



**Emergency Support Function (ESF) #15**  
**EMERGENCY PUBLIC INFORMATION**

**Primary Agency**  
**Albuquerque Office of Emergency Management**



**City of Albuquerque, New Mexico**  
**Emergency Support Function (ESF) #15**  
**EMERGENCY PUBLIC INFORMATION**

**Purpose:**

1. To establish a system that gathers and disseminates emergency-related information through the media and directly to the general public. This does not include the Alert and Warning information covered in the Alert & Warning ESF #14.
2. Ensure that sufficient City assets are deployed to provide accurate, coordinated, and timely information to the public, the media, and local, state and federal governmental partners.

**Primary:**

- Albuquerque Office of Emergency Management

**Support:**

- All City Departments

**Likely Tasks:**

- Staff Public Information ESF in the EOC as the EOC Public Information Officer and initiate the Joint Information System.
- Brief EOC management and staff on procedures/rules to release public information.
- Secure a Press Conference Room in the EOC building, but away from the actual EOC activities.
- Assist with the dissemination of warning and emergency instructions.
  - Request activation of the EAS and NOAA Radio systems as required.
- Keep departments and staff informed of developments relating to approaching severe weather systems.
- Prepare official emergency public information:
  - Gather information.
  - Verify information for accuracy.
  - Monitor media reports.
- Designate an information center where media representatives can be briefed, compose their news copy, and have telecommunications with their newspaper or broadcast station.
- Activate the Rumor Control Center.
- Monitor and respond to rumors.
- Schedule news conferences.
- Respond to media inquiries.
- Approves PIO news releases.
  - In the absence of the Chief Executive, news releases can be approved by the EOC Manager.
- Maintain documentation: clip articles, log, and maintain list of releases sent.

**Likely Tasks Continued:**

- Provide emergency public information; Coordinate releases to public:
  - Inform the public about areas of damage, restricted areas, and actions to protect and care for companion animals, farm animals, and wildlife, and available emergency assistance.
  - Issue official emergency instructions and information to the public through all available means.
  - Issue evacuation order(s) to media when directed by EOC.
  - Release information regarding curfews.
  - Provide information regarding distribution points for potable water and/or ice; Update the residents as to the quality of the water supply and stress the possible negative effects of drinking contaminated water; Provide information to the media (especially radio stations) about the quality of the water supply and the location of distribution points for potable water and/or ice, following an emergency.
- Establish communication links with local media.
  - Maintain direct media telephone and facsimile machine (FAX) numbers, to assure a method of communicating with them in the event of a failure in the media FAX network.
  - Maintain email addresses to assure a method of communicating with them in the event of a failure in the media FAX network.
- Provide releases of information to the media, throughout emergency, of City government activities to assure residents that City is mobilizing to respond to emergency.
- Develop a flyer with information of importance for distribution to City workers in the field (public safety officers, firefighters, debris removal personnel, damage assessment team, etc.)
- Establish, maintain contact with State ECC through the CABQ-EOC.
  - Coordinate emergency information efforts.
  - Participate in, coordinate with Joint Information Center.

**State of New Mexico**

**Coordinating Agency:**

- New Mexico Department of Homeland Security & Emergency Management (NMDHSEM)

**Primary Agency:**

- Office of the Governor

**Support:**

- Public Regulation Commission
- Department of Agriculture
- Department of Health
- Department of Information Technology

**Support Continued:**

- Department of Transportation
- General Services Department

**Likely Actions:**

- Emergency public information and protective action guidance
- Media and community relations
- Congressional and international affairs
- Tribal affairs

**Federal Government**

**Primary:**

- Department of Homeland Security/ Federal Emergency Management Agency

**Support:**

- Federal Agencies as required.

**Likely Actions:**

- Ensures that sufficient federal assets are deployed to the field during a potential or actual Incident of National Significance to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.
- Engages with State, local, and tribal authorities as soon as possible during an actual or potential incident to synchronize overall incident communications to the public to include:
  - Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident.

**Likely Actions Continued:**

- Dissemination of incident information to the general public.
- Establishes a Joint Information Center (JIC) to provide a supporting mechanism to develop, coordinate, and deliver information and instructions to the public related to:
  - Federal assistance to the incident-affected area.
  - Federal departmental/agency response.
  - National preparations.
  - Protective measures.
  - Impact on non-affected areas.
  - Federal law enforcement activities.

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## EMERGENCY SUPPORT FUNCTION #15

# EMERGENCY PUBLIC INFORMATION

**Primary Agency:** Albuquerque Office of Emergency Management

**Primary Coordinator:** Albuquerque Office of Emergency Management Director

**Support Organizations:**

- All City Departments

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### ***I. Introduction.***

#### **A. PURPOSE.**

1. To establish a system that gathers and disseminates emergency-related information through the media and directly to the general public. This does not include the Alert and Warning information covered in the Alert and Warning ESF #14.
2. Ensure that sufficient City assets are deployed to provide accurate, coordinated, and timely information to the public, the media, and local, state and federal governmental partners.
3. Establish uniform policies for the effective development, coordination, and dissemination of information to the public in a potential, imminent, or declared emergencies or disasters.

#### **B. SCOPE.**

1. This annex discusses the policies, responsibilities, and concept of operations for the ESF #15 elements in a potential, imminent, or declared disaster. The mission of ESF #15 is to contribute to the well-being of the community following an emergency by disseminating accurate, consistent, timely, and easy-to-understand information. Specific objectives are to:
  - Assess and quickly convey the nature of the emergency to the public in a form that is accessible, factually accurate, and easily understood;

- Provide critical information to the media and general public about the City's response to the emergency;
  - Provide critical information about support assistance during the emergency, including shelter information, recovery assistance, and Local and federal assistance availability; and
  - Provide accurate authoritative information to minimize rumors and false information.
2. This emergency support function will use media communications to support the overall strategy for managing the incident. Coordinate with all agencies involved with the incident so that one message is used for public information to avoid any conflicts of released information. This ESF may be organized into the following functional Emergency Public Information (EPI) components:
- **Public Communications:** includes providing incident-related information through the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident.
  - **Community Relations:** include identifying and communicating with community leaders (e.g., grassroots, political, religious, business, labor, ethnic) and nongovernmental organizations/community based organizations to ensure a rapid dissemination of information, identify unmet needs, and establish and information exchange.
  - **Governmental Affairs:** includes establishing contact with the members of local, state, and federal legislative offices to provide information and the status of response and recovery activities.

**C. SITUATION.**

1. During an emergency, the public requires instructions and information about government response and recovery operations. It is important to provide timely and accurate information to the public and to the media outlets.
2. Depending on the nature, scope, and magnitude of the incident, different levels of public information will be required. Emergency Public Information may in fact be a primary function during an emergency.
3. In the aftermath of a disaster, initial information is usually vague, erroneous, difficult to confirm, and contradictory.

4. A significant disaster, emergency condition, or other incident may be of such magnitude that the means of dispersing public information in the disaster area may be severely affected or cease to function. Outside the disaster area, the CABQ and for information will be extensive.
5. Emergency information will be disseminated by appropriate means based on the incident. The primary methods will be the use of the Emergency Alert System, television, radio, satellite, cable-outlets, local government web site, newspapers, and social media networks.
6. Major events create significant media interest that will bring regional and national media representatives to an incident. This will create a heavy demand on the local Emergency Public Information structure.

**D. POLICIES.**

1. ESF #15 is responsible for coordinating an assessment and documentation of the social, political, and cultural aspects of a disaster area that might affect the emergency response and recovery effort.
2. ESF #15 is designed to ensure that affected residents are aware of available local, State, or Federal disaster assistance programs and how to access them.
3. ESF #15 will assist staffing the Joint Information Center (JIC), as needed. Public Information Officers must be pre-identified to be utilized during EOC operations.
4. Local agencies will utilize departmental public information officers to respond to media inquiries at the incident scene until the incident requires a more coordinated approach.
5. Once the initial warning is accomplished, the Emergency Public Information ESF has the task of keeping the public informed.
6. The Access and Functional needs population will be considered on the ability of people to receive, act upon, or understand Emergency Public Information messages.
7. The City of Albuquerque CABQ ESF #15 representative will coordinate emergency information releases with state and federal agencies when the EOC is activated, an emergency, or disaster is declared, or when an Incident of Critical Significance is imminent or has occurred.
8. The CABQ Public Information Officer (PIO) ESF #15 in coordination with the Mayor's Office and/or EOC Manager manages all aspects of emergency public information when

the EOC is activated, an emergency or disaster is declared, or when an Incident of Critical Significance is imminent or has occurred.

## ***II. Concept Of Operations.***

### **A. GENERAL.**

1. Emergency public information efforts will focus on specific event-related information. Implementation of the NIMS Joint Information System (JIS) plans, protocols, and structures will establish a mechanism to ensure delivery of understandable, timely, accurate and consistent information through coordination within the City and with neighboring jurisdictions, state and federal agencies.
  - This information will generally be of an instructional nature focusing on such things as warning, evacuation, and shelter. It is also important to keep the public informed of the general progress of events.
  - A special effort will be made to report accurate information regarding emergency response to reassure the community that the situation is under control. Rumor control will be a major aspect of the JIS along with monitoring public feedback as a measure of the program's effectiveness. Information dissemination efforts will rely heavily on the cooperation of media organizations.
2. The initial response will normally be managed by operating the public information function through the Incident Command System. Incident Command Public Information Officers will supervise distribution of public information until a request by the Incident Commander for assistance, designation of an Incident of Critical Significance, and/or the activation of the EOC and designation of an Emergency Public Information Officer.
3. ESF #15 personnel may deploy simultaneously with other initial disaster response element as warranted by the situation.
4. After the Director of OEM or the EOC Manager designates an EOC Emergency Public Information Officer all Emergency Public Information actions will be accomplished in a coordinated manner with the EOC.
5. During activation of the EOC or Joint Information Center, selected City public information officers will no longer be available for their regular work assignments and will need to be available to staff at the EOC. Request by individual departments for public information support will be prioritized through the EOC.
6. Public Information Officers must be pre-identified to be utilized during EOC operations.

7. In general, the responsibilities of the Emergency Public Information functional components include:

- Gather and analyze incident data.
- Verify information.
- Serve as the source of accurate and comprehensive information about the incident.
- Coordinate a consistent message for each incident.
- Disseminate information to the public.

**B. JIS PARTICIPANTS AND JIC DUTIES.**

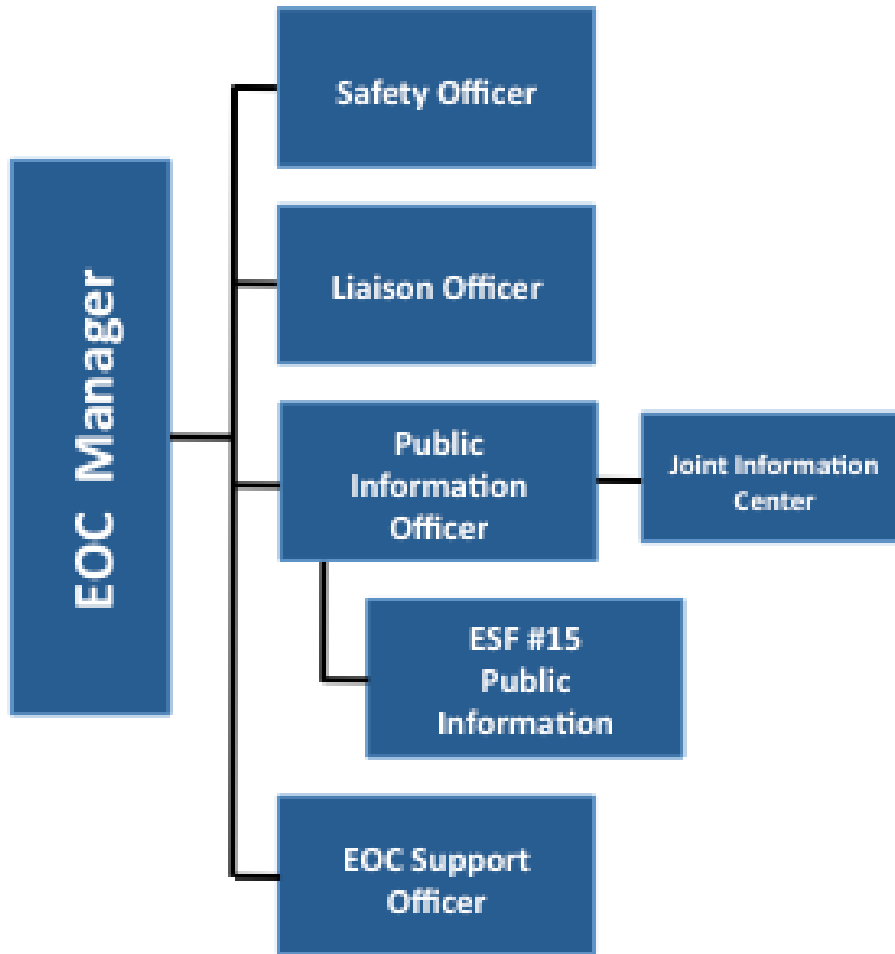
Joint Information System participants will support overall CABQ information gathering and dissemination activities. During an event that necessitates JIC activation, JIC functions will be filled according to the needs of the incident. Overall roles and responsibilities for JIS participants and JIC functions are outlined in the following chart.

**C. RESPONSE ORGANIZATION & STRUCTURE.**

1. Organizational Chart.

- ESF #15 is positioned within the EOC Management Staff during an EOC activation, and supervised by a EOC Manager or the Director of OEM.

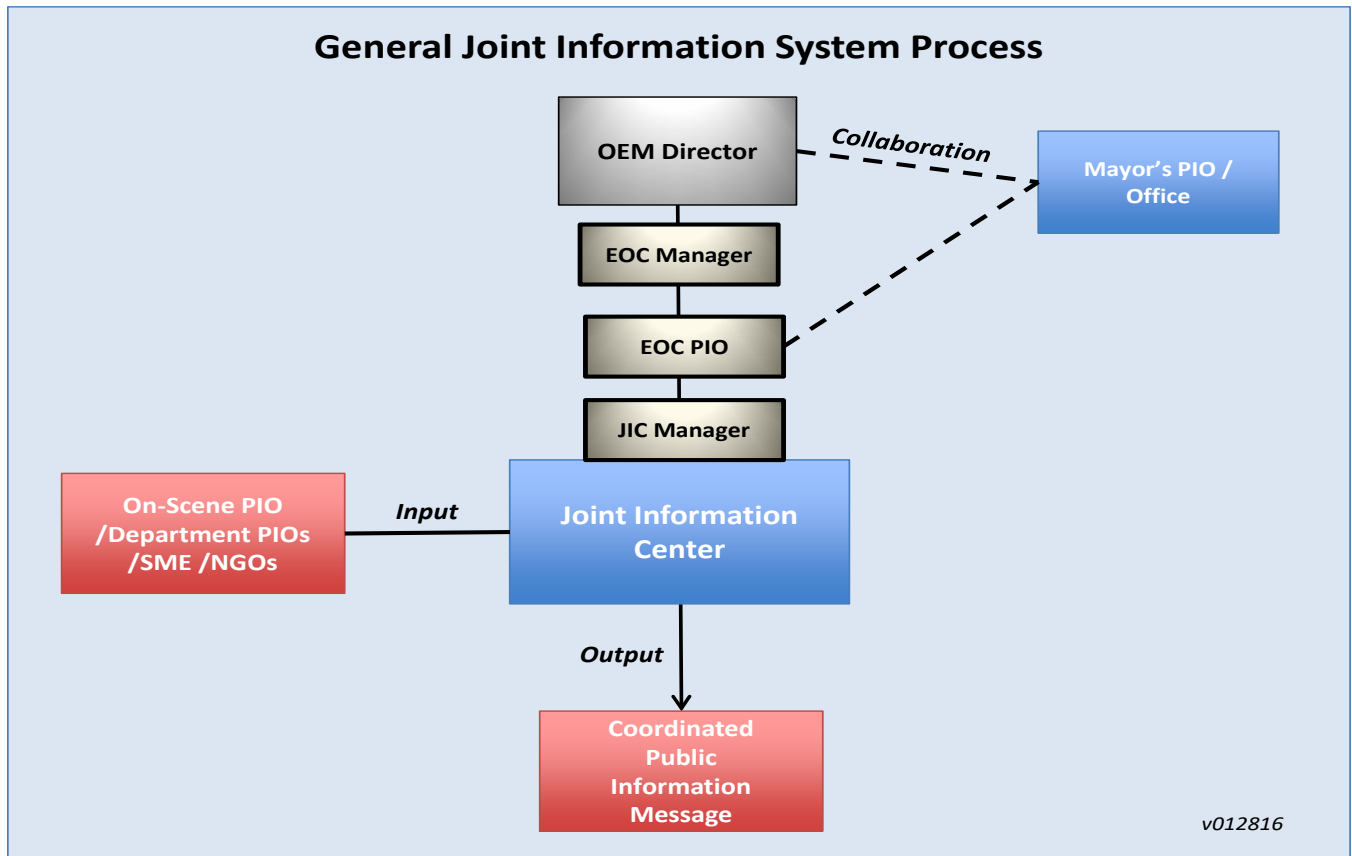
The Organizational Structure Of ESF #15 Within The EOC Management Staff



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## City of Albuquerque Emergency Public Information System Coordination Diagram



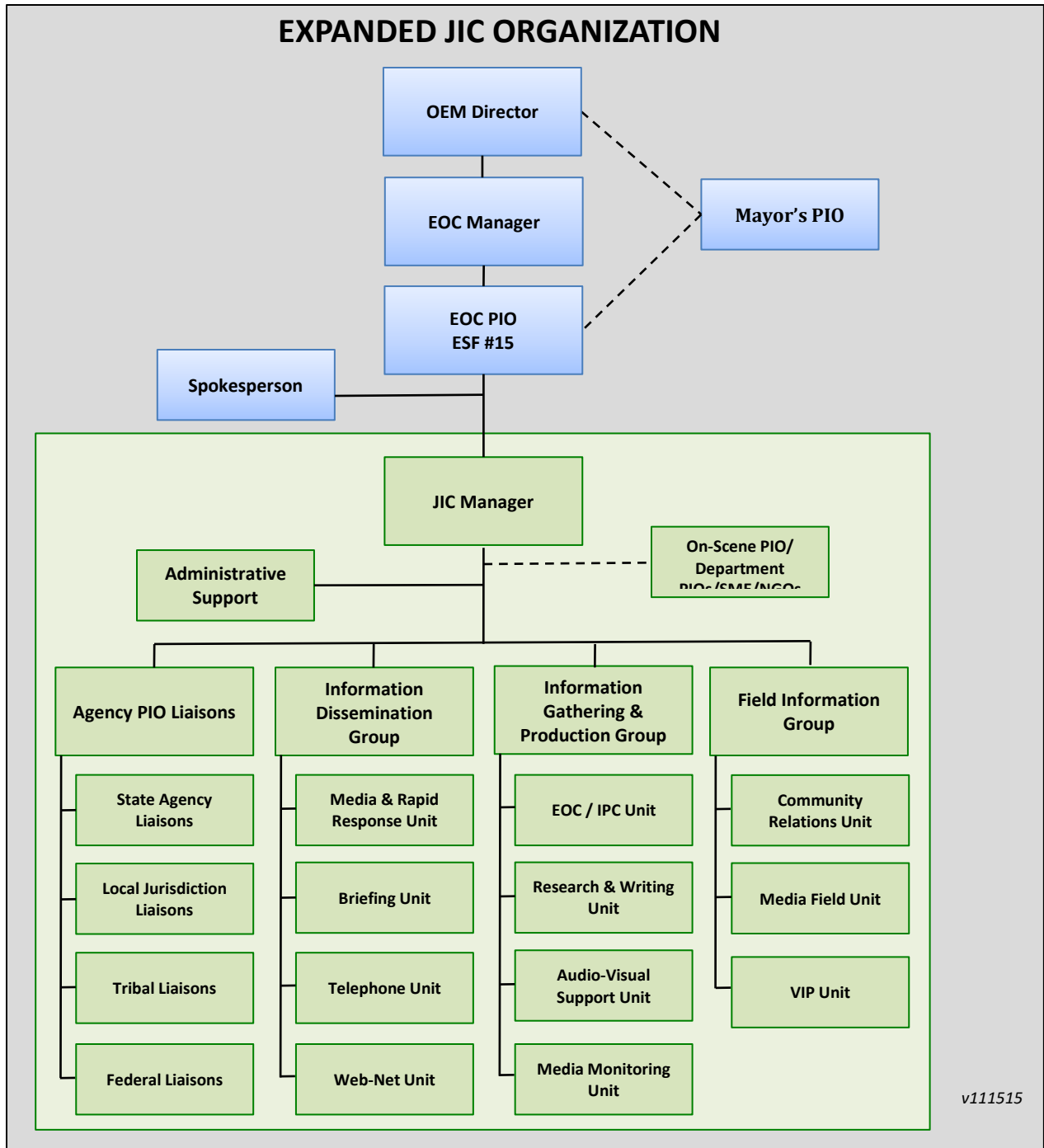
### 2. JIS Organization.

The Joint Information System encompasses local government departments as well as other levels of government, volunteer agencies, and the private sector as critical supporting elements to ensure message consistency. The JIC (Field/EOC/virtual) is the central element of the JIS. The organizational structure is flexible and scalable to meet the needs of the event. Each box represents a function to be performed; however, certain functions may not be needed for every event. Staffing constraints or event size may require one person to perform multiple functions. Likewise, the scope of the incident may require multiple individuals to perform a single function.

**Joint Information System Information (JIC) Positions**

Position	Duties
<b>Mayor’s PIO</b>	<ul style="list-style-type: none"> <li>• In coordination with CABQ PIO, identify the need for and approve all high-level messages that require the attention of the mayor prior to be disseminated to the public.</li> <li>• Ensure that the Mayor is apprised of information relevant to public information/JIC activities.</li> </ul>
<b>EOC PIO</b>	<ul style="list-style-type: none"> <li>• Provide oversight for the production, coordination and dissemination of emergency public information.</li> <li>• Ensure final copies of emergency public information documents are approved by all appropriate persons prior to release as needed.</li> <li>• Assist JIC Manager in operational elements.</li> <li>• Maintain communications between the JIC and the EOC (when activated).</li> <li>• May be tasked to act as spokesperson for event activities.</li> </ul>
<b>On-Scene PIO</b>	<ul style="list-style-type: none"> <li>• Advise Incident Commander on all public information matters related to the event.</li> <li>• Disseminate accurate and timely information related to the event.</li> <li>• May be tasked to act as spokesperson for event activities.</li> <li>• Provide information to the JIC or the EOC PIO.</li> <li>• Coordinate/Receive approved talking points from the JIC.</li> </ul>
<b>Liaisons</b>	<ul style="list-style-type: none"> <li>• Obtain latest briefing</li> <li>• Obtain cooperating and assisting agency information including;               <ul style="list-style-type: none"> <li>– Contact person(s).</li> <li>– Radio frequencies.</li> <li>– Phone numbers.</li> <li>– Cooperative agreements.</li> <li>– Resource type.</li> <li>– Number of personnel.</li> <li>– Condition of personnel and equipment.</li> <li>– Agency constraints/limitations.</li> </ul> </li> <li>• Establish workspace for Liaison function and notify agency representatives of location.</li> <li>• Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.</li> <li>• Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.</li> <li>• Coordinate with the Incident Command staff to develop media releases</li> <li>• Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:               <ul style="list-style-type: none"> <li>– Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team.</li> </ul> </li> <li>• Participate in Planning Meetings.</li> </ul>

EXPANDED JIC OPERATIONAL STRUCTURE FOR COMPLEX INCIDENTS



**D. PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE.**

<b>PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE</b>	
<b>ALBUQUERQUE OFFICE OF EMERGENCY MANAGEMENT</b>	
<b>Pre-Emergency</b>	<ul style="list-style-type: none"> <li>• Maintain this Emergency Support Function (ESF).</li> <li>• Conduct hazard awareness programs.</li> <li>• Develop and deliver public education preparedness programs.</li> <li>• Prepare emergency information and instructions for release during emergencies.</li> <li>• Develop and maintain systems to release timely emergency information and instructions.</li> <li>• Coordinate and maintain a working relationship with the media; particularly those who will disseminate emergency information to the public.</li> <li>• List and maintain available media resources (e.g. call letters, names, addresses, and telephone numbers) that will disseminate emergency information to the public.</li> <li>• Establish a means to monitor and respond to rumors.</li> <li>• Designate an information center that will be the single, official point of contact for the media during an emergency.</li> <li>• Create PIO/JIC SOP.</li> <li>• Ensure ability to provide emergency information/instructions to hearing impaired and non-English speaking populations.</li> <li>• Participate in training, drills, and exercises.</li> <li>• Develop emergency action checklists.</li> </ul>
<b>Emergency</b>	<ul style="list-style-type: none"> <li>• When notified, report to the CABQ EOC or incident scene as appropriate or directed.</li> <li>• Distribute approved information to the public using text messaging, email or other systems.</li> </ul>
<b>Emergency Operations Center</b>	<ul style="list-style-type: none"> <li>• Designate a PIO to lead EOC ESF #15.                             <ul style="list-style-type: none"> <li>– Brief EOC management and staff on procedures/rules to release public information.</li> </ul> </li> <li>• Secure a Press Conference Room in the EOC building, but away from the actual EOC activities.</li> <li>• Assist with the dissemination of warning and emergency instructions.                             <ul style="list-style-type: none"> <li>– Request activation of the EAS and NOAA Radio systems as required.</li> </ul> </li> <li>• Keep departments and staff informed of developments relating to approaching severe weather systems.                             <ul style="list-style-type: none"> <li>– Prepare official emergency public information:                                     <ul style="list-style-type: none"> <li>– Gather information.</li> <li>– Verify information for accuracy.</li> </ul> </li> </ul> </li> </ul>

<b>PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE</b>	
<b>ALBUQUERQUE OFFICE OF EMERGENCY MANAGEMENT</b>	
	<ul style="list-style-type: none"> <li>– Monitor media reports.</li> <li>• Provide emergency public information, including to the hearing impaired and also non-English speaking populations; Coordinate releases to public:               <ul style="list-style-type: none"> <li>– Inform the public about damage, restricted areas, actions to protect and care for companion animals, farm animals, and wildlife, and available emergency assistance.</li> <li>– Issue official emergency instructions and information to the public through all available means.</li> <li>– Issue evacuation warnings to media when directed by EOC Manager.</li> <li>– Release information regarding curfews.</li> </ul> </li> <li>• Establish communication links with local media.               <ul style="list-style-type: none"> <li>– Maintain direct media telephone and facsimile machine numbers, to assure a method of communicating with them in the event of a failure in the media FAX network.</li> </ul> </li> <li>• Provide releases of information to the media, throughout the emergency, of City government activities to assure residents that City is mobilizing to respond to.</li> <li>• Develop a flyer with information of importance and mass produce them on copier – for distribution to City workers in the field (public safety officers, firefighters, debris removal personnel, damage assessment team, etc.)</li> <li>• Respond to media inquiries.</li> <li>• Monitor and respond to rumors.</li> <li>• Schedule news conferences.</li> <li>• Designate an information center where media representatives can be briefed, compose their news copy, and have telecommunications with their newspaper or station.</li> <li>• Establish, maintain contact with State EOC through the EOC Manager:               <ul style="list-style-type: none"> <li>– Coordinate emergency information efforts.</li> <li>– Participate in and coordinate with the State Joint Information Center.</li> </ul> </li> <li>• Maintain documentation: clip articles, log, and maintain list of releases sent.</li> <li>• Obtains approval for PIO news releases.</li> </ul>
<b>Recovery Actions</b>	<ul style="list-style-type: none"> <li>• Develop and communicate information regarding public and individual disaster assistance initiatives and programs.</li> <li>• Provide public information related to mitigation efforts and programs.</li> <li>• Participate in the after-action reviews and improvement planning process.</li> </ul>

**D. SUPPORT ORGANIZATION'S RESPONSIBILITIES AND TASKS.**

SUPPORT ORGANIZATIONS' RESPONSIBILITIES AND TASKS	
<b>All City Departments</b>	<ul style="list-style-type: none"> <li>Provide assistance to the EOC Public Information Officer.</li> <li>Designate a Public Information Officer and provide the EOC with contact information.</li> <li>Provide a department public information officer to assist with the EOC Public Information Officer duties.</li> <li>Provide staff for Public and Media Inquiry Centers.</li> <li>Provide advice on message content to best reach department clients.</li> <li>Record costs and expenditures and forward them to this ESF's Group Supervisor.</li> </ul>

**E. LIFE SAFETY ASSESSMENT.**

N/A

**F. EVACUATION.**

N/A

**G. FIELD OPERATIONS.**

1. The initial response will normally be managed by operating the public information function through the Incident Command System. Incident Command Public Information Officers will supervise distribution of public information until a request by the Incident Commander for assistance, designation of an Incident of Critical Significance, and/or the activation of the EOC and designation of an Emergency Public Information Officer.
  
2. After the Director of OEM or the EOC Manager designates an EOC Emergency Public Information Officer all Emergency Public Information actions will be accomplished in a coordinated manner with the EOC.

### III. Response Actions.

#### A. NOTIFICATION AND ACTIVATION.

1. Notification.

Upon notification by CABQ OEM Director or designee of an incident, the ESF coordinator will notify support departments and organizations of potential need for ESF #15 response in accordance with ESF #15 procedures and checklists. Notification may occur via landline, cell phones, electronic means, and/or two-way radios.

2. Activation.

Activation of ESF #15 will be determined by the OEM Duty officer, by the OEM Director or by request of the ESF responding agent based on the needs of the incident.

3. Response Action.

Informing the public and stakeholders during an event is an ongoing cycle that involves five steps:

<p><b>Step 1: ESF #15 in EOC and Gather Information</b></p>	<p>Information is collected from and for the EOC Management and General Staff (if activated), which is a source of ongoing, official information on the response effort. Additional information may be gathered from other sources such as:</p> <ul style="list-style-type: none"><li>• Responding departments.</li><li>• Other non-responding CABQ departments.</li><li>• NGOs, non-profit organizations, private sector.</li><li>• Media (broadcast, web, blog, print).</li><li>• Social media (Twitter, Facebook).</li><li>• Calls from public and elected officials.</li><li>• Subject Matter Experts (Structural Engineers during a building collapse, etc.).</li><li>• Traditional phone line communications 311).</li><li>• State and Federal agencies, as appropriate (FEMA, FBI, National Weather Service, etc.).</li></ul>
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<p><b>Step 2: Verify Information</b></p>	<ul style="list-style-type: none"> <li>• Verify/confirm the accuracy of the information collected by consulting with the EOC staff. Ensure that information is consistent, accurate, current and easily digestible.</li> <li>• Other verification methods include:             <ul style="list-style-type: none"> <li>– Consulting with EOC sources and technical specialists.</li> <li>– Consulting with other PIOs: especially with those who are liaisons to the various assistance programs or response/recovery partners.</li> </ul> </li> </ul>
<p><b>Step 3: Coordinate Information</b></p>	<ul style="list-style-type: none"> <li>• Coordination includes, but is not limited to:             <ul style="list-style-type: none"> <li>– Coordinating between Management and General Staff.</li> <li>– Coordinating between EOC participants.</li> <li>– Coordinating with other involved CABQ departments.</li> </ul> </li> </ul>
<p><b>Step 4: Obtain Approval</b></p>	<ul style="list-style-type: none"> <li>• Approval for the release of information must be obtained from the planning section and responding agendas and EOC Manager before information is disseminated</li> </ul>
<p><b>Step 5: Disseminate Information (External)</b></p>	<ol style="list-style-type: none"> <li>1. Information should be disseminated to:             <ul style="list-style-type: none"> <li>• Disaster survivors.</li> <li>• Outside General public: Response and recovery organizations.</li> <li>• Affected Jurisdictions: Volunteer groups.</li> <li>• Community leaders: Other impacted groups.</li> <li>• 311.</li> <li>• Private Sector.</li> </ul> </li> <li>2. Deactivation:             <ol style="list-style-type: none"> <li>a. The EOC will be deactivated or the response level will be lowered when the event needs have decreased. Deactivation or change in response level may also occur as a result of a transition of the EOC mission from response to recovery. EOC activation status may be changed when determined appropriate by the EOC Manager.</li> <li>b. Upon EOC deactivation, ESF #15 responsibilities will either be deactivated or assumed by an appropriate department. Once the decision to deactivate the EOC has been reached, the following activities may be necessary:                 <ul style="list-style-type: none"> <li>• Complete or transfer remaining coordinating activities to the appropriate department operation center or ESF(s).</li> <li>• Coordinate the physical closing of the EOC, to include staff release, equipment pack up, return and inventory.</li> <li>• Coordinate the release of a public deactivation announcement with the JIC.</li> <li>• Provide deactivation information and a final status report to all involved response departments and/or coordinating and supporting ESF departments.</li> </ul> </li> </ol> </li> </ol>



<b>SCALABLE JIC ACTIVATION MODEL ACCORDING TO EVENT TYPE.</b>			
<b>Emergency Situation</b>	<b>Coordinating Departments</b>	<b>PIO Placement</b>	<b>Type of JIC</b>
Routine/Contained Situation	Primary Response Department	Field / Office	None or Field
Planned Event (Significant) e.g. Planned Events, Storms, Protests	OEM/Primary Response Department Mayor's Office	Field (Unified Command Post) Virtual EOC	Field or EOC
Unplanned Event (Significant) e.g. Riots, Mass Casualty Incidents	OEM/Mayor's Office	Field EOC JIC (if activated)	Field or EOC
Large Scale Event	OEM/Mayor's Office	Field DOC EOC JIC	EOC

#### ***IV. Attachments And References.***

##### **A. ATTACHMENTS.**

N/A

##### **B. REFERENCES.**

1. Albuquerque PIO/JIC Operating Guide.

##### **C. PROVISIO.**

1. This support annex has been prepared in accordance with the standards of the National Incident Management System and other Federal and State requirements and standards for emergency plans applicable of the plan's preparation date.
2. The plan provides a broad planned framework for response and recovery; it is intended for use in further development for response capabilities, implementation of training and exercises, and defining the general approach to incident response. The actual response to an incident is dependent on:
  - a. The specific conditions of the incident, including incident type, geographic extent,

- severity, timing, and duration;
- b. The availability of resources for response at the time of the incident;
  - c. Decisions of incident command staff and political leadership;
  - d. Actions taken by neighboring jurisdictions, the State, and the Federal Government.
  - e. These and other factors may result in unforeseen circumstances, prevent the implementation of plan components, or require actions that are significantly different from those described in the plan.