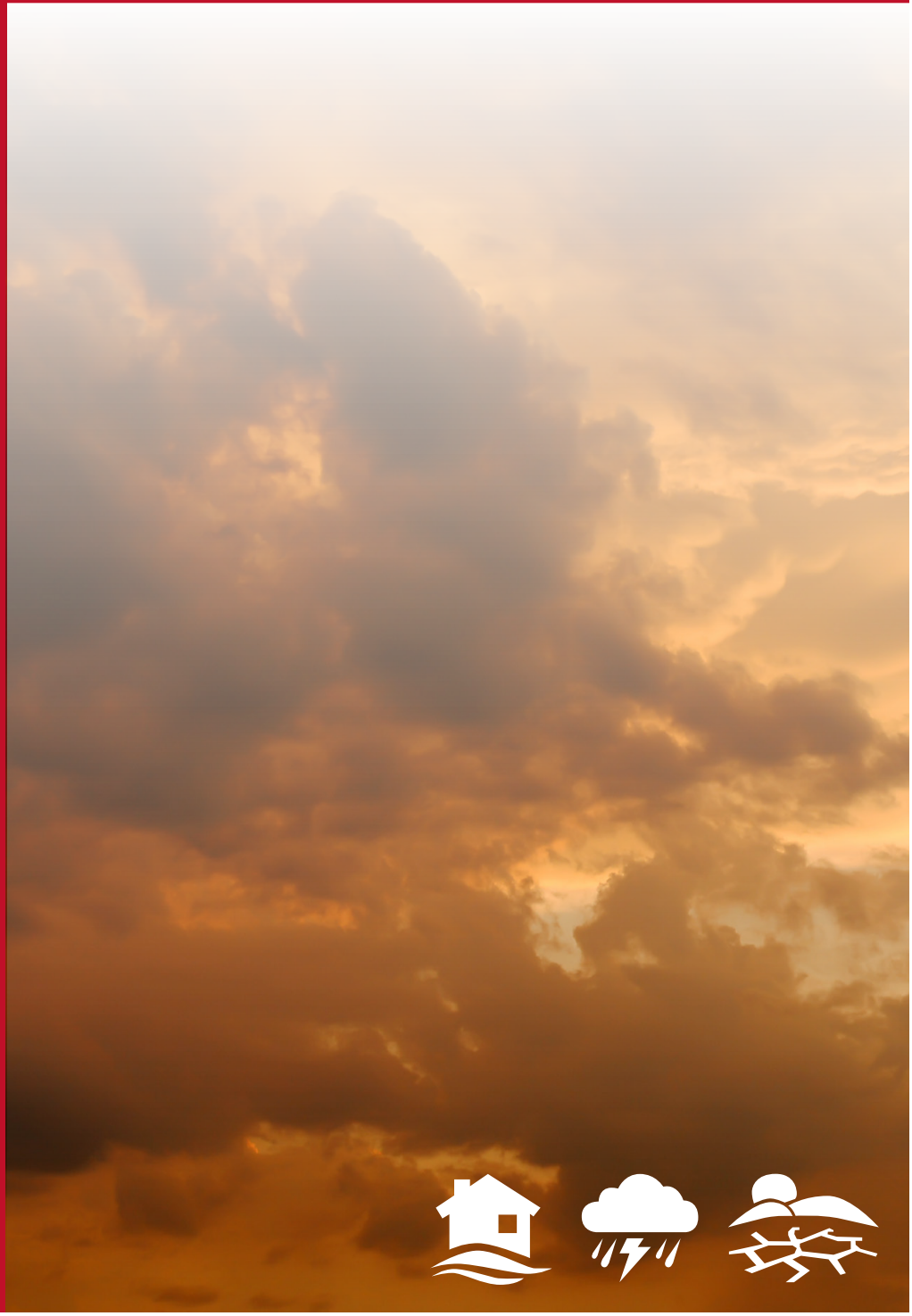
Town of Marana

EMERGENCY OPERATIONS PLAN



SEPTEMBER 2012

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PROMULGATION

The Town of Marana's Emergency Operations Plan (EOP) aligns the Town's capabilities, resources, and strategic plan with a coordinated, all-hazards approach to local and regional incident management. The goal of this plan is to save lives and protect the Town and the region's communities by increasing the effectiveness and efficiency of incident management and coordination among Town entities, regional organizations, private sector entities, and state and federal partners.

While we hope that the Town of Marana is never challenged by an emergency, it is imperative that the Town be prepared and capable if emergency incidents occur. The plan provides a full spectrum of incident management activities including the prevention and mitigation of, preparedness for, response to, and recovery from terrorism, major natural disasters, and other major emergencies.

This Emergency Operations Plan follows federal guidance and the precepts of the National Incident Management System, providing a consistent framework for incident management at all jurisdictional levels, regardless of the cause, size, or complexity of the incident. The activation of this plan provides for coordination and implementation of a variety of emergency response and recovery activities. Each Town department is required to prepare internal guidelines for the execution of assigned duties and tasks associated with this plan.

Implementation of the Emergency Operations Plan and its supporting procedures will require cooperation, collaboration, and information-sharing across Town departments and jurisdictions, as well as between the Town and the private sector. I ask for your continued cooperation and assistance as we begin the implementation process for this plan. I look forward to working with you as we integrate this new plan to improve our local and regional incident management capability.

The Marana Strategic Plan addresses community needs and with this plan helps ensure that the community has adequate water, sewer, transportation, and public safety infrastructure to respond to the challenges of a natural or human-caused disaster.

As Mayor of the Town of Marana, I recognize the Town's role in emergency preparedness and provide this document as the current, all-hazards Town of Marana Emergency Operations Plan. My signature below, and approval of this document by Resolution of the Town Council, demonstrates the Town's commitment to emergency management within our jurisdiction.

Ed Honea
Mayor
Town of Marana
September 18, 2012

APPROVAL AND IMPLEMENTATION

The Town of Marana, in accordance with Homeland Security Presidential Directive 5, the Homeland Security Act of 2002 and Arizona Revised Statutes (ARS), Title 26, Chapter 2, Article 1, is required to prepare for and respond to emergencies/disasters in order to save lives and protect public health and property. This Emergency Operations Plan, upon adoption, supersedes the Town's Emergency Operations Plan of 2006. The plan addresses the consequences of any emergency, disaster or incident for which there is a need for Town resources to provide preparedness, response and recovery assistance.

Applicability

This plan applies to all Town departments, divisions, and offices that have a primary duty, or may be requested, to provide assistance or conduct operations in the context of actual or potential incidents of local or regional significance, i.e., emergencies, disasters, catastrophes, etc., whether natural or human-caused. The plan also provides the foundation for establishing interagency and multi-jurisdictional mechanisms for Town coordination and involvement in emergency incident response and recovery operations. This plan serves as the foundation for development of the Town's plans and procedures to implement response activities in a timely and efficient manner.

No provision of this plan is intended to circumvent, alter or conflict with any state, local or federal laws. If any of the provisions of the Plan should inadvertently circumvent, alter or conflict with any state, local or federal laws, those laws shall prevail over this plan.

Modifications

Modifications may come as a result of periodic review by individual departments, through training, exercise and evaluation, or changes in law, policy, technology, organization of Town government, and/or the community.

The Town must undertake periodic evaluation of this plan. This evaluation will be based and completed upon a three (3) year cycle to ensure currency and applicability. Details to this procedure are contained in the plan.

Approval and Implementation

This plan shall be implemented upon approval by Resolution of Town Council signed by the Mayor.

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INTRODUCTION

The nation's domestic incident management landscape changed dramatically following the terrorist attacks of September 11, 2001, and the devastating hurricanes of 2005. Today's threat environment includes the traditional manmade and natural hazards: wildland and urban fires, floods, oil spills, hazardous materials releases, earthquakes, hurricanes, tornadoes, pandemics, and potential disruptions to the region's energy and information technology infrastructure. Additionally, we are now faced with the deadly and devastating terrorist arsenal of chemical, biological, radiological, nuclear, and high-yield explosive weapons.

These complex and emerging 21st century threats and hazards demand a unified and coordinated approach to domestic incident management. The federal government responded with the introduction of the National Response Plan, now the National Response Framework (NRF) of 2008, which is predicated upon the National Incident Management System (NIMS). The Town has developed its Emergency Operations Plan based upon the structure of the NRF, using the management techniques of NIMS and the Emergency Support Function (ESF) format. This plan supports the potential for flexible, tiered response to emergency situations that begin at the local level and can expand in scope to regional, national, or even international concerns.

This plan considers all-hazards and provides the structure and controls for local and regional level policy and operational coordination for incident management. Consistent with the NIMS model, the plan can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to a significant incident. The plan is designed so that one or more of its components can be activated independently of the others, thereby responding to the situation with a maximum of flexibility. Together, the plan and the NIMS integrate the capabilities and resources of various governmental jurisdictions, incident management and emergency response disciplines, non-governmental organizations (NGO), and the private sector for local or regional incident management.

PREPAREDNESS ORGANIZATION

The Town of Marana (hereafter called the "Town") uses the "preparedness organization" concept described in the NIMS for the ongoing management and maintenance of the plan. Within the Town, this organization consists of an Emergency Management Team and an Emergency Support Function (ESF) Coordination Group. The Emergency Management Team includes the Town Manager (or designee), the Chief of Police (or designee), the Town's Emergency Preparedness Coordinator, and representatives of other entities as deemed necessary by the Town Manager. The Emergency Management Team provides coordination of policy, planning, training, equipping, and other preparedness requirements. Functional planning, training and exercising, and tactical coordination are accomplished through the ESF Coordination Group. The ESF Coordination Group is comprised of ESF Coordinators (or designees), additional representatives from the Town's departments as needed, and a representative of the Northwest Fire Rescue District. Representation from private industry, NGOs, or other organizations may be solicited as needed.

Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualifications, licensure, and certification, and equipment certification.

Preparedness requires a unified approach to emergency management and incident response activities. To achieve this, components of NIMS should be integrated within a jurisdiction's or organization's emergency management and incident response structure. Specifically, preparedness should be integrated into communications and information management, resource management, and command and management to form an effective system.

Preparedness activities should be coordinated among all appropriate agencies and organizations within the jurisdiction, as well as across jurisdictions. NGOs and the private sector should be involved in these efforts, as they often provide incident-related services, and are the owners and operators of critical infrastructure and key resources that may be involved in emergency management and incident response.

Preparedness organizations provide coordination for emergency management and incident response activities before an incident or planned event. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, or other organizations (e.g., Citizen Corps, Community Emergency Response Teams, Local Emergency Planning Committees, and regional emergency coordinating initiatives).

Preparedness organizations should meet regularly and coordinate with one another to ensure an appropriate focus on helping jurisdictions and groups of jurisdictions to meet their preparedness needs.

The needs of the jurisdictions involved will dictate how frequently such organizations should conduct their business, as well as how they are structured. When preparedness activities routinely need to be accomplished across jurisdictions, preparedness organizations should be multijurisdictional and/or multiagency and include critical infrastructure owners and operators, NGOs, and the private sector, when relevant. Agreements should be established between necessary parties so that each will be aware of the capabilities, expectations, and roles of the others.

Preparedness organizations may take the following actions, among others:

- Establish and coordinate emergency operations plans, protocols, and procedures, including public communications and awareness
- Integrate and coordinate the activities and functions within their purview
- Establish the standards, guidelines, and protocols necessary to promote interoperability and consideration for responder safety
- Adopt standards, guidelines, and procedures for requesting and providing resources
- Identify resources and other requirements and set priorities for their use
- Encourage training, exercises, evaluation, and corrective action programs
- Ensure the establishment and maintenance of necessary mutual aid agreements and assistance agreements and outreach to NGOs and the private sector
- Use Multiagency Coordination Systems, as needed and where appropriate, for planned events (such as parades or sporting events) or for specific types of incidents (such as pandemic influenza or hurricanes)
- Plan for operational scientific support, which can be done at each level of government, and contribute ideas to ongoing research and development of new technologies
- Conduct after-action reviews to strengthen future preparedness

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TOWN PREPAREDNESS STRUCTURE

The Town's Emergency Management Team will provide the overall guidance and support to ensure Town strategy and direction to the emergency management process. The Town's ESF Coordination Group will coordinate the details of planning, training, exercising, evaluating and updating the Town's emergency doctrine.

The Emergency Management Team will also facilitate interagency information sharing activities to enable the prevention of a potential incident. Then, based upon guidance from the Emergency Management Team, the ESF Coordination Group will provide planning and coordinate training, exercise and evaluation activities to ensure development of Town capabilities pertinent to potential hazards and developing situations. The ESF Coordination Group will plan the use of agency resources and authorities to prepare for and/or prevent an incident as well as initiate appropriate mitigating measures to reduce vulnerabilities. If warranted, the ESF Coordination Group may recommend the activation of additional Town assets to provide appropriate resources to enable more robust prevention and/or preparedness activities.

PURPOSE

A.R.S. § 26-308. Powers of local government; local emergency management establishment; organization

B. Each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs. Each unincorporated community may establish such emergency management programs.

The purpose of the plan is to establish a consistent, comprehensive, all-hazards, approach to emergency or disaster incident management by providing (1) planning guidance to Town departments for disaster prevention, preparedness, response, and recovery; (2) a fundamental document to test the Town's disaster preparedness capabilities and the effectiveness of this plan; and (3) organization to manage response to emergencies/disasters/terrorist incidents on a local and regional basis. The goal of the plan is to reduce vulnerability to major emergencies, including terrorism, and minimize damage and loss of life.

The plan describes internal capabilities and resources. It establishes responsibilities, operational purposes and protocols to protect the Town from terrorist attacks and other natural and human-caused hazards. Its aims are to save lives, protect public health, safety, property and the environment, and reduce adverse psychological consequences and disruptions. The plan also provides the framework for Town interaction with regional, state and federal agencies, the private sector, and NGOs in the context of expanded, regional emergency incident management.

The plan serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement Town incident management activities and provide assistance for specific types of incidents. This document is the Town's principal planning source for explaining how the Town government will engage its collective resources to administer a comprehensive emergency management program.

This plan also commits to the following:

a) Promoting mitigation strategies to strengthen current efforts to improve the structural and nonstructural integrity of critical facilities and infrastructure by making essential systems more resistant to interruptions and protecting vital assets.

b) Continuing ongoing efforts to reduce home and workplace hazard risk exposures that could cause injuries, loss of life, property damage, economic hardship, or environmental harm. Such efforts may:

1. Seek federal assistance through mitigation or block grant opportunities
2. Take advantage of land use and building code authority
3. Build on risk management "best practices"
4. Leverage public/private partnerships
5. Evolve from public policy discussions

c) Supporting a regular training and exercise and evaluation, program that will enable Town and other organization representatives to maintain the level of proficiency and readiness needed to perform assigned emergency management duties.

d) Developing an increased level of emergency preparedness throughout the community, so that individuals, families, businesses and organizations can assume responsibility for taking care of their own basic survival needs for a minimum of the first 72 hours after a disaster. This is a national standard, predicated on the well-documented premise that local governments can encounter overwhelming demands in the immediate or even longer term aftermath of a disaster, especially one of catastrophic proportions.

e) Ensuring a coordinated governmental response and recovery effort that is able to minimize the extreme adversity a major emergency or disaster can wreak on citizens, their quality of life, and the well-being of the community.

f) Reconstituting, as speedily as possible, government services that may become impaired from the effects of a major emergency or disaster.

g) Providing citizens and businesses who have suffered damage to property with humanitarian and economic recovery assistance from local resources.

h) Seeking supplemental, long-term humanitarian and economic recovery aid from the state and federal governments when local resources are insufficient and widespread damage has occurred.

EMERGENCY PLANNING GUIDELINES

Elected and appointed leaders are responsible for ensuring that necessary and appropriate actions are taken to protect people and property from any threat or hazard; residents and citizens also have a critical role and shared responsibility to take appropriate actions to protect themselves, their families, organizations, and properties. Planning that includes an integrated all-of-nation, capabilities-based, whole community approach builds a more resilient community.

The EOP is a major component of the Town's comprehensive emergency management program, which addresses all-hazards, all emergency phases, all impacts, all people, and all stakeholders.

1. ***All Hazards:*** The EOP is meant to address all of the hazards that may require disaster response in Marana. The hazards are identified through a thorough risk assessment and are prioritized on the basis of the impact and likelihood of occurrence. This approach allows the Town to address the specific considerations of unique hazards, while strengthening of the functions common to most disasters.

2. ***All Phases:*** The Town's comprehensive emergency management program is organized to address the five phases of emergency management:

   - Prevention: Any activity taken in advance that reduces the potential for an emergency.
   - Preparedness: Any activity taken in advance of an emergency to develop, support, and enhance operational capabilities, to facilitate an effective and efficient response, and recover from an emergency situation.
   - Response: Any action taken immediately before, during, or after an emergency situation to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery.
   - Recovery: Short-term recovery is any activity that will return vital life-support systems and critical infrastructure to minimum operating standards and, in the long-term, any activity designed to return life to normal or to an improved state.
   - Mitigation: Any activity taken to eliminate or reduce the degree of long-term risk to human life and property from natural, technological, and human-caused hazards.

3. ***All Impacts:*** The concepts identified in this plan are meant to be used to address all types of disaster impacts, regardless of their cause, severity, or complexity – no matter how unprecedented or extraordinary. While the plan focuses primarily on disasters, it addresses and distinguishes between the following types of incidents when appropriate:

   - Emergencies are routine events which make up the majority of incidents and are handled by responsible jurisdictions or agencies through other established authorities and plans.
   - Disasters are non-routine events which exceed the capability of local jurisdictions or agencies (or exhaust their resources) requiring county-wide coordination and/or assistance from the county, state, or federal governments.
   - Catastrophes are extremely rare events where most, if not all, of the following conditions exist:

     - Most or all of the unincorporated county and cities and towns are destroyed or heavily impacted
     - County, local and tribal government is unable to perform its usual services
     - Help from nearby jurisdictions is limited or cannot be provided
     - Most or all of the daily community functions are interrupted

4. ***All Stakeholders:*** Effective emergency management requires trust and close working relationships among all levels of government, non-governmental organizations, the private sector, and the general public. To this end, the plan and the planning process utilized to develop and maintain it are designed to facilitate communication, build consensus, advocate a team atmosphere, encourage trust, and create and sustain broad and sincere relationships among individuals and organizations. Developing and integrating this team approach is the foundation of an effective disaster response.

5. ***All People:*** A key element of effective emergency planning is to consider the whole community, including all individuals and population segments that may be impacted by disaster. This planning encompasses as many audiences as practically possible, and can include those groups defined as "functional needs" populations. These groups include populations whose needs are not fully addressed by traditional service providers or who feel they cannot comfortably or safely access and use the standard resources offered in disaster preparedness, response, and recovery. Functional needs populations may include:

   - Economically disadvantaged populations
   - People with limited language proficiency
   - People with disabilities – physical, mental, cognitive, or sensory
   - People with age vulnerabilities (under 5 or over 65)
   - Culturally/geographically isolated populations

Before, during, and after a disaster, plans should consider inclusion of additional response and recovery needs in one or more of the following functional areas:

- Maintaining independence
- Communication
- Transportation
- Supervision
- Medical care

The Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide (CPG) 101 v.2 provides federal emergency planning guidance for state and local planning. CPG 101 establishes the federal government's guidelines on developing emergency operations plans and promotes a common understanding of the fundamentals of planning and the decision-making necessary to help emergency planners produce integrated and coordinated plans.

In addition to being aligned with the various federal, state, county, and other local jurisdictions' planning regulations and requirements, this plan takes into account all current national standards, planning guidelines, and best practices.

MISSION

To provide all Town residents, property owners, businesses, institutions, government departments and commissions, and emergency support organizations with a comprehensive emergency management system that can:

1. Save lives, protect property and the environment, and hasten the restoration of public services and the return of all segments of the community to pre-disaster conditions or to more disaster-resistant standards for chronic risks
2. Reduce community and government vulnerability to all known hazards
3. Encourage preparedness behavior among the general population
4. Foster cooperative planning at all levels to enable a uniform and rational approach for coordinating multi-agency and multi-jurisdictional actions — before, during and after any threat to the public welfare
5. Regularly evaluate the Town's capacity to effect a coordinated community and public response and recovery effort that is focused on protecting and saving lives, lessening human suffering, minimizing property, economic and environmental losses, and reestablishing a normal state of affairs

SCOPE

The intent of the plan is to provide the citizens and Town government with a standardized system for managing major emergencies and disasters. Central components of this system shall include:

1. A comprehensive framework for effective use of government, private sector and volunteer resources
2. An outline of local responsibilities
3. The lawful means to obtain supplemental assistance from the state and federal governments

This plan is intended to cover the full range of complex and constantly changing requirements in preparation for, or in response to, threats or acts of terrorism, major disasters, and other emergencies. The plan provides the basis to initiate long-term community recovery and mitigation activities. The identified actions and activities in this plan and those to be carried out under the Emergency Support Functions (ESFs) and annexes, are based on existing legal requirements and/or specific assignments.

This plan takes into consideration and distinguishes between incidents that require minor emergency management coordination, and incidents of greater magnitude that require regional cooperation.

The plan establishes interagency and multi-jurisdictional protocols and mechanisms for Town involvement in incident management operations. This includes coordinating structures and processes for incidents requiring:

1. Town support to regional or state governments/agencies;
2. Regional or state support to the Town; and
3. Public and private sector incident management integration.

An emergency/disaster may result in a situation that affects the national security of the United States. For those instances, appropriate authorities and procedures will be utilized to address national security requirements. Any act or suspected act of terrorism using weapons of mass destruction (WMD) will require coordination with federal agencies.

This plan recognizes and incorporates incident management authorities of the State of Arizona, Pima and Pinal Counties, other local and tribal governments, the private sector, and other NGOs.

The plan, using NIMS principles, establishes methods to:

- Maximize the integration of all-hazards, incident-related preparation, response, and recovery activities
- Improve coordination and integration of Town, regional, state, federal, private-sector, and NGO partners
- Maximize efficient use of resources needed for effective incident management and Critical Infrastructure/Key Resources (CIKR) protection and restoration
- Improve incident management communications and increase situational awareness across jurisdictions and between the public and private sectors
- Facilitate emergency mutual aid, and emergency support from Pima and/or Pinal County, the state, and the federal government
- Provide a proactive and integrated Town response to catastrophic incidents
- Address linkages to other Town and regional incident management and emergency response plans developed for specific types of incidents or hazards

LIMITATIONS AND LIABILITY

This plan is adopted as an exercise of the power of the Town to protect and preserve the public peace, health, safety and welfare. Its provisions shall be liberally construed for the accomplishment of these purposes.

The Town neither makes nor implies any guarantees by implementing this plan. Because local government assets and systems may be damaged, destroyed, or overwhelmed during a

catastrophic incident, the Town can only endeavor to make reasonable efforts to respond based on the situation and information and resources available at the time.

This plan is implemented and enforced by the Town and its officers and employees as an exercise of discretion, and not as a mandate. No provision of or term used in this plan is intended to impose any legal duty whatsoever upon the Town or any of its officers or employees. Moreover, nothing contained in this plan is intended to be nor shall be construed to create or form the basis for any liability on the part of the Town or its officers, employees or agents, for any injury or damage resulting from failure of any public official or employee to comply with the provisions of this plan, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this plan on the part of the Town by any of its officers, employees or agents.

This plan and its programs are subject to any limitations imposed by the Town's budget appropriations and capacity and the availability of funds. If the Town Council is unable to appropriate sufficient funds to fully support the plan and its programs, the Town may make adjustments to the services envisioned under this plan.

Note: The inability of departments/agencies to carry out their responsibilities as indicated in the Basic Plan, annexes and ESFs due to lack of staff and/or funding may lower the threshold to issue an "emergency declaration".

Since the plan represents a capability that is constantly altered by changes in the law, public policy, organizations, programs, systems, processes, and the environment, it is impossible to promise the delivery of a perfect emergency management system. Town actions may also be constrained because hazards can create effects that may impair the availability and use of Town assets, along with other essential services provided by the private sector. Despite these unavoidable limitations, the Town will make every reasonable effort to deal with the dangers and hardships imposed, based on the situation, the information available, and the resources at hand.

It is expressly the purpose of this plan to provide for and promote the health, safety and welfare of the general public. It is not intended to create or otherwise establish or designate any particular class or group of persons who will or should be especially protected or benefited by its provisions.

State and federal law provide liability protection to public officials, emergency workers, volunteers, and others. See Appendix 5 for applicable state law and Appendix 7 for applicable federal law.

SITUATION OVERVIEW

General

The dimensions and variables of an emergency or disaster situation may range from small to large impact, simple to complex, single agency to multiple agency response, or single or multiple jurisdiction involvement. Further, planning and preparation for emergency incidents must consider a range of hazards that includes natural and human-caused situations based on potential threats to the welfare and well-being of people, as well as facilities, systems, and the environment within the Town and region.

Hazard Analysis Summary

Hazard analysis is based upon several factors: the nature of a potential event, the history of previous occurrences of a particular hazard, the probability and potential magnitude of a hazard, and the warning time associated with a hazard that allows consideration for the time available for preparation (prevention, protection, mitigation). Additional factors to consider when addressing and planning against the potential magnitude of a hazard are the locations of population centers, concentrations of buildings and homes, and the locations and concentrations of special/functional needs populations and their demographics within the Town.

The hazard analysis process begins with hazard identification and assessment of risk based on the history and probability of an event occurring within an area of the jurisdiction. Vulnerability is then evaluated based on aspects of population and property locations within potential risk areas.

The Town is vulnerable to the adverse effects of natural, man-made, or technological disasters and enemy attack, which may result in loss of life, property damage, and social disruption.

Localized flooding, due to thunderstorms during the monsoon season (July through September) and possibly post-tropical storm incidents (September through November), as well as more general flooding from winter storms (December through February), are a potential natural hazard in the Town. Flooded road crossings and localized flooding are possible as well.

Windstorms, with wind speeds up to tornado strength (called downbursts), frequently occur in connection with the monsoon season thunderstorms. Straight-line winds also represent a significant hazard.

Transportation of hazardous substances and other toxic chemical materials through the Town, as well as the storage and use of these substances within the Town also provides a potential for disaster.

Commercial carrier incidents, such as aircraft, train, large truck and bus crashes, represent a potential for disaster. Additionally, trucks and trains traveling through the Town provide a potential for hazardous materials incidents. The Town is bisected by 18 miles of interstate roadway and railroad tracks.

Urban fires, civil disturbances and terrorism may also cause an emergency or disaster. A nuclear attack on the United States could occur through accident, miscalculation, irrational act, unplanned escalation of a conventional war, or as a deliberate act. Pima and Pinal Counties could be subjected to the direct effects of a nuclear attack and/or receive the effects of radiation fallout from nuclear bursts in other areas.

While the probability might be low, the Town also faces potential threat from aircraft accidents and civil disturbances, as well as other police or public safety-oriented, human-caused threats. Any of these threat incidents would require expanded coordination with other emergency responders and agencies.

Disease also has the potential to impact the Town, and part of the extended emergency response planning function must take pandemic disease into consideration.

During the Pima County Multi-Jurisdiction Hazard Mitigation Plan process, the occurrence of

the following hazards was considered possible or likely to have an effect on the Town: disease, drought, earthquake, extreme temperature, flooding/flash flooding, hazardous material incident, levee failure, severe wind, wildfire and winter storms.

Any of these identified hazards, depending upon their severity, location, and/or scope could require a need for regional coordination. Further, incidents in other parts of the region, state, or country, not directly impacting the Town, may require regional coordination and support to provide effective emergency operations.

Critical Infrastructure/Key Resources

Critical Infrastructure/Key Resources (CIKR) is a category of hazard analysis that is unique to each jurisdiction. The CIKR of a community are those assets that are most important to protect and there is no universal definition of what constitutes a CIKR item. CIKR items call for extraordinary protection and prevention measures for several reasons:

- Attacks on critical infrastructure could significantly disrupt the functioning of government and business alike and produce cascading effects far beyond the targeted sector and physical location of the incident.
- Direct terrorist attacks and natural, manmade, or technological hazards could produce catastrophic losses in terms of human casualties, property destruction, and economic effects, as well as profound damage to public morale and confidence.
- Attacks using components of the nation's critical infrastructure as weapons of mass destruction could have even more devastating physical and psychological consequences.

At a national level, the Department of Homeland Security has identified 18 critical infrastructure sectors: agriculture and food, banking and finance, chemical, commercial facilities, communications, critical manufacturing, dams, defense industrial base, emergency services, energy, government facilities, healthcare and public health, information technology, national monuments and icons, nuclear reactors, materials and waste, postal and shipping, transportation systems and water.

The Town of Marana does not have infrastructure or resources that fall within all CIKR sectors, but certainly it has some assets that are critical to the vitality of the Town. As a part of regional hazard mitigation planning, the Town identified several assets on their CIKR list. This list includes the Marana Regional Airport, eighteen bridges, five broadcast facilities, one bus facility, two electric facility substations, one cell phone communication tower, five emergency facilities, six government facilities, one health center, two urgent care facilities, ten schools and three potable or wastewater facilities. Additionally the Town must consider the transportation network of roads and rails, pipelines, energy transmission systems and economic development centers as needing protection.

Capability Assessment

Capabilities are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. As it pertains to emergency planning in the Town, capabilities refer to the totality of systems, people, equipment, skills and abilities that can respond to an incident.

Capability assessments are performed to determine the level of "response-ability" within a jurisdiction. Among other things, these assessments then can be used to identify areas for mitigation; that is, those efforts taken to reduce the potential, the impact, or the effects of a possible incident.

A capability assessment has two primary components: an inventory of a local jurisdiction's relevant plans, ordinances or programs already in place and an analysis of its capacity to carry them out. Careful examination of local capabilities will detect any existing gaps, shortfalls or weaknesses with ongoing government activities that could hinder proposed mitigation activities and possibly exacerbate community hazard vulnerability. A capability assessment also highlights the positive mitigation measures already in place or being implemented at the local government level, which should continue to be supported and enhanced if possible through future mitigation efforts.

A part of the assessment of capabilities is identification of staff skills and physical resources within Town government to respond to hazards, threats, and incidents. As it relates to Town employees and emergency management skills, the Town has progressed through a planned training program for employees and elected officials whose positions might place them into Incident Command System (ICS)- or NIMS-oriented management functions in times of emergencies. Staff training improves those functional capabilities associated with jobs within the Town that have application to emergencies.

Town physical resources available for use during a local emergency are identified and categorized in accordance with the Incident Resource Inventory System (IRIS) and/or WebEOC, a computer based system that will be used to manage multiple aspects of an emergency or disaster incident, for tracking purposes. This information is then available for regional deployment of Town assets based upon agreements and understandings that exist related to mutual aid.

During incidents, as well as during training and exercises, and during the development of internal plans, ESFs and supporting annexes to this plan, the Town will identify skill and resource gaps. These gaps may then generate the development of agreements and memoranda of understanding with other governments, private industry and NGOs.

Mitigation Overview

Mitigation is generally defined as efforts to reduce the impact, threat, or vulnerability to potential hazards. The Town participated in the development of the regionally-based Pima County Multi-Jurisdiction Hazard Mitigation Plan (MJHMP) which identified several regional goals to improve the capacity to withstand certain threats. The approved 2012 MJHMP identified Town-level goals, objectives and actions designed to mitigate identified hazards based upon the risk assessment undertaken as part of the plan. The following goals were identified on behalf of the region:

- **Goal 1:** Reduce risk to the people and property of Pima County from the impacts of natural and man-made hazards
- **Goal 2:** Protect critical facilities and other community assets from the impacts of hazards
- **Goal 3:** Improve education and awareness about hazards and risk
- **Goal 4:** Strengthen communication between agencies and the public

Consequences of Disasters

All-hazards disaster planning is based on the premise that all disasters present similar consequences. Disasters may demand multi-agency/discipline response at all levels of government and the private sector. Dealing with disaster consequences is an important part of the plan in the response and recovery phases. The following is a list of the primary consequences anticipated in any disaster. Specific hazards may present unique issues that require more tailored response and recovery efforts.

1. **Displaced People:** Disasters often produce large numbers of displaced people who need a wide range of services (i.e., housing, food, clothing, financial assistance, child and special needs care, information, employment assistance, medical assistance, etc.) during both response and recovery.
2. **Injured/Ill People:** Rapid incidents, such as tornadoes, technical industrial accidents, or criminal or terrorist attacks, generally do not allow people time to escape the event. The result can be a wide range of injuries or illnesses requiring significant coordination of fire, police, Hazardous Materials (Hazmat), EMS, medical and public health and environmental agencies.
3. **Fatalities:** The deaths of citizens and responders are the greatest tragedy associated with disasters. The county medical examiner has statutory authority for determining the cause of death. Several agencies may assist with the collection, storage, and final disposition of the dead. In the event of criminal or terrorist incidents, investigation and evidence preservation must also be considerations. The effective management of any fatalities is essential to the emotional and mental needs of the families, the community well-being, prosecution and the prevention of potential public health and environmental crises.
4. **Damaged or Destroyed Property:** Among the most common results of all disasters are damaged and destroyed property. Property damage and destruction may be limited by pre- or post-disaster mitigation. Responsibilities for damaged property vary based on ownership (public property versus private property). The rapid assessment of property to determine the loss of critical infrastructure (public and private), homes, business, cultural, historic, and natural sites is critical to the disaster declaration process and the prioritization of recovery efforts. Debris management is a major component of this consequence of disaster.
5. **Loss of Emergency/Essential Services:** Loss of services is closely linked to the disaster's impact on critical infrastructure, business and government. The preservation and continuity of government, fire, police, EMS, water and wastewater services, emergency management, and public health and environmental services are immediate priorities.
6. **Loss of Critical Infrastructure:** The preservation and restoration of power, communications, transportation, and other critical infrastructure are essential to sustained response and recovery operations. The restoration of services requires close coordination of the public and private sectors.
7. **Economic Damage:** The loss of population, crops, property and critical infrastructure can produce both immediate and long-term economic damage to our community. This impact must be accurately assessed and integrated into recovery planning and activities.
8. **Financial Impact/Unplanned Expenses:** Response, mitigation and recovery from disasters can produce significant expenses that are not part of routine budget planning. Addressing these expenses is often a shared responsibility if the event qualifies as a legally declared emergency/disaster at the local, state, and federal levels. Eligibility for mitigation project funds is also contingent on maintaining a current Hazard Mitigation Plan. It is essential to have procedures and authorities in place that enable essential spending authority and effective documentation and accounting of these expenses.

9. **Environmental Damage:** Disasters can damage the environment both directly and indirectly. Fires, floods, storms, and technical/industrial disasters can impact broad geographic areas in a variety of ways. They may also have secondary impacts, such as causing the release of sewage, hazardous materials, or other cascading events that can pollute the air, surface and sub-surface water, watersheds, the land, or kill/injure our plant and wildlife resources. Assessing this damage and implementing strategies for mitigation and recovery requires broad coordination of the private sector and all levels of government.
10. **Psychological Damage:** Disasters produce a wide range of immediate and long-term mental traumas for both the general public and our response community. This impact must be recognized and addressed from the onset of a disaster and often continued through an extended recovery period.
11. **Companion Animal Issues:** The collection, rescue, transportation, housing, care, feeding, tracking and potential disposal of companion animals are often significant elements of disaster response. Effectively addressing these issues can be essential to ensuring the physical and mental well-being of their owners. This is a broadly shared responsibility.
12. **Livestock and Wildlife Issue:** Disasters can produce large numbers of endangered, injured and dead animals. Failure to protect these resources can have significant impacts on the environment, public health and the economy. This is a broadly shared responsibility.
13. **Debris:** Large amounts of debris on public and private property are a common consequence of disasters. Debris may be organic or inorganic, often hampers response and recovery operations, and possesses significant public health and safety concerns. Debris management and removal requires an effective combined effort of the public and private sectors, as well as the general public and property owners.
14. **Litigation:** Disasters raise issues related to liability, responsibility, accountability, negligence and criminal culpability. These can lead to a wide range of legal proceedings involving both the public and private sector.
15. **Loss of Confidence in Public and Private Institutions:** Failure to effectively prepare for, mitigate, respond to, or recover from disaster events can result in a loss of confidence in public and private institutions. This complex consequence is best addressed through effective preparedness and public engagement/education prior to disaster events.

    The scale of these consequences may vary significantly depending on the nature of the disaster. Therefore, a flexible but coherent structure of clear actions and relationships is required. The fifteen Emergency Support Functions (ESFs) listed in the National Response Framework and incorporated into this plan, provide this structure.

Assumptions

The EOP is based on the following assumptions and considerations:

- Initially, incidents are appropriately managed at the lowest, local level.
- The Town will use all available resources to save lives, minimize injury to persons and minimize damage to property and the environment.
- Incident management activities will be initiated and conducted using the principles contained in the NIMS.
- In the event of a major disaster, it is likely that outside assistance will not be immediately available. Until additional assistance arrives, the Town will initially carry out disaster response and short-term recovery operations on an independent basis. The Town recognizes that there may be delays in the county, state, or federal government's ability to deliver the requested services/assistance. The Town may need to be self-sufficient for up to 72 hours or more before assistance arrives.

- The combined expertise and capabilities of government at all levels, the private sector and non-governmental organizations will be required to prevent, prepare for, respond to, and recover from incidents of local or regional significance.
- More complex incidents of local or regional significance require the Town Emergency Operations Center (EOC) to coordinate operations and/or resources and may:
    - Occur at any time, with little or no warning, in the context of a general or specific threat or hazard
    - Require significant information sharing at the unclassified and classified levels across multiple jurisdictions and between the public and private sectors
    - Involve single or multiple jurisdictional areas
    - Have significant regional impact and/or require significant regional information sharing, resource coordination and/or assistance
    - Span the range of incident management to include prevention, protection, response and recovery
    - Involve multiple, highly varied hazards or threats on a local, regional or national scale
    - Result in numerous casualties, fatalities, displaced people, property loss, disruption of normal life support systems, essential public services, basic infrastructure and significant damage to the environment
    - Impact critical infrastructures across sectors
    - Overwhelm capabilities of local, regional, state and private sector infrastructure owners and operators
    - Attract a sizeable influx of independent, emergent, spontaneous and unaffiliated volunteers and supplies
    - Require federal asset coordination and response
    - Require prolonged, sustained incident management operations and support activities
- Requests for assistance from other levels of government will be accomplished via existing mutual aid agreements or memoranda of understanding, as well as procedures outlined in ESF #5 – Emergency Management. The typical flow of requests for assistance is as follows:
    - Town to Pima/Pinal County
    - Pima/Pinal County to the State of Arizona
    - State of Arizona to the federal government
- An unforeseen emergency/disaster, such as an earthquake or terrorist incident may occur with little or no warning and produce maximum casualties and widespread damage. Under such circumstances, this plan assumes that the Town's response capability will be quickly overwhelmed. The large number of casualties and/or the significant damage to buildings, structures and the basic infrastructure will necessitate county, state and possibly federal government assistance to support local authorities in conducting lifesaving and life-support efforts.

CONCEPT OF OPERATIONS

This section describes the Town's coordination of organizations, processes and protocols to manage incidents of local significance. These coordinating structures and processes are designed to enable the Town to execute duties and responsibilities through the appropriate Town departments, divisions and offices in an emergency. Also, the plan allows Town assets and operations to integrate with regional, state, federal, NGO and private sector efforts into a comprehensive regional approach to incident management when necessary.

It must be understood by responding agencies and personnel within the Town that the expectation is that decisions will be made keeping the best interests of the community in mind. Priority will be given to saving lives, protecting property and preserving the environment and

the economy of the Town. Any language or direction, or lack of language or direction, within this plan should not limit the potential ideas and solutions available to those who are faced with the immediacy of emergency decisions on scenes. Decisions and actions taken during an emergency will be reviewed; however, decisions made in the community's best interests will be given every proper accord during any after-the-fact deliberation.

General

Emergency management is described as cyclical through several stages: prepare, mitigate, respond and recover. Preparation includes planning, staffing, training and exercising, as well as pre-incident coordination across agency and jurisdictional lines. Mitigation includes efforts to protect and/or prevent against injury, damage and loss. Response is the collection of efforts that apply Town and/or regional resources and assets to resolve the immediate hazard. Recovery is the collection of short- and long-term efforts which allow a community to resume life at the same or similar levels as it did prior to the incident.

As indicated previously, the basic premise of the plan is that incidents are handled at the lowest local level possible. In the vast majority of incidents, local resources provide the first line of emergency response and incident management support and will resolve the situation without need for expanded resources. Depending on the nature of the incident, Town police or public service departments, as well as regional fire departments, will respond and be responsible for incident management at the local level in accordance with established protocols and departmental level operating guidelines and procedures.

When an incident or potential incident is of such severity, magnitude and/or complexity that it is considered an incident of significance on either a local or regional level, the Town may initiate actions to prevent/mitigate, prepare for, respond to, and recover from the incident in conjunction with regional and/or state, non-governmental, and private-sector entities as appropriate to the threat or incident. Such a situation would normally require the activation of the Town's EOC.

If a situation rises to such a level, a declaration of emergency may be proclaimed by the Mayor in accordance with the Town Code and state law. Such a declaration should then be communicated to the Pima/Pinal County Office of Emergency Management Homeland Security or Pima/Pinal County Emergency Operations Center, which may cause notification to the state and federal levels and result in a Presidential Emergency Declaration. Notification of an emergency through successive layers of government may also provide additional resources needed to respond and recover.

Comprehensive Emergency Management

The Town's philosophy of emergency management is similar to that enumerated in the National Response Framework, namely that emergency management is an all-hazards, comprehensive process. This process allows the Town to discharge its responsibilities by taking four interrelated actions which comprise the concept of emergency management and are designed to:

- Mitigate/Prevent hazards
- Prepare for hazards that cannot be fully mitigated
- Respond to emergencies that occur
- Recover from emergencies to restore the community to its pre-emergency condition

Town efforts related to the four actions will take place on a continuous and scalable level based upon hazard identification, threat, vulnerability and risk to people, property, critical infrastructure and key resources and the environment.

The overall goal is to minimize the impact caused by a disaster or an emergency in the jurisdiction. However, it is important to remember that the emergency management process is not a one-time task, and it begins well before the onset of an emergency or a disaster. Emergency management is continual and developing, using lessons learned from previous incidents and events to improve the plan and improve the Town's capacity to manage future incidents and events.

Management Goals and Operational Objectives

The overarching goals of emergency management are to save lives, protect property and the environment, and ensure the economic viability and quality of life of the community and region. To these ends the Emergency Management Team of the Town intends to:

1. Identify threats, risks, and vulnerabilities to the Town's assets, i.e., people, infrastructure, businesses and resources
2. Mitigate identified threats, risks and vulnerabilities where feasible and plausible
3. Collaborate with appropriate regional entities in order to ensure integrated planning for hazardous incidents that overwhelm Town capacities
4. Prepare for appropriate responses to hazardous incidents--natural, technical, or human-caused based on potential and probability
5. Coordinate Town assets and organize appropriate response mechanisms and agreements prior to a potential, probable incident
6. Respond to hazardous incidents
7. Recover from hazardous incidents

Emergency and disaster incident responses are designed to minimize loss of life, property damage and environmental impact and to speed recovery. They include initial situation and damage assessment, scene management, emergency and short-term medical care and the return of vital life-support systems to minimum operating conditions. When any department/agency within the Town receives information about an incident or potential emergency or disaster, it will respond and conduct an initial assessment to determine the type of response activity necessary and perform whatever immediate actions are necessary and in keeping with the agency's capacities and mission, as well as identify and report the need to alert others and to set in motion appropriate actions to reduce risk and potential impacts.

Operational objectives are specific and highly dependent upon the nature and variables particular to events and incidents. However, certain objectives can be identified as pertinent to any and all events and incidents:

- Establish appropriate command and control
- Plan for the safety of responder personnel
- Develop accurate situational awareness
- Provide inter-agency and regional coordination as necessary
- Ensure effective communications among responders, community assets and the Town population
- Apply appropriate resources to resolve/support the resolution of the incident
- Report information necessary for coordination and recovery operations
- Ensure accountability of actions and decisions through complete and accurate record-keeping

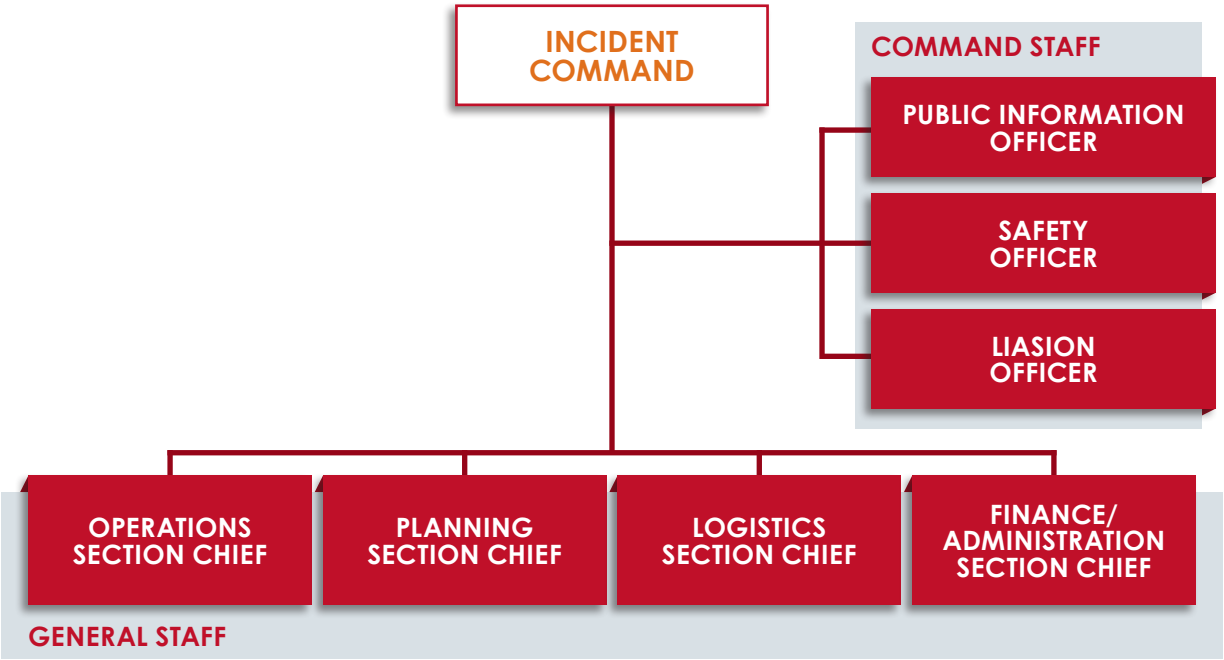
Town Department Initial Response

Some incidents and potential incidents allow advance notice and some time to prepare, i.e., some weather-related incidents provide alerts, etc. In these situations, the Town can deliberate over response procedures and decisions using a specific Town department or the Town's Emergency Management Team. Other incidents are primarily reaction-oriented and have little or no advance notice, nor time to deliberate. In these situations, the Town will generally be notified through existing communications systems, usually the Marana Police Department (MPD) dispatch center. Although other communications centers may be involved depending on the situation, they will generally relay information to the MPD dispatch center, which will then follow appropriate, internal protocols for notifying responding agencies. Therefore, at the outset, and depending on the nature of the incident, responding agencies will be notified and will respond in accordance with internal procedures and protocols.

If necessary and depending on the nature of the incident, a primary responding agency will establish "incident command" in keeping with the NIMS and ICS principles and concepts. In certain circumstances it may be prudent to establish a "unified command," such as when several incidents of a like nature are spread over a larger geographical area, or when more than one responder agency is performing a significant role in the incident. Each Town/responsible agency that has initial responder capacities and duties (police, fire, emergency medical services, public works and utilities) is required to have departmental level response plans or procedures. These plans shall include ICS principles and shall be coordinated with other Town response agencies and departments and incorporated into applicable ESFs.

Incident Command (IC) and/or Unified Command (UC) will be organized in accordance with ICS principles as necessary to confront the variables of the specific incident or event. The staff and organization of an IC/UC generally follows the chart at Figure 1. Not all positions are filled during all incidents. It is possible that one person within the command structure may fill two or more positions (see NIMS, December 2008).

Figure 1: Incident Command System



Potential first responders and potential Emergency Operations Center (EOC) staff should be trained in the NIMS and in ICS. Recommended training specifics are identified based on potential response position and can be obtained through the Town's National Incident Management System Compliance Assistance Support Tool (NIMSCAST) coordinator. Further training needs include EOC specific position and WebEOC for those who might be assigned duties at any emergency management level or phase.

Initial response to an incident may be sufficient to resolve the situation. However, when initial response is not sufficient or adequate based on skills, capacities, jurisdiction, authority or other reasons, then it is incumbent upon the incident commander to consider expanding the response by requesting support. Such support may come through mutual aid agreements, intergovernmental agreements and/or coordination via activation of the plan and EOC.

Activation of the Town Emergency Operations Plan

Since the Town has adopted the NIMS and ICS for incident management, the authority to activate the Town Emergency Operations Plan is not limited to any one jurisdictional leadership position, but varies depending on the nature of an incident. This plan can be activated by the Incident Commander (IC), Town Manager, or other Town department head in preparation and anticipation of an event for which there is advanced notice, or it can be activated in response to an incident that has occurred and threatens the Town.

The activation of the plan may also trigger the activation of the Town EOC and activation of one or all of the plan's ESFs. The EOC may only be partially activated during emergencies of lower magnitude as needed. The extent to which the EOC and/or ESFs are activated depends upon the decisions of the Town Manager, department head, or IC, and is dependent upon the type of emergency situation, its potential for escalation, geographic extent and resources necessary to respond and recover from the incident.

When the EOC is activated, the Town Manager should identify an EOC Manager to establish the initial plans and procedures for the incident at hand.

Generally, the Town Emergency Operations Plan and the EOC should be activated at some level (see below) when:

- More than one Town department is engaged in the same emergency incident
- More than one jurisdiction is engaged in the same emergency incident
- Town and private industry/organizations are engaged in the same emergency incident
- More than one Emergency Support Function (ESF) is activated for the same emergency incident

Additional plan activation circumstances include incidents when any of the following occur:

- Governor proclamation of a State of Emergency in an area including the Town
- Presidential declaration of a National Emergency affecting the Town
- Proclamation of State of War Emergency by the federal government
- Receipt of an attack warning or actual attack on the United States

Expanding Town Response

Two aspects of expansion must be considered by Town responders and emergency managers. In the first, some incidents will require response skills or capacities beyond those possessed by the Town and the Town will need to call upon and coordinate support from neighboring towns, counties, the State and perhaps the country as a whole. In the second, incidents may occur outside Marana and affect the Town (such as an evacuation elsewhere bringing a population influx to the Town), or Town assets may be needed to support neighbors outside the Town's jurisdictional area.

In such cases, this plan is coordinated and complementary to regional plans and can be expanded through the activation of the EOC and appropriate ESFs tailored to the situation and needs of any area, to the limits and stipulations of the Town's capacities, commitments, and agreements. As such, this plan is easily incorporated into regional plans for Pima/Pinal County and the State of Arizona.

This plan establishes levels of emergencies to aid in preparedness and coordination as outlined in Figure 2 below. These levels categorize the severity of an incident and describe general actions associated with each level as the magnitude increases. The levels are intended to provide guidelines to help planning efforts and provide a consistent approach for reporting and coordination.

The levels range from 1 to 4 and are scalable recognizing that an incident may start out at a low level and escalate (such as developing severe weather), or an incident may immediately start off at a high level (such as an earthquake or a terrorist attack).

Likewise, as an incident tapers off, the level can be lowered and resources can begin to demobilize. During an incident, different teams or agencies may be at different levels. For example, during a Level 3 natural disaster, certain law enforcement special teams may remain at Level 4 because of the nature of the incident.

The activation levels will be incorporated into EOC Standard Operating Guidelines to outline specific actions. Modification to actions during an incident will be the responsibility of the EOC Manager who will establish and modify the level in coordination with incident or EOC staff. When established for an incident, the levels provide incident managers a decision-making aid for activating and deploying resources.

Figure 2: EOC Activation Levels

Level	Description	General Actions
4	• Heightened hazard or threat level • Localized incident • Potential Town-wide Incident	• Localized incidents controlled by first response agencies • Continued monitoring • Use of departmental authorities & resources to assess and deter threats • Weather advisories • Alerting teams • Warning order • EOC alerted • Pre-deployment of teams

Level	Description	General Actions
3	• Incident of Town-wide significance coordinated at EOC level	• Town level monitoring and countywide involvement • Town-wide assets deployed, consideration of requesting regional resources • EOC activated based on deployment
2	• Imminent hazard or threat • Overwhelming Town-wide Incident • Potential Catastrophic Incident	• Town level assets deployed • EOC fully activated • County PCOEMHS notified and briefed • State EOC alerted by PCOEMHS • Consideration of requesting of essential resources and extensive regional/state assets
1	• Catastrophic Incident	• Deployment of appropriate essential resources and extensive state and federal assets

The Emergency Operations Center (EOC)

Should a situation evolve to require the activation of the Town's EOC, then responding resources and plans, as well as information, will be coordinated through the EOC, but command will remain at the incident level.

The purpose of the EOC is to relieve the Incident /Unified Commands from the burden of external coordination and the process of securing additional resources. Further, the EOC will coordinate resources, information and plans among the diverse elements of emergency responders to ensure efficiency along with effectiveness. This task requires reliable communications with the IC element(s), an ability to establish a common operating picture to establish situational awareness and understanding, and a willingness to allow IC/UC to manage the response effort(s).

Town agencies, when directed by the Town Manager through the auspices of the EOC, will take actions to mobilize and deploy resources to assist in life safety and property and environmental protection efforts. Generally, this response will be based upon the activation of one or more ESFs depending upon the situation and needs of the incident commander. See ESF #5 for further details about EOC and expanding emergency management.

Although the plan may remain in operation beyond the emergency declaration period, the EOC may be deactivated upon the orders of the Town Manager. Deactivation will generally be based upon the recommendation of the manager of the EOC at a time when emergency response activity has resolved the situation, or response has transitioned and ongoing recovery actions may be adequately managed without emergency declaration authority or the focused coordination of Town assets.

Resource coordination means that the EOC will be responsible for fulfilling the needs of the IC(s) related to equipment, supplies and staff. EOC will use mutual aid, intergovernmental agreements and other cooperating agency protocols to provide for the resource needs of the IC. While the IC will retain command and the ability to deploy resources, the EOC will manage resources from the mobilization through demobilization stages.

Information coordination means that the EOC will be responsible for ensuring that all information released to the public, the media and responding parties is accurate, coordinated and integrated with the plans for resolving the situation.

Plans coordination means that the EOC will work to de-conflict any operational issues as they arise. The policy group provides overarching guidance and direction related to an emergency situation; however, responsibility for mission-oriented goals and objectives will remain at the IC/UC level.

The EOC will also be responsible for coordinating communications and cooperation among the potential elements of an emergency incident that might expand and require involvement of regional, state, or federal support.

As stated earlier, this plan can be activated in preparation and anticipation of an event for which there is advanced notice as needed and where appropriate, such as the Town's Founders' Day or 4th of July special events. The EOP can be used for these and other planned events (such as parades or sporting events) for coordination and management of details related to information and resource allocation.

Emergency Support Functions (ESF)

The Emergency Support Functions (ESF) describe the fifteen most likely activities to be coordinated by the Town during an emergency incident or planned event. Not all ESFs will be activated during any given incident. Each incident will be evaluated and the ESFs most useful to the response effort will be activated and deployed in response to the incident. However, each ESF must be prepared to respond. ESFs provide the methods and tools for collaboration in planning, communication, information sharing and coordination of activities before, during and after an incident.

The ESFs have grouped Town departments and other applicable agencies to facilitate a functional response and for specifically identified assistance. If Town response or assistance is required under this plan, it will be provided based on situational needs for specific functions using some or all of the ESFs as necessary and as identified and coordinated through the EOC. Each ESF has assigned missions to be accomplished in response to an emergency.

Each ESF has a designated coordinating agency responsible for managing the activities of the ESF to ensure that missions are accomplished. This includes all planning and preparation activities related to the function prior to any response situation.

Further, each ESF has designated primary and secondary support agencies. These agencies are identified based upon their authority, resources and capabilities linked to the functional area. Organizational structures, assignments, response actions and primary and support agency responsibilities are described in the ESFs. Together with the coordinating agency, these agencies will accomplish the Town response to the limits of their capacity.

Primary agencies will work with identified support agencies to establish plans to accomplish the functional mission. Primary and support agencies will use the ESF Annexes of this plan as a basis for developing Standard Operating Procedures (SOPs).

Support agencies will coordinate with primary agencies in preparing and maintaining SOPs and provide support for ESF operations. Each support agency will:

- Designate two agency staff members to be responsible for coordination with the primary agency for all actions related to this plan
- Participate in the process of exercising, reviewing, maintaining and implementing this plan
- Provide representatives to the EOC operational locations as required

When applicable, primary agencies will coordinate directly with functional counterparts at regional or other governmental levels. Requests for assistance will be channeled through the EOC to the Town Manager, or designee. Appropriate response assistance will be provided based on the Town's identified requirements.

Needs of Vulnerable Populations

Town emergency planning takes into account the essential needs of vulnerable populations, including children, those needing special aging and adult services, disabled, motion or access-limited individuals, household and service animals, and other special/functional needs populations within applicable ESFs such as #6 Mass Care which is attached to this Base Plan.

Coordination and Consideration of Other Plans

Within the context of emergency or disaster response, other plans exist. Some plans support this plan and others stand alone in their purpose, scope and activity pertinent to a particular jurisdiction, agency or other entity.

Generally, two mechanisms for plan coordination exist. First, the more strategic, regionally-oriented plans are coordinated and "de-conflicted" through the Tucson Urban Area Security Initiative (TUASI) or its equivalent. Jurisdictional plans were drafted in accordance with national guidelines, with consideration for the Arizona State Emergency Response and Recovery Plan and in collaboration with the Pima County Emergency Response and Recovery Plan.

Second, Town plans are coordinated through the ESFs and their respective coordinator and primary agencies as part of the preparedness effort. Individual ESF operational plans are drafted with efforts to ensure compatibility with neighboring jurisdictions whenever possible and with due consideration for Town requirements, capabilities and capacities.

Since the Town is served by several fire districts, the emergency response plans, mutual aid plans and other support plans related to fire service have been coordinated with those agencies.

Examples of other plans that are pertinent to this plan and might require coordination include emergency plans which are created by private entities that store or maintain certain levels of hazardous materials, continuity of operations plans for businesses and neighborhood associations and family survival plans. Others include but are not limited to school emergency plans, the Town's internal protocols and response plans, evacuation plans, continuity of government services plans, essential records retention and recovery plans and utilities service disruption plans.

Copies of additional plans which support this plan must be available to a coordinating entity such as the Town's Emergency Management Team. Such plans include agency continuity of operations (COOP) and continuity of government (COG) plans, agency-specified emergency response plans, essential records plans, emergency evacuation plans, hospital or health center emergency plans, school emergency plans and critical facility emergency plans.

Plans from neighboring jurisdictions, Pima and Pinal Counties and the State of Arizona are also coordinated with this plan.

Outside the scope of emergency plans, this plan has been coordinated with the Town of Marana Strategic Plan, General Plan and Economic Roadmap.

Terrorism versus All-Hazards

The intent of this plan is to be as generic as possible in relation to the potential hazards that are faced by the Town. However, it is necessary to consider the difference between a "natural" hazard and one perpetrated by human activity, whether criminal motivation exists or the incident is accidental.

All four stages of emergency management (preparedness, mitigation, response and recovery) will be handled with similar persistence, but with slightly different consideration when terrorism is a focus point. Preparedness will require assessment of the Town's capabilities and resources that reflects the potential for an event with national impact. Mitigation will tend to look more for methods and measures of protection and prevention. Follow-through response issues will be affected since the Department of Homeland Security (DHS) may assume a major coordinating role, and the Federal Bureau of Investigation (FBI) will take the investigative lead as soon as practical.

In a terrorist event, Town first responder agencies will include the police department and local fire departments with hazardous material defense mechanisms, as well as medical response resources. Private enterprise interests may also play a significant role in the response coordination depending on the location of the event. The Town EOC must activate for coordination of the expanded response that will be inevitable, including that of county, state and federal responders.

Incident specific annexes to this plan will address potential terrorist incidents perpetrated within the Town's jurisdiction. But ESFs and Support Annexes will be activated based on decisions made at the EOC level and dependent upon the nature, impact, and complexity of the event, which will also be the case in the event of other, "natural," or other human-caused, but not criminal acts.

The National Terrorism Advisory System (NTAS)

In January 2011, the National Terrorism Advisory System (NTAS) replaced the color-coded Homeland Security Advisory System (HSAS). The NTAS will more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs and the private sector.

Under this new system, DHS will coordinate with other federal entities to issue formal, detailed alerts when the federal government receives information about a specific or credible terrorist threat. These alerts will include a clear statement that there is an "imminent threat" or "elevated threat." The alerts also will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals and communities, businesses and governments can take.

The NTAS alerts will be based on the nature of the threat. In some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels, including a designated DHS webpage (www.dhs.gov/alerts), as well as social media channels including Facebook and Twitter (@NTASAlerts).

Additionally, NTAS alerts will have a "sunset provision," meaning that individual threat alerts will be issued with a specified end date. Alerts may be extended if new information becomes available or if the threat evolves significantly.

The Town of Marana will comply with the NTAS principles using the following guidelines:

Threat Conditions = Elevated Threat

An Elevated Threat alert warns of a credible, non-specific terrorist threat against the United States.

Procedures/Guidelines. If an Elevated Threat alert is issued, the Marana Police Department's identified Terrorism Liaison Officers (TLOs) will establish communication and maintain connectivity with the regional Joint Terrorism Task Force (JTTF) regarding the terrorist threat and gain situational awareness through the continued monitoring of reported incidents.

When threat conditions warrant, the Town will implement other steps as necessary. These may include activating the EOC and placing all departments on alert status (for example, the MPD may elevate its status to an enhanced alert level based on internal procedures).

Threat Conditions = Imminent Threat

An Imminent Threat alert warns of a credible, specific and impending terrorist threat against the United States.

Procedures/Guidelines. If an Imminent Threat alert is issued and additional precautions are needed to prevent, prepare for, or respond to an attack, the Town will implement other steps as necessary, including activating the EOC and placing all departments on alert status.

If the threat is imminent for the Town or region, the federal government may become involved. The Department of Homeland Security may designate a Principal Federal Officer (PFO) and activate emergency response teams and appropriate Regional Response Coordinating Centers (RRCCs). These will coordinate with local, regional, state and private sector entities and notify (or activate) regional resources such as the Emergency Response Team (ERT) as appropriate. COOPs may be implemented and if the threat is imminent regionally or locally, the Inter-Agency Incident Management Group (IIMG) may activate and provide recommendations for the deployment of special teams to the area and establishment of a Joint Field Office (JFO). In the absence of a JFO, special teams deployed in response to a terrorist threat operate in coordination with the FBI Joint Operations Center (JOC).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Town Emergency Response Organization

The Town's response structure is based upon the Preparedness Organization structure. For EOC operations, two groups are established to provide overall guidance, support, and coordination:

- Policy Group: Mayor and Town Council, members of the Emergency Management Team and others as deemed necessary
- Coordination Group: ESF Coordinators (or designees), additional representatives from Town departments as needed, Northwest Fire/Rescue District representative, representatives from private industry, NGOs or other organizations as needed

For response, the Town will draw on the resources and assets of its government and operations structure in times of an emergency or disaster. The Town's internal response structure includes representatives from all Town departments as needed for incidents that include policy, management and coordination. The Police Department, Public Works and Utilities are first responders and the other Town departments are used as needed, as both play vital roles in incidents.

First Response

Initial response is critical to resolution and follow-through to recovery. The Marana Police, Public Works and Utilities Departments will be the primary first responder departments; however, all Town departments possess the potential for involvement. Town departments must have internal procedures for response to potential emergency or disaster situations that are within their department's duty, mission, and capability. Department procedures must include the use of the Incident Command System, implementation of the National Incident Management System, notification of the Town Emergency Management Team and ESF Coordination Group and activation of the EOC.

Town Emergency Management Organization

The organization to implement procedures under this plan may be composed of local government, private agencies, volunteer and non-profit agencies and businesses. The preparedness structure is designed to ensure that the Town's emergency doctrine is practical and compliant with current state and federal standards. The response structure is designed to be flexible to accommodate any response and recovery requirements.

Private and Volunteer Organizations

As incidents unfold or expand, the Town may require support from various entities. The Town may also need to call upon privately-owned or NGO assets and resources within the community through contracts, agreements, or other mechanisms to support emergency response and recovery needs.

Continuous efforts to identify and coordinate potential supporting elements must occur and should be addressed during the preparedness stage in appropriate ESFs. Potential support agencies should be identified when plans and ESFs are being developed. Follow-through communication and coordination will be the responsibility of agencies identified as coordinating and/or primary agencies for specified ESFs.

The Town relies on the emergency response services of several fire rescue districts operating within the Town's jurisdiction, as well as ambulance and emergency medical responders. Communication, coordination and cooperation among these entities are important to ensure the proper planning, preparation and response to emergency situations. These departments are identified within the structure of appropriate ESFs and must be willing to participate in associated activities.

The MHC Health Care and Northwest Hospital systems are another aspect of the Town's emergency services that require coordination. Veterinary health services also require appropriate coordination. Human and animal health issues are considered within specific ESFs.

The Town has a number of voluntary organizations that respond to emergencies/ disasters. The American Red Cross and the Salvation Army take the lead in most voluntary efforts. A large number of volunteer organizations including the Red Cross and Salvation Army have aligned themselves with the Voluntary Organizations Active in Disaster (VOAD). The Arizona VOAD is identified as AzVOAD. Although each voluntary organization is a stand-alone group, they readily communicate with each other and exchange ideas, supplies, equipment and volunteers. AzVOAD is not a controlling group and membership is voluntary.

Another group of volunteers is aligned under the Citizen Corps and includes a local Community Emergency Response Team (CERT) which is sponsored by the Northwest Fire/ Rescue District. Citizen Corps also includes Volunteers in Police Service (VIPS), Neighborhood Watch and the Medical Reserve Corps. These groups are viable assets when needed and require coordination and communication throughout the emergency management cycle.

Unaffiliated volunteers are those people who assist in times of disaster or emergency, but are not associated with any organization previously identified. Unaffiliated volunteers must be coordinated and this activity will be planned and accomplished through ESF #7, Logistics Management and Resource Support.

Private businesses and entities within the Town may also play a role in emergency response and recovery efforts. Some businesses possess chemicals or other hazardous materials and are required by law to file reports and have "in-house" emergency response plans that must be exercised periodically. Others have resources and capabilities to resolve specific emergency situations that can support Town and voluntary response efforts.

EOC Organization

The EOC is both a physical location and a way of organizing. Representatives of the Town may be designated to respond to EOC functional positions depending upon the nature of the emergency and the ESFs that might be activated. Other representatives may also be identified to respond to the EOC as well, such as fire command and business or non-profit agency points of contact depending upon their agencies' involvement in the incident.

The EOC will include two elements of strategic coordination: a policy group and a coordination group. The policy group will include the Mayor and Town Council along with members of the Town Emergency Management Team.

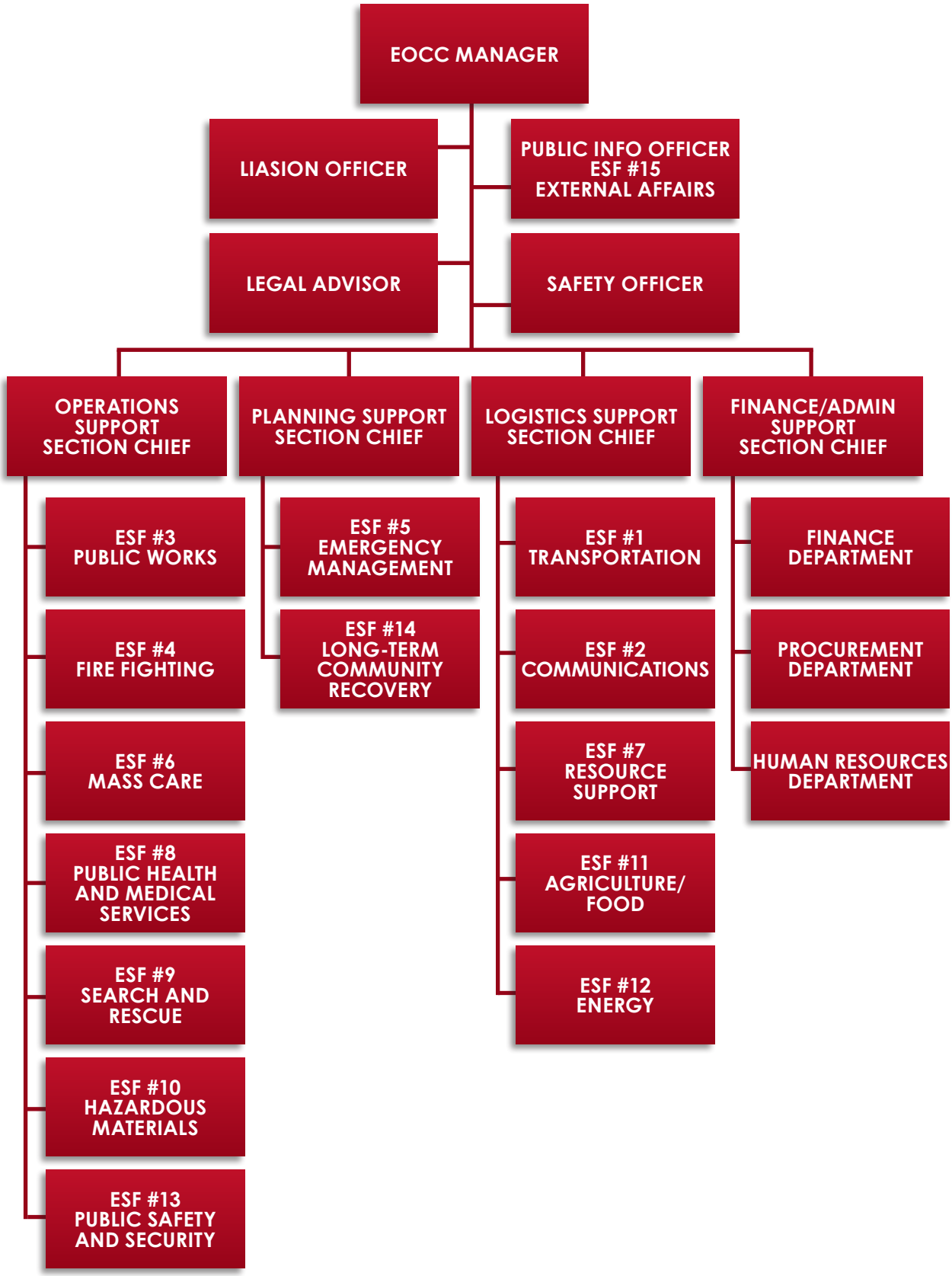
Generally, the policy group can work from their Town offices for most incidents. However, the Board Room at the Marana Municipal Complex will be used by the policy group during incidents that require more significant response. The policy group may include Town department heads, as needed along with the person designated by the Town to act on the Town's behalf for recovery issues. The policy group is supported by the Town's Legal Department, the Town public information officer and a scribe.

The coordination aspect of the EOC will be located in the Conference Room of the Marana Municipal Complex. The coordination group, shown in the Organization Chart in Figure 3 below, represents a hybrid organization combining the EOC positions with Emergency Support Functions as needed.

The EOC will have a designated manager, along with a liaison officer, safety officer, record keeper, and representatives focused upon operations, planning, finance and administration, and logistics, as well as representatives of activated ESFs. Further, the person designated by the Town to act on the Town's behalf for recovery issues may be detailed to work with the Finance and Administration Support Section during recovery planning and operations.

ESF #5 provides organization and position details.

Figure 3: EOC Organization Chart, Coordination Group



Emergency Support Functions (ESFs)

ESF Member Roles and Responsibilities

Each ESF identifies the coordinator and the primary and support agencies pertinent to the ESF. Should any ESFs incorporate multiple components, each component may have a primary agency designated to ensure seamless integration and transition between preparedness, response and recovery activities. ESFs with multiple primary agencies will have one ESF coordinator designated for the purposes of pre-incident planning and coordination of all primary and supporting agency efforts throughout the incident. Following is a discussion of the roles and responsibilities of the ESF coordinator and the primary and support agencies.

ESF Coordinating Agency

The ESF coordinating agency has management oversight for that particular ESF and will most often also be the primary agency. It has ongoing responsibilities through all phases of incident management. Generally the agency appoints an ESF coordinator, and the role of the ESF coordinator is carried out in cooperation with the principles of NIMS, ICS and the guidance of the ESF Coordination Group. Responsibilities of the ESF coordinator include:

- Coordination before, during and after an incident, including pre-incident planning and coordination
- Maintaining ongoing contact with ESF primary and support agencies
- Conducting periodic ESF meetings and conference calls
- Establishing contact and coordinating efforts with corresponding private sector organizations
- Recruiting new planning team members for the ESF planning team from public and private sectors
- Coordinating with EOC during activation, to provide ESF representation at EOC
- Coordinating efforts with applicable private sector organizations
- Acting as coordination point for the collection of post-disaster information as required
- Providing representative to participate in continued development of this plan
- Providing representative to participate in the PCMJHMP
- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate

Primary Agencies

An ESF primary agency has significant authorities, roles, resources, or capabilities for a particular function within an ESF and will usually be the coordinating agency. However, some ESFs may have multiple primary agencies and their specific responsibilities will be articulated within the ESF. An agency designated as an ESF primary agency is responsible for:

- Supporting the ESF coordinator and coordinating closely with the other primary and 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
- Coordinating the execution of contracts and the procurement of 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

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

Refer to the following figure for ESF scopes and an outline of primary and coordinating agencies for plan ESFs. Further details may be found in the actual ESF documents.

Figure 4: Town of Marana Emergency Support Functions

ESF	Primary	Coordinating	Scope
ESF #1 Transportation	Public Services	Public Services	Civil transportation support Transportation safety Restoration/recovery of transportation infrastructure Movement restrictions Damage and impact assessment
ESF #2 Communications	Technology Services	Technology Services	Coordination with telecommunications industry Restoration/repair of telecommunications infrastructure Protection, restoration & sustainment of cyber & information technology resources

ESF	Primary	Coordinating	Scope
ESF #3 **Public Works & Engineering**	Public Services	Public Services	Infrastructure protection & emergency repair Infrastructure restoration Engineering services, construction management Critical infrastructure liaison
ESF #4 **Firefighting**	Northwest Fire/ Rescue District	Police Department	Firefighting activities Resource support to rural and urban firefighting operations
ESF #5 **Emergency Management**	Mayor/Town Manager	Town Manager/ Emergency Management Team	Coordination of incident management efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management
ESF #6 **Mass Care, Housing, and Human Services**	Parks and Recreation	Parks and Recreation	Mass Care Disaster Housing Human Services
ESF #7 **Logistics Management & Resource Support**	Finance	Finance	Resource Support (facility, space, office equipment & supplies, contracting services, etc.)
ESF #8 **Public Health & Medical Services**	Community Development	Community Development	Public Health Medical Mental Health Services Mortuary Services
ESF #9 **Search & Rescue**	Police Department	Police Department	Lifesaving assistance Search and rescue
ESF #10 **Oil & Hazardous Materials Response**	Public Services	Public Services	Oil & hazardous materials (chemical, biological, radiological, etc.) response Environmental safety & short- and long-term cleanup
ESF #11 **Agriculture, Animal Welfare & Natural Resources**	Planning	Planning	Nutrition assistance Water safety and security Food safety and security Natural & cultural resources & historic properties protection & restoration

ESF	Primary	Coordinating	Scope
ESF #12 Energy	Utilities	Utilities	Energy infrastructure assessment, repair, & restoration Energy industry utilities coordination Energy forecast
ESF #13 Public Safety & Security	Police Department	Police Department	Facility and resource security Security planning & technical & resource assistance Public safety/security support Support to access, traffic, and crowd control
ESF #14 Long-Term Community Recovery	Community Development	Community Development	Social & economic community impact assessment Long-term community recovery assistance to other regional governments and the private sector
ESF #15 External Affairs	Public Information Officer	Public Information Officer	Emergency public information and protective action guidance Media and community relations VIP, and other dignitary affairs

Emergency Management Activities

Emergency management actions should begin during periods of stability to accomplish the strategic levels of preparation (including training and exercising) and planning. Strategic levels of planning include the development of agency-level emergency response policies and procedures, SOPs, COGs/COOPs, and ongoing revisions for improvement of this plan.

The more tactical levels of planning and emergency response actions begin with threat notification or the onset of an incident and continue through recovery operations. However, some tactical plans can and should be developed well in advance of, and in consideration of, potential hazards. Emergency management actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents. Potential emergency management actions are aligned with the four functions (preparedness, response, recovery and mitigation) and include, but are not limited to, the following.

Preparedness Actions

The spectrum of pre-incident actions involves every aspect of preparation for the possibility and probability of all variables that can occur in any incident and may include prevention and protection. The challenge in an "all-hazards" incident is ensuring that the Town is prepared and capable of responding to any of the possibilities while at the same time being aware of what else might happen throughout the jurisdiction that might be separate from or related to the incident. The Town must simultaneously prepare for eventualities based on reason and risk, while at the same time conducting daily business of governance and operations. Pre-incident activities include developing plans, training, exercise, evaluation, inventory and 'typing' resources, as well as mitigation.

Preparation actions include:

- Planning - generating policies, protocols, basic plans and annexes, SOPs, COOP/COGs, and evacuation plans
- Hazard Identification - - Threat, Risk and Vulnerability Analyses
- Mitigation planning and activities
- Identifying critical infrastructure and key resources (CIKR) within the Town
- Establishing and coordinating CIKR protection plans
- EOC development, staffing, equipment, SOPs, job aids and checklists
- Inventorying skills of Town employees related to emergency response roles
- Identifying the skill levels and training needed to fill gaps
- Training for NIMS, ICS and position-specific roles during emergencies
- Coordination of ESFs
- Communication with stakeholders, partners and actors in response to emergencies
- Coordination and communication with fusion centers and other agencies with emergency response or planning functions, i.e., LEPC, Arizona Counter Terrorism Information Center (ACTIC), JTTF
- Identifying avenues for private industry support during emergency situations
- Exercise, from drills and seminars to table-top and full scale exercises based on plans, SOPs, protocols, etc.
- Evaluation of exercises leading to rewriting basic plans and annexes based on lessons learned
- Inventory of Town resources
- Typing of Town resources in conformance with IRIS/NIMSCAST standards
- Establishing appropriate Town codes and resolutions
- Establishing intergovernmental agreements with neighboring jurisdictions as needed
- Establishing mutual aid agreements
- Establishing agreements with appropriate NGOs and non-profit agencies with roles during emergencies/disasters
- Ensuring redundant and reliable communications systems

Response Actions

Once an incident occurs, the priorities shift from prevention, preparedness and incident mitigation to immediate and short-term response activities that will preserve life, property, the environment and the social, economic and political structure of the Town. In the context of a terrorist threat, simultaneous activities are initiated to assess regional and national level impacts and to assess and take appropriate action to prevent and protect against other potential threats.

Town departments will use the ICS structure to command and coordinate the initial response to an incident. Notification to the Emergency Management Team and the ESF Coordination Group shall be made based on departmental protocols and systems and, depending upon the

scope and magnitude of the incident, the ESF Coordination Group may activate individual, appropriate ESFs to mobilize assets and deploy resources to support the incident.

Response actions include:

- Immediate law enforcement, fire, ambulance and emergency medical service actions
- Decontamination following a chemical, biological or radiological attack
- Removal of threats to the environment
- Emergency restoration of critical services and restoration of critical infrastructure
- (electric power, water, sewer, telephone)
- Transportation, logistics, evacuation and other emergency services
- Emergency shelter, housing, food, water and ice
- Search and rescue
- Emergency medical examiner and mortuary services
- Public health and safety
- Private sector provision of needed goods and services through contracts or donations
- Secure crime scene, investigation and collection of evidence
- Unique activities related to special needs groups (i.e., children and people with functional or access disabilities), animals (i.e., livestock, pets and service animals), family reunification, etc.
- Emergency flood control
- Emergency public information dissemination
- Actions taken to minimize additional damage
- Debris clearance
- Control, containment, and removal of environmental contamination
- Protection of responder health and safety

In the context of a single incident, once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and hazard mitigation, if applicable. The ESF Coordination Group will likely be tasked with developing a demobilization plan for the release of appropriate components.

Recovery Actions

Recovery involves actions needed to help individuals and the community return to normal conditions when feasible. The National Disaster Recovery Framework (NDRF, September 2011) forwards a recovery model based on the overarching principal that recovery:

- Begins with pre-disaster preparedness and includes a wide range of planning activities;
- Is a continuum and that there is opportunity within recovery;
- When a disaster occurs, it impacts some segments of the population more than others.

Recovery encompasses more than the restoration of a community's physical structures to its pre-disaster conditions. Of equal importance is providing a continuum of care to meet the needs of the affected community members who have experienced the hardships of financial, emotional or physical impacts as well as positioning the community to meet the needs of the future. The NDRF also highlights the importance of disaster recovery activities that promote sustainability practices. These practices may reduce community vulnerability to recurrent disasters. Meeting these various needs — through strengthening the health and human services, social fabric, educational system, environmental sustainability, cultural resources and economic vitality — serves to enhance the overall resiliency of the entire community as the recovery progresses.

The EOC is the central coordination point for Town, regional, state and federal agencies, non-governmental organizations and voluntary organizations to deliver recovery assistance programs.

Recovery actions include:

- Crisis counseling
- Damage assessment
- Debris clearance
- Decontamination
- Disaster Recovery Centers
- Disaster insurance payments
- Disaster loans and grants
- Disaster unemployment assistance
- Public information
- Reassessment of emergency plans
- Reconstruction
- Expedited permitting and review
- Temporary housing
- Full-scale business resumption

Long-term environmental recovery may include cleanup and restoration of public facilities, businesses and residences. Recovery also may include re-establishment of habitats and prevention of subsequent damage to natural resources, protection of cultural or archeological sites and protection of natural, cultural and historical resources from intentional damage during other recovery operations.

Mitigation Actions

Hazard mitigation involves reducing or eliminating long-term risk to people and property from hazards and their side effects. The Town departments responsible for community recovery and mitigation within an affected area shall support, coordinate, monitor, work with, or provide the following mitigation actions:

- Grant programs for loss reduction measures (if available)
- Delivery of loss reduction building-science expertise
- Coordination of federal flood insurance operations and integration of mitigation with other program efforts
- Flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs
- Predictive modeling to protect critical assets
- Early documentation of losses avoided due to previous hazard mitigation measures
- Community education and outreach necessary to foster loss reduction

Other mitigation measures include having in place and current:

- Building codes
- Disaster insurance
- Hazard information systems
- Land use management
- Hazard analysis
- Land acquisition
- Monitoring and inspection
- Public education
- Research
- Relocation
- Risk mapping
- Safety codes

- Statutes and ordinances
- Tax incentives and disincentives
- Seismic strengthening
- Stocking of emergency supplies

Prevention consists of actions taken to prevent human-caused incidents that can injure people, damage property and/or destroy the environment, such as:

- Actions taken to avoid an incident or to intervene to stop an incident from occurring
- Actions taken to protect lives and property
- Applying intelligence and other information to a range of activities that may include countermeasures such as:
- Deterrence operations
- Heightened inspections
- Improved surveillance
- Interconnections of health and disease prevention among people, domestic animals and wildlife.

DIRECTION, CONTROL AND COORDINATION

General

Management of an emergency incident is a collection of activities related to ensuring that the IC possesses the resources to accomplish the goals of the incident action plan for any operational period and that accurate information is available to all participants. This may mean that depending on the incident, a level of the EOC is activated, and that some or all of the ESFs are activated in support.

Coordination of Town Incident Management Activities

During the preparedness stage of emergency management, coordination of Town incident management is accomplished through the Town's Emergency Management Team and the ESF Coordination Group. Individual ESF coordinators are charged with ensuring proper communication and coordination among identified primary and support agencies within each ESF and establishing response plans in the event of activation.

Emergency response agencies from the Town will respond to an emergency/disaster within corporate limits, establish incident command, maintain tactical control of response assets and resources and undertake activities in accordance with their standard operating procedures (SOPs) and this plan.

When an emergency/disaster situation is, or is likely to be, beyond the scope of control of the Town, the Mayor may proclaim a local emergency. A written local emergency proclamation should be forwarded to the Director of the Pima County Office of Emergency Management and Homeland Security in an expedient manner; this should be ensured by the Mayor, Town Manager, Town Clerk, Town Attorney, or a designated person. An initial voice transmission (radio or telephone) must be followed by hard copy (messenger, email, facsimile). The EOC will be activated and Town emergency response will be coordinated through the EOC in accordance with this plan and appropriate annexes and appendixes.

When a local emergency has been proclaimed, the Mayor will govern by proclamation and has the authority to impose all necessary regulations to preserve the peace and order of the Town, including but not limited to:

- Imposing curfews in all or portions of the Town
- Ordering the closure of any business
- Closing to public access any public building, street or other public area
- Calling upon regular and/or auxiliary law enforcement agencies and organizations within or without the Town for assistance

During the response stage to actual or potential incidents of local or regional significance, the overall coordination of Town incident management activities is executed through the Town's ESF Coordination Group (see ESF #5 – Emergency Management for details) while the Emergency Management Team provides strategic guidance and direction. Other Town departments carry out their incident management and emergency response authorities and responsibilities within this overarching coordinating framework.

The ESF Coordination Group uses the EOC organization and methodology to coordinate efforts and provide appropriate support to the incident command structure. Strategic decisions, incident information sharing, operational planning, and deployment of Town resources are coordinated by the ESF Coordination Group through the EOC. Coordination through the recovery and mitigation stages is also accomplished through the EOC or the ESF Coordination Group.

Coordination of ESFs

ESFs will be activated based upon the needs of the emergency incident or a planned event. Coordination will be accomplished through the EOC based on the organization chart as shown in figure 3 on page 37. Further details may be found in the ESF documents.

Non-Declared Town Emergencies/Disasters

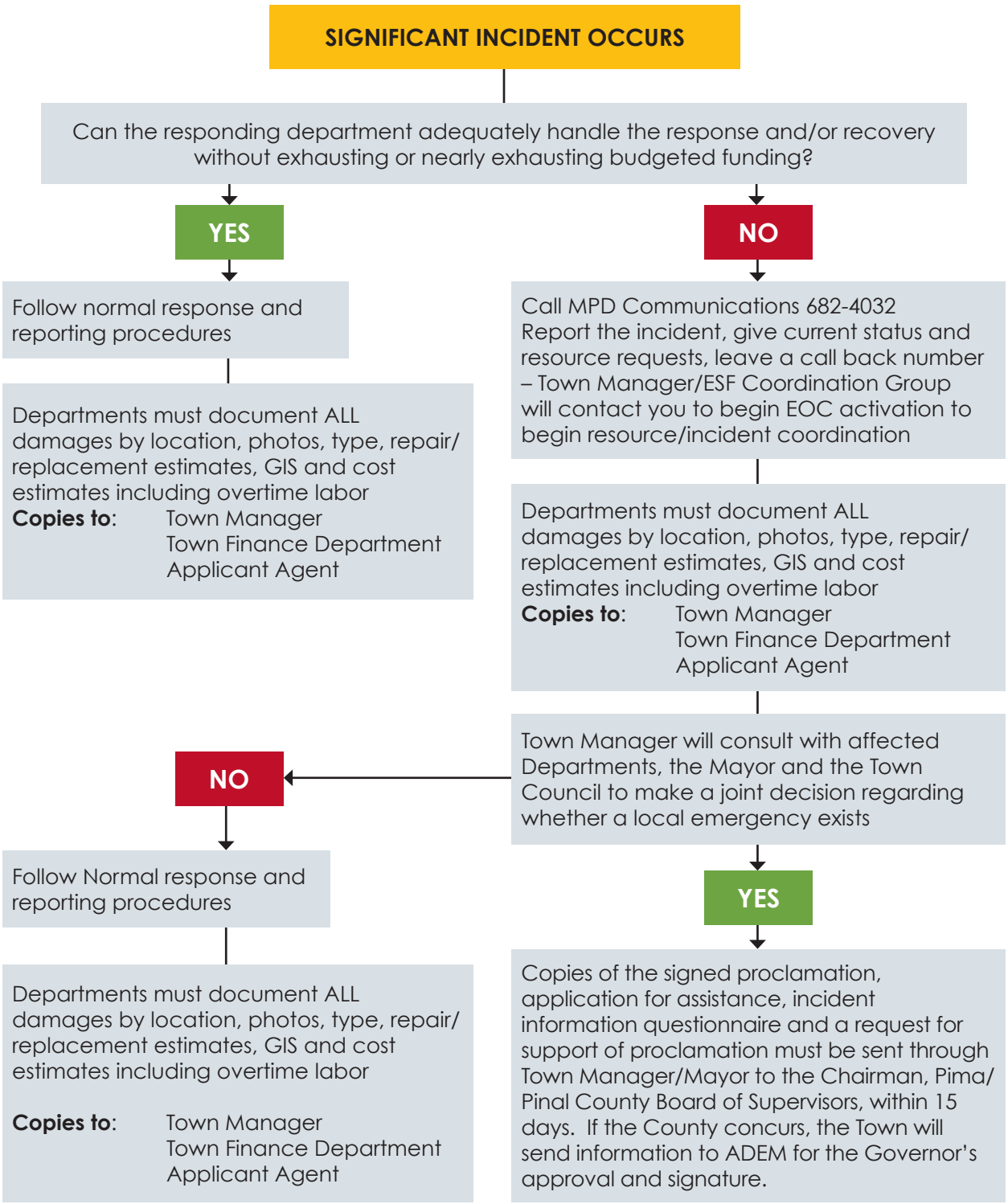
The Town Manager, or designee, may direct Town departments and agencies to respond to emergencies or disasters as outlined in this plan without a formal declaration of an emergency when the expectation is that local resources will be used and that no reimbursement of costs will be requested.

For incidents in a neighboring jurisdiction or Pima/Pinal County, the EOC may be activated to monitor the situation, to coordinate activities among the departments and agencies and to ensure that the Town is able to respond if the incident becomes local.

Disaster Declaration Process

The provisions of this plan are applicable to all emergencies/disasters that require a proclamation of a local emergency by the Mayor. Emergency/disaster activities and requests for disaster assistance will be made in accordance with the following guidance and procedures:

Figure 5: Declaration of Local Emergency/Assistance Flowchart



Note: All requests for assistance during an emergency must be submitted to senior Town officials (as noted above) then forwarded to the Pima/Pinal County Office of Emergency Management and the respective County Board of Supervisors. Once the request is acted upon at the County level it will be forwarded to the ADEM. If the emergency meets established criteria, the Governor may request a federal declaration from the President of the United States.

Coordination of Regional Incident Management Activities

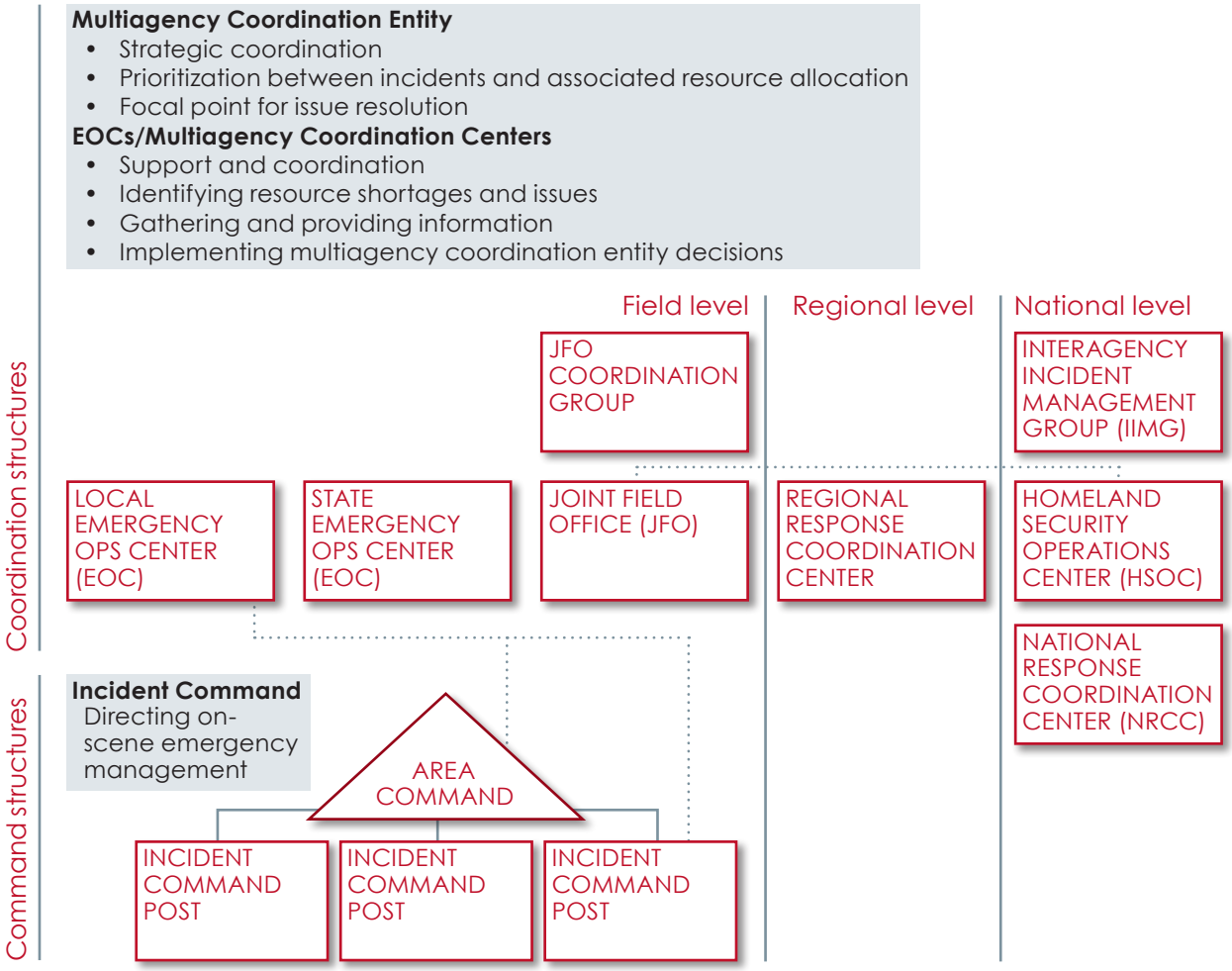
The structure for incident management establishes a clear progression of coordination and communication from the local level to regional or national headquarters.

Multi-agency Coordination Systems (MACS) is a decision-making system used by representatives of responding jurisdictions. MACS provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination during singular or multiple incidents. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures and communications. Two of the most commonly used elements are EOC and MAC groups. These systems assist agencies and organizations responding to an incident.

Figure 6: EOCs/MACs

In accordance with NIMS processes, resource and policy issues are addressed at the lowest possible geographic, organizational and jurisdictional level practicable. If local resources are exceeded, the local officials may request additional expertise, resources and support from the next level for resolution. The figure below identifies how relationships function between the different levels of government.

Figure 7: EOCs/Multi-Agency Coordination Centers[1]



An Area Command is established when the complexity of the incident and incident management's span of control considerations so dictate. The Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed and ensure that objectives are met and strategies followed. Area Command may become Unified Area Command when incidents are multi-jurisdictional.

The focal point for coordination of Federal support is the Joint Field Office. As appropriate, the JFO maintains connectivity with federal elements in the Incident Command Post in support of state, local and tribal efforts.

Town Government

The Town may be called upon to support regional emergency operations in other jurisdictions or as a part of a larger response effort. Generally, the authorities and practices indicated above will be practiced during incidents of regional significance, but as part of the larger NIMS organizational structure for the region.

1 *Source: 2008. National Incident Management System. Washington, DC: DHS*

County Government

Multiple incidents occurring throughout the greater metropolitan region will likely result in the activation of the Pima/Pinal County Emergency Operations Center. At the discretion of the ESF Coordination Group, a Town representative(s) may serve as a liaison to the Pima/Pinal County Emergency Operations Center (EOC).

Upon receipt of the proclamation of a local emergency from any incorporated town/city of the county or Tribe within the county through the Pima/Pinal County Office of Emergency Management and Homeland Security, the chairman of the board of supervisors or the board of supervisors will:

- Provide appropriate assistance as requested, as available, to contain the incident (i.e., sheriff, public works, health, etc.)
- Alert the Arizona Department of Emergency Management (ADEM) that a situation exists which may require the proclamation of a county local emergency

If the situation is beyond the capability and resources of the county to control, the chairman of the board of supervisors or the board of supervisors may proclaim a local emergency to exist in accordance with ARS §26-311, and the local emergency resolution and an application for assistance will be forwarded to the Director of ADEM.

State Government

A State of Emergency may be proclaimed by the Governor when disaster conditions exist and appear likely to overwhelm local governments (ARS §26-303 and §26-301(15)).

The officials of the affected political subdivision should forward a local emergency proclamation and an Application for Assistance to the Director of ADEM.

The Director of ADEM will advise the Governor of the situation, and the Governor may proclaim a State of Emergency and execute all or portions of the State Emergency Response and Recovery Plan.

The Governor may also declare an emergency in the absence of a county/local request.

The Director of ADEM will initiate state response by notifying the appropriate agencies. These agencies will take appropriate actions in accordance with the Arizona Emergency Response and Recovery Plan.

See Appendix 5 for Arizona Revised Statutes regarding emergency management.

Federal Government

The U.S. Department of Homeland Security – Federal Emergency Management Agency (FEMA) monitors developing or actual disasters. When federal aid is needed, the Governor or Director of ADEM will contact the FEMA Regional Director for advice and assistance.

Only the Governor or Acting Governor can originate the request for a Presidential Declaration. The Governor's request for a Major Disaster declaration must be based upon a finding that the situation is of such severity and magnitude that effective response is beyond the capabilities of the state and the affected local governments and that federal assistance is necessary.

The President may declare an emergency in the absence of a Governor's request when the emergency involves a subject area for which the federal government exercises exclusive or preeminent responsibility and authority. In such a case, although the identification of need may come from a local government or other source, the recommendation must be initiated by the FEMA Regional Director or transmitted through him/her by another federal agency.

Hierarchical Plans

This plan is intended to be integrated into the emergency operations plans prepared at regional/county, state and federal levels. As events develop relative to an incident that has regional or national significance, it is important to consider the plans prepared at those levels and be prepared to integrate response and recovery resources from the Town with those of other jurisdictions.

Supplemental Plans

This plan is the core plan for managing serious incidents and details the coordinating structures and processes used during incidents within the Town. Each department or agency within the Town will produce plans in support of the plan including COOP plans and office area evacuation plans. Departments that are identified as initial responders (Police, Public Works and Utilities) to situations within the Town's corporate limits must have appropriate, written procedures for response to actual or potential emergency incidents. Department or agency 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.).

These plans may be implemented concurrently with this plan, but are subordinated to the overarching, core coordinating structures, processes and protocols detailed in this plan. In this case, 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 this plan. This helps enable effective and coordinated local incident management operations that are consistent with individual department authorities and references.

Demobilization

As the emergency situation resolves, there will come a time when the disaster declaration process will reverse itself and assets and resources will demobilize. Each government jurisdiction that activated in response to an incident will make coordinated decisions with other affected jurisdictions about whether and when to reduce participation and activities.

Generally, demobilization and deactivation will be planned and coordinated to ensure that proper closure of jurisdictional incidents is accomplished. Some government agencies may remain active during long-term recovery processes.

Eventually the situation will reach a point when the local government can make decisions to end extraordinary activities associated with an emergency or disaster. Within the Town, it will be left to the Town Manager to make the determination to deactivate the EOC. This will generally be done in consultation with the Mayor and Council, the Emergency Management

Team, the ESF Coordination Group, affected first response agency managers and any specially designated Town employees related to documentation and communication with ADEM.

After an emergency incident has returned to local control, Town protocols will be in effect and used to ensure continued resolution of the situation.

INFORMATION COLLECTION AND DISSEMINATION

General

Information gathering, processing and sharing are critical to command decision-making and emergency resource support and coordination. This is true throughout the emergency management cycle. Measures to ensure collection and dissemination of timely, accurate information are needed during all phases of incident management. Critical aspects of these measures are:

- Mechanisms that ensure communications within the emergency management system including other jurisdictions and public/private organizations
- Types of information that must travel through these systems and mechanisms
- Ensuring that the public is provided appropriate and timely information
- Information delivered to the public in multiple formats and media to reach the full spectrum of populations represented in the community (general broadcast, functional needs, etc.)

Every effort must be taken to guarantee a complete flow of information relative to the incident. Information must be regularly passed top to bottom, bottom to top and side to side. In order for this to occur during emergency situations, there must be reliable communications systems with redundancy along with processes and assurances that vital information is appropriately shared in a timely manner.

An effective information and intelligence sharing and dissemination system will provide durable, reliable, timely and effective exchanges among those responsible for gathering information, the analysts and the consumers of hazard or threat-related information. This system will also provide the opportunity for feedback and other necessary communication beyond the regular flow of information and intelligence.

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

Using Standard Forms

During an incident, it is important to be able to record incident information and access it later for analysis, planning and reimbursement of expenditures. Using standard forms for this purpose:

- Saves time for the person(s) reporting the information
- Saves time for those who use the information
- Makes it easier to compare data from different operational periods and to recognize patterns and trends

- Makes it easier to file and retrieve information
- Ensures familiarity to all using ICS/NIMS

ICS forms are the standard for written incident documentation of emergencies and disasters. The format is designed to assist in planning and reporting incident information. WebEOC may also be used as a documentation tool and it does provide access to ICS forms. Whenever possible, ICS forms will be used to transmit and record incident information within the Town.

IC/EOC Internal Communications/Sharing Information

Effective communications within the EOC is essential for successful management of an incident. Communications within the EOC should include:

- Message documentation and routing procedures
- Communication of major events
- Documentation of actions taken

The following practices will promote effective communications within the EOC:

- **Document decisions.** To the extent possible, document decisions concerning communications and information sharing in writing. Be sure written agreements include details about procedures that must be followed to request, activate, assign, track, deactivate, recondition and pay for resources.
- **Document resource requests and status.** Ensure that resource requests are carefully documented to ensure the desired resource is located and provided. Documentation makes it easier to track the status of the request so that it can be closed when filled or identified as still open.
- **Share documentation.** Give all entities that are affected by the decisions made an opportunity to review documentation.
- **Communicate directly.** Direct communication among key personnel—either face-to-face or by phone or radio—is always preferable to communicating through an intermediary. Direct communication allows people to ask questions and gain clarification to resolve issues.
- **Document date and time.** Have a mechanism for time-stamping all incoming information and recorded actions. This will create a valuable record of incident activities that can be used during post-incident evaluation.

The primary entity within the ICS system for collection and dissemination of information is the Planning Section, when such a section exists within an incident. Within an ICP or the EOC all communications shall be routed through the Planning Section to ensure proper recording and dissemination. For those incidents where a Planning Section is not activated, the commander or the coordinator must ensure that proper information collection, sharing and maintenance are accomplished.

Within the context of emergency management, several tools are available to ensure information is appropriately collected, analyzed and shared.

- WebEOC is a computer based system that will be used to manage multiple aspects of the incident. It can also be used as a mechanism for sharing information. EOC protocols and procedures will establish the use of WebEOC.
- Standard ICS forms can also be used as a method of sharing information. The use of ICS forms within the EOC is encouraged as a method of ensuring compatibility with forms used at the

ICP level. Again, first responder agencies must ensure that the use of ICS forms is standard procedure when an incident command post is established under the auspices of their authority and operational jurisdiction. Record copies of all forms used within an ICP or the EOC shall be maintained by the commander or coordinator through the Planning Section when it is active to ensure record of requests, orders and other decisions.

- Information briefings will be conducted on a periodic basis and always at the beginning of each operational period within the ICP and the EOC.

Common Operating Picture (NIMS)

According to NIMS, a common operating picture is established and maintained by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties. Achieving a common operating picture allows on-scene and off-scene personnel—such as those at the Incident Command Post, Emergency Operations Coordination Center, or within a Multiagency Coordination Group—to have the same information about the incident, including the availability and location of resources and the status of assistance requests.

Additionally, a common operating picture offers an incident overview that enables the Incident Commander, Unified Command and supporting agencies and organizations to make effective, consistent and timely decisions. In order to maintain situational awareness, communications and incident information must be updated continually. Having a common operating picture during an incident helps to ensure consistency for all emergency management/response personnel engaged in an incident.

Establishing and maintaining a common operating picture during an incident:

- Improves incident safety
- Provides the basis for informed predictions and proactive response
- Allows effective, consistent and timely tactical and strategic decisions
- Supports a coordinated response among all response participants
- Helps ensure consistency of messages shared with the agency leaders, the media, the public, all levels of government and others

Essential Elements of Information (EEI)

The US Department of Defense (DoD) defines Essential Elements of Information (EEI) as the critical items of information needed by a commander by a particular time to relate with other available information and intelligence to assist in reaching a logical decision. This disciplined methodology for focusing information efforts during preparations for potential disaster operations or during actual incidents is no less critical within the context of emergency management operations.

Generally, EEI revolve around critical data, focused on the operational objectives established by the decision makers and section chiefs at the IC and/or the ESF Coordination Group and EOC levels. For example, EEI necessary during immediate response efforts may relate to the status of medical facilities, number of patients by categories, status of transportation systems, status of specific resources and status of utility infrastructure.

To assist decision makers and information gathering and processing, it is important to establish appropriate joint objectives based on a common operating picture. A formal reporting

methodology must be provided to all levels, including operational areas, branches, divisions and any state or federal organizations, to focus collection efforts on EEI. It is also necessary to prioritize the kinds of information that are required.

Obtaining accurate information quickly through rapid assessment is key to initiating response activities and needs to be collected in an organized fashion. Critical information, EEI, includes the following:

- Accurate plot of the impact and magnitude of the affected area
- Demographics (including individuals displaced, self-evacuees, injured and killed) and information on Special Needs populations (mobility, disability, language, children, service and pet animal populations)
- Lifesaving needs, such as evacuation plans, timelines and instructions (to include search and rescue and the evacuation of critical facilities such as hospitals and nursing homes)
- Information on damage to residential dwellings, temporary housing plans and power restoration timeline
- The risk of damage to the community (e.g., dams and levees, facilities producing or storing hazardous materials) from imminent hazards and anticipated spread of fires and hazmat contamination
- Information on damage to farm land and effects to farm animal populations
- The status and capacities of shelters, including special medical needs shelters and animal shelters
- Ability of government organizations to continue essential functions and services
- The status of critical infrastructure such as transportation, utilities, communication systems, fuel and water supplies
- Damage to and status of critical facilities such as police and fire stations, medical providers, water and sewage treatment facilities, airfields and media outlets
- Requests and/or need for state and federal assistance
- Status of declarations and ESF activations
- Identification of federal and state level priorities
- Location, capabilities and the number of all deployed response resources including equipment, commodities and personnel
- Potential chemical, physical and natural hazards that may affect the safety and health of response and recovery workers
- Factors that have a significant economic impact

EEI also include information about the potential of cascading events. Cascading events are events that occur as a direct or indirect result of an initial event. For example, if a flash flood disrupts electricity to an area and, as a result of the electrical failure, a traffic collision involving a hazardous materials spill occurs, the traffic collision is a cascading event. If, as a result of the hazardous materials spill, a neighborhood must be evacuated and a local stream is contaminated, these are also cascading events. Taken together, the effect of cascading events can be crippling to a community.

Information Sources

Sources of information may include the following:

- **On-scene Information.** Generally, the most accurate information is obtained from those on the ground closest to the potential or actual incident site. Incident commanders and the Planning Sections within their incident management teams are often the most reliable source of information. Planning Sections at various levels analyze information and turn the information into useful intelligence for managers and senior leaders. This step is vital in terms of providing data that decision-makers need to be able to prioritize activities and to deploy and use critical, but often limited, resources.
- **Predictive Modeling.** Technological advances in predicting the number and type of casualties and the damage to infrastructure (e.g., bridges, roads, hospitals, public buildings) and housing stocks must be fully embraced by members of the emergency management community, specifically the Planning Section chiefs. The speed of advances in this area make it imperative that responsible individuals and teams use every effort to fully understand all available systems and develop plans and programs to integrate these capabilities into analytical efforts.
- **Imagery.** The types of imagery products and their quality have increased exponentially. Responsible individuals must be fully cognizant of all available systems as well as how to access them. Collection of imagery should include both pre- and post-incident products. The analysis of the impact of incidents against pre-incident products can be very useful in both response and recovery efforts. For example, the acuity and detail of present-day imagery may facilitate analysis that will enable managers of Stafford Act programs to more effectively determine both individual and public facility losses.
- **Fusion Centers.** Fusion centers are shared information gathering, analysis and dissemination operations that join various police agencies and jurisdictions to overcome obstacles to smooth flow. There are several centers within Arizona which provide collective information and intelligence services that could be useful to the IC, EOC Coordinator, or a Planning Section, including the following: the Arizona Counter-Terrorism Information Center (ACTIC), High Intensity Drug Trafficking Area (HIDTA) locations, the National Weather Service and other science and weather-related centers for information about specific natural hazards. Efforts must be made to establish communication and coordination with applicable centers via established protocols.

Intelligence

Intelligence is the transformation of information into usable, analyzed material by which decisions can be taken. Generally, the intelligence function is within the Planning Section of the EOC; however, during major, or longer-lasting incidents, it may be advisable to establish a separate intelligence section.

The intelligence function provides analysis and results in the sharing of information and intelligence during an incident. The major functions of intelligence positions are:

1. Gathering, analyzing and distributing intelligence and information
2. Preparing, distributing and documenting the Incident Action Plan (IAP)
3. Conducting long-range and/or contingency planning
4. Developing demobilization plans
5. Maintaining incident documentation
6. Checking in, tracking and demobilizing resources assigned to the incident

External Communications/Keeping the Public Informed

Public confidence is an important aspect in emergency management. It is critical to ensure that public confidence in the government and in first responders is maintained throughout all phases of the emergency management cycle and during an emergency/disaster incident.

One of the first supporting elements to public confidence is the sharing of accurate and timely information about the incident and its ramifications and expectations regarding the public's actions and responses. For this to occur, it is imperative that the Mayor, Town Manager, Emergency Management Team members and ESF Coordination Group members have accurate information that can be shared with the public.

This responsibility will be shared by the EOC Planning Section which is responsible for collecting, corroborating, cataloging and sharing appropriate information with all members of the emergency response operation, and by the Public Information Officer(s) (PIO) who will generally be the spokesperson(s) for the Town in emergency situations.

The EOC Planning Section will be responsible for working with the PIO and providing internal briefings, reports and/or alerts tailored to recipients.

ESF #15 will provide further details regarding external communications.

COMMUNICATIONS

General

Communications capability is the fundamental ability to talk to one another. This capability includes:

- **Operability**—sufficient communications resources for response agencies to meet every day internal and emergency communication requirements.
- **Interoperability**—the ability to communicate across agency and jurisdictional lines to exchange voice, data and/or video on demand, in real time, when needed, and when authorized.

Communication during emergency incidents is critical. As incidents expand and more assets or resources are deployed, ensuring interoperable communications is even more challenging and necessary. Efforts must be taken to ensure common understanding of terms and language, as well as to ensure the fundamental capacity to transmit across diverse systems, through diverse jurisdictions and among diverse work groups.

Not all incidents will originate as a police concern; however, the major communications systems for the Town are within the MPD. It is possible that staff from the Town Departments of Public Works and/or Utilities may be the first responders in emergency incidents related to their fields. Should that occur, it is important to take steps to ensure that critical communications are appropriately shared to resolve the incident and to ensure communications are recorded for historical and recovery purposes.

As established under ICS, communications and incident action plans need to be integrated to capture related management goals and operational objectives. Integration of supporting services and technologies, especially communications systems, is critical to effective incident

response. Responder safety and effectiveness are closely linked to effective communications support. The capabilities and capacity of systems to support operations will be continuously taken into account during incident action planning.

ESF #2 will provide the details for communications during an emergency or disaster.

Communications Protocols

A common problem during emergency incidents is the lack of mutual understanding among all agencies in regards to unique terms, codes and jargon used in emergency incidents. To avoid misunderstandings a "common language" protocol will be used in all communications beginning when an incident command is established and concluding at a point when the emergency is resolved, responding assets and resources are demobilized, or for police operations, a command or order to resume "normal" communications protocols has been given.

Common language avoids ten-codes, abbreviation codes, acronyms and language unique to a profession, trade or occupation. Badge numbers, radio call signs, or other designator terms will not be used; staff will be called by name and descriptions used with appropriate terms to ensure that "listeners" will be able to understand without referencing other documents, lists, code sheets, or other similar resources.

Town of Marana Communications Systems

Communications systems within the Town include:

- Radio networks
- Fiber networks
- Microwave networks
- Pagers
- Telephones, including satellite phones, cellular phones, push-to-talk phones and "smart" phones
- Facsimile machines and broadcast fax
- Internet communications
- Telecommunications Device for Deaf (TDD) interface
- Local television and AM/FM radio stations
- Couriers or runners can also be used when necessary

MPD Communications

REDACTED – NOT AVAILABLE FOR PUBLIC VIEWING

Tactical Communications during a Town Emergency

REDACTED – NOT AVAILABLE FOR PUBLIC VIEWING

Tactical Communications during an Expanded Emergency

REDACTED – NOT AVAILABLE FOR PUBLIC VIEWING

EOC Communications

The supervisor of the 911/Dispatch Center will respond to an activated EOC and assume responsibility as the Communications Unit Leader as requested. This person shall advise the Logistics Section Chief about site communications capabilities and limitations.

Responsibilities will include preparing and implementing an Incident Radio Communications Plan, setting up telephone and public address systems, establishing appropriate communications distribution/maintenance locations, ensuring the proper functionality and distribution of communications systems and equipment and maintaining an EOC activity log.

The Technology Services Department will provide an individual responsible for technical support, testing and repairs of equipment as needed to support communications needs at the ICP and the EOC and assist with integrating communications for local, state and federal agencies as necessary.

WEBEOC

This proprietary, internet-based communications and coordination software will be used to support Town EOC and Pima County IC and EOC activities where possible. Local agencies in this region and the State of Arizona ADEM have standardized and are now also using WebEOC. This improves communications, common operating picture, situational awareness and integration of emergency management efforts across the region and state.

The Town may use WebEOC to keep emergency staff and EOC personnel informed throughout an incident as follows:

- Record messages and actions on the WebEOC electronic log, automatically stamping them with the date and time of receipt. Some data, such as Emergency Alert System messages and National Weather Service feeds, are automatically posted to WebEOC.
- Allow computer access to WebEOC and other information by all EOC personnel.
- Display information about major events and other priority information on a multi-panel projection screen at the front of the EOC.
- Hold regular status meetings of the disciplines present in the EOC to share operational updates.

Joint Information Center (JIC)

The Town Manager or designee shall designate a manager for JIC operations as needed. Once established, the JIC will be the focal point for all media interface. The EOC and IC will immediately be notified when the JIC is ready for operation. All agency Public Information Officers will be notified of the JIC location, and they will be encouraged to participate with the JIC operation.

PLAN ADMINISTRATION, FINANCE AND LOGISTICS

General

This section describes the administrative protocols during an emergency operation, including financial protocols used to recover costs incurred during an emergency and logistics or resource mechanisms used to identify and acquire resources in advance of and during emergency operations, especially to overcome gaps potentially identified in a capability assessment.

The cycle of emergency management includes preparedness, mitigation (protection and prevention), response and recovery. Each aspect of this cyclical approach to emergency incidents and events requires administrative, financial and logistical support. Previous sections identified the actions associated with each element of the cycle; this section identifies the functional administrative, financial and logistical support mechanisms within the Town, as well as those potentially available external to the Town, that enable accomplishment of the emergency management cycle.

Preparedness

Administrative issues related to preparedness include establishing training requirements, keeping training records, determining an exercise schedule, maintaining exercise records and allocating appropriate emergency response staffing in preparation for any potential event. Each Town department or agency should maintain records appropriate to emergency planning, training and exercises. As a part of preparedness, all Town elements should have a completed COOP plan that provides for certain decisions, actions, or relocations in the event a disaster or emergency debilitates service provision or capability.

Financial issues related to preparedness include determining a training and exercise budget, assessing resource costs, assessing staff costs and fees and maintaining expenditure records related to preparation.

Logistical issues related to preparedness include ensuring that proper supplies, tools and equipment are on hand or available through other sources, inventorying resources, skills and capabilities within the Town and/or available through outside sources and ensuring adequate stocking levels and pipeline status of significant supplies, or other resources.

Mitigation

Administrative issues related to mitigation include keeping records of plans, assessments and activities that are especially related to previously approved grants for projects undertaken prior to an incident and potential disaster recovery funding for mitigation activities taken after an incident.

Financial issues related to mitigation include determining costs and fees associated with mitigation plans, assessments and activities and determining candidacy for potential federal and state grants.

Logistical issues related to mitigation include ensuring proper supplies are on hand for mitigation activities and keeping separate inventories pertinent to grant and non-grant activities.

Response

Administrative issues related to response include maintaining records of activities, staffing, execution details, situational awareness records, decisions and other aspects of response to emergencies.

Financial issues related to response include maintaining records of costs associated with response through deployed Town staff, equipment and other resources. Costs associated with activated mutual aid or other agreements and payments for emergency items should be made through expedient measures in accordance with Town Code and state statute.

Logistical issues related to response include tracking the arrival and deployment of response equipment, supplies and other track-able resources and ensuring proper maintenance and clean-up of equipment prior to re-deployment.

Should the Town need additional resources during an emergency, requests can be made to other jurisdictions for mutual aid. Mutual aid is a supporting response developed and approved through intergovernmental agreements (IGA) or memoranda of understanding (MOU), or through the Arizona Mutual Aid Compact. Similar agreements with external agencies or businesses may be established through contracts that may be put in place during the emergency. Such assistance may include the provision of equipment, supplies or personnel. All agreements must be entered into by duly authorized Town officials and whenever possible should be in writing. All agreements and contracts should identify the Town official(s) authorized to request assistance pursuant to those documents.

Recovery

Administrative issues related to recovery include ensuring documentation sufficient to respond to state and federal guidelines and ensuring proper development of this plan through after-action reviews and reports.

Financial issues related to recovery include follow-through on funding support from the state or federal governments, accounting for post-event mitigation efforts and other recovery cost issues which may arise.

Logistical issues related to recovery include ensuring the proper "draw-down" operations related to staff, equipment and other resources.

Reports, records and other documentation related to emergencies will be maintained in accordance with standard recordkeeping requirements by the primary response department. For incidents involving other jurisdictions and agencies, or for those that invoke a declaration of emergency at any level, the documentation shall be coordinated and maintained by the person designated by the Town to act in this capacity.

Administration

The Town is responsible for establishing and maintaining administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This recordkeeping shall be done in accordance with Town fiscal policies and standard cost accounting procedures.

Documentation

Documentation is an administrative process by which the Town keeps record of the preparation, mitigation, response and recovery from a disaster.

Activity Logs

The ICP and the EOC shall maintain accurate logs recording key response activities including:

- ICS forms
- Activation or deactivation of emergency facilities
- Emergency notifications to local governments and to state and federal agencies
- Significant changes in the emergency situation
- Major commitments of resources or requests for additional resources from external sources
- Issuance of protective action recommendations to the public
- Evacuations
- Casualties
- Containment or termination of the incident

Photography

An important aspect of documentation of an emergency or disaster will be photographs of the impacted area, both prior to an incident and after the incident. Whenever possible photographs of Town assets, critical infrastructure, retail centers, waterways, roadways and other locations open to risk and vulnerability should be taken before an incident to establish pre-emergency conditions. Photographic evidence of Town departmental assets and major work accomplishments may also prove valuable.

Response and recovery photography will also assist in establishing the effect of any damage, the relative cost of damage and the efforts undertaken by the Town to resolve the situation. Responding agencies should be prepared to take and maintain photographic evidence of their response efforts as well as the results of any disaster or emergency upon the structures, people and environment during their work.

Reports

Agency level reports must be initiated and completed for all emergency incidents and disasters in accordance with internal procedures and protocols. As an example, for all criminal and most other incidents, the MPD will ensure documentation through a case report following internal reporting requirements and procedures.

Situation Reporting

During active disasters, participating Town departments will submit daily Situation Reports (SITREP) to the Town Manager and/or Policy Section Chief if identified within the EOC.

Each SITREP should contain pertinent information regarding agency response/recovery operations and should be submitted to the Incident Commander, EOC Coordinator and, when activated, to the Policy Section and the Planning Section within the EOC. Distribution should also be made to all departments or agencies involved in the event response.

When applicable, a SITREP for the previous day may be forwarded to respective County and State EOC Planning Sections to arrive by 1200 hours of the subsequent day.

ICS Form 209, Incident Status Summary, may be used as a SITREP format.

After-Action Reporting

Following an incident, the identified responsible agency, or coordinating agency of the primary ESF, submits an after-action report (AAR) to the Town ESF Coordination Group detailing operational successes, problems and key issues affecting incident management. The report includes appropriate feedback from all local, regional, state, federal, non-governmental and private sector partners participating in the incident. The ESF Coordination Group and other applicable Town departments use information from these reports to update plans and procedures as required. Each Town department involved should keep records of its activity to assist in preparing its own after-action report.

Hot-Wash

As a part of the AAR process, each agency or department that is 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 related to three basic issues: 1) what was the planned activity, 2) what actually occurred, and 3) what improvements could 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 IC and the EOC Coordinator, or the Planning and Policy Sections when activated, to be incorporated into AAR's.

Hazardous Materials Spills Reporting

If the Town is responsible for a release of hazardous materials of a type or quantity that must be reported to state and federal agencies, the Town department responsible for the spill shall make the required report. If the party responsible for a reportable spill cannot be located, it will be the responsibility of the Incident Commander to ensure that the required reports are filed.

Incident Action Plan (IAP)

The IAP, which may be either verbal or written, is intended to provide supervisory personnel with a common understanding of the situation and with direction for future action. The plan includes a statement of objectives, organizational description, assignments and support materials. This plan is generally prepared at the outset of an organized response or the beginning of an operational period for extended incidents. It describes the intended course of action(s) to be undertaken by IC or EOC staffs for a specified period. An Incident Briefing Form may be used on smaller incidents. Written IAP's must be maintained as part of the historical record for an incident; therefore, a copy must be forwarded to the responsible agency recordkeeping element, and another copy submitted to the EOC if activated.

Preservation of Records

In order to continue normal government operations following an emergency situation or disaster, essential records must be protected. Typically, essential records are those records that specify how an agency will operate in a disaster, are necessary for continued government operations, or that protect the legal or financial rights of the government and citizens. Essential records may be in paper or electronic format, or both. The principal causes of damage to records are fire, water and technological failure; therefore, essential records should be protected accordingly.

If records are damaged during an emergency, the Town will seek assistance to preserve and restore the records; the Town's records managers maintain active vendor lists to assist in the recovery of records.

Further procedures and details including a list of the Town's essential records for emergency record preservation will be established in the Town's essential records program.

Finance

Timely finance support of response activities will be critical to successful emergency response and recovery efforts. Innovative and expeditious means may be used to achieve financial objectives; however, it is required that generally accepted Town of Marana financial policies, principles and regulations be employed to ensure against fraud, waste and abuse, and to achieve proper control and accountability in the use of public funds.

Procurement

The procurement of resources will be in accordance with statutory requirements and established procedures regarding emergency/non-emergency conditions. Town procurement procedures will be adhered to as relates to emergency procurement matters.

Documentation of Costs

Expenditure tracking should commence immediately upon notice or obvious occurrence of disasters that require expense of labor, equipment use, materials and other expenses. 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:

1. Costs and revenues associated with emergency operations should be segregated from normal operating expenses.
2. Separate records should be maintained for each vehicle and piece of heavy equipment used for emergency operations.
3. Vehicle and equipment documentation should include the miles and/or hours operated by location and by operator.
4. Vehicle operating expenses should include fuel, tires, tubes and maintenance.
5. Labor costs should be compiled separate from vehicle and/or equipment expenses.
6. Equipment documentation should include exactly where the equipment was used and for what; hours and minutes used; and the name of the equipment operator if applicable.
7. Revenues and subsidies for emergency operations must be subtracted from any costs claimed.
8. Requisitions, purchase orders and invoices must be maintained for all supplies, materials and equipment expenses claimed.

9. Costs for supplies and materials must include documentation of exactly where resources were used and for what purpose.
10. All noncompetitive procurements must be justified.

In the EOC, the Finance and Administration Section will maintain detailed reports of costs for emergency operations in accordance with Town Finance Department requirements. These records may be used to submit cost recovery requests to responsible parties or insurers. Examples of emergency and/or disaster costs include:

1. Personnel costs (including overtime or backfill)
2. Equipment operations costs
3. Costs for leased or rented equipment
4. Costs for contract services to support emergency operations
5. Costs of specialized supplies expended for emergency operations

Cost Recovery Programs

Town emergency management staff work with the Pima County Office of Emergency Management and Homeland Security to: coordinate educational opportunities to responding agencies and local officials about the cost recovery process; disseminate information about pre- and post-incident funding opportunities; and provide overall guidance for the reimbursement and cost recovery process.

There are various programs that allow the Town, county, 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 the incident. A Presidentially-declared disaster, for example, will provide more assistance than a locally-declared disaster. Several of the core cost recovery programs are highlighted below:

1. State and Federal Public Assistance Program[2]. Public assistance provides supplemental aid to state, county and local government agencies to help them recover from disasters as quickly as possible.
    a. PETS Act. Reimburses states and counties for work done in association with disaster mitigation to provide rescue, care, shelter and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency.
    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. Donated resources may include volunteer labor, donated equipment and donated materials.
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, businesses of all sizes and private, nonprofit 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.

2 *Refer to FEMA's Disaster Assistance Program found at:* http://www.fema.gov/pdf/government/grant/pa/policy.pdf

b. Individual and Households Program (IHP). Assistance covers temporary housing needs, home repairs and losses to personal property, transportation expenses, 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 benefits.
d. Workers' 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.

Insurance

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

1. Self-insurance. Access to self-insurance allows 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 insurance policy.
2. Homeowner 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.
3. 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 the NFIP is based on an agreement between local communities and the Federal Government.

Audit of Expenditures of State/Federal Funds

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

Mutual Aid Agreements

Many state, tribal and local governments and private nonprofits enter into mutual aid agreements to provide emergency assistance to each other in the event of disasters or emergencies. These 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 has to meet the criteria identified in the Disaster Assistance Policy (DAP9523.6).

LOGISTICS

Emergency management and incident response activities require carefully managed resources to meet incident needs. Resource management during an incident is a finite process, as shown in the below figure, with a distinct beginning and ending specific to the needs of the particular incident. The figure below highlights the resource management cycle.

The essence of logistics is to ensure that sufficient resources (equipment, tools and other resources) are on hand or available to respond to the various types of emergency incidents that the Town might experience. This challenge is made complex by the different types of

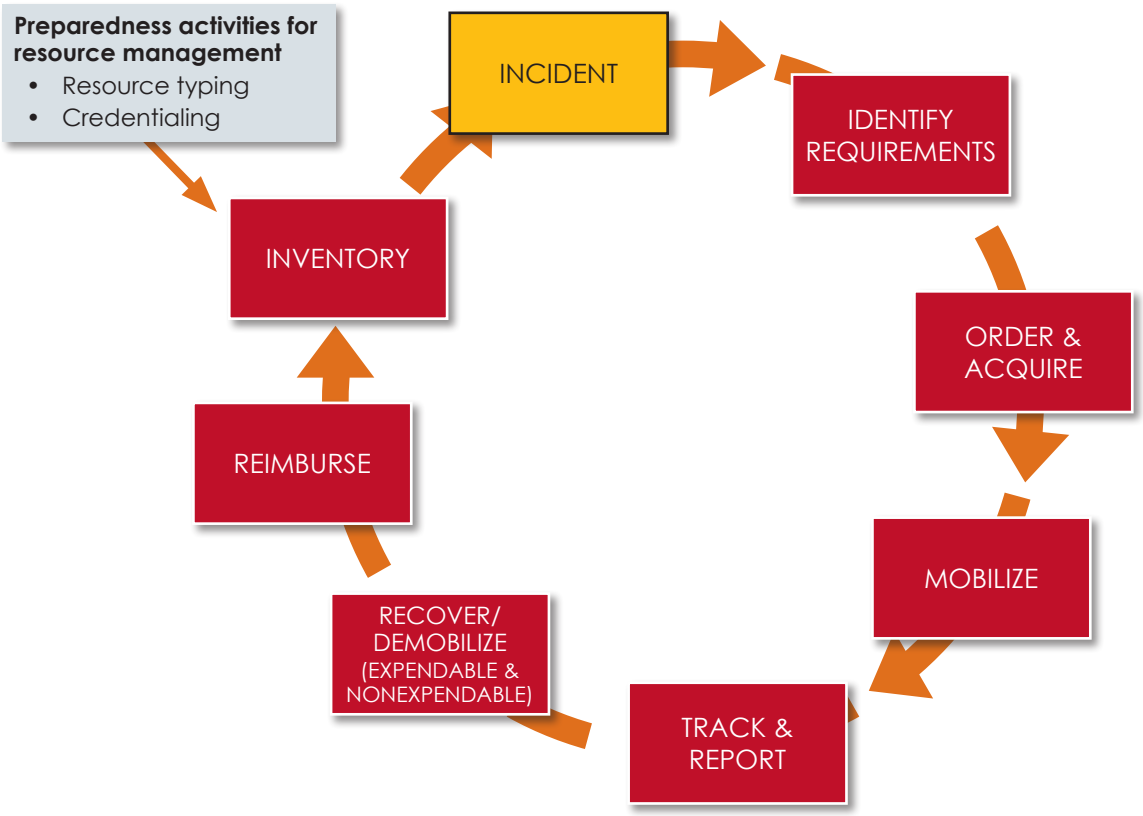
emergencies for which the Town is at risk, the probable need to move resources to sites during times of stress and with reduced capability, and certainty that needed resource items will not be on hand within Town inventory at the time they are needed.

In order to ensure that sufficient resources are on hand, each Town department is required to have and maintain an inventory of equipment, tools and other resources that can be used during an emergency. Working with the ESF Coordination Group, each department will undertake an assessment of capabilities against various hazards based on risk and vulnerability to best establish a proper logistics train. From these assessments, a reasonable determination can be made to identify gaps in necessary resources within the Town, after which efforts to resolve the gaps can be made through mutual aid or other resourcing methods.

Another logistics issue is related to the maintenance of resources. Town departments will be required to ensure that resources identified as critical to certain emergencies are properly maintained at appropriate intervals to prevent "downed" equipment at inappropriate times as much as possible.

Departments will be required to track usage and expenditure of resources as they occur in response to an emergency incident. If Town resources are shared in response to another jurisdiction's incident through mutual aid, the "owning" department will maintain records of deployment, will ensure proper accounting of resources and will ensure proper maintenance of equipment.

Figure 8: Resource Management Cycle[3]



3 *2008. National Incident Management System. Washington, DC: DHS*

Resource management preparedness activities are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident. This includes resource typing, credentialing, and inventorying.

1. Resource Typing. Resource typing is categorizing, by capability, the resources requested, deployed and used in incidents.
2. Credentialing Personnel. 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.
3. Resource Inventory. Preparedness organizations should inventory and maintain current data on their available resources. The data is then made available to communications/dispatch centers, Emergency Operations Centers and other applicable organizations.

Specific information about logistics and resource management is detailed in ESF #7 Logistics Management and Resource Support.

PLAN DEVELOPMENT AND MAINTENANCE

General

A plan such as this is often described as a "living" document. This means that once developed, changes are anticipated and encouraged based on experience, reason and deliberation. Changes must be made to ensure document practicality, currency and compliance with ever-changing doctrine.

Plan Development

This plan is developed in accordance with FEMA's Comprehensive Preparedness Guide (CPG) 101, Version 2, "Developing and Maintaining Emergency Operations Plans, November 2010." Following guidance from the Mayor and Council, the Town Manager, through the Emergency Management Team, the ESF Coordination Group researched, compiled and drafted a basic plan in accordance with the ESF format in CPG 101. Thereafter appropriate ESF annexes, incident specific annexes and support annexes were researched, compiled and drafted.

Training and Exercises

When feasible and possible, the ESF Coordination Group will provide training and advisory and technical assistance to Town/ private/voluntary agencies involved in Town training and exercises. Town training and exercises shall be planned based on duties within this plan, the missions of various ESFs, and departmental needs and capabilities.

Training and exercises shall be completed in consideration of the NIMSCAST requirements and additional training as needed for position specific issues related to potential IC or EOC staffing.

Individual training records will be maintained by the Town Human Resources Department and reported annually to the ESF Coordination Group for updating NIMSCAST. Training records will be reviewed by the ESF Coordination Group to take advantage of training opportunities.

Training records should also be reviewed by departmental supervisors to ensure that staff receive emergency training appropriate to their positions.

The ESF Coordination Group will coordinate and conduct periodic exercises of this plan in order to ensure effective and complete planning efforts associated with preparedness, response and recovery from emergency and/or terrorism incidents. Further, the ESF Coordination Group must ensure compliance with national emergency response standards and guidance.

Training and exercises will be consistent with U.S. Department of Homeland Security and the Office of Domestic Preparedness guidelines and will include ICS training and use in exercises.

Exercise After-Action Report and Hot-Wash

AAR and hot-washes must be completed after all training exercises. The identified training/exercise and evaluation team will submit an after-action report to the ESF Coordination Group detailing operational successes, problems and key issues affecting incident management. The report includes appropriate hot wash data and feedback from all local, regional, state, federal, non-governmental and private sector partners participating in the incident. The ESF Coordination Group and other applicable Town departments use information from these reports to update plans and procedures as required. Each Town department involved should keep records of its activity to assist in preparing its own after-action report.

Regional Collaboration

This plan has been fully integrated with the development of similar plans across a regional plane. Other jurisdictions' plans have been coordinated with this plan. As such, it is important to ensure continued collaboration and coordination with regional entities whenever changes, updates, or other items that impact emergency management procedures identified in this plan are made. This process will be accomplished by the ESF Coordination Group and ensured by the Emergency Management Team.

Plan Maintenance

The Town Manager and Emergency Management Team have overall responsibility for plan management and maintenance. The plan will be updated periodically as required to incorporate new information, legislative changes and procedural changes based on lessons learned from exercises and actual incidents. Managing changes and updates to this plan will be accomplished by the ESF Coordination Group with oversight by the Emergency Management Team. This section establishes procedures for interim changes and full updates of the plan.

Plan Changes

Changes to the plan may be considered as a result of operational reviews of actual incidents, after-action reviews of exercises, changes in the law, technology, or the community, and changes in threat, risk and vulnerability assessments that would affect the nature of preparation, prevention, protection, mitigation, response and/or recovery to and from emergency incidents. No proposed change should contradict or override authorities or other plans contained in state statute, Town ordinance, or regulation.

Coordination and Approval

Any department or agency with assigned responsibilities under the plan may propose a change. While the Town Manager and Emergency Management Team are ultimately responsible for approving any changes to the plan, the ESF Coordination Group will accomplish the process of collecting and coordinating all proposed modifications to the plan, as well as coordinating with primary and support agencies and other stakeholders, re-drafting proposals to the plan and forwarding proposals to the Emergency Management Team, as required. The Emergency Management Team will then review and approve the changes and forward the updated document(s) to the Town Manager.

Notice of Change

After coordination and the necessary signed approval process are accomplished, the Town Manager or Emergency Management Team will issue an official Notice of Change.

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

Distribution

The Town Manager or Emergency Management Team will distribute the initial plan upon Town Council approval. Future Notices of Change will be distributed to all participating Town departments, regional agencies and state emergency management offices as necessary.

Public Requests

The basic plan is generally available to the public and will be posted on the Town's website. However, specific operational plans, ESFs and incident-specific and support annexes will be protected from disclosure to the public due to the fact that they contain sensitive and confidential material related to policing, homeland security and criminal investigations. Notices of Change may be made available to the public and other organizations upon request, taking into consideration any disclosure concerns.

Reissuance of the Emergency Operations Plan

The Town Manager and/or Emergency Management Team is responsible for coordinating full reviews and updates of this plan every three years or more frequently if deemed necessary. Reviews and revisions will consider lessons learned and best practices identified during exercises and responses to actual incidents, and will incorporate new information and technologies. When full reviews and updates are undertaken on this three-year schedule, the plan will be brought back to the Town Council for review and approval.

AUTHORITIES AND REFERENCES

Authorities

Federal

1. Homeland Security Act of 2002
2. Code of Federal Regulations, Title 44
3. 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
4. Public Law 96-342, The Department of Defense Authorization Act of 1981
5. Public Law 920, Federal Civil Defense Act of 1950, as amended
6. Public Law 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right-to-Know Act (EPCRA)
7. Public Law 101-336, Americans With Disabilities Act of 1990
8. Public Law 104-201, National Defense Authorization Act for Fiscal Year 1997, Title XIV, Defense Against Weapons of Mass Destruction Act of 1996
9. Public Law 105-19, Volunteer Protection Act of 1997
10. Public Law 105-381, Pacific Northwest Emergency Management Arrangement
11. Public Law 106-390, Disaster Mitigation Act of 2000
12. Public Law 107-296, Homeland Security Act of 2002
13. Public Law 109-308, Pets Evacuation and Transportation Standards Act, 2006
14. 49 USC, Sections 5101-5128, Hazardous Materials Transportation Act of 1994
15. 42 USC, Sections 7401-7671q, Clean Air Act of 1970, as amended in 1977 and 1990
16. 33 USC, Section 1251-1387, Clean Water Act of 1948, as amended in 1972, 1977 and 1987
17. 42 USC, Sections 300f-300j-26, Federal Safe Drinking Water Act of 1974, as amended in 1996

State

1. ARS §11-952: Intergovernmental agreements and contracts
2. ARS §26-307: Powers of counties, cities, towns and state agencies designated by the governor to make order, rules and regulations; procedure
3. ARS §26-308: Powers of local government; local emergency management establishment; organization
4. ARS §26-309: Mutual aid; responsibilities of agencies and officials; agreements; definition
5. ARS §26-311: Local emergency; power of political subdivision; state agency assistance
6. ARS §26-312: Authority of executive officers and governing bodies to accept materials or funds

Town

1. Marana Town Code Section 2-3-4: Powers and duties of the mayor
2. Marana Town Code Section 3-4-4: Emergency purchases; procedure
3. Marana Town Code Chapter 14-7: Emergency Water Conservation Response
4. Marana Town Resolution 2005-106; adopting NIMS standards
5. Marana Town Resolution 2006-12; adopting Emergency Operations Plan
6. Marana Town Resolution 2006-174, approving the Pima County Multi-Jurisdictional Hazard Mitigation Plan
7. Marana Town Resolution 2010-040; approving the Arizona Mutual Aid Compact
8. Marana Town Resolution 2012-044; approving the Pima County Multi-Jurisdictional Hazard Mitigation Plan 2012

References

1. Presidential Decision Directive (PDD) 39 - United States Policy on Counterterrorism (June 21, 1995)
2. PDD - 62, Protection Against Unconventional Threats to Homeland and Americans Overseas (May 22, 1998)
3. PDD - 63, Protecting America's Critical Infrastructure (May 22, 1998)
4. Homeland Security Presidential Directive (HSPD) 3 (March 11, 2002) - Homeland Security Advisory System.
5. HSPD 4 (December 2002) - National Strategy to Combat Weapons of Mass Destruction
6. HSPD 5 (February 28, 2003) - Management of Domestic Incidents
7. HSPD 7 (December 17, 2003) - Critical Infrastructure Identification, Prioritization, and Protection.
8. Presidential Policy Directive/PPD -8 (March 30, 2011) – National Preparedness.
9. National Response Framework, 2008
10. National Incident Management System, 2003
11. National Preparedness Guidelines, 2007
12. Target Capabilities List, 2007
13. Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2, 2010
14. Guidance on Planning for Integration of Functional Needs Support Services in General Population Centers, 2010
15. Arizona State Emergency Response and Recovery Plan (AZSERRP), 2008
16. Pima County Emergency Response Framework (Draft), 2011
17. Pima County Multi-Jurisdiction Hazard Mitigation Plan (MJMHP), 2005, 2012
18. Local Emergency Planning Commission (LEPC) HAZMAT Plan, 2010

APPENDIX 1: GLOSSARY OF TERMS

Accountable Property. Property that 1) has an acquisition cost of $15,000 or more; 2) has a unique, identifiable serial number (e.g., computer or telecommunications equipment); and 3) is considered "sensitive" (i.e., easily pilferable), such as cellular phones, pagers and laptop computers.

Agency. A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative. A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Arizona Interagency Radio System (AIRS). A suite of full-time, cross-banded mutual aid channels designed to provide interoperable communications capability to first responders of police, fire, and Emergency Medical Service agencies, as well as other personnel of municipal, county, state, tribal and federal agencies performing public safety or public service activities managed by Arizona Department of Public Safety.

Annex. Additions to this plan that provide for guidance related to specific functions (ESFs), types of incidents, or unique support activities.

Area Command (Unified Area Command). An organization established (1) to oversee the management of multiple incidents which are each being handled by an ICS organization; or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Available Resources. Resources assigned to an incident, checked in and available for use; normally located in a Staging Area.

Awareness. The continual process of collecting, analyzing and disseminating intelligence, information and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Casualty. Any person who is declared dead or is missing, ill, or injured.

Catastrophic Incident/Event. Any natural or manmade incident, including terrorist incidents, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to state, local, tribal and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.

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

Command Staff. In an Incident Command System (ICS), the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer and other positions as required, which report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture (COP). A broad view of the overall situation as reflected by situation reports, aerial photography and other information or intelligence.

Community Recovery. In the context of the Town of Marana Emergency Operations Plan and its annexes, the process of assessing the effects of an incident of local or regional significance, or an incident of national significance, defining resources and developing and implementing a course of action to restore and revitalize the socioeconomic and physical structure of a community.

Consequence Management. Predominantly an emergency management function and includes measures to protect public health and safety, restore essential government services and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism. See also **Crisis Management.**

Credible Threat. A potential terrorist threat which, based on a threat assessment, is credible and likely to involve WMD.

Crisis Management. Predominantly a law enforcement function and includes measures to identify, acquire and plan the use of resources needed to anticipate, prevent and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the NRP. See also **Consequence Management.**

Critical Infrastructures. Systems and assets, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. See also **Key Resources**. Local jurisdictions can also identify critical infrastructure (or key resources) pertinent to local security, economy, or health maintenance.

Cultural Resources. Cultural resources include historic and prehistoric structures, archeological sites, cultural landscapes and museum collections.

Cyber. Pertaining to computers and their support systems, such as servers, routers, and switches which support critical infrastructure.

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

Disaster. See **Major Disaster.**

Disaster Field Office (DFO). The office established in or near the designated area of a Presidentially-declared major disaster to support federal and state response and recovery operations. The DFO houses the FCO and ERT and, where possible, the SCO and support staff.

Disaster Recovery Center (DRC). A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Emergency. Any occasion or instance for which assistance is needed to save lives and to protect property and public health and safety or to lessen or avert the threat of a catastrophe.

Emergency Management Team. A Town of Marana team comprised of the Town Manager (or designee), the Chief of Police (or designee), the Town's Emergency Preparedness Coordinator and representatives of other entities as deemed necessary by the Town Manager.

Emergency Operations Center (EOC). The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, county, town, tribal), or by some combination thereof.

Emergency Operations Plan (EOP). The "steady-state" plan maintained at various jurisdictional levels for managing a wide variety of potential hazards.

Emergency Public Information. Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also provides frequent directive actions required to be taken by the general public.

Emergency Response Provider. Includes federal, state, local and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities) and related personnel, agencies and authorities. Also known as "emergency responder."

Emergency Response Team (ERT) An interagency team consisting of the lead representative from each federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The ERT may be expanded by the FCO to include designated representatives of other federal departments and agencies as needed. The ERT usually consists of regional-level staff.

Emergency Support Function (ESF). A grouping of government and certain private sector capabilities into an organizational structure to provide the support, resources, program implementation and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal. The ESFs serve as the primary operational-level mechanism to provide assistance to local, regional, or tribal governments.

ESF Coordination Group. A Town of Marana group comprised of ESF Coordinators (or designees), additional Town departmental representatives as needed, a representative of the Northwest Fire/Rescue District and representatives from private industry, NGOs, and other organizations as needed.

ESF Coordinator The ESF Coordinator has ongoing responsibilities throughout the prevention, preparedness, response, recovery and mitigation phases of incident management. The role of the ESF Coordinator is carried out through a "unified command" approach as agreed upon collectively by the designated primary agencies. Responsibilities of the ESF Coordinator include:

- Pre-incident planning and coordination
- Maintaining ongoing contact with ESF primary and support agencies
- Conducting periodic ESF meetings and conference calls
- Coordinating efforts with corresponding private sector organizations
- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructure preparedness as appropriate

Emerging Infectious Diseases. New or recurring infectious diseases of people, domestic animals and/or wildlife, including identification, etiology, pathogenesis, zoonotic potential and ecological impact.

Environment. Natural and cultural resources and historic properties as those terms are defined in this glossary and in relevant laws.

Environmental Response Team. Established by EPA, the Environmental Response Team provides expertise in biology, chemistry, hydrology, geology and engineering. The Environmental Response Team provides technical advice and assistance for both planning and response to discharges and releases of oil and hazardous substances into the environment.

Equipment. Equipment is tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of $5,000 or more per unit. A grantee may use its own definition of equipment provided that such definition would at least include all equipment defined above.

Evacuation. Organized, phased and supervised withdrawal, dispersal or removal of civilians from dangerous or potentially dangerous areas and their reception and care into safe areas.

Extremely Hazardous Substance. Those substances or chemicals listed and defined in Section 302 of the U.S. Emergency Planning and Community Right-to-Know Act (42 USC § 11002), and at the appendix to 40 CFR § 355.

Facility Management. Building selection and acquisition, and provision of utilities, services, information systems, communications and physical security.

Federal. Of or pertaining to the federal government of the United States of America.

Federal Coordinating Officer (FCO). The federal officer who is appointed to manage federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of federal disaster assistance resources and programs to the affected state and local governments, individual victims and the private sector.

First Responder. Local governmental and non-governmental police, fire and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence and the environment. These personnel include emergency response providers as well as emergency management, public health, clinical care, public works and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response and recovery operations. First responders may include personnel from federal, state, local, tribal, or non-governmental organizations.

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

Hazard Mitigation. Any cost-effective measure which will reduce the potential for damage to a facility from a disaster event.

Hazardous Material. For the purposes of ESF #1, hazardous material is a substance or material, including a hazardous substance, which has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety and property when transported in commerce and which has been so designated (see 49 CFR § 171.8). For the purposes of ESF #10 and the Oil and Hazardous Materials Incident Annex, the term is intended to mean hazardous substances, pollutants and contaminants as defined by the National Oil and Hazardous Substances Pollution Contingency Plan (NCP).

Hazardous Substance. As defined by the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), any substance designated pursuant to section 311(b)(2)(A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant to section 102 of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA); any hazardous waste having the characteristics identified under or listed pursuant to section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which, under the Solid Waste Disposal Act [42 U.S.C. § 6901 et seq.], has been suspended by act of Congress); any toxic pollutant listed under section 307(a) of the Clean Water Act; any hazardous air pollutant listed under section 112 of the Clean Air Act [42 U.S.C. § 7521 et seq.]; and any imminently hazardous chemical substance or mixture with respect to which the EPA Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act [15 U.S.C. § 2601 et seq.].

Historic Property. Any prehistoric or historic district, site, building, structure, or object included in or eligible for inclusion in the National Register of Historic Places, including artifacts, records, and remains which are related to such district, site, building, structure, or object [16 U.S.C. § 470w(5)].

Homeland Security Advisory System (HSAS). The Homeland Security Advisory System, created by HSPD-3 and administered by DHS/IAIP, is a comprehensive and effective means for disseminating information regarding the risk of terrorist attacks and coordinating appropriate response measures across jurisdictions and with the private sector. The HSAS is composed of two separate elements: threat products and threat condition. Homeland Security Presidential Directives (HSPD). Homeland Security Presidential Directives are issued by the President on matters pertaining to Homeland Security.

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

Incident Action Plan. An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP). The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS). A standardized, on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure which reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating with 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, for organized field-level incident management operations.

Incident Commander (IC). The individual with overall incident authority, responsible for all incident activities, including the development and approval of strategies and tactics and the ordering and release of resources.

Incident Management Team (IMT). The Incident Commander and appropriate command and general staff personnel assigned to an incident.

Incident Mitigation. Actions taken during an incident designed to minimize impacts or contain the damages to property or the environment.

Incident of Local or Regional Significance. An actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of local, regional, state, federal, non-governmental and/or private sector entities in order to save lives, minimize damage and provide the basis for long-term community recovery and mitigation activities.

Incident of National Significance. Based on criteria established in HSPD-5, an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of federal, state, local, tribal, non-governmental and/or private sector entities to save lives and minimize damage and provide the basis for long-term community recovery and mitigation activities.

Information Officer. See **Public Information Officer.**

Infrastructure. The man-made physical systems, assets, projects and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems and roads.

Infrastructure Liaison. Assigned by DHS/IAIP, the Infrastructure Liaison serves as the principal advisor to the JFO Coordination Group regarding all national- and regional-level critical infrastructure and key resources incident-related issues.

Initial Actions. The actions taken by those responders first to arrive at an incident site.

Initial Response. Resources initially committed to an incident.

In-Kind Donations. Donations other than cash (usually materials or professional services) for disaster survivors.

Joint Field Office (JFO). A temporary federal facility established locally to provide a central point for federal, state, local and tribal executives with responsibility for incident oversight, direction and/or assistance to effectively coordinate protection, prevention, preparedness, response and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO and the JIC within a single federal facility.

Joint Information Center (JIC). A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS). Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operation. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the 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.

Joint Operations Center (JOC). The JOC is the focal point for all federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident and is managed by the SFLEO. The JOC becomes a component of the JFO when the NRP is activated.

Jurisdiction. A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., Town, county, tribal, state, or federal boundary lines) or functional (e.g., law enforcement, public health).

Key Resources. Publicly or privately controlled resources essential to minimal operation of the economy and the government. Most often linked in terminology with Critical Infrastructure.

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

Local Emergency Planning Committee (LEPC). Required by both federal and state laws, this committee maintains hazardous materials information within the county and prepares an emergency response plan. See the Arizona State Emergency Response Commission website: www.azserc.gov

Major Disaster. As defined by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Act to supplement the efforts and available resources of states, local governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Materiel Management. Requisitioning and sourcing (requirements processing); acquisition, asset visibility (resource tracking), receipt, storage, and handling; security and accountability; inventory, deployment, issue, and distribution; and recovery, reuse, and disposition.

Mitigation. Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses and the public regarding measures they can take to reduce loss and injury

Mobilization. The process and procedures used by all organizations - federal, state, local and tribal – for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center. An off-site temporary facility at which response personnel and equipment are received from the Point of Arrival and are pre-positioned for deployment to an incident logistics base, to a local Staging Area, or directly to an incident site, as required. A mobilization center also provides temporary support services, such as food and billeting, for response personnel prior to their assignment, release, or reassignment and serves as a place to out-process following demobilization while awaiting transportation.

Multiagency Command Center (MACC). An interagency coordination center established by DHS/USSS during NSSEs as a component of the JFO. The MACC serves as the focal point for interagency security planning and coordination, including the coordination of all NSSE-related information from other intra-agency centers (e.g., police command posts, Secret Service security rooms) and other interagency centers (e.g., intelligence operations centers, joint information centers).

Multiagency Coordination Entity. Functions within a broader multi-agency coordination system. It may establish priorities among incidents and associated resource allocations, de-conflict agency policies and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System. Provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures and communications. The systems assist agencies and organizations to fully integrate the subsystems of NIMS.

Multijurisdictional Incident. An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement. Written agreement between agencies, organizations and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment and/or expertise in a specified manner.

National. Of a nationwide character, including the federal, state, local and tribal aspects of governance and policy.

National Counterterrorism Center (NCTC). The NCTC serves as the primary federal organization for analyzing and integrating all intelligence possessed or acquired by the U.S. government pertaining to terrorism and counterterrorism, except purely domestic counterterrorism information. The NCTC may, consistent with applicable law, receive, retain and disseminate information from any federal, state, or local government or other source necessary to fulfill its responsibilities.

National Disaster Medical System (NDMS). A coordinated partnership between DHS, HHS, DOD and the Department of Veterans Affairs established for the purpose of responding to the needs of victims of a public health emergency. NDMS provides medical response assets and the movement of patients to health care facilities where definitive medical care is received when required.

National Incident Management System (NIMS). A system mandated by HSPD-5 that provides a consistent, nationwide approach for federal, state, local and tribal governments, the private sector and non-governmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local and tribal capabilities, the NIMS includes

a core set of concepts, principles and terminology. HSPD-5 identifies these as the ICS, multiagency coordination systems, training, identification and management of resources (including systems for classifying types of resources), qualification and certification and the collection, tracking and reporting of incident information and incident resources.

National Infrastructure Coordinating Center (NICC). Managed by the DHS Information Analysis and Infrastructure Protection Directorate, the NICC monitors the nation's critical infrastructure and key resources on an ongoing basis. In the event of an

incident, the NICC provides a coordinating vehicle to share information with critical infrastructure and key resources information-sharing entities.

National Interagency Fire Center (NIFC). A facility located in Boise, Idaho which is jointly operated by several federal agencies and is dedicated to coordination, logistical support and improved weather services in support of fire management operations throughout the United States.

National Preparedness Guidelines. The Guidelines, with the supporting Target Capabilities List, define what it means for the nation to be prepared for all hazards. There are four critical elements of the Guidelines (1) the National Preparedness Vision; (2) the National Planning Scenarios; (3) the Universal Task List; and (4) the Target Capabilities List.

National Planning Scenarios. Depict a diverse set of high-consequence threat scenarios of both potential terrorist attacks and natural disasters. Collectively, the 15 scenarios are designed to focus contingency planning for homeland security preparedness work at all levels of government and with the private sector.

National Response Center. A national communications center for activities related to oil and hazardous substance response actions. The National Response Center, located at DHS/USCG Headquarters in Washington, DC, receives and relays notices of oil and hazardous substances releases to the appropriate Federal OSC.

National Response Framework. A concerted national effort to prepare for emergencies, disasters and terrorist attacks within the United States; reduce America's vulnerability to terrorism, major disasters and other emergencies; respond to any such situations and minimize the damage and recover from attacks, major disasters and other emergencies that occur.

National Response System. Pursuant to the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), the mechanism for coordinating response actions by all levels of government for oil and hazardous substances spills and releases.

National Response Team (NRT). The NRT, comprised of the 16 federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating federal agency activities under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP). The NRT carries out national planning and response coordination and is the head of a highly organized federal oil and hazardous substance emergency response network. EPA serves as the NRT Chair and DHS/USCG serves as Vice Chair.

National Security and Emergency Preparedness (NS/EP) Telecommunications. NS/EP telecommunications services are those used to maintain a state of readiness or to respond to and manage any event or crisis (local, national, or international) that causes or could cause injury or harm to the population or damage to or loss of property, or could degrade or threaten the NS/EP posture of the United States.

National Special Security Event (NSSE). A designated event that, by virtue of its political, economic, social, or religious significance, may be the target of terrorism or other criminal activity.

Natural Resources. Natural resources include land, fish, wildlife, domesticated animals, plants, biota and water. Water means salt and fresh water, surface and ground water, including water used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat. Land means soil, surface and subsurface minerals, and other terrestrial features.

Non-governmental Organization (NGO). A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Nuclear Incident Response Team (NIRT). Created by the Homeland Security Act to provide DHS with a nuclear/radiological response capability. When activated, the NIRT consists of specialized federal response teams drawn from DOE and/or EPA. These teams may become DHS operational assets providing technical expertise and equipment when activated during a crisis or in response to a nuclear/radiological incident as part of the DHS federal response.

On-Scene Coordinator (OSC). See **Federal On-Scene Coordinator.**

Pollutant or Contaminant. As defined in the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), includes, but is not limited to, any element, substance, compound, or mixture, including disease-causing agents, which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any organism, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions, or physical deformations in such organisms or their offspring.

Preparedness. The range of deliberate critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and non-governmental organizations to identify threats, determine vulnerabilities and identify required resources.

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

Primary Agencies. A Town department designated as an ESF primary agency serves to accomplish the ESF mission. When an ESF is activated in response to an incident of local or regional significance, the primary agency is responsible for:

- Orchestrating Town of Marana support within its functional area for an affected location
- 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 regional, county and state 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
- Coordinating the execution of contracts and procurement of goods and services as needed
- Ensuring financial and property accountability for ESF activities
- Planning for short-term and long-term incident management and recovery operations
- Maintaining trained personnel to support interagency emergency response and support teams

Principal Federal Official (PFO). The federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate and execute the Secretary's incident management responsibilities under HSPD-5 for

Incidents of National Significance.

Private Sector. Organizations and entities that are not part of any governmental structure. Includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, private emergency response organizations and private voluntary organizations.

Public Assistance Program. The program administered by FEMA which provides supplemental federal disaster grant assistance for debris removal and disposal, emergency protective measures and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

Public Health. Protection, safety, improvement and interconnections of health and disease prevention among people, domestic animals and wildlife.

Public Information Officer (PIO). A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Works. Work, construction, physical facilities and services provided by jurisdictional governments for the benefit and use of the public; also a Town department.

Radiological Emergency Response Teams (RERTs). Teams provided by EPA's Office of Radiation and Indoor Air to support and respond to incidents or sites containing potential or known radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics and risk assessment. RERTs can provide both mobile and fixed laboratory support during a response.

Recovery. The development, coordination and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, non-governmental and public assistance programs which: identify needs and define resources, provide housing and promote restoration, address long-term care and treatment of affected persons, implement additional measures for community restoration, incorporate mitigation measures and techniques, as feasible, evaluate the incident to identify lessons learned, and develop initiatives to mitigate the effects of future incidents.

Regional Response Teams (RRTs). Regional counterparts to the National Response Team, the RRTs comprise regional representatives of the federal agencies on the NRT and representatives of each state within the region. The RRTs serve as planning and preparedness bodies before a response and provide coordination and advice to the federal OSC during response actions.

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

Response. Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs. Response also includes the execution of emergency operations plans and of incident 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 (1) applying intelligence and other information to lessen the effects or consequences of an incident, (2) increased security operations, (3) continuing investigations into the nature and source of the threat, (4) ongoing public health and agricultural surveillance and testing processes, (5) immunizations, isolation, or quarantine, and (6) specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending perpetrators and bringing them to justice.

Senior Federal Official (SFO). An individual representing a federal department or agency with primary statutory responsibility for incident management. SFOs utilize existing authorities, expertise and capabilities to aid in management of the incident working in coordination with other members of the JFO Coordination Group.

Shared Resources (SHARES) High Frequency Radio Program. SHARES provides a single, interagency emergency message handling system by bringing together existing HF radio resources of federal, state and industry organizations when normal communications are destroyed or unavailable for the transmission of NS/EP information.

Situation Assessment. The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision-makers, can provide a basis for incident management decision-making.

State. Any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. (As defined in section 2(14) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002)).

State Coordinating Officer (SCO) The person appointed by the Governor to coordinate state, commonwealth, or territorial response and recovery activities with FRP-related activities of the federal government, in cooperation with the FCO.

Strategic. Strategic elements of incident management that are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development and the application of measures of performance or effectiveness.

Strategic Plan. A plan that addresses long-term issues such as impact of weather forecasts and time-phased resource requirements and problems such as permanent housing for displaced disaster victims, environmental pollution and infrastructure restoration.

Subject-Matter Expert (SME). An individual who is a technical expert in a specific area or in performing a specialized job, task, or skill.

Subsidence. A hazard associated with the loss of ground water, or underground erosion that results in the collapse of surface earth; as in sink holes or earth fissures.

Support Agencies. When an ESF is activated in response to an Incident of Local or Regional Significance, support agencies are responsible for:

- Conducting operations, when requested by Incident Commander or the designated ESF primary agency, using their own authorities, subject-matter experts, capabilities, or resources
- Participating in planning for short-term 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 Incident Commander or the ESF primary agency
- Providing input to periodic readiness assessments
- Participating in training and exercises aimed at continuous improvement of prevention, response and recovery capabilities
- 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
- Providing information or intelligence regarding their agency's area of expertise

Target Capabilities List (TCL). A FEMA document that, coupled with the National Preparedness Guidelines, provides doctrine, priorities and targets to guide preparedness capabilities. The TCL identifies long-term goals for national preparedness and defines 37 specific capabilities that communities, the private sector and all levels of government should collectively possess in order to respond effectively to disasters. The TCL describes the capabilities related to the four homeland security mission areas: Prevent, Protect, Respond and Recover. It defines and provides the basis for assessing preparedness. It also establishes national guidance for preparing the nation for major all-hazards events, such as those defined by the National Planning Scenarios.

Telecommunications. The transmission, emission, or reception of voice and/or data through any medium by wire, radio, other electrical electromagnetic or optical means. Telecommunications includes all aspects of transmitting information.

Telecommunications Service Priority (TSP) Program. The NS/EP TSP Program is the regulatory, administrative and operational program authorizing and providing for priority treatment (i.e., provisioning and restoration) of NS/EP telecommunications services. As such, it establishes the framework for NS/EP telecommunications service vendors to provide, restore, or otherwise act on a priority basis to ensure effective NS/EP telecommunications services.

Terrorism. Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources, and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population, (b) to influence the policy of a government by intimidation or coercion, or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

Transportation Management. Transportation prioritizing, ordering, sourcing and acquisition; time-phasing plans; fleet management; and movement coordination and tracking.

Tribe. Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C. § 1601 *et seq*.], that is recognized as eligible for the special programs and services provided by the United States to Native Americans because of their Indian status.

Unaffiliated Volunteer. An individual who is not formally associated with a recognized voluntary disaster relief organization; also known as a "spontaneous" or "emergent" volunteer.

Unified Command. An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and a common set of objectives and strategies and a single Incident Action Plan.

Universal Task List (UTL). A menu of some 1,600 unique tasks that can facilitate efforts to prevent, protect against, respond to and recover from the major events that are represented by the National Planning Scenarios. It presents a common vocabulary and identifies key tasks that support development of essential capabilities among organizations at all levels.

Unsolicited Goods. Donated items offered by and/or sent to the incident area by the public, the private sector, or other source, that have not been requested by government or nonprofit disaster relief coordinators.

Urban Search and Rescue. Operational activities that include locating, extricating and providing on-site medical treatment to victims trapped in collapsed structures.

Volunteer. Any individual accepted to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.

Volunteer and Donations Coordination Center. Facility from which the Volunteer and Donations Coordination Team operates. It is best situated in or close by the state EOC for coordination purposes. Requirements may include space for a phone bank, meeting space and space for a team of specialists to review and process offers.

Weapon of Mass Destruction (WMD). As defined by 18 U.S.C. § 2332a(c)(2), any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Weather - Related Definitions Issued by the National Weather Service:

> WATCH: Severe weather or flash flood WATCH means that conditions are such that a storm or flood of significant magnitude is likely to occur, but its occurrence, location and/or timing is still uncertain. It is intended to provide enough lead-time so persons within the area alerted can take precautionary steps.
>
> WARNING: Announcement that threatening conditions (thunderstorm, high winds, tornado, flooding, dam or levee failure) are occurring or are imminent, and are expected to have a harmful effect and pose a threat to life and/or property to those in the area alerted. Persons within the area must take immediate steps to protect themselves.

SEVERE WEATHER STATEMENT: A brief release used to provide specific information on observed severe weather and to convey imminent danger, to cancel all or part of a short-term WARNING, or to extend a WATCH for an hour or two.

SHORT TERM FORECAST: Commonly referred to as a NOWcast product, it is used to convey information regarding weather or hydrologic events that are expected to occur within the next few hours. NOWcasts eliminate the need for short-term applications of SPECIAL WEATHER STATEMENTS and most SEVERE WEATHER STATEMENTS.

SPECIAL WEATHER STATEMENT: Only used to describe long-fused weather and hydrologic events, including an appropriate meteorological reasoning, and to clear counties from a WATCH.

REDEFINING STATEMENT: Issued after a tornado/severe thunderstorm watch. Areas affected are expressed in terms of sections with whole counties, large cities and well-known landmarks included.

DOWNBURST: A thunderstorm downrush of air with an affected outflow area. This down force rush of air can generate tornado-force winds, which can adversely affect aircraft performance and cause property damage.

URBAN AND/OR SMALL STREAM FLOOD ADVISORY: Notification that expected rainfall will cause ponding and/or significant but not life-threatening runoff conditions in low-lying, poorly drained areas such as roadways, washes and/or small streams.

URBAN AND/OR SMALL STREAM FLOOD WARNING: Notification that expected rainfall will cause life-threatening runoff conditions in low-lying, poorly drained areas such as roadways, washes and/or small streams.

EXCESSIVE HEAT ADVISORY: Issued when the temperature is forecast to be excessive, but not life threatening. The advisory is based on temperature, humidity, sky coverage and duration of the conditions.

EXCESSIVE HEAT WATCH: Issued when conditions are likely to result in a life-threatening heat emergency within the next 24 to 48 hours.

HIGH HEAT WARNING: Issued when heat conditions are forecast to be life threatening. The warning is based on temperature, humidity, sky coverage and duration of the conditions.

WebEOC®. A shared, internet based software program that allows interactive reporting, communications, resource inventory and other command and control aspects among various users.

Wireless Priority Service (WPS). WPS allows authorized NS/EP personnel to gain priority access to the next available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

APPENDIX 2: LIST OF ACRONYMS

AAR - After action review or report

ACTIC- Arizona Counter-Terrorism Information Center

ADEM - Arizona Division of Emergency Management

AIRS - Arizona Interagency Radio System

APHIS - Animal and Plant Health Inspection Service

ASIS- American Society for Industrial Security

ARC - American Red Cross

ARS - Arizona Revised Statutes

AZSERRP - Arizona State Emergency Response and Recovery Plan

AZVOAD - Arizona Volunteer Organizations Active in Disasters

CBO - Community-Based Organization

CDRG - Catastrophic Disaster Response Group

CEMT - Town Emergency Management Team

CERCLA - Comprehensive Environmental Response, Compensation, and Liability Act

CERT - Community Emergency Response Team

CFO - Chief Financial Officer

CIKR - Critical Infrastructure/Key Resources

CMC - Crisis Management Coordinator

CNMI - Commonwealth of the Northern

Mariana Islands

COG - Continuity of Government

CONPLAN - U.S. Government Interagency Domestic Terrorism Concept of Operations Plan

COOP - Continuity of Operations Plan

CSG - Counterterrorism Security Group

DCE - Defense Coordinating Element

DCO - Defense Coordinating Officer

DEST - Domestic Emergency Support Team

DRM - Disaster Recovery Manager

DSCA - Defense Support of Civil Authorities

DTRIM - Domestic Threat Reduction and Incident Management

EAS - Emergency Assistance Personnel or

Emergency Alert System

EOC Emergency Operations Center

EPA Environmental Protection Agency

EPCRA - Emergency Planning and Community Right-to-Know Act

EPLO - Emergency Preparedness Liaison Officer

EPR - Emergency Preparedness and Response

ERL - Environmental Research Laboratories

ERT - Environmental Response Team (EPA)

ERT - Emergency Response Team (DHS)

ERT-A - Emergency Response Team - Advance Element

ERT-N - National Emergency Response Team

ESF - Emergency Support Function

ESFLG - Emergency Support Function Leaders Group

EST - Emergency Support Team

FAS - Freely Associated States

FBI - Federal Bureau of Investigation

FCO - Federal Coordinating Officer

FEMA - Federal Emergency Management Agency

FIRST - Federal Incident Response Support Team

FMC - Federal Mobilization Center

FNS - Food and Nutrition Service

FOC - FEMA Operations Center

FOG - Field Operations Guide

FRC - Federal Resource Coordinator

DFO - Disaster Field Office

DHS - Department of Homeland Security

DMAT - Disaster Medical Assistance Team

DMORT - Disaster Mortuary Operational Response Team

DOC - Department of Commerce

DOD - Department of Defense

DOE - Department of Energy

DOI - Department of the Interior

DOJ - Department of Justice

DOL - Department of Labor

DOS - Department of State

DOT - Department of Transportation

DPA - Defense Production Act

EEI - Essential Elements of Information

GAR - Governor's Authorized Representative

GIS - Geographical Information System

GSA - General Services Administration

HHS - Department of Health and Human Services

HIDTA - High Intensity Drug Trafficking Area

HQ - Headquarters

HSAS - Homeland Security Advisory System

HSC - Homeland Security Council

HSOC - Homeland Security Operations Center

HSPD - Homeland Security Presidential Directive

IAIP - Information Analysis and Infrastructure Protection

IAP - Incident Action Plan

IC - Incident Command

ICP - Incident Command Post

ICS - Incident Command System

IIMG - Interagency Incident Management Group

IMT - Incident Management Team

INRP - Initial National Response Plan

IOF - Interim Operating Facility

IRIS - Incident Resource Inventory System

ISAO - Information-Sharing and Analysis Organization

JFO - Joint Field Office

JIC - Joint Information Center

JIS - Joint Information System

JOC - Joint Operations Center

JTF - Joint Task Force

JTTF - Joint Terrorism Task Force

LEPC - Local Emergency Planning Commission

MAC Entity - Multiagency Coordinating Entity

MACC - Multiagency Command Center

MERS - Mobile Emergency Response Support

MJHMP - Multi-Jurisdiction Hazard Mitigation Plan

MOA - Memorandum of Agreement

MPD - Marana Police Department

MOU - Memorandum of Understanding

NAHERC - National Animal Health Emergency Response Corps

NASA - National Aeronautics and Space Administration

NAWAS - National Warning

NCP - National Oil and Hazardous Substances Pollution Contingency Plan

NCR - National Capital Region

NCS - National Communications System

NCTC - National Counterterrorism Center

NDMS - National Disaster Medical System

NEP - National Exercise Program

NGO - Non-governmental Organization

NICC - National Infrastructure Coordinating Center

NICC - National Interagency Coordination Center

NIMS - National Incident Management System

NIMSCAST - National Incident Management System Compliance Assistance Support Tool

NIPP - National Infrastructure Protection Plan

NIRT - Nuclear Incident Response Team

NJTTF - National Joint Terrorism Task Force

NMRT - National Medical Response Team

NOAA - National Oceanic and Atmospheric Administration

NRC - Nuclear Regulatory Commission

NRCC - National Response Coordination Center

NRCS - Natural Resources Conservation Service

NRP - National Response Plan

NRT - National Response Team

NSC - National Security Council

NSP - National Search and Rescue Plan

NSSE - National Special Security Event

NTAS - National Terrorism Advisory System

NVOAD - National Voluntary Organizations Active in Disaster

NWCG - National Wildland Coordinating Group

OIA - Office of the Assistant Secretary for Information Analysis

OSC - On-Scene Coordinator

OSHA - Occupational Safety and Health Administration

OSLGCP - Office of State and Local Government Coordination and Preparedness

PCC - Policy Coordination Committee

PCERRP - Pima County Emergency Response and Recovery Plan

PDA - Preliminary Damage Assessment

PDD - Presidential Decision Directive

PFO - Principal Federal Official

PIO - Public Information Officer

POC - Point of Contact

RA - Reimbursable Agreement

RAMP - Remedial Action Management Program

RCP - Regional Contingency Plan

RCRA - Resource Conservation and Recovery Act

REPLO - Regional Emergency Preparedness Liaison Officer

RFI - Request for Information

RISC - Regional Interagency Steering Committee

RRCC - Regional Response Coordination Center

RRT - Regional Response Team

ROC - Regional Operations Center

SAC - Special Agent-in-Charge

SAR - Search and Rescue

SCC - Secretary's Command Center (HHS)

SCO - State Coordinating Officer

SFLEO - Senior Federal Law Enforcement Official

SFO - Senior Federal Official

SIOC - Strategic Information and Operations Center

SITREP - Situation Report

SOG - Standard Operating Guideline

SOP - Standard Operating Procedure

START - Scientific and Technical Advisory and Response Team

TCL - Target Capabilities List

TLO - Terrorism Liaison Officer

TSA - Transportation Security Administration

TSC - Terrorist Screening Center

TUASI - Tucson Urban Area Security Initiative

UASI - Urban Area Security Initiative

US&R - Urban Search and Rescue

USACE - U.S. Army Corps of Engineers

USCG - U.S. Coast Guard

USDA - U.S. Department of Agriculture

USSS - U.S. Secret Service

VIPS - Volunteers in Police Service

VMAT - Veterinarian Medical Assistance Team

VOAD - Volunteer Organizations Active in Disasters

WMD - Weapons of Mass Destruction

APPENDIX 3: GEOGRAPHICAL CHARACTERISTICS

A. Location

Pima County is located within the Sonoran Desert in southern Arizona and covers an area of approximately 9,200 square miles. It is bordered by Mexico and Santa Cruz County to the south, Cochise County to the east, Pinal and Maricopa Counties to the north and Yuma County to the West.

The landscape is characterized by scattered mountain ranges separated by low-lying plains. Elevations within the county range from approximately 1,200 feet on the desert floor to approximately 9,185 feet at the peak of Mount Lemmon in the Santa Catalina Mountains.

Approximately 70 percent of the county consists of federal, state and Native American-owned lands. These include the Organ Pipe National Monument, Saguaro National Park, the Coronado National Forest, the Santa Rita Wildlife Area, the United States Air Force Bombing Range and the Tohono O'odham and Pascua Yaqui Indian Reservations.

Land Ownership in Pima County (Source: Arizona Public Service Company and AZ Stats, Arizona Statistical Review)	
U.S. Forest Service	5.7%
U.S. Bureau of Land Management	6.4%
Indian Nations	42.1%
State of Arizona	14.9%
Other Public Lands	17.1%
Individual or Corporate	13.8%
Total	100.0%

Eastern Pima County includes the entire county east of the Tohono O'odham Indian Reservation. It encompasses seven incorporated jurisdictions (the only incorporated jurisdictions within the county) including the City of Tucson, the City of South Tucson, and the Towns of Marana, Oro Valley and Sahuarita. A large number of unincorporated communities that have established separate identities are also located in Eastern Pima County.

The City of Tucson is located in the center of Eastern Pima County and is the county seat. It is the second largest city in the state of Arizona. The coordinates for the City of Tucson are 32° North Latitude, 111° West Longitude. Downtown Tucson is at an elevation of approximately 2,400 feet. The City covers 226.15 square miles and lies within an urbanized area of approximately 412 square miles.

The Town of Marana is located contiguous to the City of Tucson to the northwest and shares the general characteristics of the city.

B. Climate

Pima County's climate is typified by abundant sunshine, a long hot season, mild winter temperatures, low average annual precipitation, relatively low humidity and generally light surface winds.

The climate within the Tucson Basin averages a daily maximum temperature range of 64.5 degrees F in January, to 99 degrees F and greater in June and July. The minimum temperatures range from 36.8 degrees F in January to 71.5 degrees F in July.

Precipitation in the Tucson Basin averages 12 inches per year. Most of the precipitation occurs in the form of localized thunderstorms during the summer and less intense regional rain during the winter. More than 60% of the precipitation occurs between July and September. During this period, known as the monsoon season, brief torrential downpours are recorded causing flash floods. Approximately 28% of the precipitation occurs between December and March in the form of prolonged rainstorms. During these storms, snow may fall on the higher elevations in the mountain ranges in Pima County. At the summit of the Santa Catalina Mountains, recorded snowfall averages 75 inches per year. Snow in the Tucson Basin is infrequent and accumulations rarely exceed one inch.

Because of its varied topography, the county experiences sharp contrasts in climatic conditions. The desert humidity is considered relatively low. During the summer rainy season, the humidity rises and daytime temperatures may exceed 100 degrees F. This condition may last for several weeks and can contribute to heat-related health incidents.

The average recorded wind speeds are considered light and remain constant at approximately 8 miles per hour. During the spring, winds may briefly increase to speeds strong enough to cause property damage.

C. Geology

Pima County is in the Basin and Range Physiographic Province, which is characterized by northwest-trending mountain ranges separated by alluvial basins. A large portion of Eastern Pima County lies in two alluvial basins: Avra Valley in the west and the Tucson Basin in the east. The basins are separated by the Tucson Mountains and the Sierrita Mountains. The Santa Cruz River and its tributaries, which are dry for most of the year, form the regional drainage network.

Pima County is made up of a complex geology. The geology reflects a varied history of faulting and folding of the earth's crust over eons. Major earthquakes have been recorded in the area. The mountains are composed of sedimentary, metamorphic volcanic, or intrusive igneous rock, or a combination of these. The surface layers of the basins consist generally of unconsolidated sediments eroded from the surrounding mountain ranges. Much of the surface is under laid by caliche, or hardpan, which formed as calcium carbonate and was deposited by water seeping through the soil.

Recent history of mining has caused significant accumulation of mine tailings in areas of the Tucson Basin.

D. Hazards

Because of its location and geologic features, Pima County 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, businesses and the governments residing in Pima County.

1. Natural
   - Drought
   - Earthquakes
   - Rural-urban interface fires and wildland fires
   - Flooding
   - Land shift (slides, erosions and subsidence)
   - Heat emergencies
   - Severe storms
   - Volcano/Ashfall
   - Radon gas

2. Technological and Human-Caused
   - Energy emergency
   - HazMat sites and transportation routes
   - Household chemical waste
   - Radiological incidents
   - Terrorism and/or Weapons of Mass Destruction Incidents
   - Civil Disorder

(Source: Pima County April 2004 Hazard Vulnerability Analysis)

APPENDIX 4: DEMOGRAPHIC CHARACTERISTICS

Since the rural farming community of 1,512 people was incorporated in 1977, the population in Marana has increased significantly. See the Regional Population Growth table in Figure A3.1. Between 1980 and 1990, Marana's population grew to 2,187, an increase of 513 residents or 31%. From 1990 to 2000, population grew to 13,556 residents and nearly 5,000 households, a 520% increase. From 2000 to 2010, the population increased to an estimated 35,559 residents, a 162% increase. Marana has outpaced Oro Valley, Tucson and Pima County in its population growth rate.

The unofficial Pima Association of Governments (PAG) data forecasts a moderate increase in the population of Marana. This growth rate will be closer to the pattern the Town experience in the early 1990's and will continue to increase for the next 10 years.

Population in Marana can be expected to grow from 35,559 in 2010 to over 76,000 in 2020, an increase of 115%. That number will grow to nearly 100,000 in 2030. Although the rate of growth decreases as the total population grows, the increase in absolute number remains significant.

Regional Population Growth – Marana / Pima County Comparison; Figure A3.1

	1977	1980	1990	2000	2010
Marana Incorporated Area (square miles)	10	29	59	74	121
Marana Population	1,512	1,674	2,187	13,556	35,559
Population per square mile	151	58	37	183	291
Percent change in population (from previous year)	---	11%	31%	520%	162%
Tucson Incorporated Area (square miles)	94	99	158	195	230
Tucson Population	304,600	330,537	405,390	486,699	545,100
Population per square mile	3,241	3,344	2,573	2,491	2,390
Percent change in population (from previous year)	---	9%	23%	20%	12%
Pima County Area (square miles)	9,189	9,189	9,189	9,189	9,189
Pima County Population	468,500	531,445	666,880	843,756	1,021,850
Population per square mile	51	58	73	92	111
Percent change in population (from previous year)	---	13%	25%	27%	21%

Pima County

The 2010 population of Pima County was approximately 1,021,850. Only 10 counties larger in population grew more rapidly from 2000 to 2010. Of the 100 largest counties, Pima was 26th most rapidly growing from 2000 to 2010. In 1990, Pima County had a population of 666,880. The population reached 843,746 in 2000. Pima County was the nation's 68th largest county in 1990, 53rd largest in 2000, and 41st largest in 2010. From 1990 to 2000, Pima County ranked 27th greatest in absolute change. From 2000 to 2010 it ranked 34th.

(Source: Town of Marana 2010 General Plan)

Population diversification	
Area	**Population**
City of Tucson	520,795
Ajo (unincorporated)	3,304
Marana	35,051
Oro Valley	40,984
Sahuarita	25,347
South Tucson	5,652
Total Pima County	981,168

(Source: Census 2010 – July 2010 figures)

APPENDIX 5: ARIZONA REVISED STATUTES (A.R.S.) REFERENCE ITEMS

Local Emergency Authority

§ 26-307. Power of counties, cities, towns and state agencies designated by the governor to make orders, rules and regulations; procedure

A. State agencies when designated by the governor, and counties, cities and towns may make, amend and rescind orders, rules and regulations necessary for emergency functions but such shall not be inconsistent with orders, rules and regulations promulgated by the governor.

B. Any order, rule or regulation issued by the governing body of a county or other political subdivision of the state is effective when a copy is filed in the office of the clerk of the political subdivision. Existing laws, ordinances, orders, rules and regulations in conflict with this chapter or orders, rules or regulations issued under authority of this chapter are suspended during the time and to the extent that they conflict.

C. In a state of war emergency, counties, cities and towns may waive procedures and formalities otherwise required by law pertaining to the performance of public work, entering into contracts, incurring obligations, employing permanent and temporary workers, utilizing volunteer workers, renting equipment, purchasing and distributing supplies, materials and facilities and appropriating and expending public funds when such governmental entity determines and declares that strict compliance with such procedures and formalities may prevent, hinder or delay mitigation of the effects of the state of war emergency.

D. In the absence of specific authority in state emergency plans and programs, the governing body of each county, city and town of the state shall take emergency measures as deemed necessary to carry out the provisions of this chapter.

§ 26-308. Powers of local government; local emergency management establishment; organization

A. Each county and incorporated city and town of the state may appropriate and expend funds, make contracts and obtain and distribute equipment, materials and supplies for emergency management purposes.

B. Each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs. Each unincorporated community may establish such emergency management programs.

C. The chief executive officer or governing body of each county, incorporated city or incorporated town may appoint a director who shall be responsible for the organization, administration and operation of local emergency management programs, subject to the direction and control of such executive officer or governing body.

D. State emergency plans shall be in effect in each such political subdivision of the state. The governing body of each such political subdivision shall take such action as is necessary to carry out the provisions thereof, including the development of additional emergency plans for the political subdivision in support of the state emergency plans.

E. Each county's emergency management organization shall:

1. Maintain a list of public and private organizations within the county which have personnel trained and available for assisting in meeting emergency needs.

2. Maintain an inventory of facilities, equipment, supplies and other resources within the county available for use in meeting emergency needs.

3. Provide a summary of the information required in paragraphs 1 and 2 to the state director of emergency management.

§ 26-310. Use of professional skills

During a state of war emergency or a state of emergency, any person holding any license, certificate or other permit issued by any state evidencing the meeting of the qualifications of such state for professional, mechanical or other skills may render aid involving such skill to meet the emergency as fully as if such license, certificate or other permit had been issued in this state, if any substantially similar license, certificate or other permit is issued in this state to applicants possessing the same professional, mechanical or other skills.

§ 26-311. Local emergency; power of political subdivisions; state agency assistance

A. In addition to the powers granted by other provisions of the law or charter, whenever the mayor of an incorporated city or town or the chairman of the board of supervisors for the unincorporated portion of the county, shall deem that an emergency exists due to fire, conflagration, flood, earthquake, explosion, war, bombing, acts of the enemy or any other natural or man-made calamity or disaster or by reason of threats or occurrences of riots, routs, affrays or other acts of civil disobedience which endanger life or property within the city, or the unincorporated areas of the county, or portion thereof, the mayor or chairman of the board of supervisors, if authorized by ordinance or resolution, may by proclamation declare an emergency or a local emergency to exist.

B. If an emergency is declared pursuant to subsection A, the mayor or the chairman of the board of supervisors shall, during such emergency, govern by proclamation and shall have the authority to impose all necessary regulations to preserve the peace and order of the city, town, or unincorporated areas of the county, including but not limited to:

1. Imposition of curfews in all or portions of the political subdivision.

2. Ordering the closing of any business.

3. Closing to public access any public building, street, or other public place.

4. Calling upon regular or auxiliary law enforcement agencies and organizations within or without the political subdivision for assistance.

5. Notifying the constitutional officers that the county office for which they are responsible may remain open or may close for the emergency.

C. In periods of local emergency, including an emergency declared pursuant to subsection A of this section, political subdivisions have full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements therefor.

D. State agencies may provide mutual aid, including personnel, equipment and other available resources to assist political subdivisions during a local emergency in accordance with emergency plans or at the direction of the governor.

§ 26-312. Authority of executive officers and governing bodies to accept materials or funds

The governor on behalf of the state or the governing body of a political subdivision of this state may accept for purposes of emergency services an offer of the federal government or an agency or officer thereof, or an offer of any person, firm or corporation of services, equipment, supplies, material or funds, whether by gift, grant or loan and may designate an officer of the state or subdivision thereof to receive them on behalf of the state or subdivisions subject to terms, if any, of the offeror.

Liability

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

A. This state and its departments, agencies, boards, commissions and all other political subdivisions are not liable for any claim based upon the exercise or performance, or the failure to exercise or perform, a discretionary function or duty by any emergency worker, excepting wilful misconduct, gross negligence or bad faith of any such emergency worker, in engaging in emergency management activities or performing emergency functions pursuant to this chapter or title 36, chapter 6, article 9.

B. The immunities from liability, exemptions from laws, ordinances and rules, all pensions, relief, disability workers' compensation and other benefits that apply to the activity of officers, agents, employees or emergency workers of this state or of any political subdivision when performing their respective functions within this state or the territorial limits of their respective political subdivisions apply to them to the same degree and extent while engaged in the performance of any of their functions and duties extraterritorially under this chapter or title 36, chapter 6, article 9, excepting wilful misconduct, gross negligence or bad faith.

C. Emergency workers engaging in emergency management activities or emergency functions under this chapter or title 36, chapter 6, article 9, in carrying out, complying with or attempting to comply with any order or rule issued under this chapter, title 36, chapter 6, article 9 or any local ordinance, or performing any of their authorized functions or duties or training for the performance of their authorized functions or duties, shall have the same degree of responsibility for their actions, and enjoy the same immunities and disability workers' compensation benefits as officers, agents and employees of the state and its political subdivisions performing similar work. This state and its departments, agencies, boards and commissions and all other political subdivisions that supervise or control emergency workers engaging in emergency management activities or emergency functions under this chapter or title 36, chapter 6, article 9 are responsible for providing for liability coverage, including legal defense, of an emergency worker if necessary. Coverage is provided if the emergency worker is acting within the course and scope of assigned duties and is engaged in an authorized activity, except for actions of wilful misconduct, gross negligence or bad faith.

D. No other state or its officers, agents, emergency workers or employees rendering aid in this state pursuant to any interstate mutual aid arrangement, agreement or compact are liable on account of any act or omission in good faith on the part of such state or its officers, agents, emergency workers or employees while so engaged, or on account of the maintenance or use of any equipment or supplies in connection with an emergency.

E. The division shall adopt rules prescribing the procedures for registration of emergency workers.

§ 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

A. A person who makes a good faith donation of an apparently wholesome food item or an apparently fit nonfood grocery product to a charitable or nonprofit organization or to any other person is not liable for damages in any civil action for any injury or death due to the condition of the apparently wholesome food item or apparently fit nonfood grocery product unless the injury or death is a direct result of the intentional misconduct or gross negligence of the donor.

B. A person who harvests an apparently wholesome food item and makes a good faith donation of the apparently wholesome food item to a charitable or nonprofit organization or to any other person is entitled to the same exemption from civil liability as prescribed in subsection A.

C. A charitable or nonprofit organization or an officer, employee or volunteer of the organization that in good faith receives and distributes, without charge or any other person who in good faith receives and distributes, without charge, to an immediate family member, a donation of an apparently wholesome food item or an apparently fit nonfood grocery product is not liable for damages in any civil action for any injury or death due to the condition of the apparently wholesome food item or apparently fit nonfood grocery product unless the injury or death is a direct result of the intentional misconduct or gross negligence of the donating person or organization or its officers, employees or volunteer workers.

D. If the owner or manager of property allows a person to glean food on that property for gratuitous distribution by that person or a charitable or nonprofit organization, the owner and manager are not liable for damages in any civil action for the injury or death of the person making the collection unless the injury or death is the direct result of the intentional misconduct or gross negligence of the owner or manager.

E. A person who makes a good faith donation to a charitable or nonprofit organization of a food item or a nonfood grocery product that does not meet all quality and labeling standards imposed by federal, state and local laws and regulations is entitled to the same exemption from civil liability as prescribed in subsection A if the person making the donation informs the charitable or nonprofit organization that the food item or nonfood grocery product does not meet those quality and labeling standards and the organization agrees to recondition the donation to comply with all applicable quality and labeling standards before its distribution.

F. A charitable or nonprofit organization or an officer, employee or volunteer of the organization that in good faith receives and distributes, without charge to the recipient, a donation of a food item or a nonfood grocery product that it knows or has reason to know does not meet all quality and labeling standards imposed by federal, state and local laws and regulations is entitled to the same exemption from civil liability as prescribed in subsection C if the organization or its officers, employees or volunteers recondition the food item or nonfood grocery product in accordance with all applicable quality and labeling standards.

G. The director may enforce the provisions of this section in any manner not specifically prohibited by this article.

H. For the purposes of this section:

1. "Donation" means an item that is given for a fee significantly less than the value of the item or without requiring anything of monetary value from the charitable or nonprofit organization or any other person if the item is ultimately intended for gratuitous distribution.

2. "Fit nonfood grocery product" means a nonfood grocery product that meets all quality and labeling standards imposed by federal, state and local laws and regulations including a product not readily marketable due to any condition such as packaging, appearance, age, surplus or size and includes any household or industrial cleaning product, disposable paper or plastic product, personal hygiene product, cleaning equipment or cooking utensil.

3. "Glean" means to gather or collect an agricultural crop that is donated by an owner or manager of property.

4. "Wholesome food item" means a raw, cooked, processed or prepared edible substance or beverage that is intended for human consumption and that meets all quality and labeling standards imposed by federal, state and local laws and regulations, including food not readily marketable due to any condition such as packaging, appearance, age, freshness, grade, surplus or size.

Intergovernmental Agreements/Mutual Aid

§ 11-952. Intergovernmental agreements and contracts

A. If authorized by their legislative or other governing bodies, two or more public agencies or public procurement units by direct contract or agreement may contract for services or jointly exercise any powers common to the contracting parties and may enter into agreements with one another for joint or cooperative action or may form a separate legal entity, including a nonprofit corporation, to contract for or perform some or all of the services specified in the contract or agreement or exercise those powers jointly held by the contracting parties.

B. Any such contract or agreement shall specify the following:

1. Its duration.

2. Its purpose or purposes.

3. The manner of financing the joint or cooperative undertaking and of establishing and maintaining a budget for the undertaking.

4. The permissible method or methods to be employed in accomplishing the partial or complete termination of the agreement and for disposing of property on such partial or complete termination.

5. If a separate legal entity is formed pursuant to subsection A, the precise organization, composition, title and nature of the entity.

6. Any other necessary and proper matters.

C. No agreement made pursuant to this article shall relieve any public agency of any obligation or responsibility imposed on it by law.

D. Except as provided in subsection E, every agreement or contract involving any public agency or public procurement unit of this state made pursuant to this article, before its execution, shall be submitted to the attorney for each such public agency or public procurement unit, who shall determine whether the agreement is in proper form and is within the powers and authority granted under the laws of this state to such public agency or public procurement unit.

E. A federal department or agency or public agency of another state that is a party to an agreement or contract made pursuant to this article is not required to submit the agreement or contract to the attorney for the department or agency unless required under federal law or the law of the other state.

F. Appropriate action by ordinance or resolution or otherwise pursuant to the laws applicable to the governing bodies of the participating agencies approving or extending the duration of the agreement or contract shall be necessary before any such agreement, contract or extension may be filed or become effective.

G. An agreement or contract may be extended as many times as is desirable, but each extension may not exceed the duration of the previous agreement.

H. Payment for services under this section shall not be made unless pursuant to a fully approved written contract.

I. A person who authorizes payment of any monies in violation of this section is liable for the monies paid plus twenty per cent of such amount and legal interest from the date of payment.

J. Notwithstanding any other provision of law, public agencies may enter into a contract or agreement pursuant to this section with the superior court, justice courts and police courts for related services and facilities of such courts for a term not to exceed ten years, with the approval of such contract or agreement by the presiding judge of the superior court in the county in which the court or courts that provide the facilities or services are located.

§ 26-309. Mutual aid; responsibilities of agencies and officials; agreements; definition

A. The purposes of the provisions of this section are to facilitate the rendering of aid to persons or property in areas within the state stricken by an emergency and to make unnecessary the execution of written agreements in times of emergency. Any emergency plans duly adopted and approved satisfy the requirement for mutual aid agreements.

B. During an emergency, if any county, city, town, private water or wastewater utility or special taxing district requires outside aid, such aid may be rendered in accordance with approved emergency plans and mutual aid agreements.

C. The governor, on behalf of this state, may enter into reciprocal aid agreements or compacts, mutual aid plans or other interstate arrangements for the protection of life and property with other states and the federal government. Such mutual aid arrangements may include the furnishing or exchange on terms and conditions deemed necessary of supplies, equipment, facilities, personnel and services.

D. A county, city, town, private water or wastewater utility or special taxing district may enter into mutual aid agreements with other entities if the other entities provide water or wastewater services. The mutual aid agreements shall address responding to emergencies that affect water and wastewater services and specify how the costs of the responding service provider will be reimbursed by the service provider that requests aid.

E. For the purposes of this section, “special taxing district” means any district formed pursuant to title 48, chapter 6, article 4 or chapter 14, article 1.

APPENDIX 6: TOWN CODE REFERENCE ITEMS

2-3-4 Powers and duties of the mayor

The powers and duties of the mayor shall include the following:

[paragraphs A-D omitted]

E. The mayor may, by proclamation, declare a local emergency to exist due to fire, conflagration, flood, earthquake, explosion, war, bombing or any other natural or manmade calamity or disaster or if there is the threat or occurrence of riot, rout or affray or other acts of civil disobedience which endanger life or property within the town. After declaration of an emergency, the mayor shall govern by proclamation and impose all necessary regulations to preserve the peace and order of the town, including but not limited to:

1. Imposition of a curfew in all or any portion of the town.
2. Ordering the closing of any business.
3. Closing to public access any public building, street or other public place.
4. Calling upon regular or auxiliary law enforcement agencies and organizations within or without the political subdivision for assistance.

[paragraph F omitted]

Section 3-4-4 Emergency purchases; procedure

In case of an emergency which requires immediate purchase of supplies or services and when time is of the essence and applicable state law does not provide otherwise, the mayor shall be empowered to authorize the purchasing director to acquire goods or services without complying with the requirements and procedures in this chapter. A full report of the circumstances of the emergency and the goods or services obtained shall be made to the town council at its next regular meeting.

CHAPTER 14-7. EMERGENCY WATER CONSERVATION RESPONSE

14-7-1 Declaration of policy

It is hereby declared that because of varying conditions related to water resource supply and distribution system capabilities operated by the town, it is necessary to establish and enforce methods and procedures to ensure that in time of emergency shortage of the local water supply, (1) the water resources available to the customers of the water system are put to the maximum beneficial use, (2) the unreasonable use, or unreasonable method of use is prevented, and (3) the conservation of water is accomplished in the interests of the customers of the town water utility, customers of other water utilities located within the town and for the public health, safety, and welfare of the residents of the town.

14-7-2 Definitions

A. In this chapter, unless the context otherwise requires:

1. "Economic hardship" means a threat to an individual's or business' primary source of income.
2. "Notification to the public" means notification through local media, including interviews, and issuance of news releases.
3. "Outdoor watering day" means a specific day, as described in a specific outdoor watering plan, during which irrigation with sprinkler systems or otherwise may take place.

14-7-3 Application

A. This chapter applies to all municipal and industrial water utility customers who own, occupy, or control water used on any premises as defined in this chapter. This chapter shall not apply to any agricultural use of water furnished by an irrigation district.

B. No person shall make, cause, use, or permit the use of water received from the town water utility or any other municipally owned or privately owned water utility providing water service within the town for residential, commercial, industrial, govern-mental or any other purpose in any manner contrary to any provision in this chapter.

C. Mandatory emergency conservation measures shall be implemented based upon the declaration of an emergency pursuant to section 14-7-4.

14-7-4 Declaration of water emergency authorized

The council, or in the absence of a quorum, the mayor or the vice mayor, upon the recommendation of the town manager, is hereby authorized to declare a water emergency and to implement mandatory conservation measures as set forth in this chapter.

14-7-5 Implementation; termination

A. The town manager shall develop guidelines which set forth general criteria to assist the council, or in the absence of a quorum the mayor or the vice mayor, in determining when to declare a water emergency. Upon declaration of a water emergency, the town manager shall report in writing to the council providing the reasons for and expected duration of the emergency and describing implementation of emergency water conservation measures.

B. A water emergency may be declared for a specific water utility system, such as, but not limited to, the town water utility system, the city of Tucson water utility system located within the town, or any other public or private water utility system located within the town, which is unable to provide adequate quantities, qualities or pressure of water delivery in compliance with Arizona department of environmental quality standards or regulations, or fire flow requirements, and which constitutes a danger to the public health, safety and welfare of the residents of that water utility system.

C. The declaration of a water emergency shall be specific to the water utility system which is unable to provide adequate quantities, qualities or pressure of water delivery in compliance with Arizona department of environmental quality standards or regulations, or fire flow requirements, and to the water customers of that water utility system.

D. The owner or operator of a water utility system located within the town boundaries may request, in writing, that the town declare a water emergency pursuant to this chapter for its water utility system, setting forth the reasons and justification for it.

E. The water emergency shall be declared terminated when the condition or conditions giving rise to the water emergency end. The declaration terminating the emergency shall be adopted by the agency with jurisdiction over the emergency, or if none, upon majority vote of the council, or in the absence of a quorum, the mayor or the vice mayor. Upon termination, the mandatory conservation measures shall no longer be in effect.

14-7-6 Mandatory emergency water conservation measures

A. Upon declaration of a water emergency and notification to the public, the mandatory restrictions upon nonessential users set forth in the adopted drought preparedness plan and/or the following restrictions shall be enforced as to the customers of the water utility system for which the water emergency was declared.

1. All outdoor irrigation is prohibited, except for irrigation water provided by an irrigation district for agricultural use. If the town manager deems it appropriate, a schedule designating certain outdoor watering days may be implemented in place of the irrigation ban.
2. Washing of sidewalks, driveways, parking areas, tennis courts, patios, or other paved areas with water, except to alleviate immediate health or safety hazards, is prohibited.
3. The outdoor use of any water-based play apparatus is prohibited.
4. The operation of outdoor misting systems used to cool public areas is prohibited.
5. The filling of swimming pools, fountains, spas, or other related exterior water features is prohibited.
6. The washing of automobiles, trucks trailers and other types of mobile equipment is prohibited, except at facilities equipped with wash water recirculation systems, and for vehicles requiring frequent washing to protect public health, safety and welfare.

14-7-7 Variance

The town manager, or the town manager's designee, is authorized to review hardship cases and special cases within which strict application of this chapter would result in serious hardship to a customer. A variance may be granted only for the reasons involving health, safety, or economic hardship. Application for a variance from requirements of this chapter must be made on a form provided by the town manager.

14-7-8 Violation

A. If there is any violation of this chapter, the water utility for which the emergency was declared shall:

1. Place a written notice of violation on the property where the violation occurred; and
2. Mail a duplicate notice to:
    a. The person who is regularly billed for the service where the violation occurred; and
    b. Any person responsible for the violation, if known to the town or the water utility.

B. The notice of violation shall:

1. Order that the violation be corrected, ceased, or abated within a specified time the town or water utility determines is reasonable under the circumstances, and
2. Contain a description of the fees and penalties associated with the violation.

C. The town or the water utility may disconnect the service where the violation occurred for failure to comply with the order set forth in the notice of violation.

D. Nothing in this section shall conflict with the rules and regulation and approved tariffs of the Arizona corporation commission as they may apply to public service corporations furnishing water service within the town.

14-7-9 Enforcement

The provisions of this chapter shall be enforced by employees of the water utility that serves the property where the violation occurred.

APPENDIX 7: FEDERAL LAW REFERENCE ITEMS

Volunteer Protection Act of 1997 (Public Law 105-19)

42 U.S.C. § 14503(a) - Liability protection for volunteers

Except as provided in subsections (b) and (d) of this section, no volunteer of a nonprofit organization or governmental entity shall be liable for harm caused by an act or omission of the volunteer on behalf of the organization or entity if—

(1) the volunteer was acting within the scope of the volunteer's responsibilities in the nonprofit organization or governmental entity at the time of the act or omission;

(2) if appropriate or required, the volunteer was properly licensed, certified, or authorized by the appropriate authorities for the activities or practice in the State in which the harm occurred, where the activities were or practice was undertaken within the scope of the volunteer's responsibilities in the nonprofit organization or governmental entity;

(3) the harm was not caused by willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights or safety of the individual harmed by the volunteer; and

(4) the harm was not caused by the volunteer operating a motor vehicle, vessel, aircraft, or other vehicle for which the State requires the operator or the owner of the vehicle, craft, or vessel to—

(A) possess an operator's license; or

(B) maintain insurance.

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