

CITY OF TUCSON  
EMERGENCY  
OPERATIONS PLAN

2014

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## PURPOSE

The purpose of the City of Tucson Emergency Operations Plan (EOP) is to provide the basis for a coordinated response operation before, during, and after an emergency or disaster affecting the City of Tucson. This plan provides the framework for City of Tucson interaction with regional, state, and federal governments; the private sector; and non-governmental organizations (NGOs) in the context of incident prevention, protection, mitigation, response, and recovery.

## SCOPE

This plan applies to incidents of local or regional significance which are those high-impact events that require a coordinated and effective response by an appropriate combination of City of Tucson departments and regional, state, federal, nongovernmental, and/or private sector entities in order to save lives, minimize damage, and provide the basis for long-term community recovery and mitigation activities.

The EOP defines Incidents of Local or Regional Significance in terms of situations that meet one or more of the following criteria:

- A City department or agency acting under its own authority has requested the assistance of the City Emergency Management Team (see ESF #5 – Information and Planning).
- The resources of City authorities are overwhelmed and county, regional, and/or State assistance has been requested. Examples include:
  - Major disasters or emergencies
  - Catastrophic incidents

## SITUATION OVERVIEW

Because of its location and geologic features, the City of Tucson is vulnerable to the damaging effects of natural, technological, and human-caused hazards. Events may occur at any time and may create varying degrees of damage and economic hardship to individuals and businesses within the City of Tucson.

## HAZARD ANALYSIS SUMMARY

A detailed analysis of the hazards facing the Tucson area was conducted as part of the Pima County Multi-Jurisdictional Hazard Mitigation Plan 2012 (PCMJHMP 2012). This plan is updated on a five-year cycle with the newest plan being made available at both the Pima County and City of Tucson Emergency Management websites. The hazards determined to be the greatest risk within Pima County are:

- Disease
- Drought
- Earthquake
- Extreme Temperature
- Flooding/Flash Flooding
- Hazardous Materials
- Levee Failure
- Severe Wind
- Subsidence
- Wildfire
- Winter Storms

## CAPABILITY ASSESSMENT

The PCMJHMP 2012 outlines the City of Tucson's resources available to mitigate the effects of the outlined hazards. In addition, the City of Tucson maintains local response capabilities and regional mutual aid agreements to provide a high level of service. In developing the EOP, the following planning needs are taken into account:

- Food and water
- Physically accessible evacuation and sheltering
- Accessible transportation
- Medical surge, medical countermeasures, and treatment capability

- General and medical supplies, durable medical equipment, and disability-related assistance/FNSS
- Emotional, behavioral, and mental health needs
- Reunification and safety of unaccompanied minors
- Guardianship
- Accessible communications
- Animal emergency management needs

## PLANNING ASSUMPTIONS

The City of Tucson EOP is based on planning assumptions and considerations as follows:

- Multiple catastrophic incidents or attacks will occur with little or no warning
- Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level
- Incident management activities will be initiated and conducted using the principles contained in NIMS
- The combined expertise and capabilities of government at all levels, the private sector, and NGOs will be required to respond to a catastrophic incident

## CONCEPT OF OPERATIONS

### PLAN ACTIVATION

This plan may be activated by any City of Tucson employee in a Command-level position. Activation may be for incidents or events that:

- May require coordination, e.g. minor local emergency; overwhelmed department; or a large scale City, County, Local, Tribal or State-declared disaster or terrorist incident
- Are characterized as little or no warning catastrophic events that require expedited response activities
- Are handled by responsible jurisdictions and/or agencies through other established local authorities and existing plans

## DECLARATION OF EMERGENCY

The Mayor of Tucson is responsible for declaring an emergency when deemed necessary, in accordance with Tucson City Charter, Chapter VI, Section 5. All declaration requests must be signed by the Mayor then forwarded to the Pima County Office of Emergency Management and the County Board of Supervisors. Once the request is acted upon at the County level, the declaration will be forwarded to the Arizona Division of Emergency Management and the Governor of Arizona. If the emergency meets established criteria, the Governor may request a Federal declaration of emergency from the President of the United States.

## LIABILITY ISSUES

The liability protection afforded public officials, emergency workers, and others are codified in Arizona Revised Statutes:

26-314. Immunity of state, political subdivisions and officers, agents and emergency workers; limitation; rules

26-353. Emergency response; immunity

A licensed, certified or authorized emergency responder and its employees at the scene of an emergency, when the emergency response is provided in good faith, have the immunities provided in section 26-314 in carrying out the provisions of this article. The immunities provided by section 26-314 also apply to governmental entities, multi-jurisdictional planning organizations that encompass each district, members of each local emergency planning committee and their support personnel in carrying out the provisions of this article.

36-916. Donation of food items; exemption from civil liability; definitions

For volunteers, liability protection is addressed in the Volunteer Protection Act of 1997 (Public Law 105-19).

## EMERGENCY MANAGEMENT COORDINATION

The Tucson Office of Emergency Management and Homeland Security (TOEMHS) and the Emergency Support Function Leaders Group (ESFLG) are the primary City of Tucson organizations responsible for coordinating interagency policy related to the ongoing management and maintenance of the City of Tucson EOP and related activities. In providing sustained management and oversight of the EOP, TOEMHS and ESFLG will comply with preparedness guidelines and standards set forth by the City Emergency Management Team (CEMT) of the City of Tucson.

## INDIVIDUALS WITH DISABILITIES, CHILDREN, AND OTHERS WITH ACCESS AND FUNCTIONAL NEEDS

The definition of “functional needs populations” as it appears in the Federal guidance document National Response Framework (NRF) is as follows:

Individuals in need of additional response assistance may include those that:

- Have disabilities (physical, cognitive, intellectual, emotional, behavioral, etc.)
- Live in institutional settings (medical, behavioral, correctional, etc.)
- Are elderly
- Are children
- Are from diverse cultures
- Have limited English proficiency (LEP)
- Are transportation disadvantaged

Populations for which members may have additional needs before, during, and after an incident in functional areas, including but not limited to:

- **Maintaining Independence** – Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical, durable medical equipment, service animals, and/or attendants or caregivers. Supplying support to these individuals may enable them to maintain a pre-disaster level of independence.
- **Communication** – Individuals that have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive or intellectual limitations, and/or limited English proficiency.
- **Transportation** – Individuals that cannot drive or that do not have a vehicle may require transportation support for successful evacuation. This support may include accessible information about how and where to access transportation during an evacuation. In addition, some people will be unable to evacuate without assistance.
- **Supervision** – Before, during, and after an emergency, individuals may lose the support of caregivers, family or friends or may be unable to cope in a new environment. If separated from their family or caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Medical Care** – Individuals that are not self-sufficient or that do not have adequate support from caregivers, family, or friends may need assistance with a wide variety of conditions. These individuals may require the support of trained medical professionals.

The above examples illustrate function-based needs that may exist within the community. The term “functional needs” is a function-based definition which reflects the capabilities of the individual, not the medical condition, or label.

## ESSENTIAL NEEDS OF HOUSEHOLD PETS

The EOP addresses the following:

- **Sheltering of Household Pets and Other Animals:** When possible, household pets and other animals will be co-located adjacent to or near a human shelter, ideally allowing people to help care for their own household pets. Human shelters may restrict animal sheltering locations for reasons of hygiene, safety, public health, animal phobias, or facility features (see ESF #6 – Mass Care).
- Only service animals and their owners may be co-mingled in a shelter, which means that they will share a living space (PETS Act of 2006).

- **Working Animals:** Although not addressed under the PETS Act, working animals, such as search and rescue dogs, are important to incident management officials. Rescue workers need to be prepared for working animals at the incident scene.
- **Dangerous Animals:** Responders may encounter dangerous animals. Plans should include training first responders on safety issues regarding animals, and assign animal professionals to support the initial response, and to deal effectively with a variety of animal issues, including dangerous animals.
- **Wild Animals:** Matters concerning wild animals will be directed to Arizona Game and Fish Department (AZGFD) as they fall under their jurisdiction.
- **Livestock:** These animals fall under the jurisdiction of the Arizona Livestock Sanitary Board.

## SUPPORTING PLANS

- State of Arizona Emergency Response and Recovery Plan
- Pima County Emergency Operations Plan
- Pima County Multi-Jurisdictional Hazard Mitigation Plan
- City of Tucson Department Continuity of Operations Plans
- City of Tucson Local Energy Assurance Plan
- Local School Response Plans
- Local Hospital Response Plans
- Facility Response Plans

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section provides an overview of the roles and responsibilities of local, State, Federal and nongovernmental organizations (NGOs) in support of a disaster (see ESF #5 – Information and Planning, for a more comprehensive listing of roles, responsibilities and assignments which may be involved in an incident of local or regional significance).

## CITY OF TUCSON EMERGENCY MANAGEMENT TEAM

The ultimate authority for emergency management in the City of Tucson is the Mayor of Tucson, in accordance with Tucson City Charter, Chapter VI, Section 5. The Mayor is responsible for declaring an emergency and exercises broad control over emergency operations by giving guidance on matters of basic policy concerning incident response and recovery. The Mayor is a part of the Executive Group, which, along with the Policy Group, makes up the CEMT. The CEMT is responsible for making the strategic decisions regarding an incident. To that end, they will discuss and decide upon the economic, political, legal, and social implications of the threat to the City. The CEMT is ultimately responsible for the outcome of the City's response to the incident (see ESF #5 – Information and Planning, for additional information).

## EXECUTIVE GROUP

The Mayor and the Vice-Mayor make up the Executive Group. Other support personnel may be included as deemed necessary by the Executive Group.

The Mayor has primary authority and responsibility in an emergency to implement emergency powers of local government. This includes, but is not limited to:

- Declaring a local emergency when necessary (see ESF #5 – Information and Planning, for example forms)
- Establishing curfews, blockades, and limits on utility usage
- Making rules governing access to and from the affected area
- Authorizing evacuation
- Implementing other security measures
- Keeping the public, the Pima County Office of Emergency Management and Homeland Security, and the Arizona Division of Emergency Management informed of the situation
- Requesting outside assistance when necessary

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## POLICY GROUP

The Policy Group consists of the City Manager as Chairperson, and other support personnel as required. The Policy Group generally consists of department heads.

The responsibilities of the Policy Group when an Emergency Operations Center (EOC) is activated include:

- Provide guidance in the development and implementation of strategic decisions
- Analyze all available information relative to the situation
- Develop, refine, and implement a joint response and recovery strategy
- Ensure that the operating forces of various component organizations work together in a mutually supportive way

## LOCAL GOVERNMENT

### TUCSON OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

TOEMHS, working through the City Manager's Office, is responsible for the primary emergency management activities of the City of Tucson. The responsibilities of members assigned to this section include:

- Maintaining the EOP for the City and coordinating the planning of emergency and preparedness activities
- Coordinating with and advising all City departments on developing, maintaining, and exercising their respective assigned responsibilities and Standard Operating Procedures/Guidelines relevant to this plan
- Analyzing the emergency skills needed by the City's forces and arranging the training necessary to provide those skills
- Conducting ongoing hazard awareness and public education programs
- Preparing and maintaining a resource inventory
- Keeping the governing body apprised of City preparedness status and anticipated needs (through the Police Chief, Fire Chief, and the City Manager)
- Serving as liaison between the City, County, and State emergency management organizations
- Maintaining liaison with organized emergency volunteer groups and private agencies
- Maintaining a current notification list for the EOP
- Initiating and monitoring any increased readiness actions needed among the City services when an incident of local or regional significance threatens.
- Ensuring the operational capability of the EOC and the alternate EOC
- Activating the EOC in conjunction with designated personnel
- Assisting the EOC Manager in providing command staffing of the EOC on a 24-hour, 2-shift basis if required
- Serving as Staff Advisor to the EOC Manager
- Preparing and forwarding a "Situation Report" to the City Manager's office

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## OTHER CITY DEPARTMENTS

City departments are expected to protect against, prepare for, respond to, and recover from an emergency or disaster which could affect their department specifically. They must also prepare to support any other City department that needs assistance in responding to an incident. This should be accomplished by coordinating activities through their standard operating procedures (SOP), EOP and Mutual Aid Agreements/Memorandums of Understanding (MAA/MOU). In the event any emergency or disaster situation becomes beyond the scope of control of effective response for City Departments or local jurisdictional resources and active MAA/MOUs, the Mayor, or designee may declare a Local Emergency.

## NON-GOVERNMENTAL ORGANIZATIONS (NGO) AND VOLUNTEER ORGANIZATIONS

Non-governmental organizations (NGOs) play very important roles before, during, and after an incident. NGOs provide vital services to support response and promote the recovery of disaster victims such as sheltering, emergency food supplies, assistance with special needs, counseling services, and resources. They contribute by training and managing volunteer resources; identifying shelter locations and needed supplies; providing critical emergency services to those in need, supplying cleaning supplies, clothing, food and shelter, and generally providing assistance where it is needed. NGO agencies and contact numbers are located in the WebEOC resource list.

Local Citizen Corps Councils implement Citizen Corps programs, which include Community Emergency Response Teams (CERT), Medical Reserve Corps, Neighborhood Watch, Volunteers in Police Service, and affiliate programs; provide

opportunities for special skills and interests; develop targeted outreach for special needs groups; and organize special projects and community events.

Citizen Corps Affiliate Programs expand the resources and materials available to the City of Tucson and regional communities through partnerships with programs and organizations that offer resources for public education, outreach, and training. They also represent volunteers interested in helping to make their communities safer and often offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts.

Other programs, unaffiliated with Citizen Corps, also provide organized citizen involvement opportunities in support of the City's response to major disasters and events of local or regional significance. One example is the Volunteer Center of Tucson that identifies volunteers and classifies them based upon their knowledge, skills, or technical abilities.

## PIMA COUNTY

All declaration requests for assistance during an emergency must be submitted to the City Emergency Management Team. The declaration is then forwarded to the Pima County Office of Emergency Management and the County Board of Supervisors. Once the request is acted upon at the County level, Pima County Board of Supervisors will forward the request to the Arizona Department of Emergency management (ADEM) and the Governor of Arizona. The City may not go directly to the State without official refusal of assistance from Pima County. If necessary, Pima County may open their EOC in support of the City EOC.

## STATE OF ARIZONA

One role of the State government is to review declaration requests and determine if the emergency meets established criteria. If so, the Governor may request a federal declaration from the President of the United States. All declaration requests must come through the County in which the declaration request is made, unless the County has officially refused assistance to the requesting jurisdiction.

State government also supplements and facilitates local efforts before, during, and after incidents. The State of Arizona Emergency Response and Recovery Plan (SERRP) facilitates coordination of requested resources among local, County, Tribal, State agency, Federal government, NGOs, and the private sector without impinging on any group's jurisdiction or restricting the ability of those entities to do their job. When State agency resources are dispatched to an incident, they are prepared to assume an appropriate role within the local government's ICS. State agencies and contact numbers are located in the resource list.

## FEDERAL GOVERNMENT

Pursuant to HSPD 5, the Secretary of Homeland Security is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. Several Federal agencies have independent authorities to declare disasters or emergencies. These authorities may be exercised concurrently with or become part of a major disaster or emergency declared under the Stafford Act. Federal agencies and contact numbers are located in the resource list.

## FUSION CENTERS

A fusion center is defined as a "collaborative effort of two or more agencies that provide resources, expertise, and information to the center with the goal of maximizing their ability to detect, prevent, investigate, and respond to criminal and terrorist activity." It is an effective and efficient mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by analyzing data from a variety of sources. Information on currently operating fusion and intelligence centers can be accessed via the National Criminal Intelligence Resource Center at [www.ncirc.gov](http://www.ncirc.gov). The National Criminal Intelligence Sharing Plan is available at [www.it.ojp.gov](http://www.it.ojp.gov).

To assist in intelligence sharing efforts, Arizona formed the Arizona Counter Terrorism Information Center (ACTIC), a component of the Arizona Department of Public Safety. Southern Arizona Terrorism Liaison Officers (TLOs) are assigned to both the Tucson Police and Tucson Fire Departments. A more regional association located in the Tucson metro area is the

Rocky Mountain Information Network® (RMIN) RISS Intelligence Center which includes: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming, and Canada.

## CIKR PROTECTION AND RESTORATION

Protecting and ensuring the continuity of the Critical Infrastructure and Key Resources (CIKR) of the City of Tucson are essential to regional security, public health and safety, economic vitality, and way of life. Critical infrastructure includes the assets, systems, and networks, whether physical or virtual, that are so vital to the community that their incapacitation or destruction would have a debilitating effect on security, national economic security, public health or safety, or any combination thereof. Key resources are publicly or privately controlled resources essential to the minimal operations of the economy and government.

In the City of Tucson the CIKR function is overseen by TOEMHS and the Southern Arizona TLO group. Regional CIKR is identified by the TLO group, that then conduct Threat and Vulnerability Assessments (TVAs) on those identified sites. Once the TVA is completed, the information is stored in the Department of Homeland Security Automated Central Asset Management System (ACAMS) database for reference. The assessment findings are then shared with the managers of the CIKR, which provides them with options to decrease the vulnerability of their site.

## SPONTANEOUS OR UNAFFILIATED VOLUNTEERS/GOODS

Spontaneous, unaffiliated volunteers –neighbors and residents – often arrive on-site at a disaster ready to help. Yet because they are not associated with any part of the existing emergency management response system, their offers of help are often underutilized and even problematic to professional responders. The paradox is clear: the willingness of people to volunteer both individually or through a donation of goods, versus the system’s capacity to utilize them effectively. In a crisis response, the City of Tucson will manage and coordinate spontaneous volunteers in coordination with the EOC and the Volunteer and Donations Management Support Annex.

## MUTUAL AID

Jurisdictions in the State of Arizona will provide mutual aid in accordance with ARS 13-3872 Mutual Aid. This statute empowers municipalities (counties and cities) to establish policies regarding the rendering of aid to other jurisdictions. Additional information can be found in the Mutual Aid/Multi-Jurisdictional Coordination Annex.

## NIMS TYPED RESOURCES AND CREDENTIALLED PERSONNEL

### RESOURCE TYPING

Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources. Resources may be divided into subcategories to define more precisely the capabilities needed to meet specific requirements. Resource typing definitions provide emergency responders with the information needed to ensure the request results in the receipt of appropriate resources during an emergency or disaster. Ordering resources that have been typed using these definitions assures the resource request and dispatch process more accurate and efficient.

### CREDENTIALING

The credentialing process entails the objective evaluation and documentation of an individual’s current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident. For the purpose of NIMS, credentialing is the administrative process for validating personnel qualifications and providing authorization to perform specific functions and to have specific access to an incident involving mutual aid.

## EMERGENCY SUPPORT FUNCTIONS

In order to realize the potential of local capabilities and to integrate and apply resources, departments and support organizations are arranged into one or more of fifteen Emergency Support Functions (ESFs). The City EOP attempts to

mirror, insofar as possible, the ESFs as they are found in the National Response Framework and the State of Arizona Emergency Response and Recovery Plan.

Primary and support agencies provide personnel to the EOC, as requested, to assist ESF operations and provide reports to ESF #5 – Information and Planning. All agencies, as appropriate, identify staff liaisons or points of contact to provide technical and subject matter expertise, data, advice, and staff support for operations that fall within the domain of each agency. Support capabilities of other organizations may be used as required and available. The Tucson Office of Emergency Management and Homeland Security is a Primary Agency or ESF Lead for several Emergency Support Functions. All other ESFs act as a Support Agency.

The City of Tucson ESFs are:

ESF #1 – Transportation

ESF #2 – Communications

ESF #3 – Public Works and Engineering

ESF #4 – Firefighting

ESF #5 – Information and Planning

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

ESF #7 – Logistics

ESF #8 – Public Health and Medical Services

ESF #9 – Search and Rescue

ESF #10 – Oil and Hazardous Materials Response

ESF #11 – Agriculture and Natural Resources

ESF #12 – Energy

ESF #13 – Public Safety and Security

ESF #14 – Long-term Planning

ESF #15 – External Affairs

ESF primary and support organizations, by City department and outside agency, and roles that are ESF specific, are described in the individual ESFs incorporated as part of this document.

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## ESF MEMBER ROLES AND RESPONSIBILITIES

Each ESF Annex identifies the primary and support agencies pertinent to the ESF. Several ESFs incorporate multiple components, with primary agencies designated for each component to ensure seamless integration of and transition between preparedness, response, and recovery activities.

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## PRIMARY AGENCIES

An ESF primary agency is any agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF. In general, an agency designated as an ESF primary agency is responsible for:

- Supporting the ESF Lead and coordinating with other primary/support agencies
- Providing staff for the operations functions at fixed and field facilities
- Notifying and requesting assistance from support agencies
- Managing mission assignments and coordinating with support agencies, as well as appropriate officials, operations centers, and agencies
- Working with appropriate private-sector organizations to maximize use of all available resources
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities
- Conducting situational and periodic readiness assessments
- Executing contracts and procuring goods and services as needed
- Ensuring financial and property accountability for ESF activities
- Planning for short- and long-term incident management and recovery operations
- Maintaining trained personnel to support interagency emergency response and support teams
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats

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## SUPPORT AGENCIES

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated support agencies are responsible for:

- Conducting operations, when requested by the designated ESF primary agency, consistent with their own authority and resources
- Participating in planning for short- and long-term incident management and recovery operations, and the development of supporting operational plans(SOPs), checklists or other job aids in concert with existing first-responder standards
- Assisting in the conduct of situational assessments
- Furnishing available personnel, equipment, or other resource support as requested by the ESF primary agency
- Providing input to periodic readiness assessments
- Maintaining trained personnel to support interagency emergency response and support teams
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats

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## SUPPORT ANNEXES (SA)

- Financial Management
- Mutual Aid/Multi-Jurisdictional Coordination
- Private Sector Coordination
- Volunteer and Donations Management
- Worker Safety and Health

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## HAZARD, THREAT, OR INCIDENT-SPECIFIC ANNEXES (HTISA)

- Severe Weather
- Flooding/Flash Flood
- Wildfire
- Geological Hazards
- Hazardous Materials Incident
- Radiological Incident
- Biological Incident
- Catastrophic Incident
- Cyber Incident
- Terrorism Incident

## DIRECTION, CONTROL, AND COORDINATION

### OVERALL COORDINATION OF CITY INCIDENT MANAGEMENT ACTIVITIES

During actual, potential, or planned incidents of Local or Regional Significance, the overall coordination of City of Tucson incident management activities is executed through TOEMHS (see ESF #5 – Information and Planning for details). Other City departments carry out their incident management and emergency response authorities and responsibilities within this overarching coordinating framework. Multiple incidents occurring throughout the metropolitan region will likely result in the activation of the Pima County Emergency Operations Center (PCEOC). At the discretion of TOEMHS, a representative(s) will be sent to the PCEOC to serve as a liaison with the County's EOC

### CONCURRENT IMPLEMENTATION OF OTHER PLANS

The EOP is the core plan for managing serious incidents and details the City of Tucson coordinating structures and processes used during Incidents of Local or Regional significance. Other supplemental department plans provide details on authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (such as hazardous materials spills, civil disobedience incidents, etc.).

In many cases, City departments manage localized incidents under these plans using their own authorities without the need for coordination by TOEMHS. In the context of Incidents of Local or Regional Significance, these supplemental agency or interagency plans may be implemented concurrently with the EOP, but are subordinated to the overarching core

coordinating structures, processes, and protocols detailed in the EOP. In such cases the department with primary responsibility for execution of the supplemental agency or interagency plan is also responsible for ensuring that all ongoing activities conform to the processes and protocols prescribed in the EOP. This assures effective and coordinated local incident management operations consistent with individual department authorities and responsibilities.

## ORGANIZATIONAL STRUCTURES

The structure for incident management establishes a clear progression of coordination and communication from the local level to regional to national headquarters level. The local incident command structures are responsible for directing on-scene emergency management and maintaining command and control of on-scene incident operations and the City of Tucson EOC is responsible for the coordination and support of the Incident Command Post(s). The support and coordination components consist of multi-agency coordination centers/ EOCs and Multi-Agency Coordination System (MACS) entities. MACS/EOCs provide central locations for operational information sharing and resource coordination in support of on-scene efforts. MACS aid in establishing priorities among the incidents and associated resource allocations, resolving agency policy conflicts, and providing strategic guidance to support incident management activities.

In accordance with NIMS processes resource and policy issues are addressed at the lowest organizational level practicable. If the issue cannot be resolved at that level, it is forwarded up to the next level for resolution.

## TYPICAL INCIDENT FACILITIES

### INCIDENT COMMAND POST

The tactical level, on scene incident command and management organization, is located at the Incident Command Post (ICP). It is typically comprised of designated incident management officials. Assisting, but not necessarily located at the ICP, are responders from local and regional, State, or federal agencies, as well as private sector and NGOs. When multiple command authorities are involved, the ICP may be led by a Unified Command, comprised of officials that have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance, or agreement. The Unified Command provides direct on scene control of tactical operations and utilizes a NIMS ICS incident management team organization typically including the Operations, Planning, Logistics, and Finance/Administration Sections.

An Area Command is established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or complex incident that has engaged multiple incident management teams. The Area Command has the responsibility to set overall strategies and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed and objectives are met and strategies are followed. Area Command may become Unified Area Command when incidents are multi-jurisdictional.

## CITY OF TUCSON, COUNTY, AND STATE OPERATIONS CENTERS

The City of Tucson, Pima County, and State of Arizona EOCs represent the physical location at which the coordination of information and resources to support incident management activities normally takes place. EOCs are typically organized in accordance with the basic structure of the Incident Command System by major functional disciplines (fire, law enforcement, medical services, etc.); by jurisdiction (City, County, region, etc.); or by some combination thereof. The County and State EOCs facilitate the execution of County, State, and interstate mutual aid agreements to support on scene operations. During Incidents of National Significance, the Joint Field Offices (JFOs) work in coordination with the S, C, and local EOCs to support incident management efforts.

## INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

### GENERAL

#### INCIDENT MANAGMENT

One of the most important functions is to collect, analyze, and properly disseminate situational information to general staff and ESF leaders in the EOC in order to ensure operational decisions for current and future operational periods. In order to obtain true and accurate situational information, all agencies and ESFs operating within the EOC must submit updates, damage assessments and resource status reports to the Planning Section that will enter information into WebEOC. Critical incident information can also be communicated through formal reporting channels within the ICS structure.

Each ESF must ensure that personnel designated to represent the ESF within the EOC are properly trained. These ESF representatives must be able to reach out to personnel operating within the ESF at the local level as well as outward to other agencies when necessary to obtain the most accurate incident status. Likewise these personnel must be aware of the roles and responsibilities of their particular ESF.

Collecting information is the responsibility and duty of everyone with a role in the management of the incident. Sources of information include people involved in the event itself (victims, witnesses, and perpetrators), first responders, communications dispatchers, media, and social media.

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## **PUBLIC INFORMATION**

Department SOPs dealing with public information dissemination should form the basis for handling public information in an emergency or critical incident (ESF #15 – External Affairs, for further information on dissemination of public information).

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## **IC/EOC INTERNAL COMMUNICATIONS/SHARING INFORMATION**

The primary entity within the ICS system for collection and dissemination of information is the Planning Section, or possibly the Intelligence Section if one is designated by the Incident Commander. Within an ICP or the EOC all communications should be routed through the Planning Section to ensure proper recording and dissemination.

WebEOC will be used as a method of sharing information and documentation. Appropriate ICS forms will be used for documentation and coordination of the incident. Briefings will be conducted on periodic bases, but no less than at the beginning of each operational period.

## **COMMUNICATIONS**

### **CITY OF TUCSON DISPATCH/COMMUNICATION CENTERS**

Several of City operational departments, some of its general service and recreational departments, and various outside support agencies have dispatch/communication centers. Their normal role is to dispatch and support field personnel and their equipment. In an emergency these communication centers are responsible for similar actions that will be guided by emergency protocols that may call for:

- Notifying key officials
- Calling out off-duty personnel and adjusting shift schedules to accommodate extended workforce requirements
- Monitoring and keeping a record of field and departmental support activities and costs
- Dispatching specialized teams or technicians that are part of an automatic response, or are specifically requested
- Alerting other agencies of impending dangers that could affect their resources
- Supporting all other requests made by the senior department official in the field
- Keeping senior management officials apprised of information they have predetermined to be of essential importance
- Submitting required reports to their department EOC representative in the event of an EOC activation

Additional information concerning ongoing and emergency communications can be found in ESF #2 – Communications.

### **TUCSON FIRE DEPARTMENT COMMUNICATIONS**

The Tucson Fire Department Communications Division provides essential 9-1-1 and fire/medical emergency dispatch services to all City of Tucson residents, visitors, and many residents of Pima County. The Communications Division maintains reliable and cost-effective wireless and data communications systems to assist City departments in delivering public services, and is divided into the Radio Operations and Communications Maintenance Sections. The Operations section provides dispatching services for the Tucson Fire Department and emergency call-taking for the City of Tucson, including answering 9-1-1 calls and transferring them to the appropriate jurisdiction. On a contractual basis, the Operations Section also provides dispatching services for a consortium of outside agencies, and operates Tucson MEDS Control, a centralized medical dispatching service for much of Pima County outside of the city limits.

## TUCSON POLICE DEPARTMENT COMMUNICATIONS

The Communications Division of the Tucson Police Department is a vital link between citizens needing police service and the police officers responding to calls for service. The purpose of the Communications Division is to collaborate with the community, the department, and other agencies to provide professional services that protect life and problem resolution.

## COORDINATION WITH OTHER COMMUNICATIONS PLANS

The State of Arizona provides guidance on interoperable communications through the Arizona Statewide Communications Interoperability Plan (SCIP) which serves as a reference for public safety officials by describing the status of interoperable communications throughout Arizona and by documenting the goals and objectives Arizona established to improve public safety communications.

Pima County maintains a series of SOPs on-file between its EOC and the State. These SOPs are supported by Memorandum of Understanding (MOU) and Continuity of Government (COG) Plans that are also maintained by the County EOC. A 2007 Arizona Department of Emergency Management (ADEM) audit found full compliance with National Incident Management System (NIMS) at the State and local government level. Pursuant to this audit all Arizona plans, including the SCIP, follow Presidential Directive HSPD-5 and Executive Order EO2005-08 and are designed as NIMS compliant documents. To further this effort in the development of the 2009 AZDOHS Target Capabilities Assessment (TCA), C EOC directors, managers, and coordinators were requested to share a listing of NIMS compliant SOPs that include interoperable communications components which follow Presidential Directive HSPD-5 and Executive Order EO2005-08.

Each Arizona agency is responsible for maintaining NIMS compliance. Specific to communications, in order to be in compliance with NIMS and Arizona's Governor's Executive Order 2007-23 (27) Section 5.6 and Appendix D, each agency in Arizona must be NIMS compliant and be able to demonstrate that their communication systems are interoperable, address plain language use, present consistent and accurate information, and use common and consistent terminology.

The Tactical Interoperable Communications Plan (TICP) is the guiding plan for all incident communications. The TICP is the foundation of the Incident Communications Plans (ICS form 205), which will support the Incident Action Plan.

## INTEROPERABILITY

The City of Tucson is a partner in the Pima County Wireless Integrated Network (PCWIN), which is part of the Arizona Statewide Communications Interoperability Plan (SCIP) Initiative 5.8.3.2 to "Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications". The regional "shared system" approach provides the participating agencies with the highest level of interoperability possible. Conventional channel gateways provide opportunity to interconnect the PCWIN radio system with other State and federal systems for interoperability with those systems.

The Arizona Interagency Radio System (AIRS) is a suite of full-time, cross-banded mutual aid channels designed to provide interoperable communications capability to first responders of police, fire, and EMS agencies, as well as other personnel of municipal, County, State, Tribal, Federal agencies, and approved non-governmental organizations (NGOs) performing public safety activities. AIRS is managed by the Arizona Department of Public Safety (AZDPS). This system operates on designated interoperability frequencies in the VHF, UHF and 800 MHz bands. These radio frequencies are to be used in the event of a multi-agency, multi-discipline, and/or multi-jurisdictional operation requiring the use of the common State radio channel(s), specifically for the use of coordinating activities during identified incidents. The TICP supports AIRS and the SCIP.

## COMMUNICATIONS IN EMERGENCY OPERATIONS

The City of Tucson Communications function is maintained with multiple levels of redundant voice and data communications capabilities (including backup power generation), for notification and warning of key officials and the public. Redundant systems for receiving and sending warning messages are also maintained. Procedures addressing the operations of communications equipment and specific functioning of City of Tucson divisions are located in each division SOPs.

Systems in place within the City of Tucson include:

- Facsimile machines

- Internet communications
- Radio networks
- Fiber networks
- Microwave networks
- Pagers
- Telephones, satellite phones, and cellular phones
- Local television and AM/FM radio stations.

As with all critical incident response and management, communications management should occur on a bottom-up basis with decisions made at the lowest level. The EOC Manager should give consideration to activating ESF #2 – Communications immediately upon notification of a threat or an imminent or actual incident with City of Tucson response implications. . Activation of ESF #2 provides primary and secondary staff to coordinate incident communications and acquire resources necessary to fulfill mission assignments. The EOC Manager should base the decision to activate ESF #2 upon information from initial incident reports and anticipated needs.

## ADMINISTRATION, FINANCE, AND LOGISTICS

### ADMINISTRATION

The cycle of emergency management includes preparedness (including prevention/protection), mitigation, response, and recovery. Each aspect of this cycle requires administrative, financial, and logistical support. Administration for each aspect is a function of City governmental structures. The Tucson Office of Emergency Management and Homeland Security oversees the development of response plans, capabilities, and resources as well as assists in resolving administrative issues leading up to and during, incidents/events.

The administration of this Plan must include documentation of events, decisions, expenses, and follow-through issues, needs, and requirements. The need for detailed, accurate documentation is pervasive and critical throughout the entire emergency management cycle.

### DOCUMENTATION

Documentation is an administrative process used by a jurisdiction to document the preparation, mitigation, response, and recovery from a disaster. All primary, secondary, and support agencies activated by an ESF or otherwise involved in the incident shall also document their actions and expenses using proper forms, such as incident command logs, cost recovery, damage assessment, personnel and resource logs, etc. Each ESF lead, section chief, or manager shall assure the following tasks are completed:

- Begin a clear documentation stream of all related costs, actions, decisions, and communications
- Continue to assess and track losses of equipment and personnel, develop estimates of monetary loss, and identify possible funding sources
- Document expenses, collect City of Tucson damage assessment figures, and serve as liaison for City departments with an established Disaster Field Office
- Coordinate private non-profit recovery efforts
- Maintain central database of City government damages/expenses
- Coordinate Public Information Office functions
- Direct recovery of radio communications for City government
- Authorize emergency spending when necessary

### AFTER-ACTION REPORT (AAR)

The Incident Commander will make information available to TOEMHS for an AAR, which includes a review of actions taken, identification of equipment shortcomings, recommendations on improving operational readiness, and a highlight of strengths and initiatives. The AAR also details operational successes, problems, and key issues affecting the incident management.

The AAR will include the methods and resources used to organize and conduct a review of the incident, including recommendations to improve local readiness (i.e. change plans or procedures, acquire new or replace outdated resources, retrain personnel, etc.). The report will also describe how the deficiencies and recommendations identified in the AAR are

to be corrected and/or completed and identify a timeline and method for assuring the corrections are implemented. In addition, the AAR should describe the links and connections between the processes used to critique the response to an emergency/disaster and the processes used to document recommendations for the jurisdiction's exercise program.

The report will include appropriate feedback from all local, regional, State, Tribal, Federal, nongovernmental, and private sector partners participating in the incident. TOEMHS and other applicable City departments will incorporate information from these reports to update plans and procedures as required. Each City department involved will keep records of its activity to assist in preparing its own after-action report to be shared with TOEMHS.

As part of the AAR process, each agency or department involved or impacted by the emergency or disaster should perform a "hot wash". A hot wash is a brief discussion with all participants to elicit information about three basic issues; what was the planned activity, what actually occurred, and what improvements should be made for future incidents. A hot wash is usually conducted immediately after an incident is resolved, or after a particular activity or operation has taken place within an incident or event. Hot wash results and information are recorded and submitted to the Incident Commander to be incorporated into the AAR.

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## RECORDS PRESERVATION

In order to continue normal governmental operations following an emergency or disaster proactive measures must be taken to protect vital records before the incident occurs. Typically, vital records are those records that specify how an agency will operate in a disaster, are necessary for continued governmental operations, or that protect the legal or financial rights of the government and citizens. Vital records may be in paper and/or electronic format. The principal causes of damage to records are fire, water, or technological failure. Therefore, appropriate protective actions should be taken.

If records are damaged during an emergency, the City will seek assistance to preserve and restore the records. Records managers shall maintain active vendor lists to assist in the recovery of records.

Further procedures and details, including a list of City essential records for emergency records preservation, will be established based upon guidance from the Office of the Arizona Secretary of State regarding records storage and retention.

## FINANCE

Timely financial support of response activities is critical to successful emergency response. Innovative and expeditious means may be used to achieve financial objectives. It is mandatory that generally accepted City of Tucson financial policies, principles, and regulations be employed to ensure against fraud, waste, and abuse, and to achieve proper control and use of public funds. Each City of Tucson department involved in an incident shall assure documentation for all funds requested and expended throughout the duration of the incident, to include any costs incurred from assistance provided from outside agencies or NGOs. Copies of all cost documentation should be sent to the Finance Section of the Emergency Operations Center in a timely manner.

It is the responsibility of each primary and support agency to keep the EOC Manager informed regarding funding needs to conduct ESF or Incident Annex operations and assure the following:

- Each primary and support agency should accurately document all mission assignments. This documentation should include the name of the requesting official, organization, ESF and/or Incident Annex which made the request, content of the tasking, and what action was taken
- Documentation on mission assignments may be required to support the accounting for costs incurred in the City response. This detailed documentation is not submitted as part of the request for reimbursement but should be maintained in each agency records as supporting documentation for bills for reimbursement. The documentation will be needed if an audit occurs
- Maintain accounting of costs associated with response and recovery from emergencies and disasters
- Recommend long-term economic recovery strategies to the Mayor, City Council, and City Manager in concert with the Budget and Finance Department
- Reestablish payroll for City employees
- Establish account numbers and tracking for emergency expenditures in conjunction with Finance/Accounting

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## AUTHORITY TO RESPOND

Upon activation of an ESF or Incident Annex and associated Appendices, primary and support agencies are authorized to begin operations after coordinating and determining needs with the EOC Manager.

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## DOCUMENTATION OF COSTS

The State and federal government require very specific information for cost reimbursement after an incident. The following guidelines should be followed when documenting disaster-related, reimbursable expenses:

- Costs and revenues associated with emergency operations should be segregated from normal operating expenses
- Separate records should be maintained for each vehicle and piece of heavy equipment used for emergency operations
- Vehicle and equipment documentation shall include the miles and/or hours operated by location and by operator
- Vehicle operating expenses shall include fuel, oil, lubricants, tires, tubes, and other related expenses
- Labor costs should be compiled separate from vehicle and/or equipment expenses (i.e. operators separate from equipment)
- Equipment documentation shall include exactly where the equipment was used, and for what, hours and minutes used, and the name of the equipment operator, if applicable
- Revenues and subsidies for emergency operations must be subtracted from any costs claimed
- Requisitions, purchase orders, and invoices must be maintained for all supplies, materials, and equipment expenses claimed
- Costs for supplies and materials must include documentation

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## COST RECOVERY PROGRAMS

Cost recovery programs are financial procedures used to recover appropriate costs incurred during an emergency operation.

- Federal reimbursement programs
- Response and recovery operations (overtime, equipment, contracts)
- Education of responders and local officials about the cost of the recovery process
- Insurance
- Pre- and post-declaration funding for the pet and service animal preparedness and emergency response program

There are various programs that allow the City, State, and other supporting agencies to recover the costs incurred during and after an emergency operation. There are also cost recovery programs that provide assistance to individuals and families. The amount of assistance available depends on the size and type of incident. A Presidentially-declared disaster, for example, would provide more assistance than a locally declared disaster. Several of the core cost recovery programs are:

1. State and Federal Public Assistance Program. Public assistance provides supplemental aid to State, County, and local government agencies to help them recover from disasters as quickly as possible.
  - a. Pets Evacuation and Transportation Act (PETS Act). On October 6, 2006, the PETS Act was signed into law, amending Section 403 of the Stafford Act. Section 403, as amended by the PETS Act, authorizes FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and service animals themselves following a major disaster or emergency. Eligible costs for pet evacuations and sheltering are defined in the FEMA Disaster Assistance Policy (DAP 9523.19).
  - b. Donated Resources. Donated resources used on eligible work that is essential to meeting immediate threats to life and property resulting from a major disaster may be credited toward the non-federal share of grant costs under the Public Assistance Program.
2. Hazard Mitigation Grant Program (HMGP). This FEMA program provides grants to state and local governments to implement long-term hazard mitigation measures after a Presidential declaration in order to reduce the loss of life and property due to natural disasters.
3. Individual and Family Assistance:
  - a. Small Business Administration (SBA). The SBA provides low interest, long-term loans for physical and economic damage caused by a declared disaster. It offers loans to homeowners, renters, and businesses of all sizes, and private and non-profit organizations to repair or replace real estate, personal property, machinery and equipment, inventory, and business assets that have been damaged or destroyed in a declared disaster.

- b. Individual and Households Program (IHP). IHP assistance covers temporary housing needs, home repairs, and losses to personal property, transportation expenses, and funeral and medical expenses, upon a Presidential declaration.
- c. Disaster Unemployment Assistance. This program may be implemented by the Department of Labor upon a Presidential declaration. It allows those unemployed due to a disaster access to unemployment funds.
- d. Worker's Compensation. The Department of Labor administers several compensation programs which provide wage replacement benefits, medical treatment, vocational rehabilitation, and other benefits to federal workers or their dependents that are injured at work or acquire an occupational disease.

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## INSURANCE AND RECOVERY

The insurance industry has an important role in recovering costs after a disaster and the rebuilding of communities after a disaster.

1. Self-Insurance. Access to self-insurance provides organizations, individuals, and businesses to insure their livelihood through a variety of different insurance plans. This type of insurance is paid for by each entity that chooses to carry the policy.
2. National Flood Insurance Program (NFIP). The NFIP is a federal program enabling property owners in participating communities to purchase insurance protection against losses from flooding. This insurance is designed to provide an insurance alternative to disaster assistance to meet the escalating costs of repairing damage to buildings, and their contents, caused by floods. Participation in NFIP is based upon an agreement between local communities and the Federal Government.
3. Homeowners' Policies. Individual homeowners have access to a variety of private insurance companies to insure their home and its contents. Depending on the location of the home, there may be caveats about the type of coverage homeowners have in the event of a disaster.

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## MUTUAL AID AGREEMENTS

Many State, local, and Tribal governments and private nonprofits enter into mutual aid agreements to provide emergency assistance to each other in the event of disasters or emergencies. These agreements are generally written, but are occasionally arranged verbally after a disaster or emergency occurs. To be eligible for reimbursement by FEMA, the mutual aid assistance must meet the criteria identified in the Disaster Assistance Policy (DAP 9523.6).

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## APPROVAL TO EXPEND FUNDS

The approval to expend funds for response operations will be given by officials of the primary and support agencies as authorized by City of Tucson policies. Each agency is responsible for establishing administrative controls of funds and segregation of duties for proper internal controls. Each agency should ensure that actions taken and costs incurred are consistent with missions identified in the plan and validate the request for reimbursement of eligible costs.

In order to provide clear and reasonable accountability and justification for reimbursement, logs, and formal records and file copies of expenditures must be maintained. This will facilitate the final closeout and support audits of financial records.

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## PROCUREMENT

The procurement of resources will be in accordance with statutory requirements and established procedures regarding emergency/non-emergency conditions.

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## PROCEDURES FOR REIMBURSEMENT

General policy for reimbursement of political subdivisions is provided by ARS Titles 26 and 35.

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## PROCEDURES FOR ADVANCEMENT

The policy and procedures for an advancement of the eligible costs of emergency response and recovery are provided by ARS Title 35.

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## FINANCIAL RECORDS AND SUPPORTING DOCUMENTATION

All agencies must maintain records, receipts, and documents to support claims, purchases, reimbursements, and disbursements. Reimbursement requests will be documented with specific details on personnel services, travel, and other expenses.

Applicants requesting reimbursement will maintain all:

- Financial records
- Supporting documents
- Statistical records
- Other records pertinent to the provision of services or use of resources by that agency

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## COST ESTIMATES FOR ADDITIONAL APPROPRIATIONS

After the State agencies and political subdivisions begin their initial response operations, it may be necessary to make an estimate of the total funding needs for the duration of the emergency response. The purpose of the estimate is to gauge the need for additional allocation or supplemental/special legislative appropriations.

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## AUDIT OF EXPENDITURES OF STATE/FEDERAL FUNDS

Expenditures of state/federal funds related to emergencies/disasters, will be subject to audit in accordance with state/federal statutes and audit procedures.

## LOGISTICS

Emergency Support Function #7– Logistics Management and Resource Support should be referred to for details as to how the City handles logistics during an emergency response. Logistics Management and Resource Support includes providing or obtaining goods or services, and executing logistical or administrative activities for emergency response operations, as well as coordinating the use of the resources to facilitate an effective, efficient, and appropriate result.

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## RESOURCE MANAGEMENT OVERVIEW

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, inventorying, organizing, and tracking will facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Resource management should be flexible and scalable in order to support any incident and be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be used in all phases of emergency management and incident response.

The resource management process can be separated into two parts: resource management as an element of preparedness and resource management during an incident. The preparedness activities (resource typing, credentialing, and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident. Resource management during an incident is a finite process with a distinct beginning and ending specific to the needs of the particular incident.

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## PROCEDURES

Some administrative procedures dealing with property acquisition and expenditures may be suspended, relaxed, or made optional under threat of disaster. Such action should be carefully considered, and the consequences should be projected realistically.

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## DOCUMENTATION

All disaster related expenditures will be documented using generally accepted accounting procedures. The documentation will be used following a Disaster Declaration to qualify for reimbursement of eligible expenditures and to ensure compliance with applicable regulations.

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## RESOURCES

Resources should be obtained by using standard protocols for as long as possible (see the Resource Typing and Credentialing sections of this plan for specific availabilities, p. 12). Following initial lifesaving activities, the Incident Commander or City Emergency Management Team, with the assistance of TOEMHS, will ensure that all necessary supplies and resources are procured for the various operating departments. If a Disaster Declaration has been issued, the Mayor may, without prior approval of the governing body, rent, lease, procure or contract for such resources or services as are essential for maintaining the safety and well-being of the population and effecting the immediate restoration of vital services.

## PLAN DEVELOPMENT AND MAINTENANCE

### COORDINATION

The City of Tucson uses the preparedness organization concept described in the NIMS for the ongoing management and maintenance of the EOP. These organizations typically include all agencies with a role in incident management and provide a forum for coordination of policy, planning, training, equipping, and other preparedness requirements.

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### CITY OF TUCSON LEVEL

TOEMHS and ESFLG are the primary City of Tucson organizations responsible for coordinating interagency policy related to the ongoing management and maintenance of the City of Tucson EOP and related activities. In providing sustained management and oversight of the EOP, TOEMHS and ESFLG will comply with preparedness guidelines and standards set forth by the Emergency Management Team of the City of Tucson.

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### TUCSON OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

TOEMHS serves as the City interagency policy oversight group for the EOP and related issues, providing an interagency forum for review of EOP related plans, policy guidance, and issue resolution.

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### EMERGENCY SUPPORT FUNCTION LEADERS GROUP

ESFLG serves as the interagency planning oversight group for operational issues related to the EOP and its ongoing management and maintenance. The ESFLG is comprised of City department representatives from each ESF as well as those organizations responsible for maintaining the EOP Support and Incident Annexes. The ESFLG provides a forum for developing supporting plans and procedures, as well as cross-coordination of functions. The ESFLG meets at least quarterly. In addition, coordinators of the ESF, Support, and Incident Annexes will meet annually, at a minimum, to review and update plans and procedures, incorporate lessons learned and best practices, and ensure functional coordination and continuous improvement of all EOP elements.

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### REGIONAL AND STATE LEVELS

At the County, regional, and State levels, various preparedness organizations provide multi-agency coordination functions. At the County and regional level, TOEMHS is responsible for multi-agency coordination under the EOP. They will plan and coordinate preparedness efforts with other regional level preparedness agencies, including the Pima County Office of Emergency Management and Homeland Security.

## PLAN MAINTENANCE

TOEMHS is the responsible agent for EOP (management and maintenance). The EOP will be updated periodically as required to incorporate new information, legislative changes, and procedural changes based on lessons learned from exercises and actual events. This section establishes procedures for interim changes and full updates of the EOP.

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### TYPES OF CHANGES

Changes include additions of new or supplementary material, and deletions. No proposed change should contradict or override authorities or other plans contained in State statute, City ordinance, or regulation.

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## PUBLIC REQUESTS

This EOP is generally available to the public, and will be posted on the TOEMHS website. Specific operational plans, as well as the ESFs, incident-specific, and support annexes will be protected from disclosure to the public based upon their nature and as a result of including sensitive material related to policing, homeland security, and criminal investigations. Notices of Change to the public and other organizations will be provided upon request dependent upon other consideration relative to disclosure concerns.

## EXERCISES

The City of Tucson EOP will be tested annually in accordance with Homeland Security Exercise and Evaluation Program guidelines. The lessons learned from these exercises will be used to update and improve the EOP as necessary.

## COORDINATION AND APPROVAL

Any department or agency with assigned responsibilities under the EOP may propose a change to the plan. TOEMHS is responsible for coordinating all proposed modifications to the EOP with primary and support agencies and other stakeholders, as required. TOEMHS will coordinate review and approval for proposed modifications through the ESFLG and City Emergency Management Team as required.

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## NOTICE OF CHANGE

After coordination has been accomplished, including receipt of the necessary signed approval supporting the final change language, TOEMHS will issue an official Notice of Change.

The Notice of Change will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated insert pages that will replace the modified pages in the EOP. Once published, the modifications will be considered part of the EOP for operational purposes pending a formal revision and re-issuance of the entire document. Interim changes can be further modified or updated using the above process.

## DISTRIBUTION

TOEMHS will distribute Notices of Change to all participating City departments, regional agencies, and State emergency management offices. Notices of Change to other organizations will be provided upon request.

## REISSUANCE OF THE EMERGENCY OPERATIONS PLAN

TOEMHS is responsible for coordinating full reviews and updates of the EOP every four years, or more frequently, if the City Emergency Management Team deems necessary. The review and update will consider lessons learned and best practices identified during exercises and responses to actual events, and incorporate new information and technologies.

## AUTHORITIES AND REFERENCES

### Federal Laws

Americans With Disabilities Act of 1990, Public Law 101-336, as amended by the ADA Amendments Act of 2008, Public Law 110-325

Architectural Boundaries Act of 1968, as amended, 41 USC Section 4151 et seq.

Clean Air Act of 1970, as amended in 1977 and 1990, 42 USC, Sections 7401-7671 q

Clean Water Act of 1948, as amended in 1972, 1977, and 1987, 33 USC Section 1251 et seq.

Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2008

Consolidated Appropriations Act, 2008, Public Law 110-161

Defense Against Weapons of Mass Destruction Act of 1996, Public Law 104-201

Disaster Assistance Program, Federal Emergency Management Agency- Eligible Costs Related to Pet Evacuations and Sheltering, Federal Emergency Management Agency (DAP 9523.19)

Disaster Mitigation Act of 2000, Public Law 106-390

Executive Order 13347, *Individuals with Disabilities in Emergency Preparedness*, July 26, 2004

Fair Housing Act as amended in 1988, 42 USC 3601

Federal Safe Drinking Water Act of 1974, as amended in 1996, 42 USC Sections 300j-9(i)

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

Freedom of Information Act Disclosure Exemption, 5 USC Section 552(b)(7)(E)

Hazardous Materials Transportation Act of 1994, 49 USC Section 5101 et seq.

Health Insurance Portability and Accountability Act of 1996 (HIPPA), Public Law 104-191, August 21, 1996

Homeland Security Act of 2002, 6 USC Section 101, et seq., as amended

Homeland Security Presidential Directive 3(HSPD 3), March 11, 2011. *Homeland Security Advisory System*

Homeland Security Presidential Directive 5 (HSPD 5), February 28, 2003. *Management of Domestic Incidents*

Homeland Security Presidential Directive 7 (HSPD 7), December 17, 2003. *Critical Infrastructure Identification, Prioritization, and Protection*

Homeland Security Presidential Directive 8, *National Preparedness*, March 30, 2011

National Security Presidential Directive 51/Homeland Security Presidential Directive 20, *National Continuity Police*, May 4, 2007

Payment Card Industry Data Security Standard (PCI-DSS), version 2.0, released October 26, 2010

Pets Evacuation and Transportation Standards Act of 2006 (PETS), Public Law 109-308

Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295

Presidential Decision Directive (PDD) 39, United States Policy on Counterterrorism, June 21, 1995

Presidential Decision Directive (PDD) 62, Protection Against Unconventional Threats to Homeland and Americans Overseas, May 22, 1998

Presidential Decision Directive (PDD) 63, Protecting America's Critical Infrastructure, May 22, 1998

Presidential Policy Directive (PPD) 8, March 30, 2011, National Preparedness

Public Law 96-342, Improved Civil Defense, 1980

Rehabilitation Act of 1973, Public Law 93-112, Section 504

Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act

Superfund Amendments and Reauthorization Act (SARA) of 1986, Public Law 99-499, Title III, Emergency Planning and Community Right-To-Know Act (EPCRA)

Volunteer Protection Act of 1997, Public Law 105-19

### State Laws

ARS § 11-952 Intergovernmental agreements and contracts

ARS § 23-1022 Compensation as exclusive remedy for employees

ARS § 26-301 Emergency Management, et seq.

ARS § 26-308(B) Powers of local government

ARS § 26-401 Emergency Management Assistance Compact, et seq.

## **Local Laws**

Tucson City Code, Chapter 28, Tucson Procurement Code, Article III, Section 28-22, Emergency Procurement  
Tucson City Charter, Chapter VI- The Mayor, Section 5- Emergency Powers  
Tucson City Ordinance #10453

## **Other References**

National Disaster Recovery Framework, 2011  
National Response Framework, 2008  
National Incident Management System, 2008  
National Preparedness Goal, 2011  
National Preparedness Guidelines, 2007  
National Preparedness System, 2011  
Target Capabilities List, 2007  
Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide 101 (CPG101), Version 2, 2010  
Guidance on Planning for Integration of Functional Needs Support Services in General Population Centers, 2010  
Arizona State Emergency Response Plan and Recovery Plan, 2010  
Pima County Emergency Operations Plan, 2012  
Pima County Multi-Jurisdictional Hazard Mitigation Plan, 2011  
Pima County Local Emergency Planning Commission HAZMAT Plan, 2011

## GLOSSARY OF TERMS

**AAR:** See After-Action Report.

**AAR/IP:** See After-Action Report/Improvement Plan.

**Action Planning:** Steps, or activities, that must be taken to improve and sustain identified strategies.

**ADEM:** Arizona Division of Emergency Management

**After-Action Report (AAR):** A document intended to capture observations of an exercise and make recommendations for post-exercise improvements.

**After-Action Report/Improvement Plan (AAR/IP):** The main product of the Evaluation and Improvement Planning process. The After-Action Report/Improvement Plan (AAR/IP) has two components: an After-Action Report (AAR), which captures observations of an exercise and makes recommendations for post-exercise improvements; and an Improvement Plan (IP), which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

**All-Hazards:** Natural, technological, or human-caused incidents that warrant action to protect life, property, environment, and public health or safety.

**Analyzing Hazards:** A process to determine what hazards or threats merit special attention, what actions must be planned for, and what resources are likely to be needed.

**Annexes:** See Functional Annexes, Hazard-Specific Annexes.

**Appendixes:** Supporting documents such as a list of acronyms, copies of statutes, and maps that provide additional guidance and references for planning.

**Authorities and References:** A component of the basic plan that provides the legal basis for emergency operations and activities.

**Basic Plan:** An overview of preparedness and response strategies. It describes expected hazards, outlines agency roles and responsibilities, and explains how the jurisdiction keeps the plan current.

**Capabilities-Based Planning:** Determining capabilities suitable for a wide range of threats and hazards while working within a framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

**CEMT:** City Emergency Management Team

**CERT:** Citizens Emergency Response Team

**Chain of Command:** The orderly line of authority within the ranks of the incident management organization.

**Checklist:** Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

**Chief:** The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

**CIKR:** Critical Infrastructure and Key Resources

**COG:** Continuity of Government

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

**Command Staff:** The staff that report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

**Common Procedures:** Standardized, specific actions for staff to take in response to a variety of hazards, threats, or incidents.

**Common Terminology:** Standardized words and phrases used to ensure consistency while allowing diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

**Communication:** A section of the basic plan that refers to the internal and external strategies and tools to communicate with stakeholders in the event of an emergency or incident.

**Community:** A political entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county; however, each State defines its own political subdivisions and forms of government.

**Community Emergency Response Team (CERT):** A community-level program administered by the Federal Emergency Management Agency that trains citizens to understand their responsibility in preparing for disaster. The program increases its members' ability to safely help themselves, their family, and their neighbors.

**Community Hazards:** Natural, technological, or human-caused hazards in the community that affect the buildings both directly, such as damage to the building, and indirectly, such as making a road to the building impassible.

**Comprehensive Preparedness Guide (CPG) 101:** A guide designed to assist jurisdictions with developing EOPs. It promotes a common understanding of the fundamentals of planning and decision making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

**Concept of Operations (CONOPS):** A component of the basic plan that clarifies an agency's overall approach to an emergency (i.e., what should happen, when, and at whose direction) and identifies specialized response teams and/or unique resources needed to respond to an incident.

**Continuity of Operations (COOP):** A functional annex providing procedures to follow in the wake of an incident where the normal operations of an agency are severely disrupted.

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

**CPG:** See Comprehensive Preparedness Guide (CPG) 101.

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

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

**DHS:** U.S. Department of Homeland Security

**Discussion-Based Exercises:** These types of exercises typically highlight existing plans, policies, mutual aid agreements, and procedures, and can be used as tools to familiarize agencies and personnel with current or expected capabilities. Discussion-based exercises include *seminars, workshops, tabletops, and games*.

**Disaster:** An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

**Drill:** A type of *operations-based* exercise that is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills.

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

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, Tribal, sub state regional, and local governments, NGOs (NGOs), private sector organizations; critical infrastructure owners and operators, and all other organizations and individuals that assume an emergency management role; also known as emergency or first responder.

**Emergency Medical Services (EMS):** Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, Tribal, City, County), or by some combination thereof.

**EOP:** An ongoing plan for responding to a wide variety of potential hazards. An EOP describes how people and property will be protected; details that is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

**Emergency Support Functions (ESFs):** ESFs provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

**EMS:** See Emergency Medical Services.

**EOC:** See Emergency Operations Center.

**EOP:** See Emergency Operations Plan.

**ESF:** See Emergency Support Functions.

**ESFLG:** Emergency Support Function Leaders Group

**Exercise:** An instrument to train for, assess, practice, and improve performance in *prevention, protection, response, and recovery capabilities* in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement.

**Exercise Setup:** A pre-staging and dispersal of exercise materials. Exercise setup includes registration materials, documentation, signage, and other equipment, as appropriate.

**FE:** See Functional Exercise.

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

**FEMA:** Federal Emergency Management Agency

**FIA:** Federal Insurance Administration

**Finance/Administration Section:** The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

**Finance/Administration Section Chief:** A member of the General Staff that monitors costs related to the incident and provides accounting, procurement, time recording, and cost analyses.

**First Responder:** See Emergency Management/Response Personnel.

**Full-Scale Exercise (FSE):** A multi-agency, multi-jurisdictional operations-based exercise involving actual deployment of resources in a coordinated response as if a real incident had occurred. A full-scale exercise tests many components of one or more capabilities within emergency response and recovery, and is typically used to assess plans and procedures under crisis conditions, and assess coordinated response under crisis conditions. Characteristics of an FSE include mobilized units, personnel, and equipment; a stressful, realistic environment; and scripted exercise scenarios.

**Functional Annexes:** Individual chapters in an EOP that focus on procedures such as Special Needs or Continuity of Operations. These annexes address all-hazard critical operational functions and describe the actions, roles, and responsibilities of participating organizations. In some plans, functional annexes are referred to as Emergency Support Functions (ESFs).

**Functional Exercise (FE):** A single- or multi-agency operations-based exercise designed to evaluate capabilities and multiple functions using a simulated response. Characteristics of a functional exercise include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.

**Game:** A type of discussion-based exercise that simulates operations that often involve two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**Goal:** General statement that indicates the intended solution to an identified problem.

**Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation.

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

**Hazard Mitigation:** Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster or incident.

**Hazard-Specific Annexes:** Individual chapters in an EOP that describe strategies for managing missions for a specific hazard. They explain the procedures that are unique to that annex for a hazard type and may be short or long depending on the details needed to explain the actions, roles, and responsibilities. The information in these annexes is not repeated elsewhere in the plan.

**Hazardous Material (HAZMAT):** Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

**HAZMAT:** See Hazardous Material.

**HAZUS-MH:** Hazards U.S. Multi-Hazard

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides standardized policy, doctrine, and terminology for the design, development, conduct, and evaluation of homeland security exercises.

**Hot Wash:** A facilitated discussion held immediately following an exercise among exercise players from each functional area that is designed to capture feedback about any issues, concerns, or proposed improvements players may have about the exercise. The hot wash is an opportunity for players to voice their opinions on the exercise and their own performance. This facilitated meeting allows players to participate in a self-assessment of the exercise play and provides a general assessment of how the jurisdiction performed in the exercise. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. Evaluators should take notes during the hot wash and include these observations in their analysis. The hot wash should last no more than 30 minutes.

**HSEEP:** See Homeland Security Exercise and Evaluation Program.

**HSPD:** Homeland Security Presidential Directive

**Human-Caused Hazards:** Hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

**IAP:** See Incident Action Plan.

**IC:** See Incident Commander.

**ICS:** See Incident Command System.

**Improvement Plan (IP):** For each task, the Improvement Plan (IP) lists the corrective actions that will be taken, the responsible party or agency, and the expected completion date. The IP is included at the end of the After-Action Report. See After-Action Report/Improvement Plan.

**IMT:** See Incident Management Team.

**Incident:** An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** A document outlining the control objectives, operational period objectives, and response strategy defined by incident command during response planning.

**Incident Command:** The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

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

**Incident Command Post (ICP):** The field location where the primary functions are performed. The Incident Command Post may be co-located with the Incident Base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Continuum:** A model representing the continuous succession and overlap of incident management functions.

**Incident Management Functions:** Prevention, preparedness, mitigation, response, and recovery activities that occur in advance of an incident, during an incident, and/or following an incident.

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

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

**Integrated Communications:** Communications facilitated through the development and use of a common communications plan.

**Introduction:** A component of the basic plan that provides a rationale for the EOP (EOP).

**IP:** See Improvement Plan.

**JIC:** See Joint Information Center.

**JIS:** See Joint Information System.

**Joint Information Center (JIC):** A facility established to coordinate critical emergency information, crisis communications, and public affairs functions. The Joint Information Center is the central point of contact for all news media. The Public Information Officer may activate the JIC to better manage external communication.

**Joint Information System (JIS):** A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the Joint Information System is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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

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

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

**Local Government:** Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized Tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** The process and procedure for providing resources and other services to support incident management.

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

**Logistics Section Chief:** A member of the General Staff that provides resources and needed services to support the achievement of the incident objectives.

**MAA:** Mutual Aid Agreement

**MAC:** See Multiagency Coordination Group.

**MACS:** See Multiagency Coordination System.

**Mass Care:** Actions taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to the people that have been displaced because of a disaster or threatened disaster.

**Mitigation:** Includes activities to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. Examples: Structural changes to buildings, elevating utilities, bracing and locking chemical cabinets, properly mounting lighting fixtures, ceiling systems, cutting vegetation to reduce wild land fires, etc.

**Modular Organization:** A top-down Incident Command System (ICS) organizational structure based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

**MOU:** Memorandum of Understanding

**Multiagency Coordination (MAC) Group:** A group of administrators or executives, or their appointed representatives, that are typically authorized to commit agency resources and funds. A Multiagency Coordination (MAC) Group can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as policy groups, multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

**Multiagency Coordination System (MACS):** A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. Multiagency Coordination Systems assist agencies and organizations responding to an incident. The elements of MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents are managed under Unified Command.

**Multi-Year Training and Exercise Plan (MYTEP):** A multi-year plan providing a mechanism for long-term coordination of training and exercise activities toward preparedness goals. This plan describes the program's training and exercise priorities and associated capabilities, and aids in employing the building-block approach for training and exercise activities.

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

**National Incident Management System (NIMS):** A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, NGOs, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Infrastructure Protection Plan (NIPP):** A coordinated approach used to establish national priorities, goals, and requirements to protect U.S. critical infrastructure and key resources.

**National Preparedness Guidelines (NPG):** A document outlining the top priorities intended to synchronize pre-disaster planning, prevention, and mitigation activities throughout the Nation, and to guide Federal, State, and local spending on equipment, training, planning, and exercises. The Guidelines provide an overarching vision, tools, and priorities to shape national preparedness.

**National Response Framework (NRF):** A guide establishing a comprehensive, national, all-hazards approach to domestic incident response. It intends to capture specific authorities and best practices for managing incidents ranging from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

**Natural Hazard:** Hazard related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations.

**NGO:** See Nongovernmental Organization.

**NIMS:** See National Incident Management System.

**NIPP:** See National Infrastructure Protection Plan.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

**Nonstructural:** Any portion of the building not connected to the main structure including file cabinets and furnishings.

**NPG:** See National Preparedness Guidelines.

**NRF:** See National Response Framework.

**Objective:** Specific and identifiable actions carried out during an operation.

**Officer:** The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Priorities:** The desired end-state for the operations.

**Operations-Based Exercises:** Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually held over an extended period of time. Operations-based exercises can be used to validate plans, policies, agreements, and procedures and include *drills*, *functional exercises*, and *full-scale exercises*. They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance.

**Operations Section:** The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan.

**Operations Section Chief:** A member of the General Staff that establishes the tactics to meet the incident objectives and directs all operational resources.

**Organization and Assignment of Responsibilities:** A component of the basic plan that lists tasks staff will perform in the event of incident by position and organization.

**PCEOC:** Pima County Emergency Operations Center

**PIO:** See Public Information Officer.

**Plan Development:** The process of generating and comparing possible solutions for achieving goals and objectives, determining response and recovery capabilities, and identifying resource gaps.

**Plan Development and Maintenance:** A component of the basic plan that outlines responsibilities for updating and maintaining the school EOP (EOP). This section includes a schedule for testing, reviewing, and updating the EOP.

**Planning Section:** The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Planning Section Chief:** A member of the General Staff that supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.

**Planning Team:** A group of individuals with a variety of expertise and perspectives planning for all hazards.

**Policy Group:** See Multiagency Coordination (MAC) Group definition.

**Preparedness:** A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System (NIMS), preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

**Procedure:** A series of standard actions or operations that specify what personnel should do in responding to and recovering from an incident.

**Psychological Healing:** A functional annex describing how organizations will address medical and psychological issues resulting from traumatic incidents.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO):** A member of the Command Staff that serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

**Record of Changes:** A document detailing and tracking each update or change to the plan to enhance accountability and transparency. The document is usually in table format, and contains at a minimum a change number, the date of the change, and the name of the person that made the change.

**Record of Distribution:** A document used as proof that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the EOP. The document is usually in table format and indicates the title and name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery, and the number of copies delivered.

**Recovery:** Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

**Recovery Plan:** A plan developed to restore an affected area or community.

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

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

**Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

**Seminar:** A discussion-based exercise designed to orient participants to new or updated plans, policies, or procedures through informal discussions.

**Shelter-in-Place:** A common procedure implemented in the event of a chemical or radioactive release.

**SOP:** Standard Operating Procedure

**Special Needs Population:** A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those that have disabilities, are from diverse cultures, have limited English proficiency, are non-English-speaking, or are transportation disadvantaged.

**Tabletop Exercise (TTX):** A discussion-based exercise intended to stimulate discussion of various issues regarding a hypothetical situation. Tabletop exercises can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, or recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem-solving rather than the rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions. TTXs can be breakout (i.e., groups split into functional areas) or plenary (i.e., one large group).

**Technological Hazard:** These hazards originate from technological or industrial accidents, infrastructure failures, or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

**Threat:** Natural, technological, or human-caused occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

**TOEMHS:** Tucson Office of Emergency Management and Homeland Security

**Transfer of Command:** The process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command must include a transfer of command briefing, which may be oral, written, or a combination of both.

**TTX:** See Tabletop Exercise.

**UC:** See Unified Command.

**Unified Command (UC):** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

**Unity of Command:** Principles clarifying the reporting relationships and eliminating the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

**Workshop:** A type of discussion-based exercise focused on increased participant interaction and focusing on achieving or building a product (e.g., plans, policies). A workshop is typically used to test new ideas, processes, or procedures; train groups in coordinated activities; and obtain consensus. Workshops often use breakout sessions to explore parts of an issue with smaller groups.