repairs underway, Level 3 = damaged but operational.*

Description	Damaged	Destroyed	Level	Description	Damaged	Destroyed	Level
Road systems			1---2---3	Railways			1---2---3
Sewer system			1---2---3	Schools			1---2---3
Airport facilities			1---2---3	Fire Stations			1---2---3
Electrical grid			1---2---3				
Natural gas delivery system			1---2---3				
Water treatment facility			1---2---3				
Telecommunications system			1---2---3				
Governmental facilities			1---2---3				
Hospital facilities			1---2---3				
Long Term Care facilities			1---2---3				
Water delivery system			1---2---3				
Law enforcement facility			1---2---3				
Irrigation ditches							

