



The Downtown Dallas Emergency Response Resource Manual

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Note: The Downtown Dallas Emergency Response Resource Manual is provided in an effort to assist the public. No person or organization that has participated in the writing of the manual or is mentioned in the manual assumes any responsibility or liability whatsoever. The manual, plans, communication, procedures, responsibilities, guidelines and other matters contained in the manual are provided for informational purposes only.

THE DOWNTOWN DALLAS EMERGENCY RESPONSE RESOURCE MANUAL

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INTRODUCTION

"It is not if, but when."

The Central Business District composes the heart of downtown Dallas, the eighth largest city in the nation. Downtown Dallas has a daytime workforce population of approximately 130,000 people and is the home of one of the nation's largest convention centers. Special events hosted in the Central Business District attract two million visitors annually. Many Fortune 500 companies are located within downtown Dallas along with two entertainment districts, two colleges, two high schools, and city, county, state, and federal facilities. Several of the largest hotels in the city and over 10,000 residents are located in downtown Dallas. Clearly, emergency planning for any critical incident is essential to ensure safety of those who work, live and play in downtown Dallas.

Downtown Dallas is the largest center of economic activity in the region; it has the largest tax base, largest concentration of jobs, and is everyone's neighborhood. Quick business recovery is vital to Dallas' economy.

Whether your property or organization is large or small, you need to be prepared to safeguard your workforce and recover business operations in an emergency. **The importance of this preparedness was highlighted on September 11, 2001 during the terrorist attacks on the World Trade Center in New York City.** Nationwide, the compelling need for effective emergency preparedness and business recovery was clearly illustrated. Increased security has become viewed as an investment as opposed to an expense.

The Plan

This plan is the cooperative result of both the public and private sectors having identified general responsibilities and appropriate actions to be taken in preparing for, mitigating, responding to and recovering from critical incidents with the understanding that the "primary consideration is life safety, property protection, and evidence preservation." The next important consideration is "quick business resumption." The merit of these preparedness measures maximizes personal and community security and lessens economic loss. Cities have been put on the front lines of defense.

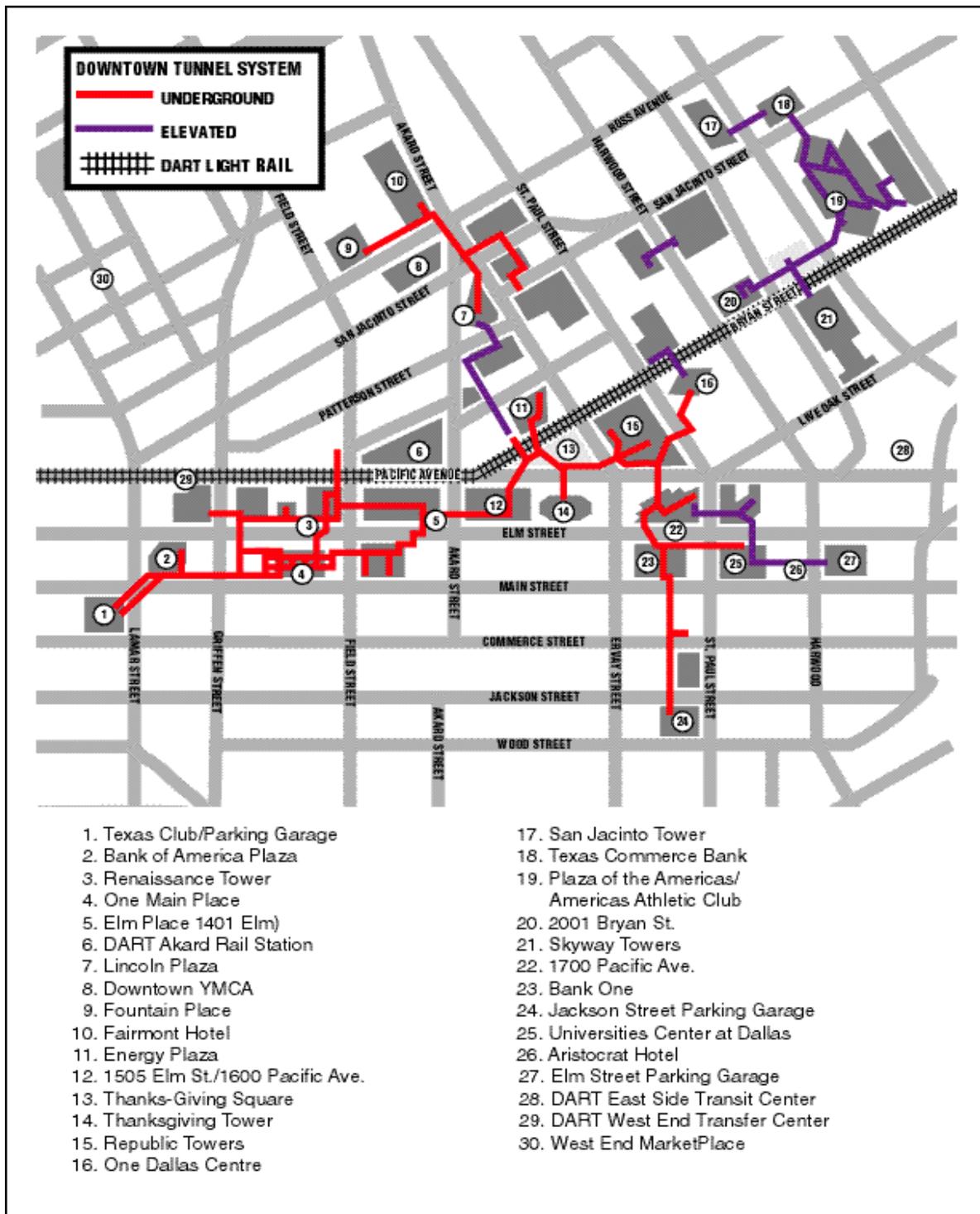
The Manual

This manual is designed to be a general guideline and resource for the downtown stakeholders. It enhances understanding of the responsibilities of different agencies that could be first responders during a critical incident. Understanding the interaction between first responders such as police, fire/rescue services, and public works with the private sector such as property owners/managers, security officers, and building engineers is critical in planning, mitigating, and responding to emergencies. The manual includes best practices that property representatives can adapt to meet specific needs to reduce the degree of risk and increase response and recovery capabilities. The critical incident begins and ends at the local level.

Mission

This manual is an information resource that describes important issues that must be addressed before, during and after an emergency in the Downtown Dallas area.

That area is defined in the Birdseye view of the Central Business District which can be found at www.dallasalert.org. The following map identifies the Downtown tunnel system and Dart Light Rail.



The City of Dallas Master Emergency Operations Plan provides the framework for the public safety component in the emergency response plan. Important components of the City of Dallas Master Emergency Operations Plan are used in the public sector response for specific critical incidents. Excerpts from *Meeting the Security Challenge*, the Building Owners and Managers Association's (BOMA) guidebook, identify guidelines and checklists that assist the building owners in fulfilling their own and tenant needs and expectations.

Lines of communication are highlighted. One of the most important aspects of emergency planning is developing reliable and redundant lines of communication. Many times the breakdown of an emergency response involves the lack of effective communication resources. The downtown stakeholder can utilize the web site of **www.dallasalert.org** as an Internet resource in the planning strategy. The web site includes links to numerous other web sites that discuss emergency preparedness. A message board provides updated information on street closures, building evacuations, and other pertinent information. Another communication resource real time emergency information includes public radio frequency **1680 AM**; the radio station provides updated information throughout a critical incident.

The manual explains the critical importance of establishing a protected perimeter around a critical incident. It explains who makes the perimeter decisions and criteria used to allow access through a controlled perimeter by residents, property owners/managers, tenants, and vendors during an emergency. The importance of accessibility to damaged property to begin business resumption is a high priority of the private sector. One frustration during a critical incident is the ability to gain quick access to the affected property to begin damage assessment. Public safety responders and city officials will consider economic impact in the decision making process. However, the **preservation of life and prevention of injuries is the main goal** for the first responders.

Also, a guideline to conduct a damage assessment of property is available. This will assist the stakeholder with business recovery.

The Downtown Emergency Response Team Goals

In April 2001, many CBD Stakeholders, private and public entities began working together on a public/private partnership to address components of joint emergency planning to increase the downtown stakeholders' understanding and confidence in an emergency plan. The groups participating on the Downtown Emergency Response Team were:

- City of Dallas - Office of Emergency Preparedness, Police, Fire/Rescue, Public Works
- Downtown Improvement District
- American Red Cross
- Dallas Area Rapid Transit
- Federal Protective Services
- Building Owners and Manager's Association (BOMA)
- Dallas County Sheriff's Office
- Downtown Security Directors Association
- CBD Property Managers Association
- Hotel/Motel Association of Greater Dallas
- Association of General Contractors
- Federal Reserve Bank
- Belo

The Downtown Emergency Response Team promotes emergency planning, preparedness and awareness to protect the Downtown community. The team has identified critical goals for implementation to assist the downtown stakeholder in emergency management.

- 1. Devise a plan for downtown Dallas incorporating City of Dallas Master Emergency Operations Plan, Building Owners and Managers Association Guidelines/Checklists for Building Security and American Red Cross's Emergency Management Guide for Business and Industry.**
- 2. Develop a communications plan.**
- 3. Establish perimeter access procedures.**
- 4. Establish damage assessment criteria.**
- 5. Produce a Downtown Emergency Response Resource Manual.**

The Downtown Emergency Response Team meets bi-monthly or more frequently if exigent circumstances arise. For more information, please call the Central Business District Unit Commander of the Dallas Police Department at 214-670-5840.

EXISTING EMERGENCY MANAGEMENT PLANS

The City of Dallas Master Emergency Operations Plan

As Emergency Management Director, the Mayor is charged with the responsibility to develop and implement an emergency management plan in the City of Dallas. The heaviest emphasis in the past was on preparedness and response to all risks: attack, man-made emergencies and natural disasters. Added emphasis is now placed on mitigation and recovery to round out the four phases of emergency management.

Hazardous conditions and situations exist in all communities and downtown Dallas is no exception. They range from such natural hazards as tornadoes and floods to serious chemical spills and terrorist attacks.

Municipal government response to major life-threatening hazards requires continuous planning, training, and education, all of which must be coordinated through a central office, which, in the City of Dallas, is the Office of Emergency Preparedness. The Master Emergency Operations Plan identifies general responsibilities and appropriate actions to be taken in mitigating, preparing for, responding to and recovering from major emergencies. The Master Emergency Operations Plan is attainable at www.DALLASALERT.org.

The chart below is a quick reference of the primary and secondary responsibilities of the different city departments during a critical incident.

EMERGENCY MANAGEMENT Functional Responsibilities

P - Indicates primary responsibility. S - Indicates secondary responsibility.

Primary responsibility will change in some cases, as indicated, depending on the type of emergency.

WATER UTILITIES	STREET SERVICES	PUBLIC WORKS & PARKS	POLICE	PARK & RECREATION	LIBRARY	HUMAN RESOURCES	HOUSING & NEIGHBORHOOD	FIRE	ENVIRONMENTAL & HEALTH	DART	COMM. AND INFO. SERVICES	CODE COMPLIANCE	CITY CONTROLLER'S OFFICE	BUDGET & MANAGEMENT	AMATION	
			S					P								WARNING
			S					S						P	S	PUBLIC INFORMATION
			S	P	S											SHELTER
	S		P					S								EVACUATION
S	S	S	S	S			S	P	S		S	S	S	S	S	DAMAGE ASSESSMENT
										P						EMERGENCY TRANSPORT
						S		P								RESOURCE MANAGEMENT
P	P		P					P								EOC
P	P			P				P								INCIDENT COMMAND
								P								RADIOLOGICAL PROTECTION
	S	S					S	P	S			S	S	S		RECOVERY OPERATIONS
										P						COMMUNICATIONS
	S	S	S					P								HAZARD MITIGATION
			P													LAW ENFORCEMENT
								P								FIRE & RESCUE
									P							HEALTH & MEDICAL
S												P				UTILITIES
	P	S														PUBLIC WORKS

The Dallas Building Owners and Managers Association Guidebook

The property management professional is a key primary contact that the Emergency First Responder makes to assess the property and to determine nature of the critical incident (injuries/property damage), whether evacuation procedures will be implemented, any safe areas have been established, etc. The Emergency First Responder is usually Dallas Fire-Rescue Department or the Dallas Police Department. The BOMA guidebook is a compilation of guidelines, checklists, and other reference documents to assist property management professionals in developing incident and disaster plans for the properties they manage. Each plan must be tailored for the specific property based on a different mix of tenants, different control technologies and budgetary considerations.

The Dallas BOMA Guidebook was formed to guide the office building industry to:

- Establish strategic partnerships with intelligence gathering and law enforcement agencies to improve the industry's ability to obtain information, control access to areas in time of threat and/or disaster, and to facilitate disaster recovery.
- Establish strategic relationships among property managers to provide facilities, equipment, personnel and exchange of knowledge in preparation for potential disasters and to facilitate disaster recovery.
- Establish relationships with agencies with the ability to conduct Risk Evaluations and evaluate threat information.
- Provide guidelines and checklists to create effective emergency plans.
- Increase tenant confidence in their property management companies through consistency of response to threats and incidents.
- Determine the need for training exercises; if needed, determine the best agency or method.
- Increase speed and accuracy of communication from Dallas BOMA by establishing common terminology
- Develop and achieve widespread use of common "Building Access Levels".

The Emergency Management Guide for Business and Industry - American Red Cross

This guide provides step-by-step advice on how to create and maintain a comprehensive emergency management program. It can be used by manufacturers, corporate offices, retailers, utilities or any organization where a sizable number of people work or gather.

Whether you operate from a high-rise building or an industrial complex; whether you own, rent or lease your property; whether you are a large or small company; the concepts in this guide will apply.

To begin, you need not have in-depth knowledge of emergency management. What you need is the authority to create a plan and a commitment from the chief executive officer to make emergency management part of your corporate culture.

If you already have a plan, use the guide as a resource to assess and update your plan. The guide is organized as follows:

Section 1: 4 Steps in the Planning Process - how to form a planning team; how to conduct a vulnerability analysis; how to develop a plan; and how to implement the plan. The information can be applied to virtually any type of business or industry.

Section 2: Emergency Management Considerations - how to build such emergency management capabilities as life safety, property protection, communications and community outreach

Section 3: Hazard-Specific Information - technical information about specific hazards your facility may face.

Section 4: Information Sources - where to turn for additional information

To be successful, emergency management requires upper management support. The chief executive sets the tone by authorizing planning to take place and directing senior management to get involved.

When presenting the "case" for emergency management, avoid dwelling on the negative effects of an emergency (e.g., deaths, fines, and criminal prosecution) and instead, emphasize the positive aspects of preparedness. For example:

- * It helps companies fulfill their moral responsibility to protect employees, the community and the environment.
- * It facilitates compliance with regulatory requirements of Federal, State, and local agencies.
- * It enhances a company's ability to recover from financial losses, regulatory fines, loss of market share, damages to equipment or products or business interruption.
- * It reduces exposure to civil or criminal liability in the event of an incident.
- * It enhances a company's image and credibility with employees, customers, suppliers and the community.
- * It may reduce your insurance premiums.

To receive copies of the guide please contact the Dallas Chapter of the American Red Cross at 214-678-4800.

COMMUNICATIONS

Database

Access to building personnel is important during any emergency situation. An Emergency Contact Database has been developed using Access software. The first responder as well as the Office of Emergency Preparedness will have quick access to important information regarding properties in the downtown area. This information includes:

- ❖ Building name, address and adjacent streets
- ❖ General building information such as occupied, vacant, number of floors, primary entrances, type of building (office-single/multi tenant, government retail, hotel, residential, etc), other access such as tunnel or skybridge, parking garages (underground or attached and the number of floors) and sensitive occupants
- ❖ Management personnel information - name, phone number, E-mail of building manager, security director, chief engineer and respective assistants
- ❖ Management office address

The Emergency Contact Database form is included in this manual. All information will be kept confidential and for use by the Dallas Fire-Rescue Department, the Dallas Police Department, and the Office of Emergency Preparedness in case of an emergency situation. This information should be updated by each property when changes occur. Every September, the Downtown Improvement District will survey each location for any changes that need to be made to the database.

Please complete database form to add new facility information or to update existing data from your facility. Updates should be sent to Downtown Improvement District, 1200 Main St., Suite 125, Dallas TX 75202, Fax 214-744-1986.

Downtown Emergency Contact Database

Building name: _____

Building address: _____

Other streets that border your building

Block Number _____ Street _____

Block Number _____ Street _____

Block Number _____ Street _____

General Building Information

Occupied

Vacant

Type of Building

Office/single tenant

Hotel

Office/multi tenant

Residential/apartment

Government

Residential/condominium

Retail

Other _____

Number of floors _____

Primary entrance location (most common or easiest public access)

Other Access

Tunnel

Skybridge

Parking garage

Underground

Attached

Unattached

Number of parking floors _____

List sensitive occupants (i.e. governmental agencies, elected or foreign officials, **operations essential to City of Dallas and/or would, if disrupted, have a nationwide impact**)

1.

2.

3.

4.

Management Personnel Information

	Name	Office Phone	Home Phone	Cell Phone	Pager	E-mail
Building Manager						
Assistant Manager						
Security Director						
Assistant Sec. Dir.						
Chief Engineer						
Assistant Engineer						

Management Office address:

Building general telephone number:

This Emergency Contact Database will be maintained by the Downtown Improvement District for use by Dallas Police Department and Dallas Fire-Rescue Department officials in case of an emergency situation in Downtown Dallas. Information will be kept confidential.

Please inform DID of any changes to the Management Personnel Information, 214-744-6655 or kleinknecht@downtowndallas.org.

The Dallas Fire-Rescue Department also utilizes an existing database that notes locations of hazardous materials and fire control panels and mechanical rooms of all buildings.

Web Site

www.dallasalert.org is an additional means for property managers, security directors, and chief engineers to communicate issues of emergency management with the public safety sector and with each other. A fixed message window is used to communicate any information that will assist the downtown community before, during and after a critical incident. It is also a source for Downtown stakeholders to link to additional information sources to assist in emergency preparedness, including:

www.dallascityhall.org
www.bomadallas.org
www.atf.treas.gov
www.dart.org
www.dallasfirerescue.org
www.fema.gov
www.redcross.org
www.mapquest.com
www.ci.dallas.tx.us/sts (Dallas Streets Information)
www.dot.state.tx.us/ (Texas Dept of Transportation)
www.ndpo.gov (National Domestic Preparedness Office)
www.ci.dallas.tx.us/dpd (Dallas Police Department)
www.dallas.fbi.gov
www.asisonline.org (The American Society of Industrial Security)
www.epa.gov/region6/ (Environmental Protection Agency)
www.infragard-northtexas.org (Emergency Response Network/InfraGard)

AM Radio Frequency

1680 AM has been established by the Downtown Improvement District to broadcast special information for the downtown community. During an emergency this frequency will be utilized by the public safety sector to broadcast important street closures, detour information, evacuation instructions, shelter information, disaster recovery updates, etc. It is a radio frequency essentially for information dissemination. It will not be used as a warning resource. The Emergency Alert System utilizing television/radio announcements, weather radios, and the Radio Amateur Civil Emergency Services (RACES) are the designated primary sources for warnings. RACES is an emergency communications organization designated to make efficient use of the vast reservoir of skilled amateur radio operators throughout the nation.

Paging Network

The public safety first responders as well as property managers and security directors utilize a paging network system provided through the Downtown Improvement District. The paging system is used when an urgent message regarding downtown operations needs to be disseminated quickly. This could include a notice of practice evacuations so as not to alarm surrounding office tenants, street closures during a protest or large demonstration, or any police/fire activity that may disrupt usual traffic flow, etc. Again, another source for information dissemination.

E-mail Networking

Other sources of information sharing are the respective E-mail networks that the Downtown Emergency Response Planning Committee, the Downtown Security Directors Association, and the Central Business District Property Managers Association have established among their members. Valuable information on the most current homeland security issues, best practices for public safety officials and security officers, intelligence information, and important resources are shared between groups.

Media Relations

Media relations in both the public and private sector cannot be overemphasized as a resource in notifying the community of on-going operations during a critical incident. Public information is a vital component of any critical incident response and accurate information should be available to the public as soon as possible. The media needs to know where to obtain information or receive briefings. The private sector should have plans for an off-site Public Information Office/Media assembly and briefing area (Remember to consider location of media satellite trucks). An informed public is more educated and understanding.

The Public Information Offices of the City, Fire-Rescue, and Police have established excellent rapport with the media and continue to work closely in developing guidelines to work within the emergency management system. The local media is one of most important links in getting the information to the public and thus standardized press credentials have been developed to assist the media in the access of secure areas.

When providing information to the media during an emergency:

Do's

- Give all media equal access to information.
- When appropriate, conduct press briefings and interviews.
- Give local and national media equal time.
- Try to observe media deadlines.
- Escort media representatives to ensure safety.
- Keep records of information released.
- Provide press releases when possible.

Don'ts

- Do not speculate about the incident.
- Do not permit unauthorized personnel to release information.
- Do not cover up facts or mislead the media.
- Do not place blame for the incident.

Tip: Press releases about facility-generated emergencies should describe who is involved in the incident and what happened, including when, where, why and how.

Tenant Communications

Communication with tenants goes a long way towards maintaining strong relations. **As soon as possible following any critical incident, a tenant meeting should be coordinated to communicate with tenants the status of the building, the extent of damage, and what the future plan will be.** The following should be considered:

- **A private location such as a private club could be used for the tenant meeting. Media groups will not be allowed to such locations unless invited.**
- **It must be communicated that access to the building will be denied until the city releases the building and the management company determines that access will pose no threat to life.**
- **Tenants will be anxious to collect items so they may conduct business.**
- **Individuals will want to collect personal effects.**
- **Additional meetings scheduled to update tenants on recovery process.**

Scheduled visitations to the affected site for the tenants should be considered with the following in mind:

- Ensure there is sufficient staff to assist in tenant visitations. Escorts with a means of communications and an elevator operator to ensure safety on the floor while tenants are gathering business and personal items.
- A processing table in a secured staging area should be set up to sign tenants in and issue I.Ds.
- All tenants entering the building should sign waivers.
- Hardhats, goggles and other supplies should be available to protect the tenants.
- A schedule allowing one group at a time into the building should be pre-determined (by floor or by company, etc) and the tenants rotated in and out of the building.
- Tenants must sign out and all persons must be accounted for at all times.

PERIMETER ACCESS PROCEDURES

Purpose

A perimeter is the secured boundary around the site of the critical incident. This could be as small as an office space, which is the site of a crime scene or it could be as large as the downtown core if it was a large disaster. There are also inner and outer perimeters depending on the size of the affected area. The purpose of the perimeter is to secure the site from unauthorized personnel. **This is one of the most important responsibilities of the police during an emergency and is done to: prevent further death, injuries, property damage/loss and to preserve the crime scene if it involved a criminal act such as terrorism.**

A coordinated and controlled perimeter will help prevent looting, decrease congestion hampering rescue efforts, and allow an orderly flow of authorized personnel from the private sector that can begin working on assessing the damage and working toward business resumption.

To educate the stakeholder on the decision making process during a critical incident, one must first understand the importance of the **Incident or Unified Commander**. The public safety responder works on the **Incident Command principle of emergency management**. If the Office of Emergency Preparedness is not activated, the ranking fire or police official at the incident site makes the decision on securing a perimeter and then allowing access. **The citizen must understand that preventing death and injuries is the main priority.**

The City of Dallas understands the seriousness of business disruptions in the downtown area and works closely with the private sector to understand each other's priorities. One frustration identified by building management is the difficulty encountered in accessing a secured perimeter and the delay it causes to recovery. However, the citizen must understand that not all dangers are readily evident. (For example: a pane of glass can travel one block for every ten floors it falls, therefore a pane of glass falling from a 40-story building could travel four blocks.)

The Incident Command System

It is important to have an understanding of the basic management tool that the public sector uses in managing emergency situations. These same principals are identified as the Incident Management Team within the private sector.

The Incident Command System (ICS) is a management tool used in organizing and conducting emergency response and recovery operations. It is designed to be flexible and adaptable to manage single agency responses and/or large multi-jurisdictional operations and uses a modular building block organization to achieve this purpose.

The main benefit of ICS is that, regardless of the incident size, it allows for one person to be in charge; assess the situation, develop and implement response plans; monitor progress and adjust operations as necessary to keep operations on track to meet mission goals.

ICS accomplishes its mission by being organized into five functional groups. Not all groups are necessary for all types of responses and may be expanded or deleted as the situation demands.

The five functional groups in ICS are:

- Command** in charge of overall success, usually sets policy affecting response
- Operations** controls and supports the tactical field response activities
- Logistics** facilitates and provides resources to support operations
- Planning** monitors progress and anticipates effect of current operations
- Finance** keeps track of costs, records, pays vendor services, etc.

ICS utilizes eight principles to assure success in managing emergency response. They all interrelate to join the five functions and are:

Unified command structure leading to a

Manageable span of control by using a

Modular organization and

Common terminology to ensure

Integrated communications and a

Consolidated action plan supported by

Designated incident facilities resulting in

Comprehensive Emergency Resource Management

To learn more about ICS, FEMA has a basic ICS course online at www.fema.gov/emi/nrcrs.htm

Private Sector Command Post

To assist with the private sector with perimeter access, the Central Business District Police Commander may set up a mobile command post to be shared with the private sector representatives of the affected property. The command post would be set up in a secured location within a block or two of the affected site. This will enhance coordinated efforts with the Incident Commander in information gathering and dissemination as it relates to activation of pre-issued perimeter passes and/or issuance of temporary passes to the affected area. The Central Business District Police Unit in coordination with Downtown Improvement District will coordinate the pre-issuance of perimeter passes and the police Tactical Division will coordinate the issuance of temporary perimeter passes to the private sector.

Policy for pre-issued perimeter passes

Property managers, security directors, and chief engineers of property of 250,000 square feet or greater, as defined by *Black's Guide*, will receive pre-issued perimeter passes. These passes will be numbered, include a picture, title of property manager, security director or engineer, and property name.

Pre-issued perimeter passes do not guarantee access to a secured perimeter. In the event of a critical incident, the Incident Commander will determine the properties involved and staff necessary for recovery. Only those passes will be validated for entry. Individuals representing properties not involved in the critical incident will not be granted access to the secured perimeter unless validated by the Incident Commander. Officers staged at controlled access points will utilize police communications to verify validated passes. The pass holder accepts all liability and enters the site at his/her own risk. Passes must be renewed each year in January. Replacement passes for new building personnel will be issued upon surrender of the pass issued to the prior employee.

Policy for issuance of perimeter passes during a critical incident

For all other stakeholders, the Tactical Division will issue the perimeter passes from a designated location determined at the time of the incident. The Downtown Emergency Response Database will serve as a resource in verifying essential personnel requesting perimeter access. Access by vendors and other support personnel will be approved through the Incident Commander and the private sector liaison.

Recommended helmet identification for key personnel

Hard hats are essential for personal protection in the affected area and can incorporate a recognition system. The Building Owners and Managers Association (BOMA) has developed 2.5 inch reflective decals to be attached to the front and back of hard hats. The Office of Emergency Preparedness will recognize this system as a best practice and has incorporated it into its emergency plan. The recognition system is: PM for property manager (green), SEC for security (yellow), ENG for engineer (red), and FW for floor warden (blue). A gold star indicates the senior person in that function for a building, and should be placed at the top of the identification decal with the bottom two points overlapping the decal by one half inch. This will facilitate easy recognition by fire and police of essential personnel during mitigation of the critical incident. Labeled hard hats will not be used to gain access to the restricted area but will permit ease of movement and rapid identification within the area.

DAMAGE ASSESSMENT CRITERIA

The public sector is charged to provide timely and accurate damage assessment reports in quantitative terms of damaged/destroyed public and private property and facilities with the estimated financial impact, in order to plan activities that will restore the economic and social well being of the city, and in particular downtown. Normally, full damage assessment procedures will be initiated only during disaster periods where significant damage has occurred which might warrant or require outside assistance.

The severity and magnitude of the damage in the following areas will provide a basis for a decision by the Mayor as to whether state and federal assistance should be requested:

- 1) Number of casualties;
- 2) Damage to public buildings, facilities and utilities;
- 3) Damage to private property (homes, businesses, utilities, etc.);
- 4) Communications and transportation losses;
- 5) Number of families requiring temporary shelter and housing, food, clothing and health care;
- 6) Number of people unemployed as a result of the disaster.

Within 24 hours of the critical incident, the geographic boundaries of the structural damage area will be determined by the Office of Emergency Preparedness based upon data from American Red Cross, Police and Fire-Rescue Departments, Street Services, initial field surveys (ground and/or aerial) and others. This information will also assist in the deployment of the American Red Cross and Code Compliance damage assessment teams.

During the recovery process, the public sector will identify unsafe structures and recommend condemnation, monitor restoration activities, review building codes and land use regulations for possible improvements and identify activities that the City of Dallas can undertake to assist in the restoration of business.

The following checklist can be used by the private sector to assist on damage assessment:

- | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> 1) Name of the street surveyed (start a new page when you change streets) 2) Mapsco coordinate 3) Council district 4) Identify the damage assessment team leaders 5) The date(s) of the incident 6) The date of the survey 7) The street number of each structure surveyed | <ul style="list-style-type: none"> 8) Name of the business and a contact phone number 9) Name of tenant/owner and type of business (i.e. retail food service, machine shop, etc.) 10) Estimated days business will be out of business 11) Number of employees 12) Number of employees on which unemployment insurance is carried | <ul style="list-style-type: none"> 13) Replacement cost or fair market value (estimated) for structure and contents 14) The dollar loss for structure and contents 15) The amount of anticipated insurance for structure and contents 16) Estimated percentage of overall uninsured loss 17) If column 16 is less than 40%, it is consider minor damage 18) If column 16 is more than 40%, it is consider major damage |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

CITY OF DALLAS
DAMAGE ASSESSMENT FOR NON-RESIDENTIAL LOSS

(1) Street Name		(4) Damage Assessment Team		(5) Incident							
(2) Mapsco		(6) Date of Survey									
(3) Council District											
Street No. (7)	Name of Business/ Phone No. (8)	Tenant/Owner Type of Business (9)	Estimated Days Out of Operation (10)	Employees		Replacement Cost or Fair Market Value (13)	Estimated Dollar Loss (14)	Amount of Anticipated Insurance (15)	% Uninsured Loss (16)	If Column 16 is:	
				No (11)	UI (12)					<40% Min (17)	> 40% Min (18)
						Structure: \$	\$	\$			
						Contents: \$	\$	\$			
						Structure: \$	\$	\$			
						Contents: \$	\$	\$			
						Structure: \$	\$	\$			
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						Structure: \$	\$	\$			
						Contents: \$	\$	\$			

AGENCY RESPONSIBILITIES

Responsibilities of municipal government and certain non-governmental agencies are stated below as broadly defined missions. This will give the private sector a better understanding of the roles each agency plays during a critical incident. Contact with the various city, county, state, and federal agencies is coordinated through the Office of Emergency Preparedness.

Alcohol, Tobacco and Firearms (ATF)

The Bureau of Alcohol, Tobacco and Firearms (ATF) is a federal law enforcement organization within the United States Department of the Treasury with unique responsibilities dedicated to reducing violent crime, collecting revenue, and protecting the public.

ATF enforces the federal laws and regulations relating to alcohol, tobacco, firearms, explosives and arson by working directly and in cooperation with others to:

- * Suppress and prevent crime and violence through enforcement, regulation and community outreach.
- * Ensure fair and proper revenue collection. Provide fair and effective industry regulation.
- * Support and assist federal, state, local, and international law enforcement.
- * Provide innovative training programs in support of criminal and regulatory enforcement functions.

American Red Cross

I. Responsibilities

Through its preparedness program, the Red Cross maintains its capability to take immediate action to provide emergency assistance to any number of people affected by, and emergency workers involved in, disaster or the threat of disaster.

Assistance may be in the form of fixed or mobile feeding stations, clothing, mass or individual shelter, cleaning supplies, comfort kits, first aid or other supplementary medical care, or the provision of other basic needs. The Red Cross provides blood and blood products for disaster victims and handles welfare inquiries from anxious relatives outside the disaster area. The Red Cross will also provide Community Disaster Education to any Downtown Dallas Stakeholder.

Simultaneously, or as soon as possible, the Red Cross also provides to individual families help with their most urgent needs so that they can resume living as families rather than in shelters. Assistance to families is given on the basis of verified need. Help may include funds for food, clothing, housing, fuel cooking and eating utensils, bed and bedding, cleaning supplies, linens, rent, necessary furniture, medical/health care, prescription drugs, dentures and other prosthetic devices, eyeglasses, personal occupational supplies and equipment, transportation, and minor home repairs to make a home livable again. In doing so, the Red Cross utilizes all available resources, including those of the family, if they can be used without causing undue hardship; the resources of federal, state, and local government; and private agencies' disaster relief capabilities, in addition to the resources of the Red Cross.

The Red Cross refers families to available governmental resources and, if necessary, assists families in making application for such aid.

In those instances where other resources are not available to the family or prove inadequate to meet basic disaster-caused needs, the Red Cross may provide for additional recovery assistance in the form of help with the repair or rebuilding of homes, the replacement of essential household contents, or other needs for assistance.

Whenever possible, Red Cross help is channeled through normal commercial establishments in the community in an effort to help restore the disrupted local economy. Families are given disbursing orders that they can take to the merchant of their choice.

All Red Cross help to disaster victims is an outright grant. No repayment is required or requested. No Red Cross disaster supplies are sold.

II. *Authorities*

The Red Cross conducts disaster preparedness and operations activities under these authorities:

- a. Act of Congress of January 5, 1905, as amended, 36 U.S. Code 3, Fifth.
- b. Disaster Relief Act of 1974, as amended.

III. *Methods of Cooperation*

1. Disaster Preparedness

- a. In order to assure continuity in disaster planning, the Red Cross will seek input from the Downtown Emergency Response Team for its disaster planning activities. Likewise, the Downtown Emergency Response Team will seek Red Cross representation on its disaster planning body.
- b. The Red Cross and the Downtown Emergency Response Team will share their written disaster plans.
- c. The Red Cross will, upon request, provide Community Disaster Education in the forms of presentations, literature and/or information to prepare downtown businesses or individuals for a disaster before one strikes.

2. Operations Liaison

- a. During disaster operations, the Downtown Emergency Response Team will provide space within its Emergency Operations Center for a Red Cross liaison.
- b. The Red Cross will assign a liaison to the Downtown Emergency Response Team's Emergency Operations Center or command post to help coordinate activities during operations.
- c. During disaster operations, the Red Cross will assign a liaison to the city's Emergency Operations Center to help coordinate activities.

3. Emergency Mass Care

- a. The Downtown Emergency Response Team and the American Red Cross will cooperatively conduct and maintain an inventory of all buildings which could potentially serve as mass shelters.
- b. The Red Cross will open and manage an assessment center, while determining location and or need for longer term sheltering.
- c. When the need for mass shelters occur, the Downtown Dallas Emergency Response Team and the Red Cross will cooperatively designate one or more mass shelter facilities based upon anticipated need.
- d. The Red Cross will retain administrative and financial control of the mass care activities it provides. The Red Cross will assign a shelter manager to each mass shelter for this purpose and will assume responsibility for the cost of providing Red Cross shelter and feeding operations. The shelter manager will coordinate with the property manager.
- e. The Downtown Emergency Response Team agrees to admit properly identified Red Cross personnel into the disaster area to provide mass care services.

4. Disaster Damage Assessment
 - a. The Red Cross and the Downtown Emergency Team agree to exchange and share damage assessment information and to conduct assessments cooperatively to the extent possible.
 - b. The Downtown Emergency Team agrees to admit properly identified Red Cross personnel into the disaster areas for the purpose of conducting a disaster damage assessment.

5. Direct Assistance to Families
 - a. The Red Cross provides direct assistance to disaster victims as defined in section I. above. In carrying out any relief activities, the Red Cross will exercise administrative and financial control over its own operations.
 - b. The Downtown Emergency Response Team will assist the Red Cross in establishing disaster service centers by providing use of facilities chosen by the Office of Emergency Preparedness.

6. Fund Raising: The Red Cross may initiate fund raising activities in the affected areas in accordance with existing fund raising ordinances and agreements.

7. Recurrent Local Disasters
 - a. The Downtown Emergency Response Team will notify the Red Cross of recurrent local disasters (such as residential fires) where families or individuals will require immediate assistance.
 - b. The Red Cross will dispatch its Disaster Action Team to recurrent local disasters at any time to meet the emergency needs of victims.
 - c. The Red Cross will, upon request, provide canteen services to affected business, firefighters and other emergency workers at the scene of recurrent local disasters.

8. Notification and Contact
 - a. The Downtown Emergency Response Team will alert the Red Cross promptly of actual or potential disasters at the 24-hour emergency number:
(214) 678-9777.

The American Red Cross Disaster Services Office may be reached during regular office hours by calling **(214) 678-4800.**

To obtain additional information regarding American Red Cross disaster services programs, please contact:

Rosemary Mote, Disaster Director	or	Norma Crowder, Assistant Director Disaster Services
214-678-4290 office		214-678-4336 office
214-657-9953 pager		214-657-9954 pager

The Associated General Contractors (AGC) of America, Inc. - Emergency Services Mobilization Program

A report from the National League of Cities stated that private industry, especially construction companies with cranes, bulldozers and other heavy equipment, must be made part of any disaster planning. Officials should recognize and include these and other groups in their emergency preparedness plans.

The AGC Emergency Services Mobilization Program is the construction industry's special program for engaging the skills and capabilities of construction contractors in combating natural or man-made disasters. Regardless of the critical incident, the contractor's mission is to furnish materials, equipment and supply

skilled personnel as long as necessary under the direction of civil or military authority in charge of disaster relief. The AGC Emergency Services Mobilization Program is designed to enable the contractor to carry out this mission with the greatest possible speed and efficiency.

The basic principles underlying AGC Emergency Services are:

- There is a "disaster" only when state and local public officials cannot arrest further loss of life and physical damage to property.
- Contractor services will be directly available to any legally constituted local authority conducting disaster emergency response.
- The objective is to give service, not demand it; preparation and execution of assistance shall be done with minimum inconvenience to the public and its officials.
- Planning and preparation will be accomplished without cost to the general public.
- The primary requirement the industry can meet is that of heavy and other specialty construction equipment, the personnel needed to operate and service this equipment, as well as the expertise to supervise its deployment.
- Neither personnel nor equipment will move into a disaster area without a specific request by a public authority engaged in disaster response. Until called, personnel and equipment will stay out of and away from the disaster area.
- All operations will be conducted with maximum safety precautions.

The City of Dallas is currently working on an agreement of participation with the AGS Emergency Services Mobilization Program.

Building Owners and Managers Association (BOMA)

BOMA is a not for profit organization that represents the interests of owners and managers of commercial real estate. The objectives are:

- * Impact legislation and regulatory and code development
- * Establish BOMA as a knowledgeable, competent source for legislators and regulatory agencies
- * Provide timely, affordable seminars for members
- * Provide effective forums for networking

BOMA has developed a "Meeting the Security Challenge" guidebook for its members. The guidebook is a compilation of guidelines, checklists and other reference documents to assist property management professionals in developing critical incident plans for the properties they manage. It assists with meeting the security needs of the office building owner and tenants needs, expectations and responsibilities before, during and after the incident. For more information, refer to www.bomadallas.org.

BOMA is a member of the Downtown Emergency Response Team and assists in advocating for the private sector's needs during a critical incident.

Centers for Disease Control and Prevention (CDC)

CDC is the Federal agency responsible for protecting the public health of the country through prevention and control of diseases and for response to public health emergencies. CDC works with national and international agencies to eradicate or control communicable diseases and other preventable conditions. The CDC Bioterrorism Preparedness and Response Program oversees the agency's effort to prepare State and local governments to respond to acts of bioterrorism. In addition, CDC has designated emergency response personnel throughout the agency who are responsible for responding to biological, chemical, and radiological terrorism. CDC has epidemiologists trained to investigate and control outbreaks or illnesses, as well as laboratories capable of quantifying an individual's exposure to biological or chemical agents. CDC maintains the National Pharmaceutical Stockpile to respond to terrorist incidents within the United States.

City of Dallas

In addition to the functional responsibilities outlined on page five, the following are the City of Dallas "lead agencies" during planning and responding to emergencies. For example, the lead agency for evacuation is police, the lead agency for fire and rescue is the fire-rescue department, the lead agency for emergency transportation is Dallas Area Rapid Transit, etc.:

• Warning	Coordinator, Office of Emergency Preparedness
• Crisis Communications	Public Information Manager
• Shelter	Director, Parks and Recreation
• Evacuation	Chief, Police Department
• Damage Assessment	Coordinator, Office of Emergency Preparedness
• Emergency Transportation	Director, Dallas Area Rapid Transit
• Resource Management	Coordinator, Office of Emergency Preparedness
• Emergency Operations Center	Coordinator, Office of Emergency Preparedness
• Incident Command System	Coordinator, Office of Emergency Preparedness
• Radiological Protection	Coordinator, Office of Emergency Preparedness
• Recovery Operations	Coordinator, Office of Emergency Preparedness
• Hazard Mitigation	Coordinator, Office of Emergency Preparedness
• Communications	Chief Information Officer
• Fire and Rescue	Chief, Dallas Fire-Rescue Department
• Law Enforcement	Chief, Dallas Police Department
• Health and Medical	Director, Environmental and Health Services Dept
• Heavy Equipment and Personnel Mobilization	Director, Street Services
• Utilities	Director, City Controller's Office
• Emergency Vehicle Repair	Director, Equipment and Building Services

Office of Emergency Preparedness/Emergency Operations Center

This office provides The City of Dallas Master Emergency Operations Plan. It maintains the Emergency Operations Center in a constant state of readiness and coordinates its functioning when activated. Coordinates with disaster relief agencies and county, regional, state and federal disaster officials. Coordinates overall evacuee assistance activities.

Activation Phases

There are four phases of Emergency Operations Center activation. They are described below:

Phase I - Situation Monitoring

This phase is utilized to monitor events such as Severe Thunderstorm or Tornado Watches. During normal working hours, only Office of Emergency Preparedness staff are involved, and after hours the Office of Emergency Preparedness duty officer will respond to the Emergency Operations Center.

Phase II - Increased Awareness

This phase is activated whenever the Coordinator of Emergency Preparedness is present and monitoring the situation. Staffing includes Office of Emergency Preparedness personnel and/or the Duty Officer and the Coordinator of Emergency Preparedness.

Phase III - Master Emergency Operations Plan Implemented

When an emergency plan is activated at Level III, and/or the lead agency or Assistant City Manager on call requests a Phase III activation through the coordinator of Emergency Preparedness or Duty Officer, all command table representatives will be notified and instructed to report to the Emergency Operations

Center. The lead agency will serve as the Command table coordinator, with assistance from the Coordinator of Emergency Preparedness. The Coordinator of Emergency Preparedness or the lead agency at Phase III activation will determine support departments/agencies representation.

Phase IV - Full Activation

At this phase, all command table representatives and the Assistant City Manager on call will be called to the Emergency Operations Center in addition to any support services personnel that are required. The Coordinator of Emergency Preparedness, the lead agency and/or the City Manager's Office will determine support services representation. In addition, the private sector liaison from the downtown business sector will be called to the EOC if the downtown area is affected.

Private Sector Liaison:

Serve as a conduit for information exchange between the City of Dallas Emergency Operations Center and the private business sector of the City. Respond to EOC when it is activated at Phase IV or when requested.

General:

1. Familiar with key emergency response personnel that would work in the EOC.
2. Familiar with downtown building management personnel initially, then to the larger business community.
3. Participate in EOC exercises.
4. Communications capability with major downtown building management personnel.
5. Alternates should be identified.
 - First alternate - President of the CBD Property Managers Association
 - Second alternate - President of the Downtown Security Directors Association
6. If possible, the private sector liaison should be someone NOT affected by emergency causing EOC activation.

Responsibilities:

- Report to the EOC whenever it is activated at Phase IV or higher, or when requested.
- Carry appropriate I.D. that will allow access into City Hall.
- Work 12-hour shifts when the EOC is activated, with designated back-up(s) for extended operations.
- Serve as liaison between Central Business District and the City of Dallas EOC when activated. (Initially between CBD and City then other segments of the private sector as program expands.)
- Identify and communicate needs and concerns of Central Business District to City officials, and help to expedite the return to normalcy. (Initially, then expand this to other sectors of the city as program develops.)

Fire-Rescue

The Dallas Fire-Rescue Department is committed to providing effective emergency response to all disasters, whether natural or man-made. The primary mission is to protect and minimize harm to persons and property through effective use of assets and resources at their disposal. Additionally, Dallas Fire-Rescue strives to return control of property to owners or their representatives as quickly as circumstances permit.

Dallas Fire-Rescue operates under the Incident Command System, (see page 15) Incident Command (IC) provides a methodology by which one person is in command or control of the incident. An important feature of Incident Command is its modular nature; it can be expanded or contracted to fit the situation encountered. The Incident Commander (IC) is responsible for determining and implementing strategic and tactical plans that will effectively deal with the incident.

The Dallas Fire-Rescue Department is the lead agency for fire and rescue:

- Provide for fire suppression, control of spilled hazardous material, medical service, search and rescue, preliminary damage assessment and radiological monitoring.
- Provide representatives to the Emergency Operations Center when requested.
- Maintain Fire plans in a state of readiness.

As Dallas Fire-Rescue units respond to any emergency incident and are the lead agency for fire and rescue, the first arriving unit will take command of the incident until relieved by a higher-ranking officer. The first arriving officer will, among other things, determine the nature of the incident and the appropriate level of response, based on the facts and circumstances presented. As a general rule, when responding to high-rise buildings, the IC will rely heavily on first alarm companies to provide information to Command. Based on this information, and in conjunction with established policies and operating procedures, the IC will formulate and implement an effective plan of attack.

The Dallas Medical Strike Team (DMST), coordinated by the Dallas Fire-Rescue Department may be requested on the authority of the Incident Commander of the Dallas Fire-Rescue Department or the Dallas Police Department. The mission of the DMST is to respond to, provide support for, and provide augmentation to current City of Dallas emergency plans to effectively address first responder safety issues, incident management, and public health consequences of a nuclear, biological, or chemical (NBC) incident that result from accidental or deliberate acts. This support and assistance includes providing planning and training to response personnel prior to an NBC incident, identification of the offending substance via available technology, and off-site management consultation service when needed to respond to the scene to assist with incident management and medical care during an NBC incident. These activities will be conducted in collaboration with Federal, State, and local authorities.

The DMST personnel are comprised of components of Fire-Rescue, EMS HazMat, Medical and Law Enforcement. Decontamination equipment and pharmaceuticals are stored strategically for quick delivery to incidents.

Police

The Dallas Police Department is the lead agency for law enforcement and evacuation.

- Provide traffic and crowd control, enforcement of emergency proclamations, protection of essential utilities and critical resources, aerial reconnaissance, bomb disposal, crime control activities, and evacuation coordination.
- When requested, provide representation in the Emergency Operations Center.
- Maintain Law Enforcement Plans in a state of readiness.
- Utilizes eight (8) levels of response depending on the magnitude of the incident based on personnel required to bring the incident under control. Level 1 is on-duty patrol response to Level 8, which is the Declaration of a State of Emergency, Gubernatorial Action requesting the National Guard.

Public Works and Transportation

- Assist in monitoring high water levels.
- Evaluate structural damage to the public infrastructure and determine the necessary actions to provide for public safety.
- Analyze potential hazards during flood conditions and provide input for implementation of the Master Emergency Operations Plan.
- Serve as Floodplain Administrator in accordance with the Federal Emergency Management Agency to ensure that development or redevelopment of flood prone areas is controlled.
- Provide traffic signal control to assist in evacuations and rerouting traffic, and provide damage assessment for traffic signal system.
- Provide for expedient replacement of street and traffic signs when necessary.

Street Services

- Lead agency in heavy equipment and personnel mobilization.
- Provide basic responses to severe weather including wind and rain storms, tornadoes, floods, snow and ice storms, and to other natural and accidental emergencies affecting the street systems; provide barricades, and clearance of debris.
- Provide representatives to the EOC when requested.

Water Utilities

- Provide an adequate potable water supply and pressure for human consumption, fire fighting and decontamination operations; maintain an operational sewer system; provide damage assessment information of sewer/water system.
- Provide representatives to the EOC when requested.

Code Compliance

- Provide damage assessment of commercial buildings and multi-family structures.
- Provide citizen assistance services including, but not limited to: a) private transportation services; b) checking on elderly and disabled individuals; and c) guarding downed power lines as needed.

Environmental and Health Services

- Coordinate contact with and assistance to special needs groups. Provide liaison to social service agencies in the community. Provide representatives to the EOC when requested.
- Environmental Health - Provide food inspection, vector control, advice and support. Provide staffing of non-disaster shelters when necessary.
- Public Health - Provide consolidated health, medical care, and treatment services in coordination with Emergency Medical Services and Dallas County.
- Martin Luther King Jr. Community Center - Develop and maintain disaster plans for the center. Provide shelter for disaster victims as required.

Parks and Recreation

- Provide staff and facilities to house and feed evacuees in cooperation with the American Red Cross.
- Provide debris clearance when requested.

Dallas Area Rapid Transit

DART recognizes that a key to the success and rapid deployment of mass transportation resources for the Downtown Dallas Central Business District is a good emergency preparedness plan. It means having in place an operational response that co-exists in a support capacity with both private sector and City of Dallas emergency support units. DART also places a high priority on the dissemination of information via the DART media department. The media department consistently liaisons with the local print, television and radio news outlets as a routine priority. Having a good flow of communication with the citizenry is of critical importance to DART, especially during a crisis.

In the event of a natural or manmade emergency incident, DART remains poised to respond at a moment's notice. There is in place a 24-hour emergency telephone contact number that serves as a direct link to the DART Police Department as well as to DART's Rail and Bus Operations. Part of the EOC management of safety and security is a result of a conscious design by DART to create a West and East Bus Transfer Centers within the CBD. These bus stations play an integral role in the emergency response plan. In addition, there exist several Rail Stations within the Dallas CBD that facilitate egress from the Downtown Dallas area. Our plan gives direction to DART personnel to process requests for assistance within the Dallas CBD.

There will be two distinct situations in which DART will be asked to provide assistance: minor emergencies that have little or no effect on DART's normal level of service, and major situations of a greater magnitude that result in service interruptions.

Both types of situations have vastly different implications on DART's internal priorities. Certainly, the continued safety and operation of DART's system would take precedence in most situations. Because of the differences, these two areas will be divided and addressed as Minor Occurrences and Major Events.

In the area of Minor Occurrences, DART's potential response could include evacuations, command post operations, transportation of the sick or injured, Transit Police assistance and the emergency use of the High Occupancy (HOV) Lanes. In the area of Major Occurrences, DART's potential response could include providing a safety response to the public, evacuations, and the organization for a mass casualty response.

In the event of an emergency response, the Rail and Bus Operations will pick-up to "rush hour" service levels of operation. DART has a fleet of service protection buses that can be deployed to the Downtown Dallas Central Business District's West and East bus transfer centers. The bus operation includes the initiation of bus bridges that can expedite the evacuation of large numbers of people from the Downtown Dallas area. These buses are equipped with "LED" message boards that can display customized emergency messages for the DART patrons. These evacuation resources are supported by the existing Light Rail Train system.

The DART Police Department has in place emergency plans that facilitate the deployment of uniformed State of Texas commissioned police officers to specific areas of need. Working hand-in-hand with other law enforcement agencies, the DART police force focuses on its jurisdictional priorities thus freeing outside police officers to respond to emergencies outside of DART's jurisdiction. The DART police force offers specialized services and knowledge that help create a professional and user-friendly transit system. The tactics include securing Rail stations and Bus Transit Centers in the CBD by providing a uniformed presence at these high pedestrian traffic areas. In a time of critical need, this becomes an invaluable asset.

Dallas County Office of Security and Emergency Management

Mission and Vision

The mission of the Office of Security and Emergency Management is to provide a 24-hour operation to reduce injury or loss of life and property, protect Dallas County citizens from all hazards by providing and coordinating resources, expertise, leadership and advocacy through a comprehensive, risk-based security and emergency management program of prevention, mitigation, preparedness, response and recovery.

Duties and Responsibilities

The Office of Security and Emergency Management is comprised of three components: Fire Marshal's Office, Building Security and Emergency Management.

- The Fire Marshal's office promotes fire and life safety through education, investigations, County building inspections and privately owned properties in the unincorporated areas of Dallas County. This office assist the public by recording and maintaining SARA Title III chemical information files and by providing timely responses to public inquires or emergency responders regarding chemical storage or releases within Dallas County. It also oversees the Dallas County Fire & Rescue (volunteer) Department.
- The Building Security Force is responsible for providing a safe environment to the general public and employees who work and utilize the services of Dallas County.
- Emergency Management program for Dallas County stems from Chapter 418 of the Texas Government Code which requires that each county maintain a disaster plan responsible for emergency preparedness and coordination of response to disasters. This statute is the basis for the State/local relationship, which is solidified by inter-jurisdictional agreements with Dallas County and ten intra-county cities for mutual assistance on day-to-day operations, and during times of disasters.

Dallas County Sheriff's Department

During any critical incident, the Dallas County Sheriff's Department's goal is to protect the citizens of Dallas County, Dallas County employees and the Dallas County facilities. Predetermined squads are sent to secure all county facilities. This department would specifically have jurisdiction over the following downtown facilities:

- | | |
|-----------------------------------------|-------------------|
| • George Allen Court Building | 600 W. Commerce |
| • Old Red Courthouse | 501 W. Main |
| • County Administration Building | 411 Elm |
| • Frank Crowley Criminal Court Building | 133 N. Industrial |
| • Lew Sterrett Justice Center | 111. W. Commerce |

The department works very closely with the Dallas Police Department, DART Police, Texas Department of Public Safety and other state and federal law enforcement agencies. They participate with the Dallas Police during crowd control situations, which could involve mass arrests. A standard operating procedure is followed for mass arrest situations: arrest, identification, transportation, and book-in. They also share resources with the Dallas Police Department during evacuations of the downtown area.

Downtown Improvement District (DID)

The Downtown Improvement District is managed by Dallas CBD Enterprises, Inc., which is governed by a 31-member Board of Directors representing the City of Dallas, private real property owners within the District and tenants with business interests within the District. Its mission is to manage the Downtown Improvement District in such a way that Downtown Dallas is "Clean, Safe and Fun," a strong competitor among places for people to work, live and visit. They are an important part of the public/private partnership that has been developed to continually ensure that the public safety needs of downtown are met, which includes emergency planning.

Primary Liaison with the City of Dallas Emergency Operations Center (EOC)

The general manager of the Downtown Improvement District will serve as the principal private liaison in the Emergency Operations Center when the EOC is activated to Phase IV or when requested to assist in expediting close communication/coordination with the private sector during a critical incident.

Central Administrative Office for Stakeholder Database

DID is the coordinator of the stakeholder database that will be updated as changes are made and then audited yearly for corrections. As discussed on page nine, the database will assist first responders in making critical decisions during an emergency.

Dallas Ambassadors

The Dallas Ambassadors provide extra eyes and ears for the Dallas Police Department and offer a hospitality presence in Downtown Dallas, making people feel safe by providing a visible presence and offering information. They are recognized by the red shirts, blue pants and red caps.

The Ambassadors Operations Center is located in the Santa Fe Annex of the Cabell Federal Court Building, 1114 Commerce Street; Suite 123, telephone number is 214-741-1151.

	Standard hours	Winter hours (Dec, Jan, Feb)
Monday & Tuesday	10:30 a - 7:00 p	10:00 a - 6:30 p
Wednesday & Thursday	10:30 a - 10:30 p	10:00 a - 9:30 p
Friday & Saturday	10:30 a - 11:30 p	10:00 a - 9:30 p
Sunday	10:30 a - 8:30 p	10:30 a - 7:00 p

Ambassadors staff includes one project manager, one assistant manager (generally on duty evenings and weekends), one supervisor, two lead Ambassadors, and 18 staff Ambassadors.

Each Ambassador is equipped with a 900 MHz radio on a closed system. Ambassador's radios may communicate with Clean Team radios, but are not set-up to communicate with outside entities.

Ambassadors are trained in data collection, report writing, emergency reporting procedures, personal safety, legal responsibilities, street smarts, CPR, Red Cross First Aid, communications, customer service, dealing with conflict, dealing with emotional behavior and cultural diversity.

In the event of an emergency, Ambassadors would be available to assist in public communications and directing pedestrian traffic under the direction of the Dallas Police Department. Staffing hours may be altered as needed to meet the needs of the community.

Dallas Ambassadors may be contacted after hours through the DID general manager.

The Clean Team

The Clean Team provides maintenance services including litter control, graffiti removal, replacement of trash container liners, painting of public fixtures and light landscaping.

The Clean Team Operations Center is located in the Santa Fe Annex of the Cabell Federal Court Building, 1114 Commerce Street, Suite 123. Telephone number is 214-744-6609. The equipment shop is located in the Southwestern Bell garage, entrance on the 1100/1200 block of Wood Street.

Schedule:

Monday & Tuesday	8:00 a - 7:00 p
Wednesday - Friday	8:00 a - 5:00 p
Saturday & Sunday	8:00 a - 7:00 p

Clean Team staff includes one project manager, two crew leaders and six staff members. The project manager generally works M-F, but is available on weekends.

Each Clean Team member is equipped with a 900 MHz radio on a closed system. Clean Team radios may communicate with Ambassadors radios, but are not set-up to communicate with outside entities.

In the event of an emergency, the Clean Team would be available to assist in removing light debris from public areas. Mechanized litter removal equipment is available for this use, as well as trash bags and a pick-up truck. All equipment is owned and operated by a contract company who would have final authority on any use over and above contract specifications. Under contract terms, Clean Team work is performed up to a maximum height of 10'.

The Clean Team may be contacted after hours through the DID general manager.

Environmental Protection Agency (EPA)

Under the Comprehensive Emergency Response, Compensation and Liability Act (CERCLA) and the Clean Water Act (CWA), as amended by the Oil Pollution Act of 1990 (OPA), the Environmental Protection Agency is responsible for managing the Federal response to incidents involving the release or threat of release of hazardous substance(s), pollutant(s) or contaminant(s) and/or the discharge or threat of discharge of oil consistent with the National Contingency Plan (NCP). The EPA On-Scene Coordinators (OSCs) operate under the authority of CERCLA and the CWA utilizing the authority of the NCP (Title 40 CFR 300). The National Oil and Hazardous Substances Response System is the federal government's mechanism for emergency response. EPA OSCs also take response actions under FEMA disaster declarations. The OSC has access to special forces to support the response efforts. The OSC can also be a source of valuable support and information to the local response community. The 24-hour emergency response number at the Dallas EPA Regional office is 1-866-372-7745. Spills of oil and hazardous materials should be reported to the National Response Center at 1-800-424-8802.

Federal Bureau of Investigation

The FBI serves as the investigative arm of the United States Department of Justice, with jurisdiction in over 280 types of cases. The work of the FBI includes investigations involving applicants, civil rights violations, domestic terrorism, organized crime, drug trafficking, violent crime, bank robbery, kidnapping, extortion, air piracy, health care fraud, bank fraud, white collar crime, public corruption, and national security.

The Dallas Division of the Federal Bureau of Investigation initiated the North Texas Joint Terrorism Task Force (NTJTTF) in 1995. The mission of the NTJTTF is to investigate terrorist organizations planning or carrying out criminal acts occurring in the U.S. and to apprehend individuals committing such violations. The Task Force is comprised of representatives from the FBI, United States Customs Service, the Dallas

Police Department, the U.S. Secret Service, the Bureau of Alcohol, Tobacco and Firearms, the Federal Protective Service, the Federal Emergency Management Administration, the Environmental Protection Agency, the U.S. Immigration and Naturalization Service, the U.S. Postal Service, the Naval Criminal Investigative Service, the Department of Public Safety, and the Police Departments of Ft. Worth, Irving, Plano, and Mesquite.

FBI Dallas is one of 16 FBI field offices around the country that have formed Joint Terrorism Task Forces. The FBI is the lead agency for crisis management and investigation of all terrorism-related matters, including incidents involving Weapons of Mass Destruction (WMD). Within the FBI's role as Lead Field Agency (LFA), the FBI Federal On-Scene Commander coordinates the overall Federal response until the Attorney General transfers the LFA role to FEMA. The FBI has experienced a substantial degree of success in the investigation of terrorist acts in the U.S.

Federal Emergency Management Agency (FEMA)

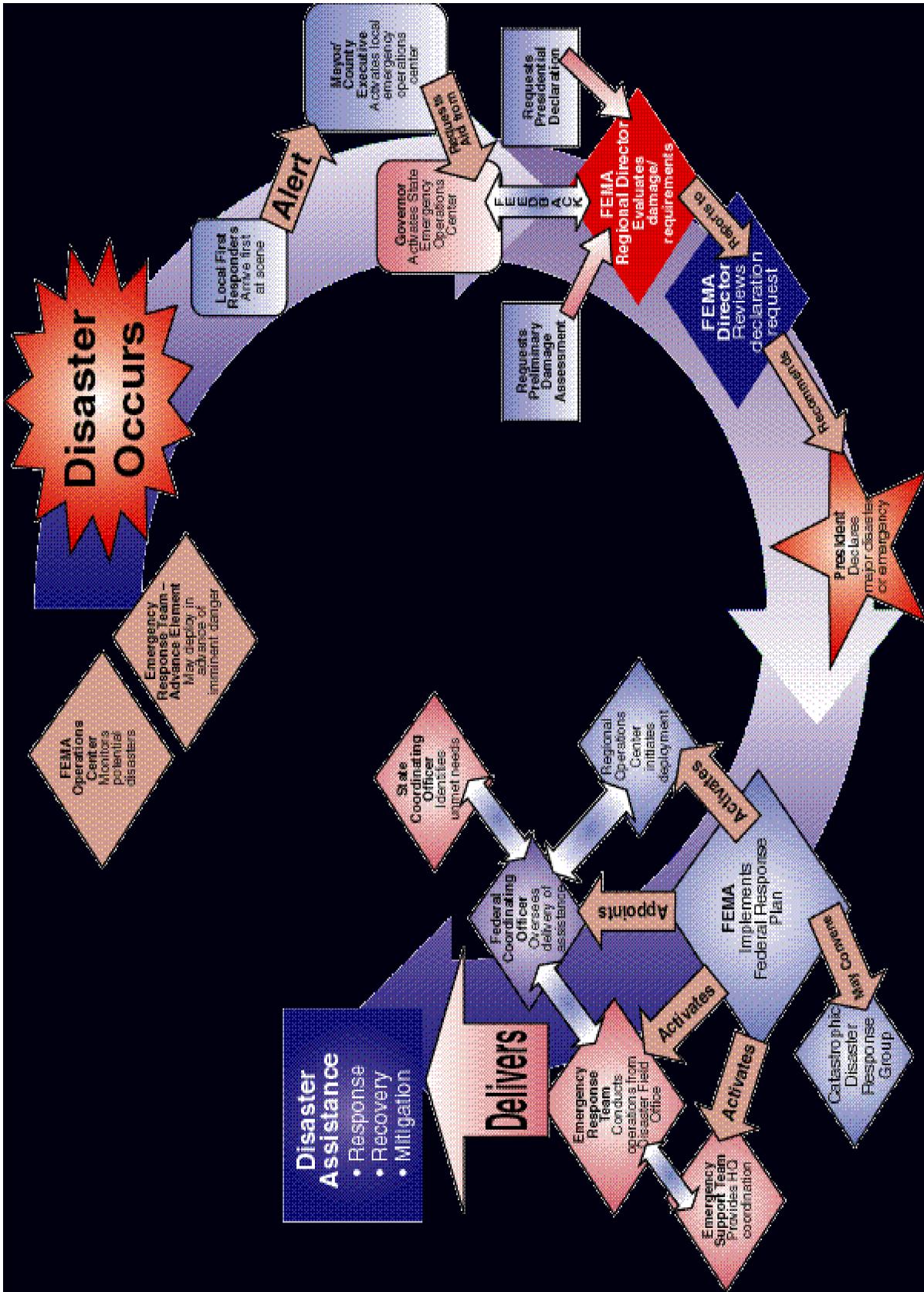
When a disaster strikes, local and State responders work closely with volunteer agencies to respond to a major disaster. The Mayor activates the local Emergency Operations Center (EOC). Upon request from local executives, the Governor activates the State EOC, declares a State emergency or disaster, activates the State emergency operations plan, and begins assessment.

If, from early damage reports, the State concludes that effective response may exceed the community's and State's resources, the State can request that FEMA regional officials join in conducting Preliminary Damage Assessments (PDAs). Data gathered in these assessments are used in the presidential disaster declaration process to determine the impact and magnitude of the damage and types of assistance needed, and to document that the disaster is beyond local and State capabilities to respond.

After the PDA teams have finished their work, the Governor will determine whether or not to request Federal disaster assistance. In order to make the request, the State must include specific information required by law and must guarantee that the cost-sharing provisions will be met. The Governor's request for Federal disaster assistance is addressed to the President and forwarded to the appropriate FEMA Regional Director, who evaluates the request and forwards a recommendation to the FEMA Director. The FEMA Director's recommendation is then forwarded to the President.

When the President determines that a State requires Federal assistance, a formal disaster declaration is made, Federal agencies utilize the Federal Response Plan (FRP) to meet the State's requests for assistance, and the Federal disaster assistance process begins.

On the next page is a schematic of the Federal Response Plan:



Federal Protective Services

For more than 25 years, The U.S. General Services Administration Division of Federal Protective Services (FPS) has had as its primary responsibility the protection of the almost one million Federal workers housed in some 7,000 General Services Administration (GSA) controlled buildings nationwide, as well as millions of visitors to these public buildings. The Federal Protective Service is charged with enforcement of Federal laws, rules, and regulations on properties under the charge and control of the "the owner" of federal properties and buildings. As well as owning a number of large buildings in Downtown Dallas, many high-rise buildings in Dallas have leased space, which is also under the control of GSA. This responsibility of protection & security is carried out through the appointment of Federal Protective Officers under the authority of the GSA Administrator.

In Dallas the U.S. General Services Administration District has over 4.4 million square feet of government building space in the downtown Dallas area alone. The Federal Protective Service has a district office in Dallas staffed by a small number of FPS personnel and a GSA contracted security guard force. Its operational policy is to maintain security with mobile police patrols and officers available for 24-hour dispatch to problem areas. Federal contract security officers are posted at high profile or high-risk Federal facilities to supplement the FPO work force by preventing, detecting and reporting crimes or other problems. Other supporting FPS functions are in criminal investigations, intelligence, liaison, physical security and task force activities.

In emergencies the U.S. General Services Administration and its Federal Protective Services have directly supported FEMA and other federal agencies in public safety and aid operations during natural disasters, riots, terrorist incidents and other national emergencies. The Federal Protective Service could immediately field a special operations and response force of over 100 specially trained Federal Police Officers with supporting staff and equipment to support any emergency efforts if directed by the administration to do so and has past experience in large-scale emergency operations throughout the nation.

Parkland Health and Hospital System, and Baylor University Medical Center

Both Parkland Health and Hospital System at 5201 Harry Hines Boulevard and Baylor University Medical Center at 3500 Gaston Avenue are the primary triage and Level I trauma facilities that serve downtown Dallas.

From July 1997 to July 2001, the development of the Dallas Metropolitan Medical Response System involved the cooperation and planning of over a dozen government and community agencies. Throughout this period, the Parkland Health and Hospital System in concert with the Dallas-Fort Worth Hospital Council, has actively participated in the development and implementation of medical community education and hospital facility preparations specific to domestic terrorism. The Parkland Health and Hospital System has been recognized as a national model for hospital preparedness efforts. Resources unique to Parkland that may assist in mitigating a critical incident includes a 940-bed county hospital; seven community-based health clinics in addition to school-based and mobile clinics; a Level I trauma and burn center; BioTel, a unified emergency medical services command and hospital notification center; the North Texas Poison Control Center; and affiliation with the University of Texas Southwestern Medical Center and the University of Texas allied Health Sciences School.

Both medical centers have detailed safety and security, decontamination, acute and definite medical care, communications, and resource procurement and management plans to address a critical incident.

Small Business Administration

The U.S. Small Business Administration has two loan programs providing funds to qualified business firms in the damaged area. Physical Disaster Loans may be used to restore real property to its pre-disaster condition. Economic Injury Disaster Loans, available to small businesses only, may be used to "meet financial obligations, which the businesses could have met had the disaster not occurred." These "working capital" loans may not exceed \$500,000 or a term of more than 30 years.

Southwestern Bell/SBC

- A senior official will report immediately to the Incident Command Post, when established, and stand by to provide services on any problems involving telephone communications.
- Ensure duplication of equipment and upgrading of systems on a regular basis to provide customers with the newest technologies available and priority service to critical customers in times of overload.
- Maintain current plans for restoration of services during emergencies and prioritize service delivery needs.
- Participate in disaster exercises as requested.

Texas Department of Public Safety - Emergency Management Services

The Governor's Department of Public Safety - Emergency Management Services section advises and assists the Governor by providing executive direction and coordination of State resources before, during and after the occurrence of a disaster.

TXU Electric and Gas/ONCOR

- A senior official will report immediately to the Incident Command Post, when established, to assist on any problems involving power outages, downed power lines, or natural gas.
- ONCOR provides a line locating service to contractors, utilities and the general public.
- Provides a twenty-four hour communication center for taking all phone calls of reported problems or disruptions.
- Staff a 24-hour operating center in downtown Dallas to respond and repair problems or disruptions within the City of Dallas. This particular dispatch center has two direct ring-down lines connected to the City of Dallas Police and Fire-Rescue Departments. This center is capable of a lights and siren response, as requested by either the Fire-Rescue or Police Departments.
- Monitors and remotely controls all of its major electrical circuits throughout the metroplex area.
- They participate in disaster exercises as requested.

Volunteer Organizations Active in Disaster (VOAID)

Purpose: To bring together voluntary organizations active in disaster service at the federal, state and local levels in order to foster coordinated, effective relief services to people affected by the disaster.

Composition: The American Red Cross serves as the coordinating agency within VOAID

PRIVATE SECTOR GUIDELINES

Existing Public/Private Partnerships

CBD Property Managers Association

Property managers of the Central Business District and adjacent office complexes meet monthly to discuss issues relevant to real estate management. **The president of the association is the first alternate to serve as the private sector liaison in the Emergency Operating Center**, and therefore, has the responsibility to assist in coordinating private sector activities during a critical incident. The association is represented on the Downtown Emergency Response Team and their members are leaders in addressing security and recovery concerns of the property owners and tenants.

Downtown Security Directors Association (DSDA)

This association was established to: create an atmosphere of mutual understanding, cooperation and coordination among Security Management personnel in the Downtown Dallas Area, in the area of Security, Crime Prevention, Fire/Life Safety and Training; to foster and encourage a high level of professionalism among the membership; and to cooperate and coordinate with government officials on matters relating to crime and fire prevention.

The Downtown Security Directors meet on a monthly basis to discuss the various security issues affecting their respective properties and businesses in the downtown area. **The president of the association is the second alternate to serve as the private sector liaison in the Emergency Operating Center**, and therefore, has the responsibility to assist in coordinating private sector activities during a critical incident. The association is also represented on the Downtown Emergency Response Team and many of its members are members of the American Society for Industrial Security (ASIS) and receive intelligence communications through FBI's Awareness of National Security Issues and Response (ANSIR) and InfraGard of North Texas.

The police unit commander of the Central Business District along with other staff members attend DSDA meetings to discuss issues regarding public safety in the downtown area.

The Downtown Emergency Response Team

This team formed in April 2001 to address the components of an emergency response plan that specifically addresses the needs of the downtown Dallas stakeholder and to ensure that the stakeholders are educated on the aspects of the plan. This manual is one of the results of the team members' commitment to mitigating any critical incident in downtown Dallas. The team meets bi-monthly or as the need arises if particular security concerns warrant.

Planning Team/Emergency Response Team

Performance in critical incidents is directly related to the amount of time spent in preparation. The time to prepare for an emergency is not after the event has occurred. Procedures must remain simple, concisely written and clear. Procedures can apply equally to events of nature as well as those of man.

Establish a Planning Team

An individual or group should be in charge of developing the emergency management plan. As a guideline, one can use the *American Red Cross Emergency Management Guide for Business and Industry* which was highlighted on page seven.

Conduct Risk/Vulnerability Assessment

This entails gathering information about current capabilities and possible hazards/potential emergencies, and then conducting a vulnerability analysis to determine the facility's capabilities for handling emergencies. Identify critical products, services and operations in order to assess the impact of potential emergencies and to determine the need for backup systems. Areas to review include:

- Company products and services and the facilities and equipment needed to produce/maintain them.
- Products and services provided by suppliers, especially sole source vendors. This is important during the recovery stage when the property manager may need additional hard hats, gloves, parts for damaged mechanical systems, etc.
- Lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation.
- Operations, equipment and personnel vital to the continued functioning of the facility.

Identify internal resources and capabilities. Has your company made arrangements with other facilities to provide backup systems for:

- ♦ Payroll
- ♦ Communications
- ♦ Production
- ♦ Customer Services
- ♦ Shipping and receiving
- ♦ Information systems support
- ♦ Emergency power
- ♦ Recovery support.

Conduct a vulnerability analysis that will assess the probability and potential impact of each emergency. Use the Vulnerability Analysis Chart on page 42 to guide the process, which entails assigning probabilities, estimating impact and assessing resources, using a numerical system. The lower the score the better.

List Potential Emergencies

In the first column of the chart, list all emergencies that could affect your facility, including those identified by your local emergency management office. Consider both:

- Emergencies that could occur within your facility
- Emergencies that could occur within the downtown area

Estimate Probability

In the probability column, rate the likelihood of each emergency's occurrence. This is a subjective consideration, but useful nonetheless. Use a simple scale of 1 to 5 with 1 as the lower probability and 5 as the highest.

Assess the Potential Human Impact

Analyze the potential human impact of each emergency - the possibility of death or injury. Assign a rating in the Human Impact column of the Vulnerability Analysis Chart. Use a 1 to 5 scale with 1 as the lowest impact and 5 as the highest.

Assess the Potential Property Impact

Consider the potential property losses and damages. Again, assign a rating in the Property Impact column, 1 being the lowest impact and 5 being the highest. Consider:

- Cost to replace
- Cost to set up temporary replacement
- Cost to repair

Assess the Potential Business Impact

Consider the potential loss of market share. Assign a rating in the Business Impact column. Again, 1 is the lowest impact and 5 is the highest. Assess the impact of:

- Business interruption
- Employees unable to report to work
- Customers unable to reach facility
- Company in violation of contractual agreements
- Imposition of fines and penalties or legal costs
- Interruption of critical supplies
- Interruption of product distribution

Assess Internal and External Resources

Next assess your resources and ability to respond. Assign a score to your Internal Resources and External Resources. The lower the score the better. To help you do this, consider each potential emergency from beginning to end and each resource that would be needed to respond. For each emergency ask these questions:

- Do we have the needed resources and capabilities to respond?
- Will external resources be able to respond to us for this emergency as quickly as we may need them, or will they have other priority areas to serve?

If the answers are yes, move on to the next assessment. If the answers are no, identify what can be done to correct the problem. For example, you may need to:

- Develop additional emergency procedures
- Conduct additional training
- Acquire additional equipment
- Establish mutual aid agreements
- Establish agreements with specialized contractors

Add the Columns

Total the scores for each emergency. The lower the score the better. While this is a subjective rating, the comparisons will help determine the planning and resource priorities.

For an example: A bank's vulnerability analysis concluded that a "small" fire could be as catastrophic to the business as a computer system failure. The planning group discovered that bank employees did not know how to use fire extinguishers, and that the bank lacked any kind of evacuation or emergency response system.

Some other factors to consider are:

Historical - What types of emergencies have occurred in downtown, at this facility and at other facilities in the area?

- Fires
- Severe weather
- Hazardous material spills
- Transportation accidents
- Hurricanes
- Tornadoes
- Terrorism
- Utility outages

Geographic - What can happen as a result of the facility's location? Keep in mind:

- Proximity to flood plains and dams
- Proximity to companies that produce, store, use or transport hazardous materials
- Proximity to major transportation routes and airports
- Proximity to nuclear power plants.

Technological - What could result from a process or system failure? Possibilities include:

- Fire, explosion, hazardous materials incident
- Safety system failure; such as, fire sprinkler systems
- Telecommunications failure
- Computer system failure
- Power failure
- Heating/cooling system failure
- Emergency notification system failure

Human error - What emergencies can be caused due to employee error? Are employees trained to work safely? Do they know what to do in an emergency? Human error is the single largest cause of workplace emergencies and can result from:

- Poor training
- Poor maintenance
- Carelessness
- Misconduct
- Substance abuse
- Fatigue

Physical - What types of emergencies could result from the design or construction of the facility? Does the physical facility enhance safety? Consider:

- The physical construction of the facility
- Hazardous processes or byproducts
- Facilities for storing combustibles
- Layout of equipment (entry points for utilities; i.e., gas, electrical, water)
- Lighting
- Evacuation routes and exits
- Proximity of shelter areas

Regulatory - What emergencies or critical incidents are you regulated to deal with? Analyze each potential emergency from beginning to end. Consider what could happen as a result of:

- Prohibited access to the facility
- Loss of electric power
- Communication lines down
- Rupture gas mains
- Water damage
- Smoke damage
- Structural damage
- Air or water contamination
- Explosion
- Building collapse
- Trapped persons
- Chemical release

Prepare/Update Emergency Response Procedures

Both public and private sectors are focusing more attention and resources on creating the secure environment that was assumed before September 11, 2001. This section particularly addresses emergency response for building personnel and suggestions for tenant companies. For any emergency plans, the following major components should be included:

Personnel/Organizational Issues

- ◆ Identify who is in charge and the line of succession
- ◆ Lease and insurance document summaries should be secured in documented locations
- ◆ Inventories of emergency equipment available on site
- ◆ Inventories of emergency equipment available for use off site (from own organization or neighboring property)
- ◆ Weather radios for management and tenants
- ◆ Identify command post and alternate command post sites with phone bank capabilities
- ◆ Identify tenant and media briefing areas **Note: These should be kept separate**
- ◆ Identify pre-arranged lodging sites
- ◆ All personnel should be badged using picture identification
- ◆ For daily security, all personnel should display badges on outer clothing
- ◆ The badge used should be difficult for unauthorized persons to duplicate
- ◆ Identify key personnel. Key personnel must be further identified using common titles to designate their employment specialty. Architects, engineers, maintenance, and any other having intimate knowledge of building structures, power supplies/routing and engineering spaces are essential.
- ◆ Develop a printed listing of all employees. This list must contain essential information such as identifying their workspace, parking place, home address, home telephone, and other emergency contact information.
- ◆ Also develop call lists to include:
 - Neighboring properties
 - Primary vendors/contractors
 - Public relations contact (24-hours)
 - Tenant decision makers
 - Supply houses (**with pre-established lines of credit**)
 - Tool/Equipment rental locations
 - Phone tree responsibilities
- ◆ The list must be readily accessible but stored off-site in a location other than the work building. Personnel lists are sensitive documents, access must be restricted and outdated lists must be disposed by shredding or other methods of total destruction.
- ◆ Designate an assembly area well away from the work location where employees can assemble and be accounted for.

- ♦ Designate several rally points at the assembly site for employees to gather. Each rally point should have a designated leader to begin the personnel accounting process.
- ♦ **Practice, Practice, Practice**

Building Specifics

- ♦ Have a detailed plan of the building available both in the work location and off-site. These plans should be hard copy and CD-ROM and include electrical, plumbing, and mechanical specifications. Primary equipment specifications (available from equipment nameplates) should be recorded.
- ♦ The plan should show all work stations and modifications made to the original structure.
- ♦ The plan should show cut-off points for electrical power and natural gas.
- ♦ The plan should show any subsidiary or space leased to another entity.
- ♦ The plan should show storage locations and the type of items normally stored. (this does not apply to normal office supplies but to items that might be of high flammability or produce toxic gas if burned)
- ♦ Maintain duplicate sets of keys to the building. A set should be readily available in the building and at an off-site location.

Dallas Fire-Rescue Recommended Building Manager/Engineer Practices

1. Would like to know names, phone numbers and proximity to location of the property authority. If not on scene, would like to know ETA.
2. Alternate contacts with names and numbers clearly visible in Fire Control (FC) room
3. Clear, easy to understand, map of alarm zones in the F.C. room. It should be "first lookable".
4. Knox Box location clearly stated in the FC room.
5. Possible maps of significant floors available in the FC room.
6. Current schedule for the proper keys kept in the Knox Box. At a minimum it should be reviewed and updated quarterly, or following any major construction.
7. Educate the building engineer on who to locate during an alarm and the engineer should be readily available for the fire incident commander. DFD needs a private sector representative accessible to them throughout the incident. Building owners/managers should consider having three or four substitutes so if the crisis builds, DFD will still have access to the property "smart person".
8. Elevator controls clearly marked and keys available in FC Room. Markings should indicate which levels are served and which are for express and freight elevators. Keys should also be marked for equipment rooms and location of those rooms.
9. Key building management/engineer personnel need to be readily identifiable to fire and police by utilizing the hard hat decals as described on page 17.

Other Preventative Planning Tips

- ♦ All deliveries should be routed through a central location. Rather than simply routing an item, examine it for things that are out of the ordinary. (Handwritten business letters are very unusual. Deliveries from non uniformed couriers companies are unusual)
- ♦ Know the people in your area. This is particularly true during time of reduced staffing such as evening hours. (Do you know the name of the person who cleans your desk and empties your trash can? If this person can take things, trash, from your most sensitive areas they can also bring things, destructive devices, into them)
- ♦ Do employees/tenants use unauthorized entrances/exits? (Are fire doors propped for easy access to parking areas that allow unauthorized persons entry to your building?)
- ♦ Repair and maintenance personnel should be properly uniformed and badged. If you walked down a hallway and found a person working on the air conditioning system, could you determine if they were authorized maintenance or not? How many persons in your organization would ask?

MAKING YOUR OFFICE SAFER

As anxieties rise over terror attacks at the office, here's how architects, engineers and security experts are seeking to minimize the risks at work

FIRST, A PLAN

Building managers must assess threats, identify vulnerabilities and, above all, coordinate efforts. A trained and motivated staff is just as important as any technological fix.

MONITORING DELIVERIES

Access to shipping and receiving areas must be tightly controlled. All deliveries should be registered, screened and logged in before being accepted.

GROUND-FLOOR VENTS

Street-level air intakes should be sealed and moved to higher floors to prevent sabotage from below.

SECURITY CAMERAS

They can spot trouble and offer deterrence but are only as good as the human backup; a lone guard watching 24 monitors is pointless.

TEXT: Diagram by Eli Gabel
Text by David Bjorklin

AIR PATROL

High-efficiency particulate air (HEPA) filters can remove airborne pathogens and other contaminants at fresh-air intakes.

INSIDE FILTRATION

HEPA filters on vents capture nearly 100% of particulates larger than 1 micron in size and prevent their circulation.

THIS WAY OUT

Clear evacuation plans are critical. Occupants must know what to do, what not to do and when. And you, drat, do work.

SAFER WINDOWS

Most injuries in explosions are caused by flying glass; making it shatterproof minimizes that danger.

POINT OF ENTRY

A single entrance allows for greater control, but check in procedures that cause long lines and delays can actually increase security risks.

BETTER SCREENING

Metal detectors, baggage scanners and optical turnstiles that check I.D. cards can all be used to give visitors a final O.K.

TRAINED GUARDS

Three guards checking the same I.D. are not likely to make a difference; security personnel trained to spot real threats will.

BARRIERS

They range from ugly concrete highway dividers to elegant sculptures, fountains and benches, but the aim is the same: to keep cars and trucks at a distance.

NO TRASH, PLEASE

Hang on to that litter. Waste receptacles that could be used to hide a bomb should be yanked.



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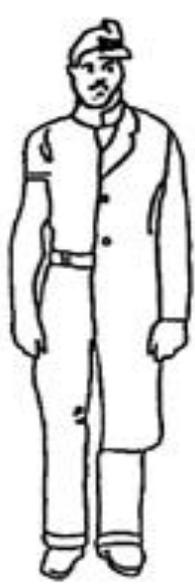
Guidelines and Tips for the Public and Private Sectors During a Critical Incident.

Common Questions from First Responders

Depending on the incident, be prepared to answer the following common questions from the first responders (fire and police):

- Who is the decision maker - property manager, security director, building engineer, officer manager, supervisor on duty, etc?
- What is the location of the incident?
- Are there any injuries?
- Any suspect information? Need as many details as possible

Dallas Police Department

SEX	RACE	AGE	HEIGHT	WEIGHT
HAIR				HAT (COLOR/TYPE)
EYES				TIE
GLASSES TYPE				COAT
TATTOOS				SHIRT
SCARS/MARKS				TROUSERS
COMPLEXION				SHOES
AUTOMOBILE DESCRIPTION MAKE MODEL LICENSE NUMBER				 REVOLVER
WHAT SUSPECT SAID				

- Do you want to implement your evacuation plan?
- Any recent suspicious activity?
- Do you have on-site security (in-house or contract)?
- Any CCTV systems that would be of assistance?
- Locations of the entrances and exits?
- Any tunnel or garage access?
- Do you have a communication/intercom system within the building?
- Any sensitive areas within the building - high profile tenants, critical computer rooms, storage of hazardous materials, day care centers, etc.?
- Any log of whom is in the building at this time?
- Do you have a command post/staging area set up?

PREPARATION OF RECOVERY AND RESTORATION PLANS

Business recovery and restoration, or business resumption goes right to a facility's bottom line: keeping people employed and business running. Both public and private sectors must strive for quick recovery. The private sector crisis management team should immediately initiate a recovery process. The public sector should be kept informed of the recovery process. Accurate damage assessment is important to the recovery process. However, private sector recovery should not conflict with "crime scene" preservation and examination nor should it conflict with public sector response activities. Fast recovery is desirable but **life safety is key and the cause of the incident must be established.**

Surveys conducted on emergency planning and recovery reveal the importance of proper planning

- **Most businesses do not have an emergency or recovery plan even though they know it is important.**
- **47% of businesses that experience a fire or major theft go out of business within two years.**
- **44% of companies that lose records in a disaster never resume business.**
- **93% of companies that experience a significant data loss are out of business within five years.**
- **The majority of businesses spend less than 3% of their total budget on business recovery planning.**

The primary goal of municipal government, working in a coordinated effort with the private sector, and in some cases other levels of government, is to return the City of Dallas to a state of normal social and economic activity in a rapid and effective manner, while reducing future vulnerability through mitigation activities.

Planning Considerations

- Consider making contractual arrangements with vendors for such post-emergency services such as records recovery and preservation (how to handle wet documents, etc), equipment repair, earthmoving, or engineering.
- Meet with insurance carriers to discuss property and business resumption policies
- Determine critical operations and have plans to bring those systems back on-line. Continuity plans involving data recovery are very critical. The process may entail:
 - Repairing or replacing equipment
 - Relocating operations to an alternate location
 - Contracting operations on a temporary basis
- Photograph or videotape the facility to document company assets. Update these records regularly.

Continuity of Management

Not every key person will be readily available or physically present at the facility following an emergency. Emergency plans should ensure recovery decisions can be made without excessive delay. Consult your legal department regarding laws and corporate bylaws governing continuity of management.

Establish procedures for:

- Assuring the chain of command
- Maintaining lines of succession for key personnel
- Moving to alternate headquarters

Include these considerations in all exercise scenarios.

Employee Support

Employee support is one of the most important aspects of recovery. Since the employees may look to you for support after an emergency and they are your most valuable asset, consider the range of services that you can provide or arrange for, including:

- Cash advances
- Salary continuation
- Flexible work hours
- Reduced work hours
- Crisis counseling
- Care packages
- Day care

In the private sector, members of your crisis management team may not be able to focus on business duties because of a critical incident that may have affected them or their families. Educate employees on how to create their own family disaster plan and disaster kit. Those who are prepared at home will be better able to carry out their responsibilities at work. American Red Cross offers the following brochures that can assist with this process: "Your Family Disaster Supplies Kit" and "Your Family Disaster Plan". Call the local American Red Cross office at 214-678-4800 to request these planning guides.

The American Red Cross also has information regarding the effects of a crisis on mental health. The information was prepared to help the individual recognize the emotions, feelings, and physical symptoms that may be experienced and to offer ways to reduce stress and begin the healing process.

During any critical incident, many lives are affected directly and indirectly. Both public and private sectors are working to set up family assistance centers after a major disaster. These centers provide child care, crime victim compensation counselors, quiet room, grieving room, animals to pet, cafes, massage therapy, peer support groups, etc.

TRAINING, DRILLS, AND EXERCISES

Emergency response training for building staff and tenants, tenant education and evacuation drills should be continuous. **Emergency plans must not remain in isolation and become stagnant.** Remember, after creating the preparedness plan, then train to it.

Floor wardens and assistant floor wardens (fire wardens) should be designated who will undergo specific training. Instructions and information on the following topics should be provided:

- Emergency numbers
- Fire Hazard Awareness Program
- Fire Emergency Procedures Plan
- Bomb threats
- Building Security information
- Workplace violence
- Medical emergencies
- Power failures
- Severe Weather
- Evacuation procedures including evacuation of physically challenged persons

General training for all employees should address:

- Individual roles and responsibilities
- Information about threats, hazards and protective actions
- Notification, warning and communication procedures
- Means for locating family members in an emergency
- Emergency response procedures
- Evacuation, shelter and accountability procedures
- Location and use of common emergency equipment
- Emergency shutdown procedures.

Conduct sessions at least annually or when:

- New employees are hired.
- Evacuation wardens, shelter managers and others with special assignments are designated or changed.
- New equipment, material or processes are introduced.
- Procedures are updated or revised.
- Exercises show that employee performance must be improved.

Provide emergency information such as checklists and evacuation maps. Post evacuation maps in strategic locations. Consider the information needs of customers and other visitors to the facility.

The Dallas Fire-Rescue and Police Departments can be invited to attend your training. Contact the Fire-Rescue Department at 214-670-4633 and the Police Department by calling the Central Business District Unit at 214-670-5840.

Exercises

Exercises are not tests but opportunities to acquire and enhance skills, reveal weakness, identify resource gaps, improve coordination and confidence, build teamwork, and validate the emergency response plan. Exercises will reduce the problems, mistakes, or omissions that can occur during actual events. The time spent in conducting and participating in exercises will pay tremendous dividends during an actual event.

Begin with tabletop exercises involving members of the public and private sector. Joint tabletop exercises should be conducted at least once a year and twice is preferable. Tabletop exercises are a cost-effective way to evaluate the emergency response plan, develop participant skills, and enhance knowledge in the emergency response process.

The Downtown Emergence Response Team will conduct an annual tabletop exercise, with coordination by the Office of Emergency Preparedness. Also, the Office of Emergency Preparedness can help your Crisis Management Team develop a tabletop exercise for your specific facility. They can be contacted at 214-670-4275.

Evacuation drills

Since the events of September 11, 2001, many tenants have a heightened concern and are more observant. Seeing tenants evacuate a nearby building creates fear that some real event is occurring. Displaying hand-held signs during practice drills is one way to reassure neighboring building tenants. Also, notify the Central Business District Police Unit Commander so police can assist with the evacuation and notifications can be made to the Downtown Security Directors and CBD Property Managers.

EMERGENCY PREPAREDNESS KITS

Below are basic lists to help each management team develop Emergency Preparedness Kits for the property:

Management Team Kit

- Hardhats with Dallas BOMA identification decals
- Copies of the Emergency Management (Disaster Preparedness) Plan
- Emergency call lists of employees and contractors
- Copies of tenants lists
- Copies of garage parking lists
- Telephone directories
- Clipboards, notepads, and writing instruments
- Earplug speakers for radios
- Discrete frequency radios (suggest handheld two (2) mile range radios with multiple channels)
- Rain Gear
- Flashlights
- Replacement batteries and bulbs
- Amplified megaphones (battery powered "bullhorns")
- Safety vests
- Signs for Fire and Evacuation Drills
- "No Entry" signs
- Sign making supplies (for temporary directional control)
- First aid kit
- Non prescriptions medications
- Water
- Snacks or emergency rations
- Respiratory Masks

Tenant Kit

- Rain gear
- Hardhats (for escorted visitors)
- Flashlights with spare batteries
- First Aid Kits
- Blankets or "Space Blankets" (for shock treatment)
- Water
- Self-cleaning materials (like baby wipes, wet naps, cloth and paper towels)
- Respiratory Masks

Operations Kit

- Tools (hammers, saw, wrenches)
- Welding equipment
- Wet vacuums
- Rope
- Building materials (plywood and braces for shoring and to create safe exit lanes)
- Portable generators (for power tools and emergency lighting)

Family Disaster Supplies Kit

Keep enough supplies in your home to meet your needs for at least three days. These should be stored in sturdy, easy-to-carry containers such as duffel bags, backpacks or covered trash containers:

- ÷ Water (one gallon per person per day) and non-perishable food One change of clothing, footwear, blanket or sleeping bag per person
- ÷ First-aid kit (include prescription medications)
- ÷ Emergency tools including a battery-powered radio, flashlight and extra batteries
- ÷ An extra set of car keys and a credit card, cash or traveler's checks
- ÷ Sanitation supplies
- ÷ Special items for infants, elderly or disabled family members
- ÷ An extra pair of eye glasses
- ÷ Food for pets or provisions for outside care
- ÷ Respiratory Masks
- ÷ Pre-moistened Wipes

IDENTIFYING BUILDING ACCESS LEVELS

Consideration has been given to the issue of building security levels. It will be a challenge to balance the demand for easy public access versus support for more restrictive access. Office building management teams have a need to know about any type of threats that federal, state, and local law enforcement officials have received.

In the public sector, intelligence information is routinely shared between the Police Department, FBI, and other agencies. Any site specific threat information will be shared with the property owner/manager/security director at the site. There are several information sites regarding general non-classified intelligence that building management teams can use to assist in making the decision to increase building security levels. Those sites are:

InfraGard	www.infragard-northtexas.org
BOMA Emergency Resource Center	www.boma.org/emergency/
National Domestic Preparedness Office	www.ndpo.gov/
FEMA	www.fema.gov/
American Society for Industrial Security	www.asis-10.org/
Environmental Protection Agency	www.epa.gov

Building Access Levels

BOMA has identified Building Access Levels with recommended definitions as:

Monitor 1	Threat assessment is normal
Monitor 2	Threat assessment is indirect such as a threat to a nearby building
Restricted 1	Vague threat is directed at the property
Restricted 2	Credible threat is directed at the property
No Access	Direct threat or actual event

Monitor 1 - Threat Assessment is Normal

- Lobby presence
- Courier/delivery/subcontractor access to tenant space
- Visitor access
- Tenant space entry monitored
- Tenant parking via access card
- Visitor parking allowed
- Open elevator access

Monitor 2 - Threat Assessment is Indirect Such as a Threat to a Nearby Building

- Lobby presence increased
- Courier/delivery/subcontractor access sign in and badge required
- Tenant parking via access card
- Visitor Access to tenant space unrestricted
- Visitor parking unrestricted
- Open elevator access

Restricted 1 - Vague Threat is Directed at the Property

- Additional lobby staff required
- Courier/delivery/subcontractor access sign-in and badge required
- Visitor badge implemented
- Add personnel to visitor parking entry
- Some entries closed to traffic (keep in mind fire code regulations)
- Elevator access restricted to tenants and badged visitors/contractors/couriers

Restricted 2 - Credible Threat is Directed at the Property

- Lobby perimeter doors secured - access for tenants via card or authorization
- Tenants must pick up packages in lobby or dock - no deliveries to tenant space
- Additional staff required
- No visitor parking
- Elevator access restricted to tenants and badged visitors - No contractors/couriers

No Entry - Direct Threat or Actual Event

- No entry
- Security evaluation could be in progress or pending
- Only building emergency personnel admitted
- Elevators for Evacuation only - if not prohibited by the critical incident (fire, HazMat release, etc)

GUIDELINES FOR SPECIFIC CRITICAL INCIDENTS

This section identifies how the public safety responders will generally respond for each type of critical incident and offers basic recommended guidelines that the private sector should consider in their emergency response plans. The detailed scope of an emergency plan for each specific type of incident is too large to cover in this manual; however, several key issues are identified that should be **addressed in the planning, mitigating, responding and recovery components of the response plan.**

An additional resource available to the private sector is the BOMA International publication, *Are Your Tenants Safe?* Call 202-408-2662 for further information. Also, the Dallas Fire Code, Section 1115 Fire Safety Plan, and the National Fire Protection Association (NFPA) Uniform Fire Code, Section 19309 Emergency Preparedness, list detailed requirements for the Life Safety Plan for high-rise buildings.

Evacuations

In many critical incidents, evacuations will be necessary to preserve life and property. Consider the following points regarding evacuations by the public and private sectors.

Public Sector

It is conceivable that evacuations of downtown or portions of downtown might result from many different types of critical incidents. It is assumed that the public will receive and understand official information related to evacuation. Most individuals will act in their own interest and evacuate dangerous areas when advised to do so by government authorities. Evacuees may seek shelter with relatives or friends rather than use designated shelter facilities. Most evacuees will use private transportation means; however, transportation may need to be provided for some evacuees, or in cases when access to private vehicle is delayed because of security reasons.

There are two types of evacuations:

Voluntary - A warning given to persons within a defined area that a threat to life and/or property exists. Individuals issued this warning are not required to evacuate.

Mandatory - A warning given to persons within a defined area that an imminent threat to life and/or property exists. Officers will not forcibly remove persons from the property; however, officers will stress the importance of evacuation. Police will control ingress and egress to and from a disaster area and the movement of persons and the occupancy of premises in the area after a disaster occurs.

Private Sector

The person responsible for the facility has the authority to evacuate all tenants. Pre-designated evacuation directions should be outlined in the emergency operational plans. Identify a Tenant Emergency Action Team, which can include the following:

- Safety Coordinator designates volunteers (Floor Warden, Searcher, Monitor)
- Floor Warden directs personnel during an emergency
- Searcher checks specific area of the floor and evacuates personnel
- Exit Monitor stands by the stairwell to assist in evacuation

Know the layout of the floor and stairwell exits. If a total building evacuation is announced, occupants should proceed to a pre-determined "safe" location or assembly area, keeping in mind other hazards such as falling glass, ingress of emergency equipment, etc. In most cases **elevators will not be used.**

Take a head count after the evacuation. This would also include non-employees such as suppliers and customers.

Evacuation of Disabled Persons - As more and more people with disabilities enter the workforce, it is important to take their needs into account in planning for evacuations. Keep this advice in mind:

1. Communicate with disabled workers in advance. Identify the most effective methods for alerting them to an emergency. Remember that individuals with impaired hearing may not be aware of blaring alarms or PA announcements, and workers with limited vision may not see flashing lights. Find out what kind of help these people will need in order to react and evacuate quickly. A disabled person should be constantly reassured that they will not be neglected or abandoned.
2. Set up a buddy system - Assign at least one worker to assist a colleague with disabilities if an emergency strikes, two if the individual uses a wheelchair and may need help getting down the stairs. Various lifting and carrying techniques can be utilized. Practice! Stay with the person until the emergency is over. Remember that the interior of a secured fire stairwell is generally the safest location in the building. However, placing an individual in a stairwell to await evacuation may impede general evacuation. Carefully consider the layout of the stairwells when addressing this aspect. For additional tips on transporting disabled workers, refer to the following web site: www.langara.bc.ca/security/e5d.html.

Bomb Threats

Public Sector

The primary goal is the safety of citizens and the responding police personnel.

- Initial responding officers will contact the person in charge of the premises and inform them that it will be their discretion whether or not the building will be evacuated and/or searched. Adequate resources will assist the person in charge of the facility in making a quick and thorough search.
- If explosives or anything resembling explosives are found, officers will evacuate all persons from the endangered area.
- An inner/outer perimeter will be set up and the Explosive Ordnance Squad requested.
- In the event that a fire or explosion results from the detonation of an explosive device, the Fire-Rescue Department will assume command of all rescue operations.
- The site becomes a crime scene and Alcohol Tobacco and Firearms (ATF) will provide a post blast investigation team along with the Police Department's appropriate investigative personnel depending on injuries/death incidents.
- All terrorist related bomb incidents, regardless of type, will be referred to the FBI. They also respond to bomb threats at all Federal buildings or offices, airports and conduct post blast investigations.
- A mass casualty incident is a situation resulting in a level of serious injuries to exceed the capability of Parkland Memorial Hospital's Emergency Medical Services Medical Control Center (BIO-TEL), making medical control and triage at the scene necessary. The Fire Department will activate the plan if necessary.

Private Sector

- Your emergency response plans should include training for your staff on the use of the Bomb Threat Checklist, which is included below. The checklist is designed to assist the person receiving the threat to obtain as much information as possible from the caller.
- The receiver of the threat should first call 911 and then notify security personnel if available. The person in charge of facility is to be notified and will make the decision whether or not to evacuate. If an Incident Management Team has been predetermined in your emergency response planning, the criteria for deciding whether or not to evacuate should be set down during this planning phase. If available and determined to be safe, use the pedestrian tunnel to exit building, not street level lobby.
- If the decision is made to evacuate, evacuations should be made only to pre-designated, secure, danger-free areas that the general public hasn't normally had access to.
- Once the decision to search has been made then the Incident Management Team along with police will conduct a careful, thorough, expeditious search of the facility.
- If a suspicious article or bomb is located, then the area should be blocked off and secured until the object has been removed or disarmed. A clear zone should extend at least 300 feet in all directions from the object.
- If an explosion occurs, engage evacuation procedures, assist in evacuation and determine what stairwells can still be used and advise the Fire-Rescue Department.
- Follow all directions of police and fire personnel during the critical incident. Entry back into facility will not be made until the area is determined to be safe.

Bomb Threat Checklist

Exact time of call _____

Exact words of caller _____

QUESTIONS TO ASK

1. When is bomb going to explode? _____

2. Where is the bomb? _____

3. What does it look like? _____

4. What kind of bomb is it? _____

5. What will cause it to explode? _____

6. Did you place the bomb? _____

7. Why? _____

8. Where are you calling from? _____

9. What is your address? _____

10. What is your name? _____

Caller's Voice (circle)

Calm	Disguised	Nasal	Angry	Broken
Stutter	Slow	Sincere	Lisp	Rapid
Giggling	Deep	Crying	Squeaky	Excited
Stressed	Accent	Loud	Slurred	Normal

If voice is familiar, whom did it sound like? _____

Were there any background noises? _____

Remarks: _____

Person receiving call: _____

Telephone number call received at: _____

Date: _____

Report call immediately to: _____

Fire

Public Sector

• Upon arrival, the Incident Commander of the Fire-Rescue Department needs to have available a building representative that can:

1. Act as liaison at the Command Post. This person should stay at the Command Post (CP) for the duration of the incident and be able to communicate with each of the various building elements, i.e., engineering, security, property owners, etc.;
2. Act with the authority of property owners or management of the incident locations and can be easily identifiable as such;
3. Provide information about the nature and extent of the emergency prior to Dallas Fire-Rescue;
4. Provide information about:
 - a. number of persons currently in the building and on the affected floor
 - b. unique building features, such as changes in building layout between floors
 - c. floors jointed by stairways, escalators, etc.;
 - d. tenants with hazardous materials, such as dentists, doctors, etc.;
 - e. locations of hazardous materials, such as nitro-nox, other compressed cylinders.
5. Provide information about actions taken prior to Fire-Rescue arrival, i.e., evacuation of floor and location of evacuees;
6. Provide a knowledgeable staff available to monitor and interpret safety instruments, i.e. fire control panel.
7. Provide additional support, i.e., staff to locate and provide containers for removal of fire debris, etc.

It is essential to the efficient and effective response of Dallas Fire-Rescue units that all activity on the scene be coordinated through Command. Further, persons should not be permitted or directed to perform tasks in the building or on the incident floor until approved or directed by Command.

As the incident progresses, the Incident Commander will consult with the Building Liaison to determine the optimal time to disengage from the incident. When this occurs, additional or remedial mitigation will revert back to the property owner or the property representative.

Police Department will set up a perimeter to control traffic and protect any deployed fire hoses. The perimeter will be maintained until Fire-Rescue gives the "all clear".

Private Sector

Preplanning is essential. Identify ahead of time floor wardens and other essential personnel that can be part of the Incident Management Team. Regular meetings should be held outlining emergency procedures. Each team member is to be responsible for knowing what actions to take in the event of an emergency.

An easy way to recall the logical actions to take during a fire emergency is to remember **RCAF**

R - RESCUE
C - CONFINE
A - ALERT
F - FIGHT

Rescue	anyone from the immediate danger area. This means the room or floor of origin, or immediate vicinity of the fire. This is not an evacuation of the premises.
Confine	the fire by closing doors leading to the fire. This will contain the fire and smoke to the area of origin for a long period of time.
Alert	other building occupants by calling 911 and then security.
Fight	if the fire is small and confined to one object (such as a trashcan), attempt to fight the fire only if an appropriate type of extinguisher is available, the person is familiar with extinguisher operation and an alternate exit is available.

Flood

Public Sector

- The Fire-Rescue Department will be the lead agency during the response phase if there are casualties and a need for search and rescue.
- Street Services will be the lead agency during the response phase if there are no casualties and no need for search and rescue.
- The Fire-Rescue and Police Departments will monitor the weather for any watches and warnings affecting Dallas, as well as monitoring departmental radios for reports of flooding in Dallas.
- The Fire-Rescue Department will determine any need to evacuate individuals from the affected area.
- Police will establish a system of security around the perimeter of the damaged area to prevent looting and protect sensitive installations.
- Police, in conjunction with the Traffic Operations Division of the Public Works and Transportation Department will establish a network of bypass routes and detours utilizing emergency signing and signal adjustments as needed.
- Street Services will assist Police in sealing off emergency areas with barricades or ropes.

Private Sector

- Flooding in the facility can result from broken water pipes, backed up sewer lines, clogged drains, sump pump failure, open valves, broken sprinkler lines or water entering the lower levels due to heavy rain. Early detection and prompt action to control flooding is of great importance due to the extensive damage which can be caused in a very short amount of time.
- Evacuate the immediate area if necessary and seal off.
- Engineers should shut off all electrical power in the area of the leak or flood. Determine all floors of the building that were impacted.
- Have contingency plans in place for data storage, access, and recovery
- Make sure tenants understand their responsibility versus property management responsibilities as it relates to damages
- Have vendor agreements in place to assist in restoration.

Tornado

Tornadoes are a major threat to the City of Dallas because they can occur anytime of year, day or night, although they occur most frequently in the afternoon during April, May, and June.

Public Sector

1. Fire-Rescue, Police and Street Services
 - a. Tornado response operations under this plan can be activated on-scene by one of the departments separately or in concert with senior officials of the other two departments.
 - b. On-scene officers of each department will select staging areas for their departmental needs.
 - c. The ranking Fire-Rescue official at the scene will be responsible for selecting the location for the Incident Command Post in coordination with senior officials of Street Services and Police.
 - d. Departmental units will execute coordinated efforts (combined where appropriate) to promptly and effectively accomplish search and rescue, emergency access and crowd control missions.
 - e. Departmental teams will activate departmental sections of the Emergency Operations Center sections of the Emergency Operations Center and the Incident Command Post.

2. Fire-Rescue
 - a. Fire-Rescue Command will assign Search and Rescue teams per Fire Emergency Procedures Manual. Emergency response will be escalated as required.
 - b. The Emergency Medical Services Mass Casualty Incident plan will be implemented and escalated as needed.
 - c. Fire-Rescue Command will locate and designate unsafe areas within the tornado-damaged area and coordinate with other responding departments to avoid exposure of personnel to injury.
 - d. The location of the initial Fire-Rescue Command Post or Command Posts, along the path of a major tornado will be established by the first arriving chief officers, or earlier by company officers if necessary, in accordance with standard operating procedures.
 - e. Departmental units will conduct fire and hazardous materials control operations as necessary.
 - f. Departmental supervisors will, in conjunction with other involved departments and agencies, determine any need to evacuate neighborhoods.
 - g. The Coordinator of the Office of Emergency Preparedness will begin activation of the Emergency Operations Center as necessary to keep pace with the storm events. Staff will be dispatched to the Incident Command Post, if possible.

3. Police
 - a. Departmental units will establish a system of security around the perimeter of the damaged area to prevent looting and to protect sensitive installations.
 - b. Departmental units will establish, in conjunction with Traffic Operations of the Public Works and Transportation Department, a network of bypass routes and detours utilizing emergency signing and signal adjustments as needed.

4. Street Services
 - a. A senior departmental official will direct activities necessary to identify the nature and magnitude of clearance work to be done, and will direct mobilization of sufficient forces and equipment to efficiently execute departmental missions.
 - b. A senior official will go immediately to the scene to participate in the selection of a site for an Incident Command Post in coordination with senior officials of Fire-Rescue and Police.

- c. Departmental units will assist Fire-Rescue in rescue operations involving searches of debris, containment measures to control hazardous material spills, exposure of buried fire sources, and other tasks requiring departmental responses and special equipment teams.
 - d. Departmental units will assist Police in sealing off emergency areas with barricades or rope, clearing obstructions to emergency traffic access and other tasks requiring departmental barricade and response teams.
 - e. Departmental supervisors will subdivide the emergency area into major sectors of responsibility to expedite the clearing of streets, sidewalks, alleys and utility easements, and making street repairs necessary to restore conditions to normal as soon as possible.
 - f. Departmental supervisors will continue to function in the Emergency Operations Center, and at the Incident Command Post as provided in the annexes for these activities.
5. Sanitation Services
- a. Provide debris removal resources to assist the Street Services Department in the clearance of all debris created by the damage from the Tornado.
 - b. Make any special arrangements necessary to provide for the most effective and efficient disposal of all debris resulting from the Tornado.
6. Environmental and Health Services
- A senior official will go immediately to the Incident Command Post by the most direct means available and assist the lead agency in evaluating the impact of the incident on the environment and public health. Determine if the City/County Health Officer needs to be called in.
7. Equipment and Building Services
- A senior departmental official, equipped with a radio or a telephone, will go immediately to the Incident Command Post by the most direct means available and stand by to assist whenever there is a need for support. Departmental units will be mobilized and assembled in an appropriate staging area in the vicinity of the Incident Command Post to provide immediate refueling, mechanical and tire repairs for key vehicles operating in and out of the Incident Command Post.
8. Water Utilities
- A senior departmental official, equipped with a radio or a telephone, will go immediately to the Incident Command Post by the most direct means available to provide water utility repair operations.
9. TXU Gas & Electric/ONCOR
- A senior official, equipped with a radio or a telephone, will go immediately to the Incident Command Post by the most direct means available and stand by to provide TXU Gas & Electric/ONCOR services on any problems involving power outages, downed power lines, or natural gas.
10. Southwestern Bell
- A senior official, equipped with a radio or a telephone, will go immediately to the Incident Command Post by the most direct means available and stand by to provide Southwestern Bell Telephone services on any problems involving telephone communications.
11. Dallas Area Rapid Transit
- Dallas Area Rapid Transit will send a representative to the Incident Command Post to serve as a contact between the City and Dallas Area Rapid Transit on matters pertaining to providing transportation to shelters for displaced persons.

12. Public Works and Transportation Department
 - a. Traffic Operations will send a representative to the Incident Command Post to assist Police in rerouting traffic with appropriate signs and signal adjustments, and replacing street identification signs destroyed by the tornado.
 - b. Provide temporary street name signs to assist response crews in finding reported locations. Storm Water Quality Management will send a representative to the Incident Command Post to assist Fire-Rescue in containment and mitigation of hazardous materials releases.
13. Park and Recreation Department

Park and Recreation will send a representative to the Incident Command Post to serve as a contact with the incident commander on matters pertaining to providing facilities for displaced persons.
14. Volunteer Support Group
 - a. The American Red Cross will send a representative to the Incident Command Post to serve as a liaison between the City and American Red Cross headquarters to coordinate American Red Cross Emergency services.
 - b. The Salvation Army will send a representative to the Incident Command Post to provide refreshment support to the operating personnel and to coordinate Salvation Army disaster relief activities with other agencies.

Private Sector

- Closely monitor National Weather Service Broadcasts. The management office or security command center shall maintain a weather radio with Specific Area Message Encoding (SAME) capabilities, which automatically gives warning to specific areas in advance of emergency weather conditions. It is also recommended that Floor Wardens have weather radios.
- Emergency supplies should be stocked - first aid kits, emergency blankets, flashlights, portable radio and spare batteries, plywood/lumber.
- Test life safety systems and emergency power circuits on a regular basis.
- Maintain emergency fuel supplies.
- If a tornado is sighted, building occupants should proceed to designated shelter areas and remain until told it is safe to leave.
- Below ground shelter areas are preferred but if time is short, use interior hallways, restrooms, and any areas determined to be relatively free from hazards such as broken/flying glass, collapse, wind damage, heavy electrical equipment, gas lines, etc.
- The property/facility manager will decide whether to evacuate the building, considering the situation and notification from the public sector.

Terrorism

Terrorism, especially anti-American terrorism is a reality. Countering it requires the concerted attention of all those who are affected by it and those who stand to lose if it goes unchecked. Recent events make Nuclear, Biological, and Chemical (NBC) emergencies a plausible scenario necessitating detailed contingency planning in major urban areas such as downtown Dallas. Both chemical and biological agents can be delivered by a variety of means, it can be isolated, or as part of a Weapons of Mass Destruction (WMD) event.

The different venue sites in downtown - sports arenas, concert halls, department stores, transportation terminals, office buildings and subways - in short, any location capable of housing a large number of people in an enclosed space - are amenable to aerosol dispersal and thus at greatest risk in an NBC terrorism incident.

If there is a large scale terrorist attack, especially one involving WMD, the local First Response community (Fire-Rescue, Police, American Red Cross, etc.) will manage both the crisis and the consequences for

several hours before any Federal follow-on assets arrive. It is extremely important that all of the agencies are aware of the capabilities, assets, and responsibilities that each brings toward mitigation of the incident.

Public Sector

The Dallas Police Department (DPD) will aggressively investigate all threatened or actual acts of terrorism within the City of Dallas. In the event of a terrorist incident within the City of Dallas the Dallas Police Department will coordinate with other state and local agencies along with the FBI in order to effectively mitigate the incident.

- A. In the event of a terrorist incident, the **Dallas Police Department (DPD)** is responsible to:
 - 1. Attempt to prevent further loss of life or casualties.
 - 2. Aggressively protect evidence from the crime scene.
 - 3. Designate a Criminal Intelligence Unit (CIU) Supervisor to serve as a liaison with Federal Authorities.
 - 4. Ensure coordination exists between all divisions within the department.
 - 5. Coordinate with surrounding agencies for additional resources as needed.
 - 6. Ensure all proper agencies are notified of the incident.
 - 7. Ensure that an Intelligence Liaison is represented at any Public Safety command post set up in response to a terrorist incident that has occurred in the City of Dallas.

- B. In the event of a terrorist incident the **Dallas Fire-Rescue Department (DFD)** will provide the following:
 - 1. Early recognition of an actual release of an NBC agent.
 - 2. Agent identification and determination of the proper level of personal protective equipment to be used during emergency response.
 - 3. Decontamination of the victims and emergency response personnel.
 - 4. Triage, Treatment, and Transport of the sick and injured.
 - 5. Ensure coordination exists between all divisions within the department.
 - 6. Coordinate with surrounding agencies for additional resources as needed.
 - 7. Ensure all proper agencies are notified of the incident.

- C. In the event of a terrorist incident the **Office of Emergency Preparedness** will provide the following:
 - 1. Appropriate level of activation of the Emergency Operations Center (EOC).
 - 2. Provide assistance in obtaining resources not normally available to City forces.
 - 3. Provide a representative to the incident command post if requested.
 - 4. Keep the EOC informed of the situation.
 - 5. Maintain contact with the National Weather Service concerning weather conditions and projections that may have an impact on operations.
 - 6. Arrange for temporary shelters if an evacuation is directed.
 - 7. Coordinate recovery efforts to expedite a return to normal city operations as soon as possible.

- D. In the event of a terrorist incident **Parkland Hospital Biotel** will provide the following:
 - 1. Make appropriate notification to area hospitals that an incident has occurred.
 - 2. Provide assistance in obtaining medical resources not normally available to city forces.
 - 3. Manage and track distribution of patient transports to area hospitals.

- E. In the event of a terrorist incident **Environmental and Health Services** will provide the following:
 - 1. Provide a senior official at the EOC.
 - 2. Advise the field manager of nursing services of any emergency response measures to be taken.
 - 3. Coordinate the augmentation of medical personnel and determine if the City/County Health Officer will be needed.

- F. In the event of a terrorist incident **Street Services** will provide the following:
1. Provide a senior official at the incident command post.
 2. Assist the Fire-Rescue Department in searches of debris and other tasks required.
 3. Assist the Police Department in sealing off emergency areas with barricades or rope, rerouting traffic with appropriate signing and signals, and adjustments to emergency traffic access.
 4. Conduct basic clearance of streets, alleys and utility easements, remove debris, and make street repairs necessary to restore conditions to normal.
- G. In the event of a terrorist incident **Water Utilities** will provide the following:
1. Provide a senior official at the incident command post.
 2. Assist the Fire-Rescue Department in matters pertaining to effluent or contaminants that might adversely affect the water or sanitary sewage systems.
 3. Assist the Incident Commander as may be requested and as feasible, concerning use of heavy or specialized equipment.
 4. Assist the Fire-Rescue Department in the control of drainage of hazardous materials and other tasks required.
- H. In the event of a terrorist incident **Public Works & Transportation** will provide the following:
1. Provide a senior official at the incident command post.
 2. Assist the Fire-Rescue Department in identifying and determining methods of neutralizing, removing and/or disposing of the hazardous materials.
 3. Determine if underground storm drains will be affected and identify the potential dangers associated with the drainage system. Have the building tie-ins to the storm drain system been taken into account? Is it automatic or pumped?
 4. Provide maps of the storm drainage system.
 5. Coordinate with local, state and/or federal agencies for advice or assistance on environmental health matters.
 6. Arrange and supervise cleanup and disposal of hazardous materials, as needed, with outside contractor.
- I. In the event of a terrorist incident **DART** will provide the following:
1. Provide a senior official at the incident command post.
 2. Assist the Police Department with bus support for evacuation.
 3. Assist the Fire-Rescue Department with bus support for large-scale victim transport.
- J. In the event of a terrorist incident the **Park and Recreation Department** will provide the following:
1. Provide a senior official at the EOC.
 2. Assist with temporary shelters if an evacuation is directed.

OTHER PUBLIC SECTOR RESOURCES

A. Overview:

Overall responsibility for responding to and managing the consequences of a terrorist incident is the responsibility of the local jurisdiction. The City of Dallas will join efforts with other responding agencies to ensure that loss of life and interruption of vital services are kept to an absolute minimum. Operational elements for managing terrorist incidents involving WMD will include local response assets as well as specialized teams. Local response will entail law enforcement (tactical, bomb squads, intelligence), Fire-Rescue, EMS and Haz-Mat units.

B. Dallas Area Specialized Resources:

The following specialized resources are available to the City of Dallas response efforts. These resources will perform mission-specific tasks as assigned by the Incident Commander (IC).

1. The **Criminal Intelligence Unit's (CIU) Terrorism Squad** will be the primary investigative section for all acts of terrorism. This unit will have the lead role in planning for and mitigating any terrorist acts or threats that may occur in the City of Dallas. In the event of an actual terrorist incident the CIU. will operate in a joint effort with the FBI who will be the lead federal investigative agency. It is understood that investigative responsibility and tactical considerations will be operating concurrently within the Dallas Police Department.
2. The **Special Operations Division** will respond to requests for assistance involving tactical support, which includes SWAT, Explosive Ordnance Unit, Canine, Mounted, and Traffic. When a situation exists that requires an immediate tactical resolution at the scene, the Tactical Section Commander will be responsible for stabilizing the situation.
3. **The North Texas Joint Terrorism Task Force (NTJTTF)** was initiated by the Dallas Division of the FBI in 1995. It is an interagency, joint terrorist task force for North Texas. The primary focus is to investigate all acts of domestic terrorism within North Texas. The NTJTTF ensures integration of federal investigative, criminal intelligence and crisis management activities with local law enforcement agencies.
4. **The Dallas Fire-Rescue Department Hazardous Materials Response Team (HMRT)** is responsible for responding to, and mitigating potential or actual releases of hazardous substances, to include nuclear, biological, or chemical (NBC) agents, within the City of Dallas. The HMRT is comprised of fire fighter/hazardous materials technicians trained to all recognized national standards relating to hazardous materials emergency response. The HMRT carries sophisticated detection and monitoring equipment for incidents involving NBC agents as well as industrial type chemicals. The HMRT will provide site entry, agent identification, decontamination, rescue, and technical advice to local, state and federal agencies. In the event the DMST is activated, the HMRT would be integrated into the team.
5. **Area Hazardous Materials Teams:**
There are currently five other public agencies with full-time Haz-Mat units in the immediate DFW Metroplex. These agencies are listed as follows:
 - a) Fort Worth Fire Department
 - b) Irving Fire Department
 - c) Arlington Fire Department
 - d) Plano Fire Department
 - e) Northeast Tarrant County (consist of eleven cities)
6. **The Dallas Medical Strike Team (DMST)** is a technical-professional task force comprised of members from the Dallas Police and Dallas Fire-Rescue Departments as well as public health officials. Their mission is to respond to, provide support for, and provide augmentation to current City of Dallas emergency plans to effectively address responder safety issues, incident management, and public health consequences of a nuclear, biological, or chemical (NBC) incidents that result from accidental or deliberate acts.

This support and assistance includes providing planning and training to response personnel prior to an NBC incident, identification of the offending substance via available technology, off-site management consultation service, also when needed to respond to the scene to assist with incident management and medical care during an NBC incident. All activities will be conducted in collaboration with other Federal, State and local authorities.

The Dallas Medical Strike Team is the City of Dallas' specialized resource for managing the technical aspects of a terrorist incident involving the use of NBC agents. The members of the task force will require on-going specialized training to operate in potentially hazardous and contaminated environments. The following describes the unique aspects and resources for the DMST.

- a) DMST will directly perform field level response efforts for the consequences of the terrorist use of weapons of mass destruction (WMD).
- b) Made up of three (3) teams that consist of forty-three (43) members per each team.
- c) If a response is required, the task force will be on site within 20 minutes of notification.
- d) DMST has the capabilities to provide treatment and DECON for up to one thousand (1,000) victims per incident.
- e) DMST will supplement the initial first responders. This will include site entry, agent determination, drug administration, victim retrieval and treatment, and victim and rescuer decontamination (DECON) procedures.
- f) The DMST Task Force Leader will be a command level officer from the Dallas Fire-Rescue Department who will direct the overall activities of the DMST.

C. Federal Resources:

Terrorist incidents involving weapons of mass destruction such as NBC agents are extremely hazardous and complex emergencies. Due to the potentially extreme lethality of many of these agents, specialized response procedures and specially trained personnel are required. Special resources from the FBI would be the Hazardous Materials Response Unit (HMRU) and the Domestic Emergency Support Team (DEST).

1. **Hazardous Materials Response Unit (HMRU)** provides and coordinates laboratory and field forensic, scientific and technical response to FBI investigations of criminal acts involving the use of NBC agents. The unit also serves as a technical advisory group to the FBI and other Federal, State and Local agencies on technical aspects of NBC incidents. HMRU has response capabilities to respond to incidents anywhere in the U.S. to augment existing response capabilities.
2. **Domestic Emergency Support Team (DEST)** provides expert advice and assistance to the FBI On Scene Commander (OSC). Related to the U.S. Government's capabilities in resolving terrorist threats or incidents. This includes crisis and consequence management assistance, technical or scientific advice and contingency planning and guidance. DEST is a compilation of several federal agencies with specialized skills in terrorism and NBC issues.
3. **Dallas FBI Haz-Mat Team** consists of local FBI personnel trained to technician level. Primary function will be evidence collection and to assist local first responders.

D. State Resources:

In order to access State resources, the Mayor must make a request to the Governor through the DPS Regional Office in Garland. The request must be specific, and should include as much detail as possible (Reporting location, contact name, what resources are needed, etc.)

1. **National Guard Rapid Agent Identification and Detection (RAID)** Team consists of active duty military personnel trained as Haz-Mat Technicians. The Team can provide mobile laboratory and field forensic, scientific and technical support, and hazardous material team response to local jurisdictions. The RAID Team has the capability to respond to incidents anywhere in the state within 4-6 hours to augment local jurisdiction response. The team can be activated through a request to the Governor.
2. **Texas Department of Health (TDH)** provides expert advice and assistance to the local jurisdiction. This includes public health and mental health support during the consequence management phase of a WMD incident. TDH resources can be deployed through activation of the Statewide Emergency Plan.
3. **Texas Task Force One (USAR)** Team consists of a 62-member team trained to deal with technical rescue, and to assist local first responders with rescue or recovery of victims of large-scale or widespread building collapses. The team can be activated by a request to the State Department of **Emergency Management (DEM) and can respond within 4-6 hours.**

Private Sector

- Secure your facility based on threat assessment and/or direction from law enforcement. Building access levels are discussed on page 55
- Secure the air circulation system and the outside air supply system
- Emergency shutdown of elevators
- For further guidelines, one can refer to BOMA International Emergency Resource Center at www.boma.org/emergency.
- Vehicular access to a property is one of the easiest means of terrorist activity. Therefore, unauthorized vehicles or vehicles that are out of the ordinary should be challenged and police notified.
- Be familiar with the following Threat Call Checklist:

What to Do When You Receive a Chemical/Biological Threat

- Report any threats immediately to security at: _____
- Be calm and courteous
- Do not interrupt
- Exact wording of threat: _____

- Inform the caller that the area is currently occupied and this his/her Action may cause serious injury to individuals in the area.
- Response: _____

• Questions to Ask:

- What agent is it? _____
- When is the agent going to be released? _____
- Where is it right now? _____
- Did you put it there? _____
- What does the devise look like? _____
- What will trigger the release? _____
- Did you make the agent? _____
- Why are you doing this? _____

- What is your name? _____
- What is your address? _____

- Describe the caller (check appropriate space)

<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Soft Spoken	<input type="checkbox"/> Loud
<input type="checkbox"/> Whispered	<input type="checkbox"/> Calm	<input type="checkbox"/> Angry	<input type="checkbox"/> Excited
<input type="checkbox"/> Crying	<input type="checkbox"/> Laughing	<input type="checkbox"/> Irrational	<input type="checkbox"/> Foul language
<input type="checkbox"/> Incoherent	<input type="checkbox"/> Distinct	<input type="checkbox"/> Educated	<input type="checkbox"/> Deep Voice
<input type="checkbox"/> High voice	<input type="checkbox"/> Soft voice	<input type="checkbox"/> Ragged voice	<input type="checkbox"/> Raspy voice
<input type="checkbox"/> Had a lisp	<input type="checkbox"/> Nasal voice	<input type="checkbox"/> Had a stutter	<input type="checkbox"/> Cracking voice
<input type="checkbox"/> Normal speech	<input type="checkbox"/> Slurred speech	<input type="checkbox"/> Rapid speech	<input type="checkbox"/> Slow speech
<input type="checkbox"/> Clearing Throat	<input type="checkbox"/> Deep Breaths	<input type="checkbox"/> Message read	<input type="checkbox"/> Message taped

Voice disguised? How? _____

Accent? Describe _____

Familiar voice? Who did it sound _____

Race of caller: _____

Age of caller: _____

- Background noises:

<input type="checkbox"/> Street noises	<input type="checkbox"/> Office noises	<input type="checkbox"/> House noises	<input type="checkbox"/> Kitchen noises
<input type="checkbox"/> Voices	<input type="checkbox"/> Animals	<input type="checkbox"/> Children	<input type="checkbox"/> PA System
<input type="checkbox"/> Motors	<input type="checkbox"/> Trains		

- Did the call sound:

<input type="checkbox"/> Local	<input type="checkbox"/> Static	<input type="checkbox"/> Clear	<input type="checkbox"/> Long distance
--------------------------------	---------------------------------	--------------------------------	----------------------------------------

Machinery. Describe: _____

Music. Describe: _____

Describe other noises: _____

- Time of call: _____

- Phone line receiving call: _____

- Date: _____

- Your name: _____

Workplace Violence

Workplace violence is a physical assault, threatening behavior or verbal abuse occurring in the work setting. Even incidents without assaults or physical injury can disrupt the sense of security at the workplace. Employers who implement programs that provide adequate security, enhance communications, handle grievances, educate employees in security issues, promote teamwork and establish a supportive work environment, will see an increase in productivity and reduction in violent incidents.

With co-workers, the earlier employers intervene to assist the troubled employee, the sooner that person and his/her co-workers can re-establish a cooperative, effective team effort.

There are several categories of workplace violence:

- Strangers (i.e., robbery)
- Customers (including customers, patients, passengers)
- Co-workers (current, former, and prospective)
- Personal relationships

Public Sector

- Police will respond to calls regarding workplace violence. In addition, DFD paramedics will respond in case of serious injuries or if requested.
- Police will quickly determine if crisis is ongoing or if suspect has left the location.
- If suspect is still at location, police will secure the scene and begin resolution of the crisis.
- If the suspect barricades himself or herself in the facility, the first responders will then begin evacuation procedures and set up a secure perimeter. The Police Tactical Division will then respond and take control of the incident.

Private Sector

- If terminating an employee, the employer may consider having security present during the dismissal.
- When an incident occurs, call for assistance, first 911, then building/corporate security. Never try to reason with an armed or wildly erratic person. Do not resist weapons; get away calmly and quickly. Stay out of sight until incident is over.
- Clear away bystanders that might be in danger and might serve as an audience.
- Give police as many details as possible on location of the incident, description of the individuals involved, bystanders still at location, and any known cause of disturbance.

Major Utility Disruptions

Utility disruptions can occur as a result of an energy shortage, natural disaster, or man-made disaster. They may develop slowly, as in the case of an ice storm, or very rapidly, as in the case of tornado.

Public Sector

- Fire-Rescue and Police may be the first City departments to become aware that a major utility disruption has occurred, due to the 911 systems.
- Fire-Rescue and Police field elements will report downed power lines, gas leaks, phone outages, water line breaks and any other type of utility disruption they become aware of to the respective dispatch centers. The dispatch centers will forward that information to the Emergency Operations Center.
- If the EOC is activated, the Utilities Management representative from the City Controller's Office will serve as the liaison between the City of Dallas and the utility service providers such as TXU and Southwestern Bell.

- The Utilities Management liaison will establish a coordinated effort by City forces and utilities, assess damage, estimate time until service is restored, and ration utility usage as necessary.

Private Sector

- Implement procedures for restoring systems. Need for backup systems should be predetermined

Hazardous Materials

Hazardous materials releases are an ever-present danger to the lives and property of the citizens of Dallas. Releases may occur while hazardous materials are transported, manufactured, stored, or used at locations throughout the city. There are over two million known chemical compounds, many of which are extremely toxic and/or highly flammable, explosive, corrosive and reactive. The scope of potential hazardous materials emergencies requires a flexible yet comprehensive plan that will minimize loss and danger to lives and to the environment.

Radiological incidents are included in the hazardous materials plan. An uncontrolled, unauthorized release to the environment of radioactive materials or the unintentional exposure of individuals to radiation is defined as a radiological incident. Radiological incidents also include fire and explosions in areas where radiological materials are stored/used, as well as theft or loss of radioactive materials or radiation-producing devices.

Public Sector

1. Initial Action

a. Identification of Material

Identification of the material(s) is critical to an effective and safe response effort. Initial action by response personnel should be directed at safely identifying the materials involved in a release.

b. Implementation of the Plan

The Fire-Rescue Department Officer in charge of an incident will determine the appropriate response resources for each particular incident. Based on the scope and nature of the incident this may result in:

(1) Handling minor situations with normal fire response:

This action is appropriate if there are no dangers to people, property or the environment, and if the incident can be safely resolved without specialized equipment and with minimal assistance from other agencies.

(2) Implementation of Level 1 Haz-Mat response:

Level 1 incidents are relatively non-complex and low impact. The problems can be easily assessed and the situation can be resolved through the actions of the first response fire company, or companies, and the Fire-Rescue Department Hazardous Materials Response Team. There is little or no threat to the public or environment and no evacuation beyond the immediate area required.

(3) Implementation of a Level 2 Haz-Mat response:

Level 2 incidents are of moderate size and impact that may require offensive and/or defensive actions. A greater degree of hazard exists to responders, the public and/or the environment and may require localized and limited evacuation or sheltering-in-place.

- (4) Implementation of a Level 3 Haz-Mat response:
Level 3 incidents are large in size and/or very complex. They are potentially severe impact incidents that may not be readily controllable even with offensive actions. Assistance from other agencies may be required to control and mitigate the release and to protect lives or the environment. These incidents exhibit potential severe threat to the public or environment that may effect a large area and require a large to mass evacuation or sheltering-in-place.
- c. Fire-Rescue Department officers will provide for a margin of safety when requesting resources for incidents involving hazardous materials. The response should be upgraded to a higher level promptly if changing conditions indicate a need for greater resources.
- d. Radioactive Material - A Level 1 or Level 2 Haz-Mat response shall be requested for incidents involving a release or possible release of radioactive materials.
 - (1) Cordon off and evacuate an area that extends out to the point where the reading on the radiation-detecting meter is .5 mR/Hr (milliroentgen per hour).
 - (2) Monitor and decontaminate all personnel and equipment directly involved in the incident.
- e. Information critical to the operation which will be transmitted to the Fire Dispatch by first arriving fire department company:
 - (1) Location of the Command Post.
 - (2) Safe route to the incident area for all incoming equipment and personnel.
 - (3) Location of staging area.
- f. Small Quantity/Containerized Substances
 - (1) Fire-Rescue Department
 - (a) Initiate appropriate level of response.
 - (b) If the integrity of the container is acceptable and/or the level of threat minimal, at the discretion of the Incident Commander and the Hazardous Materials Response Team Officer, and in agreement with Public Works and Transportation - Storm Water Quality Division, Storm Water Quality Division personnel can relieve the Fire Department.
 - (2) Public Works and Transportation-Storm Water Quality Division will:
 - (a) Provide technical assistance as needed.
 - (b) If the integrity of the container is acceptable and/or the level of threat is minimal:
 - (i) Secure area
 - (ii) Determine property owner
 - (iii) Remove container and store pending disposal or await arrival of contract disposal company
 - (c) If the integrity of the container is unacceptable:
 - (i) Secure area
 - (ii) Determine property owner
 - (iii) If the owner cannot be contacted within a reasonable time, as determined by Public Works and Transportation - Storm Water Quality Division and the Hazardous Materials Response Team Officer, a disposal contractor will be contacted and cleanup initiated.

2. Site Operations

- a. Fire-Rescue Emergency Operations (Level 1, 2, and 3) - The ranking on-scene Fire-Rescue Officer acting as Incident Commander will:
- (1) Staff the Command Post
 - (2) Direct the on-scene operations according to the principals set forth in:
 - (a) Dallas Fire-Rescue Manual of Procedures; and
 - (b) Dallas Fire-Rescue Incident Command System
 - (3) Coordinate the efforts of all City forces involved in on-site emergency actions related to the incident.
 - (4) After consulting with the on-scene Hazardous Materials Response Team Officer, determine the plan of action to control and resolve the incident to completion.
 - (5) Designate a perimeter
 - (a) The point beyond which the public is not allowed to pass.
 - (b) Responders are allowed to enter only if they are appropriately trained and protected for the operations that will be performed.
 - (c) If specific information is not available on the released material, no perimeter should be established any closer than 300 feet from the incident.
 - (6) Designate a protection zone – The Incident Commander must define and redefine this area in terms of the anticipated spread of the threatening chemical during the duration of the incident.
 - (a) The geographical area that is to be evacuated or sheltered.
 - (b) Determine the need for evacuation or sheltering-in-place of an area and notify the Police Department representative at the Command Post who will initiate the necessary action. Such necessary actions will include notification of occupancies, subject to risk, of appropriate protective actions.
 - (7) Initiate search and rescue if deemed necessary.
 - (8) Act through respective department representatives who will retain control of their respective forces.
 - (9) Assess the magnitude and impact of the incident and determine if the Emergency Operations Center should be activated.
 - (10) Assess the incident with respect to the location and the threat (potential or actual) to adjacent municipalities.
 - (a) If appropriate, the Incident Commander will instruct Fire-Rescue Dispatch to notify such details as location of the incident, and location of the Command Post.
 - (b) Extend an invitation for the affected city's fire department to send a representative to the Fire-Rescue Command Post to share information and coordinate response.
- b. Office of Emergency Preparedness (Level 3 only)
- (1) A representative will report to the Incident Command Post.
 - (2) Provide assistance in obtaining resources not normally available to City forces including emergency shelter.
 - (3) Keep the City Manager or his/her representative informed of the situation.
 - (4) Maintain contact with the National Weather Service concerning weather conditions and projections that may have an impact on operations at the scene.
 - (5) Serve in other capacities as directed by the Incident Commander.

- c. Police Department (Level 3 only)
 - (1) The ranking Police officer at the scene will report to the Incident Command Post to coordinate Police action concerning the incident.
 - (2) Secure the Command Post and designated access into the area.
 - (3) Cordon off the protection zone and perimeter.
 - (4) Direct any sheltering-in-place or evacuation of any area.
 - (5) Prevent looting.
 - (6) Enforce traffic control.

- d. Street Services (Level 3 only)
 - (1) A senior official of the department will report to the Incident Command Post and direct departmental operations.
 - (2) Provide barricades, ropes and signs as needed for the perimeter and the Command Post.
 - (3) Provide diking material when appropriate by coordinating with the Fire-Rescue Department.
 - (4) Provide additional support by mobilizing departmental crews and equipment as needed.

- e. Public Works and Transportation, Storm Water Quality Division (Level 1, 2, and 3)
 - (1) The senior official of the division at the scene will report to the Incident Command Post.
 - (2) Assist the Hazardous Materials Response Team in identifying, and determining methods of neutralizing, removing and/or disposing of the hazardous material(s).
 - (3) Coordinate with Street Services to determine if underground storm drains will be affected. If affected, identify the potential dangers associated with the drainage system.
 - (4) Provide maps of storm drainage system.
 - (5) Contact local, federal and/or state agencies for advice or assistance on environmental health matters, as may be appropriate.
 - (6) Monitor the storm drainage system to identify and neutralize or contain contaminated drainage away from the scene of the release.
 - (7) Arrange for cleanup and disposal, as needed, with outside contractor.
 - (8) Supervise the disposal of hazardous materials utilizing appropriate private means.

- f. Water Utilities (Level 3 only)
 - (1) The ranking official of the department at the scene will report to the Incident Command Post.
 - (2) Assist the Fire-Rescue Department Incident Commander in matters pertaining to effluent or radioactive contaminants, which might adversely affect the water or sanitary sewage system.
 - (3) Support the Fire-Rescue Department Incident Commander as may be requested and as feasible, concerning use of Water Utilities heavy or specialized equipment.
 - (4) Regulate water supply for fire suppression, which might result from explosion or other cause.

- g. Dallas Area Rapid Transit (Level 3 only)
 - (1) The senior official of the agency at the scene will report to the Incident Command Post.
 - (2) If an evacuation is directed, he/she will arrange for bus support.

- h. Park and Recreation Department (Level 3 only)
 - (1) A senior official of the department will report to the EOC, if activated.
 - (2) If an evacuation is directed, he/she will assist O.E.P. with arrangements for temporary shelter.

Private Sector

- Authorities may order an evacuation, or occupants may be ordered to stay where they are.
- It may be necessary to seal the building to limit or prevent the intrusion of the hazardous material.
- The ventilation system may need to be turned off if outside air cannot be eliminated.
- The identified Incident Management Team should include property management, security, engineers and floor wardens and receive periodic training in recognizing a hazardous material incident.
- Call 911 after assessing the situation to determine what danger might be present.
- Approach with caution. Never enter any scene from a direction where danger might be presented. If a gas is involved, approach from upwind. If a liquid is involved, never approach from downhill.
- If upon entering a scene there is good indication of a HazMat incident, place as much distance as possible between yourself and the incident/accident scene. A good rule of thumb is 300 feet for liquids and 2,000 feet for gases.
- Talk to any tenants, operators, drivers, and delivery of transport personnel involved to determine what agents or materials are involved.
- Look for any placard, sign, label, container types, bills of lading (trucks), waybill (train), MSDS (manufacturer safety data sheets), paperwork or any information available to indicate what agents or materials are involved.
- Isolate and secure the scene as much as is safely possible and prevent any bystanders from entering. Any persons at the scene should be removed and asked to remain for emergency personnel to arrive. It is important to realize that they may be contaminated and should receive emergency care/assessment as soon as possible.
- Prevent any flares, open flares, etc., from being lit in the area in case flammables are present.
- Do not smell or inhale any vapors or gases, spills, leaks or smoke from the incident area. Be aware that not all gases are visible, and some are odorless but still extremely dangerous.
- Do not touch any substance until determined it is safe to do so.
- Do not place yourself in any danger.
- Exercise caution wherever you step.
- Do not take action beyond your scope of training or authority or for which you are not properly equipped.
- Do not assume that the container markings are the actual contents. It could be a harmless substance, or it could be fatal.
- Remember that any clothing, possessions, etc., exposed to contaminants are themselves contaminated and could spread such to others by simple contact.

Severe Winter Storms

Snow and ice storms are a threat to the City of Dallas each winter. Although they are rarely of disaster proportions, they sometimes occur in a magnitude calling for major response operations to avoid circumstances deteriorating into an emergency situation. The principal impacts of snowy and icy conditions are on the traveling public, the street system, trees, and power lines.

Public Sector

- The Street Services Department will serve as lead agency during snow and ice response operations.
- Emergency Response Operations on the street system by sanding and snow clearing teams executing Street Services Snow and Ice Operations Plans.
- Fire-Rescue and Police Department Units carry out normal responsibilities responding to increased number of traffic and power related accidents that usually occur during snow and icing conditions.
- Emergency Response Operations by TXU Gas and Electric/ONCOR teams in the restoration of power outages in accordance with their normal operating procedures.

Private Sector

- Stay alert to changing weather conditions.
- Designated staff should keep ice/snow clear from entrances to the facility, parking lots, loading docks, etc.
- Utilize procedures for facility shutdown and early release of employees.
- All equipment that might be exposed to freezing should be identified and regularly checked.
- Store food, water, blankets, battery-powered radios with extra batteries and other emergency supplies for employees who become stranded at the facility.
- Provide a backup power source for critical operations.
- Remember, following severe storms, ice falling from tall structures can be dangerous.

Civil Disorder

In any large, heavily populated urban area, there exists the potential for riots and civil disturbances, especially in the downtown area. In our society there are many divergent viewpoints on any given issue. It has become the general practice to demonstrate, march and visibly protest in order to gain publicity and sympathy for a cause. In this area, there exist many special interest groups that are deeply concerned with all aspects of governmental activity, tax reform, the criminal justice system, individual rights, etc. A number of these groups can usually be counted on to form a coalition for the accomplishment of common goals. In any rally, march or protest demonstration, passions and emotions are at an unusually high level and an exciting speaker or event can trigger a riot or civil disorder.

Public Sector

- When any pre-planned demonstration is to occur targeting a specific facility, police will meet with the facility manager and security manager to discuss any intelligence information and proposed police operations. Maps of the facility may be requested.
- On impromptu demonstrations, police will also make contact with the property manager and/or security personnel to discuss property boundaries, criminal trespass components, etc.
- The Police routinely ask high-rise property managers for permission to set up elevated command posts on their property, which assists with a visual overview of the incident.
- Police will work closely with the Street Services Department to set up barricades (metal and/or wood), and any other equipment that may be necessary to control the scene.
- The Fire-Rescue Department may be requested as needed for emergency ambulances and stand-by fire equipment.
- The primary goals for police when handling civil disturbances are containment, control and conclude.
- Incident Commander will direct the tactical deployment of all forces in the field, taking those steps necessary to resolve the disturbance.
- Assistance may be requested from the State of Texas following established procedures. Resources include the Department of Public Safety, other sworn personnel, the Texas National Guard and others as appropriate.

Private Sector

- Call 911 upon receiving notification of any demonstration. Give Police Dispatcher information on location and number of demonstrators and their current activity.
- Consider restricting access to the facility to designated individuals. Meet with Police Department's ranking officer at the scene to discuss the situation and clarify any questions or expectations.
- Notify tenants to avoid personal contact with demonstrators and to make no comments or statements to antagonize demonstrators. Tenants should close windows and drapes.
- Notify tenants to avoid lobby and common areas where demonstrators may present a threat.
- Assign staff to lock and stand by vulnerable areas as appropriate; i.e., office doors, equipment rooms, mailrooms, delivery areas, vaults, etc.
- Have maps of the facility available outlining entrances, exits and also property boundaries.
- Elevators may need to be taken out of service to limit unauthorized access.
- Tenants should lock suite doors.

APPENDIX

References

Helpful references and resources for additional information. This list is not all-inclusive.

Are your Tenants Safe? BOMA's Guide to Security and Emergency Planning,

Building Owners and Managers Association (BOMA) International

City of Dallas Master Emergency Operations Plan, City of Dallas Office of Emergency Preparedness

Critical Incident Protocol - A Public and Private Partnership, Michigan State University, School of Criminal Justice, 2000

Emergency Management Guide for Business and Industry, Sponsored by a Public-Private Partnership with the Federal Emergency Management Agency and American Red Cross

Meeting the Security Challenge, Guidelines and Checklists to Meet Office Building Tenant and Building Owners Needs, Expectations, and Responsibilities, Dallas Building Owners and Managers Association

Resources

www.asisonline.org The American Society for Industrial Security web site. Provides crisis response resources.

www.atf.treas.gov The Bureau of Alcohol, Tobacco, and Firearms web site contains information on bomb threat and detection resources.

www.bomadallas.org The Dallas Building and Owners Managers Association's (BOMA) web site. Dallas BOMA is the professional organization representing the commercial real estate community and related service providers by establishing the industry standard of excellence, through education, advocacy, networking and community involvement.

www.cdc.gov Information on infectious diseases from the Centers for Disease Control.

www.dallascityhall.org The City of Dallas web site that provides information regarding all city services.

www.dallasfirerescue.org The Dallas Fire-Rescue Department's and Office of Emergency Preparedness web site. Provides public safety tips and emergency management guidelines.

www.ci.dallas.tx.us/dpd The Dallas Police Department's web site providing information on the different police functions.

www.ci.dallas.tx.us/sts The Dallas Street Department's web site providing updated information on rainfall totals and roadway closures due to flooding.

www.dallasalert.org The Downtown Emergency Response Team web site providing information on emergency management and links to many other resources addressing emergency preparedness. Provides updated information on any major critical in the downtown Dallas area. Provides a venue for downtown stakeholders to share emergency management information.

www.disasterrelief.org The Disaster Relief web site is maintained by the American Red Cross, CNN, and IBM. It provides information on disasters and sources for recover support.

www.downtowndallas.org The Central Dallas Association and Downtown Improvement District's web site providing information and resources on downtown Dallas.

www.epa.gov The U.S. Environmental Protection Agency web site provides information on accident protection, risk management, and their role in counter-terrorism. Links to other federal agencies and organizations involved in counter-terrorism are provided.

www.fbi.gov Information and services available from the Federal Bureau of Investigation, designated as the Lead Federal Agency in events involving terrorism.

www.fema.gov The Federal Emergency Management Agency web site contains emergency response and planning information. Documents on various hazards can be downloaded along with fact and planning sheets.

www.homelandhealth.org The Homeland Health web site is a partnership of the U.S. Department of Health and Human Services and America's pharmaceutical companies. Provides accurate, up-to-date information and advice on how to manage bioterrorism.

www.ibhs.org The Institute for Business and Home Safety provides information on residence and business natural disaster safety. The web site is an initiative of the insurance industry to reduce death, injury, and property damage.

www.iaem.com The International Association of Emergency Management (IAEM) web site provides information on emergency management issues.

www.infragard-northtexas.org The Infragard web site provides physical and cyber threat information against critical infrastructures.

www.mapquest.com MapQuest is the leading consumer web site and business application for people using online mapping.

www.ndpo.gov The National Domestic Preparedness Office web site is a clearinghouse for state, local and federal weapons of mass destruction information and assistance.

www.redcross.org The American Red Cross web site contains information on community disaster planning, mitigation, management and recovery from disasters.

Acronyms

AGC	Associated General Contractors of America
ARC	American Red Cross
ASIS	The American Society for Industrial Security
ATF	Alcohol Tobacco and Firearms
BOMA	Building Owners and Managers Association
CBD	Central Business District
CDC	Centers for Disease Control and Prevention
CMO	City Manager's Office
CP	Command Post
CWA	Clean Water Act
DART	Dallas Area Rapid Transit
DECON	Decontamination
DERT	Downtown Emergency Response Team
DFD	Dallas Fire-Rescue Department
DID	Downtown Improvement District
DMST	Dallas Medical Strike Team
DPD	Dallas Police Department
EAS	Emergency Alert System
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ETA	Estimated Time of Arrival
FBI	Federal Bureau of Investigation
FC	Fire Control
FEMA	Federal Emergency Management Authority
FPS	Federal Protective Services
FRP	Federal Response Plan
GSA	General Services Administration
HazMa	Hazardous Materials
HMRT	Hazardous Materials Response Team
ICS	Incident Command System
LFA	Lead Field Agency
MEOP	Master Emergency Operations Plan
NBC	Nuclear, Biological or Chemical
NTJTTF	North Texas Joints Terrorism Task Force
NWS	National Weather Service
OEP	Office of Emergency Preparedness
PD	Police Department
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
SOP	Standard Operating Procedure
TDH	Texas Department of Health
VOAID	Volunteer Organizations Active in Disaster
WMD	Weapons of Mass Destruction

Definitions

The following definitions will be helpful during the planning and implementation process.

Acceptable Down Time - The period of time a function or activity can be disrupted without significant impact to production, customer service, revenue, or public confidence. Each business activity must develop its individual maximum allowable down time. Also referred to as Maximum Allowable Recovery Time.

Business Resumption - See Recovery

Community - A political entity, within a defined boundary, having authority to adopt and enforce laws and provides services and leadership to its residents.

Crisis - An incident or event that cannot be adequately handled within the normal scope of business operations. See Critical Incident.

Crisis Management Team (CMT) - CMT is comprised of senior private sector executives who represent the central business functions. In a disaster that exceeds the scope of normal business operations, the CMT provides strategy and support to the on-scene Incident Management Team. Analogous to the Emergency Operations Center (EOC) established by the public sector.

Crisis Management Center (CMC) - Location where the Crisis Management Team meets. Primary and alternate location must be preplanned. May be at the facility where the incident is occurring or a distant location, as the main office, headquarters of the business function, or alternate site.

Critical Incident - Any manmade or natural event or situation that threatens people, property, business, or the community and occurs outside the normal scope of routine business operations. Typically requires coordination of numerous resources.

Critical Incident Plan - Action plan developed to mitigate, respond to, and recover from a critical incident. Includes steps to guide the response and recovery efforts. Identifies persons, equipment, and resources for activation in a disaster and outlines how they will be coordinated.

Disaster - see Critical Incident.

Emergency - An event that threatens people, property, business continuity, or the community and may develop into a disaster or critical incident.

Emergency Operations Center (EOC) - The EOC is a location where senior public sector officials who represent primary governmental functions assemble to resolve a critical incident. Monitors and directs emergency response and recovery activities. Supplies the public sector Incident Commander with the necessary resources to resolve the critical incident. Analogous to the private sector Crisis Management Team (CMT).

Emergency Planning - see Critical Incident Planning.

Emergency Response - Coordinated public and private response to a critical incident.

Emergency Response Team - See Incident Management Team

Exercise - A planned, staged implementation of the critical incident plan to evaluate processes that work and identify those needing improvement. Exercises may be classified as Orientation, Tabletop, Functional, or Full-scale and involve scenarios to respond to and resolve the assessed risks. See definitions of exercise types.

Full Scale Exercise - Conducted in an environment created to simulate a real-life situation. Involves functional areas of response resources.

Functional Exercise - Limited involvement or simulation by field operations to test communication, preparedness, and available/deployment of operational resources.

Hazards - Any circumstances, natural or manmade, that may adversely affect or attack the community's businesses or residences.

Incident Commander - Public sector official (usually fire or police) in charge of coordinating resources and developing strategies to resolve the critical incident.

Incident Command System (ICS) - ICS establishes an organized approach to take charge of a critical incident and coordinate the response. Joint private/public sector planning enables a smooth transfer of authority from the private sector to the public sector Incident Commander when they arrive on the scene. Unified command may occur after this transfer.

Incident Management Team (IMT) - The private sector response team at the scene to resolve the critical incident. If a company Crisis Management Team is available, the IMT may request additional private sector resources. May also be known as Emergency Response Team (ERT)

Local Emergency Planning Committee (LEPC) - Process established by the U.S. Environmental Protection Agency for particular hazards and suggested as a method for local business and government to partner in the critical incident planning process.

Maximum Allowable Recovery Time - See Acceptable Down Time

Mitigation - Activities to eliminate hazards in advance or to lessen their impact if an incident occurs. Includes all types of prevention activities, control or containment, forward planning, and risk reduction. Should be considered throughout the entire planning, response, and recovery process.

Orientation exercise - Low stress training exercise to familiarize teams with their roles and expectations. Usually provided in a partial briefing format. Provides an overview of the critical incident response plan.

Preparedness - Actions and initiatives developed prior to an incident that includes risk assessment, planning, training, and exercising.

Private Sector - A business or company not owned or managed by the government.

Public Sector - A particular element or component of government, i.e. police, fire, emergency services, public works, local, state, or federal government entity.

Recovery - Process that takes place during and after a critical incident that focuses on repair of damages, return to normal activities, and recovery of losses. May also be called Business Resumption.

Response - Reacting to and managing a critical incident until it is resolved.

Risk assessment - Identification of risks to persons or property, operations, or business function or activity, and evaluation of the importance of the function to the continued business operation. Functions may be classified as critical, essential, or non-essential to their importance in continuing normal operations. May be individual assessments conducted by a particular entity or jointly conducted between the public and private sectors. The vulnerability of each function should also be evaluated.

Tabletop Exercise - Limited simulation of an emergency situation to evaluate plans, procedures, coordination and assignment of resources. Usually involves decision-makers interacting to resolve issues raised by a pre-scripted scenario.

Terrorism - The calculated use of violence or threat of violence to cause fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.

Unified Command System (UCS) - The UCS involves a management structure to facilitate public and private teamwork to bring together expertise and resources for managing and resolving a critical incident. Involves joint consultation and decision making.

Vulnerability - Evaluation made on the extent or frequency of exposure to an identified risk. May be classified as Highly Vulnerable, Vulnerable, or Not Vulnerable. Establishes significance of risks and the potential impact to the ongoing business functions. Important factor to be considered in establishing priorities in mitigation activities.

Weapons of Mass Destruction - Any destructive device that is intended or capable of causing death or serious injury to a large number of people through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors, disease-causing organisms, radiation or radioactivity, or conventional explosives sufficient for widespread lethality.