

Emergency Support Function #5 – Emergency Management

ESF Coordinator:

Tucson Office of Emergency
Management & Homeland
Security (TOEM)

Support Agencies:

City Council
Budget Department
Finance Department
Information Technology Department
City Clerk's Office
GIS Cooperative
Pima County Office of Emergency
Management & Homeland Security

Primary Agency:

Mayor of Tucson
Tucson City Manager

Purpose

Emergency Support Function (ESF) #5 – Emergency Management is responsible for supporting the overall activities of the City of Tucson for local incident management. This annex recognizes that direction and control is a critical emergency management function and that during all phases of the emergency response effort, it allows the City of Tucson (also referred to as “the City”) to:

- Analyze the emergency situation and decide how to respond quickly, appropriately, and effectively
- Direct and coordinate the efforts of the City's response forces
- Use available resources efficiently and effectively
- Coordinate with the response efforts of other jurisdictions

Scope

While emergency operations can make heavy demands on available personnel and logistical resources and create an array of urgent needs and actions, the City's initial ability to respond to any emergency would depend on the use of existing departmental assets. Operational departments are accustomed to dealing with a variety of recurring low-level emergencies, and already have organizational procedures in place to manage response missions. The difference between these lesser scale incidents and a major emergency or disaster – an Incident of Local or Regional Significance - is that the latter are characterized by the necessity to mobilize and direct and control a much more substantial effort; one requiring the intensive participation of multiple departments or agencies.

To that end, the City of Tucson has adopted the National Incident Management System (NIMS) in its entirety. NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. NIMS is comprised of several components that work together as a system to provide a national framework to prepare for, prevent, respond to, and recover from Incidents of Local or Regional Significance. These components include:

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

NIMS provides the structure for the City of Tucson to use when managing large-scale incidents. NIMS standard incident management structures are based on three key organizational systems:

- The **Incident Command System (ICS)** - that defines the operating characteristics, management components, and structure of incident management organizations throughout the life cycle of an incident. The City's operational departments have adopted the Incident Command System to manage all incidents.
- **Multagency Coordination Systems** - that define the operating characteristics, management components, and organizational structure of supporting entities.
- **Public Information Systems** - that include the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations.

Situation

- Hazards that exist within the boundaries of the City of Tucson have the potential for causing disasters of such magnitude as to make centralized command and control desirable or essential.
- The City of Tucson is vulnerable to all of the natural and technological disasters that are detailed in the Pima County Hazard Mitigation Plan (HMP) - draft form submitted on October 31, 2005.
- The City of Tucson has primary responsibility for the emergency management of most major incidents that could be expected to occur within the City. During some major events the City may request additional resources from neighboring jurisdictions and/or assistance at the county, state, or federal levels.
- In an event in which the City requests financial reimbursement for the cost of "emergency work" or "permanent work" related to an Incident of Local or Regional Significance, such request will go through Pima County.

Assumptions

- Most emergency situations are handled routinely by the emergency response agencies of Tucson.
- Most emergencies can be managed at the field level under established procedures by Tucson's emergency response agencies.
- During large-scale local emergencies, many management and support activities can be handled at the City's Emergency Operations Center (EOC), thereby allowing field forces to concentrate on essential scene tasks.

- In Incidents of Local or Regional Significance situations, centralized direction and control (*i.e.*, activation of the City's Emergency Operations Plan and the EOC) is the most effective approach to management of emergency operations.
- Individuals responding to the Emergency Operations Center (EOC) as Department Directors, or their designee, shall have full authority to make decisions for their Department and to commit their Department's resources

Concept of Operations

There are usually three levels to the management of large-scale emergency events:

- Field operations/response
- The assistance provided by dispatch/communication centers
- The activation of the City Emergency Management Team (CEMT) and the opening of an Emergency Operations Center (EOC).

Most routine incidents and emergency calls for service are managed at the field level with the assistance of the dispatch center. In an Incident of Local or Regional Significance (or the threat of one), the EOC would most likely be activated.

Field Operations - The determination of which department is responsible for assuming field command, or becoming the lead agency for a particular type of large-scale hazard response can be located in ESF #5, Tab A.

If, at any time, there is disagreement or uncertainty on the part of field supervisors over which department is the responsible lead agency, and it cannot be resolved between the departments involved, it will be resolved by immediate referral to the City Manager or his/her designee. It then will be up to the chairperson to confer with the appropriate department heads, or their designates, to arrive at a determination. This safeguard is established to ensure prudent life-safety measures by local government will neither be delayed nor jeopardized by indecision.

Some incidents may involve more than one hazard, but the one that will be considered primary, will be the hazard posing the potential for causing the most serious harm. Thus, the department responsible for the primary hazard will be the "lead agency". As an incident evolves, however, and as the original hazard is downgraded and supplanted by a different hazard, the lead agency role may transfer from one department to another.

Whenever a hazard is discovered, a person from the department first on-scene will assume initial incident command of the situation. This person will immediately establish a command post, and through his/her dispatch or communication center:

- Report an initial "size-up" (problem identification and assessment)
- Request initial notifications be made, as needed (including contact with the lead agency, if appropriate), and
- Take steps to isolate the area, if necessary

As soon as first response units from the lead agency arrive on-scene, an official from this department will accept the position of Incident Commander after receiving the appropriate briefing. It will then be up to each department to decide if and when command will be transferred should a more senior department official arrive on the scene. (See ESF #5, Tab B – “Emergency Management and Incident Command System Terms - Transfer of Command”)

The Incident Commander (IC) will determine the need for a multiple agency response (and whether or not a Unified Command is required), and the IC will make the decisions regarding:

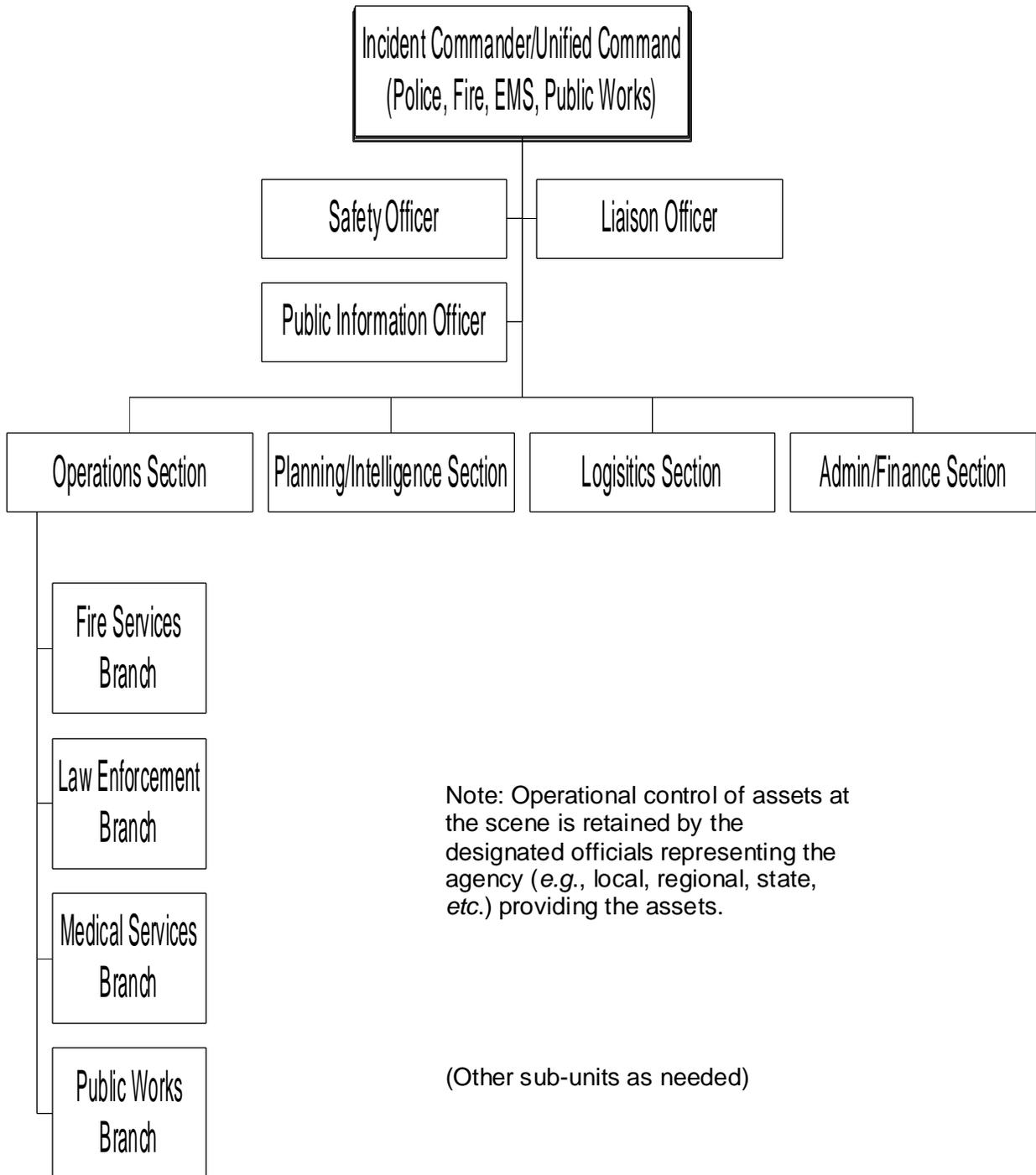
- What additional agencies are needed
- The specific roles each of these agencies is to assume
- The force levels and types of equipment with each agency should respond
- The official to whom they are to report
- The staging area(s) required and their location(s)
- The access and egress routes to the scene, and
- Any other information about conditions or precautions that should be provided to responders

See Figure 1, “On-scene Coordination” for an example.

The Incident Commander will direct referral of the foregoing information to the department dispatch center where it will be communicated to the dispatch center or emergency contact of the other agencies requested to respond.

It is possible that multiple sites could be affected simultaneously during a widespread event. Under such a circumstance, where the primary hazard could vary from incident site to incident site, there could be more than one department serving as a lead agency. This contingency may require the intervention of an Emergency Operations Center to act as a clearinghouse to prevent conflicts that may interfere with the City’s ability to appropriately allocate resources. The EOC will assist the lead agencies by acting as an overall coordinator to reconcile any competition for scarce resources and/or to eliminate the potential for conflicting or duplicated efforts.

Figure 1 – On-scene Coordination



Dispatch/Communication Centers

Several of the City's 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

The City Emergency Management Team

The ultimate authority for emergency management in the City of Tucson is the Mayor of Tucson who acts through the Policy Group. 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 City Emergency Management Team (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, Tab C – City Emergency Management Team).

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 in accordance with Tucson City Charter, Chapter VI, Section 5. This includes, but is not limited to:

- Declaring a local emergency when necessary. (See ESF #5, Tab D the "Declaration of Local Emergency" form; and Tab F the "Declaration That a Local Emergency No Longer Exists" form. The completed forms are forwarded to Pima County).
- 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. (See ESF #5, Tab E for the “Proclamation Requesting Chairman, Board of Supervisors to Proclaim an Emergency or Local Emergency” form. The completed form is forwarded to Pima County).

NOTE: During a major emergency all physical resources within the City, whether publicly or privately owned, may be utilized when deemed necessary by the Mayor.

Policy Group

The City Manager, as the chairperson of the Policy Group, has the following responsibilities:

- Activate the Emergency Operations Plan and EOC if required
- Provide overall leadership and guidance to the Policy Group
- Support the overall preparedness program in terms of its budgetary and organizational requirements
- Implement the policies and decisions of the Mayor and City Council
- Ensure that an after action review of the situation is completed that addresses the overall effectiveness of the response

Membership in the Policy Group will include:

- City Manager as Chairperson
- City Attorney
- Department of Transportation Director
- Finance Department Director
- Fire Chief
- General Services Department Director
- Information Technology Department Director
- Parks and Recreation Department Director
- Police Chief
- Procurement Department Director
- Tucson Water Department Director
- Environmental Services Department Director
- Other department officials as required by the Policy Group

The responsibilities of the Policy Group when an 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

Continuity of Government

In the event of unforeseen events occurring as a result of an Incident of Local or Regional Significance, it is important to plan for succession of command in the City of Tucson government. This succession will take place as follows:

- The line of succession of the City Council is from the Mayor to the Vice Mayor, and then through the members of the Council in order of their seniority on the Council.
- The line of succession of the City Manager is to the Deputy and Assistant City Managers in order of their seniority.
- The line of succession to each department head is according to the operating procedures established by each department.
 - Directors of all city departments will designate successors to ensure continuity of leadership and operations. A line of succession at least four deep will be established for each department. Successors will be able to assume the roles and responsibilities for their department.

City of Tucson Emergency Operations Center (EOC)

Location

The primary City EOC is located in the Patrick K. Hardesty Midtown Service Center located at 1100 S. Alvernon Way (the northwest corner of 22nd Street and Alvernon Way). A backup EOC is located in the First Floor Assembly Room of the Tucson Police Department Headquarters Building (270 S. Stone Avenue).

Purpose

The EOC is the City's central headquarters for exerting civil leadership over any major incident that imperils the safety and welfare of the public. The EOC serves as a steering body for the City Emergency Management Team. The EOC provides the means to jointly focus on issues requiring cross-input and decisions by the City's senior leadership. Additionally, members working within the EOC focus on making certain that the most effective use of all available resources is being applied (or redirected) to the highest priorities, as they emerge.

Mission

The EOC mission is to provide a designated command center for the City's executive and senior departmental leadership in a major emergency or disaster, so that critical issues and resource needs that exceed available department capabilities or authority can be resolved. EOC intervention assures effective use and integration of all local resources, centrally coordinates public information, and supports departments in obtaining supplemental assistance to save lives, protect people and property, stabilize immediate dangers, and limit adversity. The EOC also organizes and leads a combined public and private recovery effort that seeks to restore all sectors of the community and environment to their pre-disaster state.

EOC Strategic Goals and Objectives

Based on situational demands, the following strategic goals may be established in any EOC activation:

- Save and protect the greatest number of people at risk
- Ensure the personal safety of emergency responders and other City employees
- Save and protect as many residential, business, and industrial properties as possible

- Save and protect as much vital infrastructure as possible
- Restrain the spread of environmental damage
- Minimize human hardship and economic interruptions

Implementation of the City's strategic goals will take into consideration the following EOC objectives that will be addressed, amended, or added to as applicable in the EOC Consolidated Action Plan that will be developed for the event:

- Determine if there is a need for exercising one or more of the Mayor's "emergency powers"
- Coordinate City-specific warning and emergency public information
- Coordinate City damage assessment
- Calculate emergency costs for referral by the Mayor to the City Council
- Coordinate continuity of government and continuity of operations
- Oversee the effective use and allocation of available local resources
- Determine specific requirements that are vital but beyond the City's means to acquire, and refer such needs to the county EOC for supplemental assistance
- Orchestrate recovery, including the development of a City Disaster Recovery Plan

EOC Readiness

Personnel from the Tucson Office of Emergency Management and Homeland Security maintains the City's primary EOC located at the Patrick K. Hardesty Midtown Service Center. They are responsible for setting up the EOC as required. The Logistics Division of the Tucson Police Department maintains the City's backup EOC and the equipment necessary for its operation in the EOC located at the Police Headquarters Building.

During normal City operations, the EOC is set up but not staffed. During other than normal City operations, EOC readiness occurs in three "alert" phases that are described as follows:

- Level 3 Alert – There has been an unusual occurrence in the City or the surrounding metropolitan region. The EOC is set up and available, but not staffed. A Level 3 Alert serves as a stand-by level
- Level 2 Alert – The Emergency Operations Center is open and active for a perceived incident. The EOC is not necessarily requesting additional assets, rather they are preparing for a potential major response
- Level 1 Alert – The Emergency Operations Center is set up, open, and active while dealing with a natural, man-made, or technological emergency (an Incident of Local or Regional Significance). Under this phase the senior management representatives from all departments involved in the incident would use the EOC as a coordination site to:
 - Monitor, exchange, and coordinate information about the effects and implications of imminent and pending events on the public and their respective and combined services and assets ("size-up" summaries)
 - Jointly formulate and coordinate strategic objectives, priorities, and contingency options (Consolidated EOC Action Plan)
 - Identify and, as necessary, refer policy questions and executive decisions for resolution
 - Identify and deal with resource and assistance needs
 - Pass appropriate advice and information to the department or support organization dispatch and or communication center

The Mayor, the City Manager, Deputy City Manager and Assistant City Managers, or any department head or designee whose department becomes directly involved in an incident, may initiate any EOC Level Alert. Additionally, the commanders of the Tucson Office of Emergency Management and Homeland Security may initiate any EOC Level Alert. EOC staffing levels vary and, at any particular time, can be adjusted to match the demands of the immediate situation. At a Level 1 Alert, representatives in the EOC would have the authority to coordinate the use of all locally available resources, public and private. Advisory notification of the Level 1 Alert would include the Mayor, Fire Chief, Police Chief, and the Pima County Office of Emergency Management and Homeland Security (PCOEMHS).

EOC Activation

Emergency situations vary markedly in speed of onset and in their potential for escalation to disaster proportions. The extent to which the EOC is activated, and when it assumes command of emergency operations, depends upon the type of emergency situation, its potential for escalation, its geographical extent, and other factors. The objective is to activate the City of Tucson Emergency Operations Plan and the EOC at an appropriate time and level of implementation to allow emergency staff ample lead-time for response, briefing, and action plan development. This may be immediate and at a fully activated level under certain circumstances.

It is incumbent upon on-duty field emergency services personnel and dispatch telecommunicators - at a supervisory level - to be prepared to immediately contact a member of the City Emergency Management Team, or the Tucson Office of Emergency Management and Homeland Security (refer to Tab C), to report any emergency situation that may require activation of the EOC.

The EOC will ordinarily be fully activated in any emergency situation of such magnitude as to require significant mobilization of elements of local government other than those principally involved in emergency services on a day-to-day basis – also referred to as an Incident of Local or Regional Significance. It is important to remember that individuals responding to the Emergency Operations Center (EOC) as Department Directors, or their designee, shall have full authority to make decisions for their Department and to commit their Department's resources

The EOC may be partially activated during emergencies of lower magnitude when doing so will assist field incident commanders in controlling the emergency, provide a controlled release of information to the public, or facilitate the liaison and coordination with outside agencies or jurisdictions. Additionally, the Emergency Operations Center may be activated and staffed incrementally in response to a slow developing emergency. (See ESF #5, Appendix 1, for specific EOC activation procedures).

Emergency Operations Center Functions

The functions of an Emergency Operations Center (EOC) are to:

- Facilitate the management of an emergency or disaster
- Assist those who need help
- Reduce the devastating consequences of an emergency
- Assist the Incident Commander(s)

- Plan the deployment of field units to ensure the availability of appropriate resources to deal with situations at particular locations
- Communicate with field forces and keep a record of their status
- Help the community to get back to normal by starting the recovery process as soon as possible

The entities that may reside within the EOC are the City Emergency Management Team, and the EOC Staff. As noted previously, the CEMT is made up of the Executive Group and the Policy Group. A discussion of the responsibilities of these groups within the EOC follows. It should be noted that the organization of the EOC must be flexible and capable of adjusting to the incident(s) needs. The staff assignments listed below may, or may not, be activated during an Incident of Local or Regional Significance.

Emergency Operations Center Staff

Incident management within the Emergency Operations Center will be accomplished utilizing the "Incident Command System". The Incident Command System consists of five or six functional areas¹: Command, Operations, Plans, Logistics, and Finance/Administration. These areas will be implemented, staffed and organized by the EOC Chief as dictated by the scope of the emergency. (See Figure 2 for example).

EOC Director (including Director's Staff) – Tucson Fire Department Deputy Chief, Tucson Office of Emergency Management and Homeland Security; Alternate/Deputy – Tucson Police Department Commander, Emergency Management and Homeland Security Section.

The EOC Director is responsible for coordinating all aspects of the EOC operations. This could include activating the EOC, preparing reports, ensuring smooth operations, and assisting individuals who may require EOC services. The EOC Director serves as the overall EOC manager during an incident or incidents.

The EOC Director functions include:

- Management of the EOC and the EOC staff
- Implement the appropriate incident command structure within the EOC. Assign members to Operations, Plans, Logistics, and Admin/Finance Sections as needed
- Activate elements of the Emergency Operations Plan
- Assess the incident situation
- Conduct an initial briefing for the Command Staff
- Approve and authorize implementation of the Consolidated EOC Action Plan
- Implement evacuation orders as directed by the City Emergency Management Team
- Determine information needs and inform EOC Command Staff personnel of these needs
- Authorize release of information to the news media
- Approve the plan for demobilization

¹ A sixth function, the "Information & Intelligence Section" may be activated at the direction of the EOC Chief (see discussion in Figure 2 for further information).

EOC Staff

As incidents increase in complexity or size, it often becomes necessary for the EOC Director to delegate functional responsibilities to maintain an effective workload and span of control. The EOC Staff, that includes Public Information, Liaison, and Safety works directly for the EOC Director and has the authority to make decisions in order to reduce the Director's responsibilities.

Public Information Officer

The Public Information Officer works directly for the EOC Director. The duties of the Public Information Officer may include:

- Determine any limits on the information to be released
- Develop information for use in media briefings
- Obtain the EOC Director's approval of media news releases
- Conduct periodic media briefings
- Arrange for tours and other interviews or briefings that may be required
- Monitor and forward media information that may be useful to incident planning
- Maintain current information summaries and/or displays regarding the incident
- Make information about the incident available to incident personnel
- Participate in the planning meeting

Liaison Officer

A Liaison Officer is the point of contact for assisting or coordinating agencies. This function is assigned to prevent the EOC Director from becoming overloaded by questions from the numerous assisting agencies that some incidents involve.

Liaison management provides lines of authority, responsibility, and communication with outside agencies. The duties of the Liaison Officer may include:

- Coordinate the management of the participating agencies with the EOC Director
- Identify a specific place for agencies to report in, work, and communicate with each other

Safety Officer

The Safety Officer works directly for the EOC Director. The duties of the Safety Officer may include:

- Monitor operational procedures and activities at the EOC to ensure they are being conducted in a safe manner considering the existing situation and conditions
- Act as a resource to any appointed incident Safety Officers
- Evaluate conditions related to the incident(s) and advise the EOC Director of any conditions or actions that might result in liability
- Stop or modify all unsafe operations outside the scope of the Consolidated EOC Action Plan, and notify the EOC Director of actions taken
- Prepare and present safety briefings for the EOC Director and Staff as requested
- Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure

Operations Section - Police Chief, Fire Chief, Tucson Department of Transportation Director, or Tucson Water Department Director - depending upon the type and/or needs of the incident.

The functions of this position include:

- Obtain a briefing from EOC Director
- Develop the operations portion of the Consolidated EOC Action Plan
- Brief and assign operations personnel
- Determine the needs of the incident and request additional resources
- Supervise operations in conjunction with field Incident Command Post(s)
- Report information about specific activities, events, and occurrences to the EOC Director
- Review the suggested list of resources to be released and initiate recommendation for release of these resources
- Ensure the general welfare and safety of Operations Section personnel

Planning Section – Urban Planning & Design Department Director, Police Chief, Fire Chief, Tucson Department of Transportation Director, or Tucson Water Department Director - depending upon the type and/or needs of the incident.

The functions of the Planning Section include:

- Obtain a briefing from EOC Director
- Activate the Planning Section
- Supervise the preparation of the Consolidated EOC Action Plan
- Establish information requirements and reporting schedules for each incident
- Assemble information on alternative strategies
- Identify the need for use of specialized resources
- Provide periodic predictions of incident
- Compile and display incident status summary information
- Advise the EOC Director and EOC Staff of any significant changes in incident status
- Maintain resource status information
- Prepare and distribute the EOC Director's orders
- Ensure the general welfare and safety of the Planning Section personnel

Logistics Section – Procurement Department Director, Police Chief, Fire Chief, Tucson Water Department Director – depending upon the type and/or needs of the incident.

The functions of the Logistics Section include:

- Obtain a briefing from EOC Director
- Plan the organization of Logistics Section
- Assign work locations and preliminary work tasks to section personnel
- Notify the Planning Section of Logistics units activated, including the names and locations of assigned personnel
- Participate in the development and implementation of the EOC Consolidated Action Plan
- Identify service and support requirements for planned and anticipated operations
- Coordinate and process requests for additional resources – equipment, facilities, materials, supplies, and services – in support of the incident(s)
- Advise on current service and support requirements
- Estimate future service and support requirements
- Recommend release of section resources

- Ensure the general welfare and safety of Logistics Section personnel

Administration/Finance Section – Finance Department Director; City Attorney

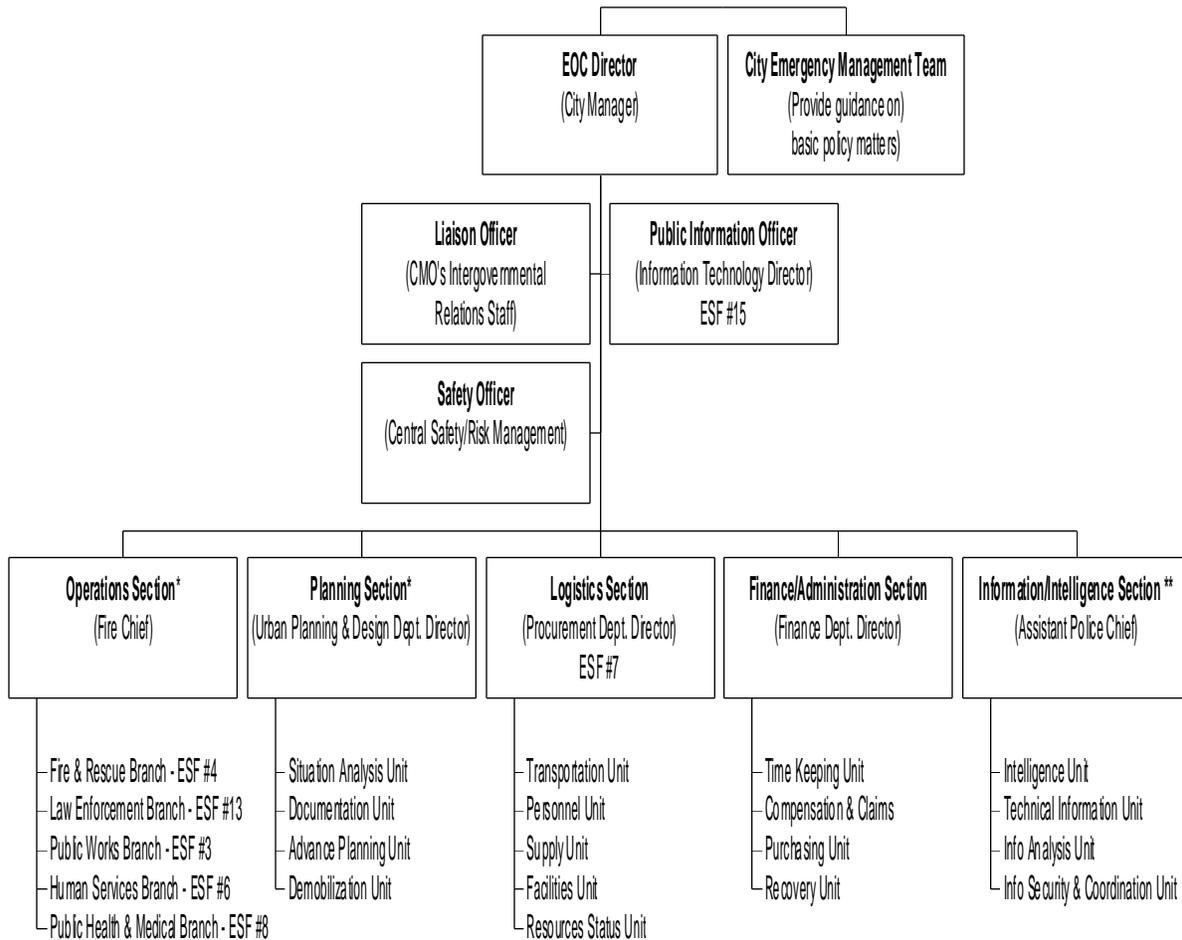
The functions of the Admin/Finance Section include:

- Obtain a briefing from the EOC Director
- Attend the planning meeting to gather information
- Identify and procure supply and support needs for the section
- Meet with assisting and cooperating agency representatives
- Inform the EOC Director when the section is fully operational
- Provide input in all planning sessions on financial and cost analysis matters including the cost analysis aspects of the incident(s)
- Advise the CEMT on emergency powers of local government and other legal issues
- Coordinate legal information and recommendations
- Review and advise the CEMT on possible liabilities arising from disaster operations
- Collect, compile, and forward departmental "After-Action Reports" to the Tucson Office of Emergency Management and Homeland Security who will prepare and forward a master "After-Action Report" to the City Emergency Management Team.

EOC Staff Advisor Function

Members assigned to the Tucson Office of Emergency Management and Homeland Security will serve as EOC Staff Advisors and assist the EOC Director with the efficient management and administration of the EOC.

Figure 2: Sample City of Tucson EOC Organization Chart



*The Operations Section Chief, the Planning Section Chief, and the Logistics Section Chief positions may be staffed differently based on the type and severity of the emergency/disaster. The EOC Director has the flexibility to assign other departments into the Operations and Planning Sections if appropriate. Any City agency may, in fact, be assigned to head one of the sections or participate in them in a direction and control capacity.

**The analysis and sharing of information and intelligence are important elements of Incident Command System. In this context, intelligence includes classified information as well as other operational information, such as risk assessments, medical intelligence (*i.e.*, surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the EOC Director may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the EOC Director, who have proper clearance and a “need-to-know” to ensure that they support decision-making.

Responsibilities

Coordinating Agency – Tucson Office of Emergency Management and Homeland Security (TOEM)

As the coordinating agency, the TOEM is responsible for:

- Activating appropriate support agencies.
- Coordinating logistical and fiscal activities supporting ESF #5 associated priorities and activation.
- Designate staff (TOEM), with specific coordination responsibilities, to ensure information and coordination support to the primary and support agencies, as appropriate.
- Plan and support regular meetings with the primary and support agencies related to preparedness, response, and recovery activities.
- Ensure primary and support agencies are informed and involved in all meetings related to ESF #5 activities.

Primary Agencies – Office of the Mayor of Tucson and the City Manager’s Office

As the primary agencies, the Office of the Mayor of Tucson and the Tucson City Manager’s Office are responsible for:

- Activating and convening City emergency assets and capabilities to prevent and respond to an Incident of Local or Regional Significance, and coordinating with local, regional, and state emergency management organizations
- Coordinating City planning activities including immediate, short-term, and long-range planning
- Coordinating overall staffing of City emergency management activities at the EOC including which ESFs are activated, the size and composition of the organizational structure, the level of staffing at the EOC, and the key personnel required to staff the command staff and general staff positions.

Support Agencies for ESF #5 – Emergency Management

- All City departments provide support as required

Agency	Functions
City Council	<ul style="list-style-type: none">• Provide support to the City Emergency Management Team (CEMT) as necessary
Budget Department	<ul style="list-style-type: none">• Maintain accounting of costs associated with the City’s response and recovery from emergencies and disasters• Recommend long-term economic recovery strategies to the Mayor, City Council, and City Manager

Finance Department	<ul style="list-style-type: none"> • Maintain accounting of costs associated with response and recovery from emergencies and disasters • In a declared disaster, act as the liaison to the Federal Emergency Management Agency for all city financial matters
Information Technology Department	<ul style="list-style-type: none"> • Coordinate the continued operations of the City's radio network(s), landline telephone service, and cell phone and satellite phone services in support of public safety and security activities
City Clerk's Office	<ul style="list-style-type: none"> • Perform documentation/record keeping duties, and ensure information is appropriately captured and archived
GIS Cooperative	<ul style="list-style-type: none"> • Provide data mining assets in support of the City's response, recovery, and mitigation efforts
Pima County Office of Emergency Management & Homeland Security	<ul style="list-style-type: none"> • Provide resource management assets within the Emergency Operations Center, as necessary