City of Phoenix

Meeting Location:
City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona 85003

City of Phoenix

Agenda

Wednesday, September 3, 2025

10:00 AM

City Council Chambers

Public Safety and Justice Subcommittee

Councilman Kevin Robinson, Chair
Councilwoman Betty Guardado
Vice Mayor Ann O'Brien
Councilman Jim Waring

OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

https://phoenixcitycouncil.webex.com/phoenixcitycouncil/onstage/g.php?MTID=e0dee4ca502c150ff8a5cc1e2c42d8533

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2551 383 2626# (for English) or 2551 574 2266# (for Spanish). Press # again when prompted for attendee ID.

- Watch the meeting in-person from the Upper Chambers, Lower Chambers or

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Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2551 574 2266#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2551 574 2266#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

Miembros del público pueden asistir a esta reunión en persona. El acceso físico al lugar de la reunión estará disponible comenzando una hora antes de la reunión.

CALL TO ORDER

CALL TO THE PUBLIC

MINUTES OF MEETINGS

1 **Minutes of the Public Safety and Justice Subcommittee Meeting** Page 6

Attachments

Final PSJ Minutes 6-4-25.pdf

DISCUSSION AND POSSIBLE ACTION (ITEM 2)

2 **Proposed Chapter 11 Amendments and Emergency Operations Plan Update** Page 23

Attachments

Phoenix EOP_2025.pdf
2025-08-27 Ordinance to Update City Code Chapter 11 Emergency Mgmt.pdf

INFORMATION AND DISCUSSION (ITEMS 3-4)

3 **Phoenix Community Safety Plans Update** Page 677

Attachments

Attachment A - ASU CSP Study

4 **Police Department Overtime Use and Management Overview** Page 757

Attachments

Attachment A - Police Total and GF Budget 09032025.pdf
Attachment B - GF Supplementals 09032025.pdf
Attachment C - Use of Sworn Vacancy Savings 09032025.pdf

5 **Phoenix Police Department Recruitment, Hiring and Attrition Update** Page 764

Attachments

09032025 Attachment A - Phoenix Police Department Hiring Recruitment and Attrition Report_.pdf

INFORMATION ONLY (ITEMS 6-7)

6 **Community Assistance Program (CAP) Expansion Implementation Report** Page 786

Attachments

Attachment A Community Assistance Expansion and Implementation Report - September 2025.pdf

7 **Fire Department Staffing and Response Times Update** Page 793

Attachments

090325 Attachment A - PSJ Fire Department Hiring-Staffing Report.pdf

CALL TO THE PUBLIC

FUTURE AGENDA ITEMS

ADJOURN

For further information or reasonable accommodations,please call the City Council Meeting Request line at 602-262-6001. 7-1-1 Friendly.

Persons paid to lobby on behalf of persons or organizations other than themselves must register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have any questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-534-0490.

Members:
Councilman Kevin Robinson, Chair
Councilwoman Betty Guardado
Vice Mayor Ann O'Brien
Councilman Jim Waring

City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 1

Minutes of the Public Safety and Justice Subcommittee Meeting

This item transmits the minutes of the Public Safety and Justice Subcommittee Meeting on June 4, 2025, for review, correction or approval by the Public Safety and Justice Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

The minutes are included for review as **Attachment A**.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the City Manager's Office.

Attachment A

Phoenix City Council
Public Safety and Justice (PSJ) Subcommittee
Summary Minutes
Wednesday, June 4, 2025

City Council Chambers
200 W. Jefferson Street
Phoenix, AZ

Subcommittee Members Present	Subcommittee Members Absent
Councilman Kevin Robinson, Chair	
Vice Mayor Ann O'Brien	
Councilwoman Betty Guardado	
Councilman Jim Waring	

CALL TO ORDER

Chairman Robinson called the Public Safety and Justice Subcommittee (PSJ) to order at 10:02 a.m. with Vice Mayor O'Brien and Councilman Waring present. Councilwoman Guardado attended virtually.

CALL TO THE PUBLIC

None.

MINUTES OF MEETINGS

1. Minutes of the Public Safety and Justice Subcommittee Meeting

Councilman Waring made a motion to approve the minutes of the May 7, 2025, Public Safety and Justice Subcommittee meeting. Vice Mayor O'Brien seconded the motion which passed unanimously, 3-0.

DISCUSSION AND POSSIBLE ACTION

2. General Police Towing Services Procurement Update

Deputy Finance Director Austin Soldano and Police Administrator Court Hood presented on this item.

Mr. Soldano stated the general police towing services is intended to help citizens involved in accidents, assist with towing abandoned vehicles, those left in roadways, and illegally parked, as well as conduct other law enforcement impounds. The Phoenix Police Department (PPD) Vehicle Impoundment Unit houses this program. The Unit was established in 2006 which is supported by funds collected via the City's Towing Program. It currently includes 16 positions that monitor and audit the City's General Police Towing Services agreement. In Fiscal Year (FY) 2023-24, there was a total of

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$488,100 collected from administrative fees and $1,200,000 collected from auction fees for a total of $1,600,000. He recognized although FY 2024-25 has not concluded, total revenue has surpassed the $1.6 million collected the prior year.

Mr. Soldano next showed the precinct boundaries with towing zones. Zone A includes the Black Mountain and Cactus Park Precincts, Zone B includes the Desert Horizon and Mountain View Precincts, Zone C includes the Maryvale-Estrella Precinct, and Zone D includes the South Mountain and Central City Precincts. Further, Mr. Soldano stated the City's current general police towing services agreements are monitored by the PPD Vehicle Impound Unit, and administered by the Finance Department, Central Procurement Division (CPD). There are currently four contracts covering four towing zones, with three vendors total with one vendor overseeing the contract for two zones and two other vendors hold the contracts for one zone each. All contracts are currently set to expire on December 31, 2026.

Mr. Soldano stated the staff recommendation is to proceed with a Request for Proposal to be issued by CPD on behalf of the PPD. The new contracts would be needed before the expiration of the current contracts on December 31, 2026. The term of the new contract would be from January 1, 2027, through December 31, 2031, with five one-year options to extend. He stated the evaluation criteria could include capacity/experience of offeror, cost, and method of approach.

Chairman Robinson asked if the proposed evaluation criteria could include timing to ensure the vendors solicited have a response time of 30 minutes or under.

Mr. Soldano stated the responsiveness and responsibility of all offerors could be evaluated to ensure this criterion is met. The procurement officer over the solicitation has the right to investigate the records of the offerors to gauge experience and ability to meet these services.

Chairman Robinson asked this be included as a criterion during the solicitation.

Vice Mayor O'Brien asked if there are any penalties for lack of on-time performance.

Mr. Soldano stated there is a violation process as a part of contract monitoring.

Mr. Hood noted that there is a $75 penalty currently in place for each timeliness violation.

Vice Mayor O'Brien asked if it is enforced.

Mr. Hood confirmed yes.

Vice Mayor O'Brien asked if the total revenue generated from the fees collected cover the staffing costs in the PPD Vehicle Impound Unit.

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Mr. Hood stated this is currently being evaluated.

Vice Mayor O'Brien asked if this could be looked at before the solicitation.

Mr. Soldano stated this could be evaluated and the results shared before proceeding with the solicitation.

Vice Mayor O'Brien moved to approve the item. Councilman Waring seconded the motion.

INFORMATION AND DISCUSSION

3. Parks Safety Update
Parks and Recreation Director Cynthia Aguilar, Assistant Parks and Recreation Director Marty Whitfield, Deputy Parks and Recreation Director Jarod Rogers, Assistant Police Chief Sean Kennedy, and Office of Homeless Solutions Director Rachel Milne presented on this item.

Ms. Aguilar stated the update includes collaborative efforts from the Parks and Recreation Department to provide safe, clean, and accessible parks.

Mr. Rogers stated the role of park rangers is to educate and enforce the Code of Conduct. There are two different classifications of rangers, Urban Park Rangers and Preserve Park Rangers. Urban Park Rangers patrol urban parks, protect the City's 188 parks, and enforce the code of conduct. On the other hand, Preserve Park Rangers work in mountain preserves, protect the preserves, and enforce the Code of Conduct. In addition to enforcing Code of Conduct violations, rangers also enforce code violations which may include unleashed dogs, unauthorized devices, and loitering. Mr. Rogers added that Rangers lead with enforcement, however they can issue citations and trespass individuals as needed. When an individual is trespassed from a park, their photo is logged and names into the database to track repeat offenders and escalate the situation when needed.

Councilman Waring asked how many acres cover all the 188 parks.

Ms. Aguilar stated this encompasses 10,000 acres of urban park land.

Councilman Waring asked how many rangers are typically on duty at any given time.

Ms. Aguilar stated on a typical day, a full team would include six park rangers, three vehicles with two rangers, and a ranger supervisor.

Councilman Waring expressed concerns over the insufficient staffing, although he recognized the efforts being done to address this through private security. Additionally, Councilman Waring expressed disagreement with the approach of prioritizing education

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in situations where park property is being damaged, stating that he would prefer to see such behavior met with enforcement.

Ms. Aguilar stated vandalism is enforced in all cases.

Mr. Rogers stated if charges are made and a court case is in place, the City could recover costs.

Councilman Waring expressed dissatisfaction with the level of enforcement in cases involving damage to park infrastructure. He requested that this issue be reviewed to ensure the City is recovering costs associated with park damages, as well as a potential ban.

Mr. Rogers continued with the presentation noting the Code of Conduct was passed by the Parks Board in 2021. He stated that signage with more detail on the Code of Conduct is posted across parks which allows park rangers to proceed with more enforcement when there is a violation. Moreover, Mr. Rogers then detailed the roles of each of the Park Ranger classifications. As of 2024, the Urban Park Rangers currently have a total of 44 employees which has grown from the 12 positions the City had in 2019. The Urban Park Ranger Program began operations on September 11, 2023 and is a 24 hour, seven days a week operation.

Mr. Rogers added the Parks and Recreation Department provides quarterly code of conduct reports to the Parks Board which provides weekly totals on education contacts, trespass and orders to leave, and Arizona traffic tickets and complaints for City Code violations.

Councilman Waring asked for an example on each of the enforcements listed.

Mr. Rogers stated the education contacts includes those contacts Park Rangers have had with the individuals to educate, whether they are in violation, or potentially will be, as well as to provide information on park amenities. Trespass and orders to leave are more aggressive violations such as vandalizing or loitering a park or using controlled substances. The citations for City Code violations include after-hours violations such as loitering.

Councilman Waring asked if each trespass resulted in a Police call for service.

Mr. Rogers stated the PPD is contacted when a crime is being committed and may result in a citation and trespass.

Mr. Rogers noted that Code of Conduct enforcement has been refined to extend enforcement all the way to the streets. Additionally, there are new signs around boundaries of fenced parks to communicate the enforcement boundaries to the community, as well as updating field operating procedures to ensure park rangers

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understand how to best use trespass authority. Mr. Rogers stated some of the violations that might result in a one-year trespass from all parks include using, possessing or selling drugs or paraphernalia; aggressive intimidation or harassment; endangering self, or other wildlife; brandishing or discharging firearms; felony acts; and abusing or vandalizing a park.

Vice Mayor O'Brien asked how the possession of weapons, such as knives, is classified within the list of violations.

Mr. Rogers stated this would also be included in the violations and result in a trespass.

Councilman Waring proposed a potential scenario where an individual is pointing a gun at one of the City parks. He asked if this will only result in banning for a year.

Ms. Aguilar stated this is currently how the procedures are written, but increasing the threshold for such crimes could be discussed with the Law Department.

Councilman Waring advocated for a lifetime ban.

Mr. Rogers continued the presentation by providing detail on the Code of Conduct Answering Service which allows residents to report activity in Parks. It is currently being operated 24 hours a day, 7 days a week and calls are handled by a third-party vendor who relays the information to park rangers. From September 1, 2024, to April 30, 2025, the pilot program to execute this service resulted in a total of 836 calls. He indicated the intent is to put out a new request for proposal to add a diagnostic tool and create ticketing system to track calls from receiving end to the outcomes.

Chief Kennedy provided an overview of the Police and Parks and Recreation collaboration. He stated the Parks and Recreation Department has a trespass log which communicates information about individuals who have been trespassed from City parks by Park Rangers which is available to Police officers and can result in immediate enforcement. Police will also notify park rangers of any arrest which occurs on Parks property. Chief Kennedy then provided data on trespassing calls for service and arrests. In 2023, the average calls for service was 39 per month, followed by an average of 45 in 2024. Additionally, Chief Kennedy provided data on the total trespassing arrests and citations in lieu of detention. In 2023, the average was 8 per month, followed by an increase to 10 in 2024. Next, the total violent crime calls for service in 2023 averaged 44 and 46 in 2024. The final data set showed the total number of deceased people calls for services due to overdose, suicide, heat, medical, homicide, or unknow. In 2023, there were a total of 17 deceased individuals, followed by 13 in 2024. In 2025, there has been one death.

Councilman Waring continued to express frustration with the efforts to prohibit individuals who are misusing Parks.

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Councilman Waring asked what the total in park assets is valued at.

Ms. Aguilar stated that information is not available but acknowledged the park and recreation amenities the City of Phoenix has.

Councilman Waring asked how the City has benefited from the security services added to support the park ranger staffing levels.

Ms. Aguilar stated there was an addition of security services at 12 parks, as well as adding third-shift park rangers which has resulted in more surveillance at parks. Security providers were switched in May 2024 which has improved operations by requiring the officers have body worn cameras and more extensive background checks.

Councilman Waring advocated for more strict enforcement to ensure that trespassed individuals do not return.

Mr. Whitfield continued the presentation by providing an update on the Security Services Program. He stated it began in February 2023 and service is provided from 8 p.m. to 10 a.m., which provides some overlap with park ranger shifts. The 12 parks that were selected to take part in this Program were selected based on the number of park ranger visits, code of conduct violations, trespass notices issued, and Council priorities. The current provider has been providing services for over seven years, requires officers wear body cameras, and allows them to take photos of contacts. The scope of work includes conducting foot patrols, education on the Code of Conduct, inspect park amenities, check and lock gates, submit daily reports, and contact Phoenix Police, Fire, or Park Rangers as needed. The Program has seen over 16,800 contacts, and common activity includes loitering after hours, unattended property, vandalism, and maintenance issues. Police assisted 139 times, EMS assisted 27 times, and Park Rangers assisted 151 times.

Councilman Waring asked for the total number of individuals encountered who have experienced drug overdoses at parks.

Ms. Aguilar stated the number was between 30-40.

Ms. Milne stated the Office of Homeless Solutions (OHS) provides support via two dedicated OHS liaisons who are paired with park rangers and maintenance crews. They serve Monday through Friday from 7 a.m. to 4 p.m. and provide outreach to parks where encampments have been reported via PHX CARES and where staff knows there have been encampments. The goals of the liaisons are to connect people to services, conduct personal property assessments, store property, and resolve encampments.

Councilman Waring asked for further clarification on the outcomes of efforts made by groups to provide services to individuals in parks.

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Ms. Aguilar explained that one of the challenges with food distribution is that the food provided may be unhealthy, and it can leave behind remnants, along with individuals who may remain and leave drug paraphernalia. She also noted that providing medical care presents issues, as it can result in biohazard materials being left behind.

Councilman Waring asked if the Parks and Recreation Department has a hazmat unit to pick up remnants from such biohazardous activities.

Ms. Aguilar stated a company is contracted to pick up such biohazardous materials when discovered at parks.

Councilman Waring asked if the parks where the activity takes place is shut down until the company can come and address the biohazard.

Ms. Aguilar stated Parks staff will take immediate measures needed to safe out the area until the material is addressed.

Councilman Waring asked if providing services on City Parks is allowed.

Ms. Aguilar stated there is a reservation process that allows individuals to get a permit to have a feeding event which allows Staff to understand the type of activity, as well as more insight into the time, place, and manner.

Councilman Waring suggested that individuals who have been banned should no longer be eligible to receive a permit.

Mr. Whitfield continued the presentation. He stated in November 2023, the Parks and Recreation Department received $300,00 in American Rescue Plan Act funding which allows the Department to launch the Neighborhood Park Activation Grant Program. Since January 2024, provided the work that has been done for Park Activations. Since January 2024, 47 neighborhood organizations were awarded grants for park activations which has led to 39 Parks have been activated. Recently, temporary mobile security cameras were installed at Cortez, La Pradera, Cesar Chavez, and Perry Parks. The Parks were selected due to ongoing challenges and negative activity. In addition to other features, the cameras allow staff to have remote access via their smartphone. In October 2024, the Phoenix City Council amended City Code to make it unlawful for any person to camp in a park or preserve. Camping in a park or within 500 feet of a park is not permitted. As a result of this amendment, the Parks and Recreation Department had updated and installed camping ordinance signage at 43 parks locations which were selected by OHS, PPD, and Park Rangers based on the frequency of calls for service. Additionally, a new component of the Parks Master Plan that was identified was assessing crime through Crime Prevention Through Environmental Design (CPTED). The scope of CPTED includes assessing 29 parks with aged infrastructure to develop recommendation to improve park environments, improve safety, and ultimately prevent crime.

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Ms. Aguilar stated next steps for continued parks safety efforts includes commitment to park safety and ongoing work with Law Department which includes the evaluation of Code of Conduct and City ordinances, which includes feeding and medical care on park property, as well as stricter enforcement following trespasses. The Law Department is looking to see if ordinances can be enhanced or clarified and can include options for penalties, including graduated penalties. Staff intends on returning to Council in Fall 2025 to provide some of the recommendations.

Councilman Waring suggested pursuing restitution from individuals who have damaged park infrastructure, even in cases where prosecution does not occur.

Ms. Aguilar stated this will be discussed with the Law Department.

Lastly, Ms. Aguilar concluded by noting that park activations will continue to deter negative activity. She added that due to the increase in the City's Transaction Privilege Tax, the Parks and Preserve Initiative Fund will see an increase anywhere from $7-$9 million in the next four years. With that increase, additional park rangers and security personnel may be hired.

Councilwoman Guardado asked if the Parks and Recreation has conducted an analysis to determine the number of Parks Rangers that would be needed to support activity at Parks.

Ms. Aguilar stated a team of rangers of 12 would be ideal as it would provide two additional rangers per shift. The estimated cost would be $1.5-1.8 million, not including first-year and ongoing costs. Additionally, as the team grows, she noted it will be important to have additional personnel to oversee the Parks Rangers. She stated there are currently 104 Park Rangers and 44 of those are on the Urban Team with the rest in the preserves. Ms. Aguilar stated aside from one other municipality, the City of Phoenix has the most park rangers.

Councilwoman Guardado asked that this analysis be conducted to better understand staffing needs. She also advocated for additional camera monitoring at Parks as she has seen improvements as some of the Parks that have previously had cameras to address activity.

Ms. Aguilar acknowledge the cameras have been helpful. She stated the Parks Department is working to look at how long-term cameras can be added and tied to the City's network so that monitoring can be accessed by Parks staff, as well as the Police Department's Real Time Operations Center (RTOC).

Councilwoman Guardado asked how feasible it would be to add cameras that would be connected to the RTOC.

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Chief Kennedy confirmed it is possible to do so as long as the cameras are compatible with the Milestone Platform used at the RTOC.

Councilwoman Guardado asked staff to look into this.

Councilwoman Guardado asked how frequently individuals are trespassed before PPD is contacted.

Mr. Rogers stated the data would need to be pulled to determine how frequently it occurs.

Councilwoman Guardado inquired whether the PPD has the authority to issue trespass orders in cases involving illegal activities.

Chief Kennedy confirmed and stated this is done in collaboration with the Parks Department Park Rangers since the trespassing log is maintained by Parks.

Councilwoman Guardado asked if the Parks Department Park Rangers needs to be consulted with prior to someone being trespassed, even if the crime is observed by officers.

Chief Kennedy stated that if a crime is observed, PPD will act and arrest, and let Parks know that an arrest has been made. The Parks Department will then advise on what the trespass length needs to be.

Councilwoman Guardado asked the total damages to Park infrastructure be shared.

Councilman Waring asked whether security personnel are also responsible for advising individuals to clean up after themselves as part of their job duties.

Ms. Aguilar confirmed there has been less trash and vandalism since security is able to enforce this.

Councilman Waring acknowledged that cameras are effective, but that they will not replace having more park rangers and security.

Tony Bradley described various experiences of drug users at City Parks and advocated for something to be done to address this.

Ginnie Ann Sumner expressed support the expanded use of security personnel and expressed appreciation for the willingness of the Parks Department in working with neighborhood associations.

Vice Mayor O’Brien requested that the staffing analysis be carried out in a manner that effectively addresses the City’s park ranger staffing needs. She asked what the current vacancy rate is for park ranger positions.

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Ms. Aguilar noted it fluctuates but she estimated the urban park ranger team currently has a third vacancy.

Vice Mayor asked if there are vacancies in the security contract.

Ms. Aguilar stated that the contract requires a certain number of personnel to be on duty at all times, and this requirement is currently being met.

Vice Mayor O'Brien asked whether security services could be expanded to cover daytime hours to ensure adequate personnel during periods when the City is short of park rangers. Additionally, she suggested implementing longer trespass bans for individuals who abuse park properties and pursuing restitution. Vice Mayor O'Brien asked if enforcement against trespassing by individuals carrying weapons or using drug paraphernalia has become more stringent compared to four years ago.

Ms. Aguilar explained that the current internal operating procedures allow for up to one year, but this is being revised to make a one-year trespass ban automatic for all City Parks, eliminating any subjectivity. Additionally, parks staff are collaborating with the Law Department to identify other areas where the trespassing threshold can be increased.

Vice Mayor O'Brien asked if direction has been given to park rangers to enforce the one-year trespass.

Ms. Aguilar confirmed it has been communicated to park rangers, and this is being enforced.

Vice Mayor asked if the code of conduct phone number was shared with the community.

Ms. Aguilar stated this was promoted on social media, shared with Neighborhood Services Department, and several Council Offices.

Vice Mayor O'Brien asked if the phone number is posted at Parks.

Ms. Aguilar confirmed.

Councilman Waring requested that Parks and Recreation staff actively enforce misconduct in the parks, ensuring that inappropriate behavior is not tolerated.

4. Trails and Heat Safety Program
Parks and Recreation Director Cynthia Aguilar, Assistant Parks and Recreation Director Brandie Barrett, Deputy Parks and Recreation Director Jarod Rogers, and Assistant Fire Chief Mark Gonzales presented on this item.

Ms. Barrett stated the Parks and Recreation Department is committed to building healthy communities through parks, programs, and partnerships. She added the

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Department, and the Phoenix Fire Department have a long standing partnership to ensure the mission extends to the mountain parks and preserves.

Mr. Rogers stated the preserve system has a total of 41,000 acres of mountain parks and preserves, as well as over 200 miles of trails. He noted living in a desert climate heat has continued to present challenges for over a decade which impacts trail users and first responders. Under the Phoenix City Charter, Chapter 23 establishes the roles of the Parks and Recreation Board, and through City Code, Chapter two, Article 16, the Board is specified as appropriate authority to take action to implement policies that modify hours for trails and park sites for safety reasons. Currently, the Trails Heat Safety Program details that trails are restricted from 8 a.m. to 5 p.m. on any day the National Weather Service issues an extreme heat warnings at Camelback Mountain, Piestewa Peak Summit Trail, and select trails at South Mountain. The selected trails were identified to be difficult to extremely difficult, as well as rescue to be very complex.

Chief Gonzales described a video showcasing a mountain rescue which is a long operation and showcases the reasons trail restrictions are in place. He stated these incidents are typically complex and require multiple units, often long in durations when compared to other calls for service, and patient care and safety are the priority. Chief Gonzalez presented a chart displaying mountain rescue data from May through September from 2021-2024. He noted there was a decrease at Camelback Mountain and Piestewa Peak in 2021 when the Heat Safety Program was implemented. However, there was an increase in mountain rescues at South Mountain which justified the request to expand the program. Next, he presented another chart comparing mountain rescues by temperature for each mountain, noting instances where multiple rescues occurred on the same day at the same location, often handled by the same fire crew. He also addressed the misconception that mountain rescues primarily involve out-of-town visitors, revealing that 70 percent (469) of rescues over the entire year were from Arizona residents, while 30 percent (201) were from out of town. During the May to September period, 69 percent (198) were local residents and 31 percent (91) were visitors. Further analysis showed that only one percent of Arizona-based patients came from outside the Phoenix Metropolitan Area throughout the year and during the summer months. Additionally, Chief Gonzales provided a breakdown of the types of emergencies encountered during mountain rescues.

Chairman Robinson asked what would be required to successfully complete a mountain rescue.

Chief Gonzales stated there would be around eight units sent to address the rescue. If there are multiple patients, the total resources would increase. During the heat season, this would also be increased for secondary protection to Fire staff as well.

Chairman Robinson stated that such efforts remove personnel and equipment from normal operations which may in turn result in increased response times.

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Mr. Rogers provided next steps includes continuing efforts in volunteerism and utilizing technology. Additionally, he stated the partnership with the Office of Heat Response and Mitigation allows park stewards to be trained how to best conduct summer outreach at trailheads. The Parks and Recreation Department is looking at research technology to use real time closure data to ensure people are aware the trail is closed, as well as improving maps. Additionally, there is an opportunity to update the marketing and informational campaign of the “Take a Hike. Do it Right.” Campaign which could emphasize the risks and better prepare hikers on the complexities of trails.

Vice Mayor O’Brien expressed appreciation for the efforts to take a data-driven approach to address the safety needs of residents and first responders.

5. Electric Bicycles (E-Bike), Electric Scooter (E-Scooter) and Motor-Driven Cycle (E-Cycle) Safety

Police Commander Leif Meyers presented on this item.

Commander Leif began by defining the electric bicycles (E-Bikes) which is a bicycle or tricycle that is equipped with fully operable pedals and an electric motor under 750 watts, meeting the criteria of one of three classes: 1, 2,3. A Class 1 bike is equipped with fully functioning pedals and motor and provides pedal assist, with a maximum assisted speed of 20 Miles Per Hour (MPH). Class 2 includes all features of Class 1 but also has a throttle. Class 3 is an enhanced version of Class 1, allowing riders to reach speeds up to 28 MPH. E-Bikes do not require license, registration, or insurance. According to Arizona Revised Statute Title 28, they are not classified as vehicles and Driving Under the Influence laws do not apply to E-Bike riders. Enforcement falls under Phoenix City Code 36-504, which prohibits E-Bikes on sidewalks. Additionally, per Phoenix City Code 36-510, the minimum age to operate an E-Bike is 16 years old.

Additionally, Commander Leif defined an Electric Stand-Up Scooter (E-Scooter) as a device weighing less than 75 pounds, powered by human effort, an electric motor, or both, featuring two or three wheels, handlebars, and a maximum speed of 20 MPH. He explained that E-Scooters are regulated similarly to E-Bikes and must be equipped with a white light and red reflector when operated at night. Enforcement is governed by Phoenix City Code 36-304, which prohibits E-Scooters on sidewalks. Furthermore, Phoenix City Code 36-308 sets the minimum age for operating an E-Scooter at 16 years old.

The final category includes motor-driven cycles and pocket bikes (E-Cycles), which are classified as motorcycles. These vehicles are equipped with fixed posts and do not have pedals. Commander Leif explained that when operated on private property, E-Cycles do not require a license; however, laws regarding DUI, accidents, and reckless driving still apply. On public roadways, both the cycles and their operators must meet all motorcycle requirements, including registration, insurance, eye protection, and a driver’s license with an “M” endorsement. Helmets are mandatory for riders under 18 years old.

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Enforcement is carried out under Phoenix City Code 28-904, which prohibits E-Cycles on sidewalks. Phoenix City Code 28-3151A establishes the motorcycle license requirement, and Phoenix City Code 28-964.A mandates eye protection and helmets for riders under 18.

Councilman Waring asked how many citations are being issued for violations relating to inappropriate use of the aforementioned bicycles.

Commander Leif stated the PPD is educating more than enforcing, unless there is a crime suppression focuses.

Councilman Waring asked if there have been any fatalities.

Commander Leif stated there has been one fatality which occurred between a E-Bike and E-Scooter which collided.

Chairman Robinson asked when the educational contacts will stop, and enforcement will occur.

Commander Leif stated there is a 30 to 45 day educational campaign which seeks to prioritize education and outreach prior to enforcement. This 45-day campaign will be supported by social media, signage, and community and school focused educational efforts.

Vice Mayor O'Brien asked if any of the bicycles can be confiscated if they are in violation of the law.

Commander Leif stated the motor-driven cycles are required to have insurance, and if they do not, they will be impounded.

Vice Mayor O'Brien asked this information to be shared with school districts to ensure broad communication.

Jeff Rosen commented on an ongoing issue at Stonecreek Golf Club involving E-Bikes. He advocated for enforcement versus education.

Chairman Robinson asked the information presented be shared to all Council Offices.

6. Phoenix Police Department MOU with Department of Public Safety for Critical Incidents

Assistant Police Chief Ed DeCastro presented on this item.

Chief DeCastro stated if there is a critical incident, which may include an officer involved shooting, in-custody death, and any other incident at the Chief's discretion, the investigation is handled internally by PPD. Under ARS 41-1762, which is effective June 30, 2025, all Police agencies would be required to use an independent agency for

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critical force incidents. The PPD has chosen to have the Arizona Department of Public Safety (ASDPS) to perform the investigations. As a result, the AZDPS will be allotted funding to create the Major Incident Division to perform the aforementioned tasks for any agency in the State. If a critical incident occurs, AZDPS will be notified of the incident with assistance of a PPD Homicide Supervisor liaison to assist with collecting information. Additionally, AZDPS will work with the City's Victims Advocate Division. The PPD will also have discretion to release information for any emerging urgent purpose. AZDPS will honor PPD's Critical Incident Briefing video protocols, as well as Professional Standards Bureau investigations. Any disputes or disagreements over the investigations will be handled by agency chiefs.

Chairman Robinson acknowledged the importance of including a provision that allows the City to release information for emerging or urgent purposes when necessary, particularly in response to community requests.

Chairman Robinson asked how AZDPS has been preparing for the transition.

Chief DeCastro stated AZDPS has been shadowing at all critical incident scenes for the last seven months to observe processes and procedures, as well as meeting personnel.

7. Phoenix Police Department Recruitment, Hiring, and Attrition Update
Police Commander Sara Garza presented on this item.

Commander Garza presented on the total recruit applications which she noted has doubled since June 2024. Based on current data, the PPD is on track to surpass last year's total female recruit applicants. Additionally, there has been an increase in the total of laterals and reinstatement applicants which are those that have transferred to the PPD. Notably, the recruit class totals have seen an increase when compared to 2024 with Class 3 of 2025 containing 46 recruits which is record setting when compared to the past five years. Commander Garza noted the PDD is adding an eighth academy class, which will result in an increase of the number of recruits being trained each year by estimated 40 recruits.

Moreover, Commander Garza shared the success the recruits have had with the Success with Effort and Training (SWET) Program which prepares them to pass the Peace Officer Physical Aptitude Test (POPAT). She stated the PPD has not had any recruit fail the POPAT and she stated it is attributed to the SWET Program.

Commander Garza provided insight into Senate Bill 1287 which goes into effect in 2026 and is intended to assist with attrition for officers that need to take time off to help their family and come back when they are finished taking care of their family. Commander Garza expressed appreciation for various stakeholders for their support.

Vice Mayor O'Brien also expressed appreciation for the efforts of Commander Garza and former Deputy Chief Osborne for bringing the matter to the attention of the City

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Council. She also expressed appreciation for Senator David Gowan for sponsoring the Bill and Governor Hobbs for signing the Bill.

Commander Garza shared the Police and Fire Career Experience event resulted in 29 police applicants and 16 police communications operators applied onsite.

Vice Mayor O'Brien asked if there are any barriers to lateral or reinstatement hires.

Commander Garza stated they are required to go through the Academy, and any other specific City of Phoenix trainings.

Vice Mayor O'Brien asked what the process is when off boarding individuals who choose not to finish the academy.

Commander Garza stated there are exit interviews which seek to determine why the individuals chose not to finish off the Academy. She added this is sometimes due to injury.

Vice Mayor O'Brien asked if there have been any changes to the Academy that have assisted in an increase in making candidates more successful.

Commander Garza stated there has been a focus on mental resiliency, emotional regulation, and mindfulness to allow them to be successful during the Academy and throughout their entire career with the PPD. The preparation during the Academy has prepared more recent recruits to go out into the field.

Vice Mayor O'Brien asked if data on Academy success rate is being collected to compare with previous years.

Commander Garza stated there is a four percent increase in Academy success rate and that it is being tracked.

Councilwoman Guardado expressed appreciation for recruitment efforts.

Chairman Robinson recognized the importance of the career development that takes place during the Academy and expressed appreciation for efforts to enhance and strengthen the Academy experience.

INFORMATION ONLY

8. Community Assistance Program (CAP) Expansion Implementation Report
Information only. No councilmember requested additional information.

9. Phoenix Fire Department Staffing and Response Times Update
Information only. No councilmember requested additional information.

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Orla Bobo advocated for additional funding towards the Phoenix Fire Department to assist with response times.

CALL TO THE PUBLIC
None.

FUTURE AGENDA ITEMS
None.

ADJOURNMENT
Chairman Robinson adjourned the meeting at 12:35 p.m.

Respectfully submitted,

Destiny Dominguez
Management Fellow

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City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 2

Proposed Chapter 11 Amendments and Emergency Operations Plan Update

Requests that the Public Safety and Justice Subcommittee recommend City Council adoption of the 2025 City of Phoenix Emergency Operations Plan and authorize an amendment to City Code Chapter 11 to align with the 2025 City of Phoenix Emergency Operations Plan.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

To ensure consistency with state and federal guidance, the City of Phoenix Comprehensive Emergency Management Program is designed around multiple frameworks, including the National Response Framework, National Incident Management System (NIMS), Arizona State Emergency Response and Recovery Plan (SERRP), Maricopa County Emergency Operations Plan, Arizona Revised Statues Title 26, Chapter 2, and Phoenix City Code Chapter 11. This program must include defined time frames for plan updates.

While regulatory guidance does not mandate a specific update timeline, the City's Emergency Management Program establishes that major revisions to the Emergency Operations Plan (EOP) occur every five years, with an internal review occurring annually. The last major revision was approved by City Council in 2018, placing the City past the stated revision cycle.

As part of the 2025 EOP update, the City conducted a comprehensive plan review in collaboration with all departments assigned roles and responsibilities under the EOP. The revised plan will align with current federal and state best practices, including the National Incident Management System (NIMS), updated to the Third Edition in 2017, and FEMA's Comprehensive Preparedness Guide (CPG 101), Version 3.1, released in 2025. The update will also integrate newly established City departments, including the Office of Public Health, the Office of Heat Response and Mitigation, the Office of Homeless Solutions, and the Community Assistance Program, to ensure a more inclusive and coordinated response framework.

In addition to the EOP updates, City Code Chapter 11 revisions are being proposed to

better align with the City Charter and state statute. These changes include renaming the Office of Homeland Security and Emergency Management to the Office of Emergency Management to reflect its current functions more accurately. Additional updates include adding a clarifying definition for “Great Emergency” that is the same as "Local Emergency," as that term is defined in A.R.S. § 26-301. The revisions also add definitions for the position of Director for the Office of Emergency Management as designated by the City Manager, and for the position of Emergency Management Coordinator, defining those roles in accordance with the responsibilities outlined in the EOP. Because the varying nature of an emergency may require flexibility in the position of Director of the Emergency Operations Center, the provision requiring that the City Manager assign the Director of the Emergency Operations Center was removed. There are no substantive changes to the Mayor, Council, or the City Manager’s Chapter 11 authorities.

These updates aim to strengthen the City’s emergency preparedness, ensure compliance with legal agreements, and promote equitable service delivery for the entire community.

Attachment A encompasses updates and changes to the City of Phoenix EOP, and **Attachment B** includes proposed revisions to Phoenix City Code Chapter 11.

Financial Impact

The Office of Emergency Management continues coordinating and collaborating with City departments on mitigation, preparedness, prevention, response, and recovery efforts. Funding for efforts implemented to address emergency operation strategies must be addressed in each department’s specified budget.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the Fire Department.

City of Phoenix

Emergency Operations Plan



2023~~3~~5

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Executive Summary

As the City of Phoenix continues to grow at a nation-leading rate, the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) recognizes the increasing urgency to strengthen the resilience of the City's vibrant and diverse communities. Cultivating sustainable resilience is undoubtedly a complex and challenging endeavor, but it begins relatively simply with the ability to provide a coordinated response and recovery effort in the event of a major disaster or incident. To this end, O~~HS~~EM has developed a comprehensive City of Phoenix Emergency Operations Plan (EOP) that addresses the City's hazard and threat environment, including natural, technological, and human-caused emergencies or disasters. This EOP not only supports O~~HS~~EM's commitment to a secure and resilient city that empowers the Whole Community, but it also complies with Phoenix City Code Chapter 11 – Office of Emergency Management, which ~~, Section 11-5 and~~ serves as a guiding document for nearly all the City's emergency management activities.

The creation of this EOP was based on a Whole Community planning approach in support of the belief that it takes all aspects of the C~~c~~ity to effectively prepare for, protect against, respond to, recover from, and mitigate against disasters. The inclusion of a wide range of community partners and stakeholders was critical to ensure the diverse needs of the C~~c~~ity were accurately reflected within the plan. Key community partners, including those with disabilities, and others with access and functional needs, shared critical insight for the development of the plan and will continue to be involved in the plan's maintenance process.

The inclusive approach applied during the planning of the EOP also carried over into the writing of the plan. The EOP was built upon a collection of fundamental emergency management concepts outlined in the National Incident Management System (NIMS), the Incident Command System (ICS), and the National Response Framework (NRF) to provide dependable guidance needed during an incident. Yet, the plan was written in a clear and concise manner to ensure all intended users, regardless of their level of emergency management training, would be able to easily navigate its contents and not be intimidated or confused by its concepts.

In terms of its structure and format, the EOP is consistent with the best practices and industry standards identified in FEMA's Comprehensive Preparedness Guide (CPG) 101. The EOP also aligns with the emergency response frameworks utilized by the Maricopa County Department of Emergency Management (MCDEM) and the Arizona Department of Emergency and Military Affairs (DEMA). The EOP consists of a Basic Plan and three groups of annexes in the following order:

1. The Basic Plan
2. Emergency Support Function (ESF) Annexes
3. Support Annexes
4. Incident Annexes

The Basic Plan is the first section and cornerstone of the EOP. As such, it contains all the foundational components of the plan, including the plan's purpose, scope, planning assumptions, and a brief situational overview of the city. In addition to these introductory components, the Basic Plan describes a handful of fundamental emergency management principles and practices that provide the basis for the actions outlined throughout the EOP. The Basic Plan is followed by 15 ESF Annexes that divide emergency response and recovery activities by specific tasks, capabilities, and resources. The use of ESFs allows the city to be more efficient with its resources by providing it the ability to scale emergency activities to only meet the specific needs of each incident. Although the focus areas for each of the 15 ESF Annexes are unique, the annexes share a common format which includes a description of the ESF's purpose, its core capabilities, an assignment of responsibilities, and a maintenance plan for revising and updating the annex. Table 1 below shows the number and title of the 15 ESF Annexes.

ESF 1: Transportation	ESF 2: Communications	ESF 3: Public Works & Engineering
ESF 4: Firefighting	ESF 5: ~~Emergency Management~~Information and Planning	ESF 6: Mass Care
ESF 7: Logistics	ESF 8: Public Health & Medical Services	ESF 9: Search & Rescue
ESF 10: Oil & Hazardous Materials Response	ESF 11: Agriculture & Natural Resources	ESF 12: Energy
ESF 13: Public Safety & Security	ESF 14: Long-term Community Recovery	ESF 15: External Affairs

Table 1: ESF Number and Title

Nearly identical in format to the ESF Annexes, the Support Annexes compose the third section of the EOP. The Support Annexes were developed to address a handful of vital functions that do not readily fit within the scope of the ESF Annexes. Unlike the Incident Annexes, the actions outlined in the Support Annexes are not reserved for specific incidents and can be utilized more broadly. The following is a list of the five Support Annexes:

- Damage Assessment Support Annex
- Emergency Public Warning Support Annex
- Population Protection Support Annex
- Sheltering Support Annex
- Volunteer Management Support Annex
-

The fourth and final section of the EOP consist of the incident specific annexes. As an all-hazards plan, the EOP was designed to provide a framework necessary to respond to any major disaster or incident the City of Phoenix may encounter. However, due to the unique considerations that some hazards present, the planning team developed a collection of 13 incident-specific annexes. These annexes were identified based on comprehensive risk evaluations, including the information and data collected as part of the Threat and Hazard Identification and Risk Assessment (THIRA) and the Maricopa County Multi-Jurisdictional Hazard Mitigation Plan (MCMJHMP). The team also incorporated insights from actual emergencies that have affected the community, ensuring the annexes reflect both theoretical risk assessments and practical experience. ~~However, due to the unique considerations that some hazards present, the planning team developed a collection of 13 incident specific annexes based on the City's most recent Threat and Hazard Identification and Risk Assessment (THIRA).~~ As with the other annexes, the Incident Annexes follow the same format in terms of its structure to maintain consistency throughout the EOP. The following is a list of the 13 Incident Annexes:

- Air Quality Incident
- Civil Disturbances Incident
- Common Carrier ~~Accidents~~Incident
- Cyber Incident
- Electrical Power Outages Incident
- Excessive Heat Emergencies Incident
- Fire and Explosions Incident
- Mass Fatality Incident
- Palo Verde Generating Station (PVGS) Incident
- Pandemic ~~or~~ and High Consequence Infectious Disease (HCID) Incident
- Severe Weather and Floods Incident Annex
- Sky Harbor Incident
- Terrorism and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incident

As with any plan, the City of Phoenix EOP will only live up to its potential when it is treated as a living document that is constantly reviewed, revised, and updated. Frequent discussion of the plan and application of its contents during training exercises and actual incidents will not only help improve user's familiarity of the plan but also fluency of emergency management principles and practices. All this in turn will strengthen the resilience of our growing city and prepare us to face any emergency that may come our way!

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Letter of Promulgation

In the event of a natural or man-made disaster within the City of Phoenix, municipal government must be prepared to implement plans and procedures to protect lives and property. This plan shall be known as City of Phoenix Emergency Operations Plan.

This plan serves also to support the State of Arizona Emergency Response and Recovery Plan (SERRP) and the Maricopa County Emergency Operations Plan (EOP). It was developed in accordance with Arizona Revised Statutes, Title 26, Chapter 2. This plan replaces and supersedes all previously published copies of the Emergency Operations Plan and Major Emergency Response and Recovery Plan.

The purpose of this plan is to provide direction and guidance to City of Phoenix departments and outside supporting agencies. It serves as a directive to City of Phoenix departments to prepare for and execute assigned emergency tasks to ensure maximum survivability of the population and to minimize property damage in the event of a disaster. It is applicable to all elements of the City of Phoenix government and the private sector engaged in or acting in support of emergency operations.

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Date **Mayor**

_____

City Clerk

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Approval and Implementation

This is the City of Phoenix Emergency Operations Plan. This plan is the framework for emergency responders, City departments, and supporting agencies to effectively coordinate and collaborate, before, during, and after a disaster, to provide a comprehensive response to all emergencies.

The Mayor and City Council authorize the Emergency Management Director, as directed by the City Manager, to make changes and updates to this plan that do not materially affect the overall planning approach and do not radically change responsibilities of senior city officials or city departments. Changes will be recorded in the record of changes.

This plan is published in support of the National Response Framework, Arizona State Emergency Response and Recovery Plan (SERRP), Maricopa County Emergency Operations Plan, and is in accordance with Arizona Revised Statutes, Title 26, Chapter 2, and Phoenix City Code Chapter 11. This plan supersedes all previously published copies of the City of Phoenix Emergency Operations Plan.

A copy of this plan has been filed in the Office of the City Clerk of City of Phoenix, under the provisions of Arizona Revised Statutes, section 26-307(B)Arizona Revised Statutes, Section 26-307B.

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Date **Mayor**

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City Clerk

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Record of Changes

All updates and revisions to the City of Emergency Operations Plan (EOP) must be documented. Any updates or revisions to the Basic Plan will be recorded below.

Table 1: Record of Changes to the EOP

Date	Section/Page	Description of Change	Changed By
August, 2025	Whole Plan	Complete review of the entire plan to include adding new City Departments and their functions. Updates are consistent with latest Federal and State guidance.	Rudy Perez

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Record of Plan Distribution

The City of Phoenix Office of Homeland Security and Emergency Management (OHSEM) will maintain the Master Emergency Operations Plan (EOP) in an electronic format as well as a hardcopy at Phoenix City Hall (PCH) and in the Emergency Operations Center (EOC).

All city departments, city leadership, and council offices, as well as EOP-identified external strategic partners, will receive a copy of the approved EOP. The primary method of EOP distribution is electronic. The secondary method of distribution is by controlled printed copy. Copies of the Basic Plan can be made available to the public upon request; these copies will not include call-down lists, standard operating procedures (SOPs), or any other sensitive information that may compromise the security of the City.

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Acronym List

Acronym	Definition
AAA	Area Agencies on Aging
AAR/IP	After Action Report / Improvement Plan
ADA	American Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADHS	Arizona Department of Health Services
ADOT	Arizona Department of Transportation
AEP	Airport Emergency Plan
AEOC	Airport Emergency Operations Center
AHCCCS	Arizona Health Care Cost Containment System
AHS	Arizona Humane Society
ANG	Arizona National Guard
APS	Arizona Public Service
AR	Administrative Regulation
ARC	American Red Cross
A.R.S.	Arizona Revised Statutes
ASL	American Sign Language
ACTIC	Arizona Counter Terrorism Information Center
AVN	Aviation Department
AVCOM	Aviation Command
AZEIN	Arizona Emergency Information Network
AZHAN	Arizona Health Alert Network
AZMAC	Arizona Mutual Aid Compact
B&R	Budget and Research Department
BOCC	Bus Operations Control Center
CAC	Community Assistance Center
CAP	Community Assistance Program
CART	Communications Access Real-Time Translation
CBP	Customs and Border Protection (
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosives
CDC	Centers for Disease Control
CDBG	Community Development Block Grants
CEDD	Community and Economic Development Department
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CIKR	Critical Infrastructure and Key Resources
CMS	Consumable Medical Supplies
CMO	City Mangers Office
COG	Continuity of Government
CO	Carbon Monoxide
COM	Communications Office
COOP	Continuity of Operations Plan
COPS	Citizens Offering Police Support

CPG	Comprehensive Planning Guide
CSBG	Community Services Block Grant dollars
DAFN	Disabilities and Access Functional Needs
DEMA	Department of Emergency and Military Affairs
DHS	Department of Homeland Security
DME	Durable Medical Equipment
DOJ	Department of Justice
DPS	Department of Public Safety
DRC	Disaster Recovery Centers
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EAP	Emergency Action Plan
EAS	Emergency Alert System
EEI	Essential Elements of Information
EFAP	Emergency Fuel Allocation Plan
EHS	Extremely Hazardous Substances
EMS	Emergency Medical Services
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOD	Equal Opportunity Department
EOP	Emergency Operation Plan
EPA	Environmental Protection Agency
EPI	Emergency Public Information
EPCRA	Emergency Planning and Community Right-to-Know Act
EPZ	Emergency Planning Zone
ESF	Emergency Support Function
FAC	Family Assistance Center
FBI	Federal Bureau of Investigation
FCDMC	Flood Control District of Maricopa County
FEMA	Federal Emergency Management Agency
FIN	Finance Department
FMO	Fire Management Office
FNSS	Functional Needs Support Services
FRC	Family Reunification Center
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HCID	High-Consequence Infectious Diseases
HHS	Health and Human Services
HOU	Housing Department
HPA	High Pollution Advisories
HRD	Human Resource Department
HSD	Human Services Department
HSPD	Homeland Security Presidential Directives
HUD	Housing and Urban Development
IAP	Incident Action Plan
IC	Incident Command

ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IDLH	Immediately Dangerous to Life and Health
IMT	Incident Management Team
IPZ	Ingestion Exposure Pathway Emergency Planning Zone
ITS	Information Technology Services Department
JIC	Joint Information Center
JIS	Joint Information System
LAW	Law Department
LIB	Library Department
LDRM	Local Disaster Recovery Manager
LEPC	Local Emergency Planning Committee
LTRG	Long-Term Recovery Group
LWP	Local Warning Point
MAG	Maricopa Association of Governments
MCACC	Maricopa County Animal Care and Control
MCAQD	Maricopa County Air Quality Department
MCCOAD	Maricopa County Community Organizations Active in Disaster
MCDEM	Maricopa County Department of Emergency Management
MCDOT	Maricopa County Department of Transportation
MCDPH	Maricopa County Department of Public Health
MCESD	Maricopa County Environmental Services Department
MCMJHMP	Maricopa County Multi-Jurisdictional Hazard Mitigation Plan
MCSO	Maricopa County Sheriff's Office
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
NDMS	National Disaster Medical System
NIMS	National Incident Management System
NOAA	National Oceanographic and Atmospheric Administration
NO_2	Nitrogen Dioxide
NPI	Nonpharmaceutical Interventions
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NSD	Neighborhood Services Department
NTSB	National Transportation Safety Board
NWR	National Weather Service All Hazards Radio
NWS	National Weather Service
OAC	Office of Arts and Culture
OCC	Operation Control Center
OEP	Office of Environmental Programs
OEM	Office of Emergency Management
OHRM	Office of Heat Response and Mitigation
OHS	Office of Homeless Solutions
OME	Office of the Medical Examiner

OPH	Office of Public Health
PCC	Phoenix Convention Center
PDA	Preliminary Damage Assessment
PDD	Planning and Development Department
PETS	Pets Evacuation and Transportation Standards Act
PFD	Phoenix Fire Department
PIO	Public Information Officer
PM	Particulate Matter
POD	Points of Distribution
PPD	Phoenix Police Department
PRD	Parks and Recreation Department
PSAP	Public Safety Answering Point
PTD	Public Transit Department
PVGS	Palo Verde Generating Station
PWD	Public Works Department
RBHA	Regional Behavioral Health Agency
ROC	Recovery Operation Center
RSF	Recovery Support Function
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SERRP	State Emergency Response and Recovery Plan
SITREP	Situation Report
SME	Subject Matter Expert
SNS	Strategic National Stockpile
SO_2	Sulfur Dioxide
SOP	Standard Operating Procedures
SOSC	State On-Scene Coordinators
SRP	Salt River Project
STD	Street Transportation Department
SWG	Southwest Gas
THIRA	Threat Hazard Identification Risk Analysis
TLO	Terrorism Liasson Officer
TSA	The Salvation Army
TSA	Transportation Security Administration
UC	Unified Command
USAR	Urban Search and Rescue
VAL	Volunteer Agency Liaisons
VOAD	Volunteer Organizations Active in Disaster
VRC	Volunteer Reception Centers
WCAG	Web Content Accessibility Guidelines
WEA	Wireless Emergency Alerts
WECC	Western Electricity Coordinating Council
WHO	World Health Organization
WMD	Weapon of Mass Destruction
WSD	Water Services Department

Table 2: Record of Distribution

Date of Delivery	Documents Received (Basic Plan, ESF Annexes, etc.)	Agency/ Department	Number of Copies	Method of Delivery (Electronic/Printed)

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Introduction to the EOP

General

The City of Phoenix Emergency Operations Plan (EOP) is an all-hazards plan addressing the City's hazard and threat environment, including natural, technological, and human-caused emergencies or disasters. The EOP is written to support the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) mission and commitment to a secure and resilient city that empowers the Whole Community.

The Whole Community planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against disasters. The inclusion of community partners and stakeholders in the development of plans is critical to ensure the needs of the Phoenix community are reflected within the contents of the emergency plans. Whole Community partners have been engaged in the development of this EOP and will be engaged in future updates and/or revisions to this plan.

The City of Phoenix EOP is consistent with the best practices and industry standards identified in the Federal Emergency Management Agency (FEMA) published Comprehensive ~~Planning~~ Preparedness Guide (CPG) 101. ~~, Version 2 published by the Federal Emergency Management Agency (FEMA).~~ The plan aligns with the emergency response frameworks utilized by the Maricopa County Department of Emergency Management (MCDEM) and the Arizona ~~Division~~ Department of Emergency and Military Affairs (DEMA). The National Incident Management System (NIMS), the Incident Command System (ICS), and the National Response Framework (NRF) provide the basis for the EOP structure and contents. The EOP does not include procedures; ~~operational level~~operational-level details are left to individual City departments to maintain.

Purpose

The purpose of the EOP is to outline the City's all-hazards approach to emergency operations in all emergency management mission areas. Through this EOP, the City of Phoenix designates NIMS and ICS as the frameworks within which all emergency management activities will be conducted.

Scope

This EOP is implemented whenever the city must respond to a major emergency, disaster incident, or planned event in which the size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or ~~human caused~~human-caused disasters and may impact the City of Phoenix. This plan guides the City's emergency operations while ~~complimenting~~ complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, and other public, non-profit/volunteer, and private sector entities.

The EOP establishes roles, responsibilities, and relationships among City departments and key response partners involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, City departments and

response partners that operate under this plan are expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how tasks will be performed. Training and equipment necessary for response operations should be maintained by City departments and key response partners.

The primary users of this plan are elected officials, department heads and their senior staff members, disaster management staff, coordinating response agencies, and other stakeholders that support emergency or disaster operations. The public is also welcomed to review non-sensitive parts of this plan to better understand how the city manages emergency operations.

Situation

The City of Phoenix is vulnerable to the adverse effects of natural, technological, or other manmade disasters, which could result in loss of life, property damage, and social and economic disruption. The most frequent, severe natural hazards in the City of Phoenix are flooding during the monsoon season (June 15 through September 30). The National Weather Service (NWS) records indicate major storms and floods have occurred almost annually in Maricopa County for the past one hundred years and that severe weather conditions can occur at any time of the year. During the summer months, it is common to experience extreme high temperatures, severe wind, and thunderstorms. City of Phoenix is exposed to many hazards and threats have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the city may be exposed include droughts, excessive heat, floods, winter storms, severe thunderstorms and wind events, earthquakes.

Community Profile

Situated in the northeast portion of Maricopa County, the City of Phoenix is one of the largest and most rapidly growing communities in the southwestern United States. It is the nation's fifth most populous city and the nation's tenth largest city by land area. Phoenix is Arizona's capital; it is the most populous city in Maricopa County and in the state.

July 1st Population Estimates by Year

Year	Population
2010	1,445,632
2014	1,506,439
2016	1,615,017
2020 ~~(projected)~~(2020 census)	1,608,1391~~,711,641~~
2023	1,650,070

Source: City of Phoenix Planning & Development Research Team, Maricopa Association of Governments (MAG), & U.S. Census Bureau

Population - Age

Age	Number	Percentage of Population
18 Years & Older (Adult)	1,245,8031,037,291	75.571.8%
- Persons 65 years and over	170,463	10.6%
Less than 18 Years (Child & Teen)	419,724408,341	226.18.2%
- Persons under 5 years	115,786	7.2%
- Under 5 Years	119,911	8.3%
- 5 to 9 Years	113,260	7.8%
- 10 to 19 Years	219,084	15.2%
- 20 to 29 Years	221,512	15.3%
- 30 to 39 Years	214,263	14.8%
- 40 to 49 Years	203,033	14.0%
- 50 to 59 Years	170,250	11.8%
- 60 to 69 Years	104,370	7.2%
- 70 to 79 Years	49,663	3.4%
- 80 Years and Over	30,286	2.1%

Source: City of Phoenix Planning & Development Department, City of Phoenix Planning & Development Research Team, Maricopa Association of Governments (MAG), & U.S. Census Bureau

Population – Race & Ethnicity

Race	Number	Percentage of Population
Persons of One Race	1,393,298	96.4%
- White	1,172,333951,958	72.9%65.9%
Hispanic or Latino (of any race)	685,067	42.6%
- Black or African American	114,17893,608	7.1%6.5%
- American Indian & Alaska Native	33,77132,366	2.1%2.2%
- Asian	61,10945,597	3.8%3.2%
- Native Hawaiian & Other Pacific Islander	3,2162,555	0.2%0.2%
- Other	267,214	18.5%
Persons of Two or More Races	62,71752,334	3.9%3.6%

Source: City of Phoenix Planning & Development Research Team, Maricopa Association of Governments (MAG), & U.S. Census Bureau

Population – Ethnicity

Population	Number	Percentage of Population
Hispanic or Latino (of any race)	589,877	40.8%
Not Hispanic or Latino (of any race)	855,755	59.2%
- Not Hispanic or Latino (White)	672,573	46.5%

Source: City of Phoenix Planning & Development Research Team, Maricopa Association of Governments (MAG), & U.S. Census Bureau

Languages Spoken at Home by Populations 5 Years and Over

Population	Number	Percentage of Population
Population 5 Years and Over	1,557,5181,337,463	12.3%100%
English Only	1,006,697860,455	64.6%64.3%
Language Other Than English	550,821477,008	34.9%35.7%
- Speak English less than "very well"	196,428	14.7%
Spanish	439,127397,180	28.2%29.7%
- Speak English less than "very well"	167,535	12.5%
Other Indo-European Languages	35,22830,909	2.3%2.3%
- Speak English less than "very well"	8,159	0.6%
Asian & Pacific Islander Languages	40,49626,457	2.0%2.6%
- Speak English less than "very well"	11,742	0.9%
Other Languages	35,97022,462	1.7%2.3%
- Speak English less than "very well"	8,992	0.7%

Source: City of Phoenix Planning & Development Research Team, Maricopa Association of Governments (MAG), & U.S. Census Bureau "Selected Social Characteristics in the United States: 20231O American Community Survey 1-Year Estimates." Washington, D.C. April 1, 2010.

Today, the City of Phoenix includes over 500 square miles. To the south, Phoenix is bordered by the Gila River Indian Community, and on the north by unincorporated Maricopa County. The eastern border is defined by many smaller communities, including

Tempe, Paradise Valley, and Scottsdale; Peoria and Glendale are situated along the western border. The natural environment of Phoenix is typical of the Sonoran Desert climate. Rugged urban mountain parks, including South Mountain – the nation's largest urban park – and the Phoenix Mountain preserve create a memorable skyline. The region's catalyst, the Salt River, runs dry through the center of the city most of the year, and is complemented by various smaller water sheds.

A massive arterial roadway network and more recently, the development of a large freeway system, now serve Phoenix. The primary roadway network includes Interstates 17 and 10, with State Highway 51, US Route 60, and the Loop 101, ~~and~~ 202 and 303 Freeways also providing transportation service throughout the region. Phoenix and the region are served by Phoenix Sky Harbor International Airport, located only two miles east of the city's central business district.

The City of Phoenix has an elected City Mayor and eight City Council Members that represent various districts within the city. The City operates under a charter form of government, with the Mayor and City Council setting policy. The Mayor and eight City Council Members serve terms of four years. The Mayor is elected at-large every four years. The City Council appoints the City Manager.

The Phoenix Police Communications Bureau serves as the primary Public Safety Answering Point (PSAP) for the city. The Phoenix Fire Department Regional Dispatch Center serves as the secondary PSAP and currently provides fire and emergency medical dispatching services for approximately twenty-~~six~~ nine (2~~6~~9) ~~jurisdictions~~ agencies directly and three (3) entities indirectly.

Community Events

Special and recurrent events, such as large community or athletic events, marathons, and political gatherings, may warrant the implementation of the EOP and subsequently the activation in response to an incident other City planning documents to include but not limited to the Family Reunification Center and Community Assistance Center Plan. These events, which bring large gatherings of people together have the potential to be impacted by natural or human-caused hazards.

Hazard Analysis Summary

In 2015, Maricopa County and 2~~7~~6 other jurisdictions, including the City of Phoenix, prepared the Maricopa County Multi-Jurisdictional Hazard Mitigation Plan (MCMJHMP) to guide hazard mitigation planning for the county. The MCMJHMP identifies relevant hazards, originating in and from neighboring jurisdictions, and vulnerabilities including unique time variables and strategies. Specific roles and responsibilities are integrated into this EOP to decrease vulnerability and increase resiliency and sustainability to protect Critical Infrastructure and Key Resources (CIKR). In 2021, the City of Phoenix, in partnership with Maricopa County, completed a review and update of the MCMJHMP, with ~~T~~the plan ~~was updated and~~receiving formal ~~issued~~adoption by the City Council in March 202~~1~~2. Below is the list of the natural hazards included in the 2021 Plan update:

- Dam Inundation
- Drought
- Extreme Heat
- Fissure
- Flood
- Levee Failure
- Severe Wind
- Subsidence
- Wildfire

The MCMJHMP was used to inform the development of the EOP and its contents. Thirteen (13) incident or hazard categories present the greatest potential to affect the City of Phoenix. The hazards addressed in the EOP include Air Quality Emergencies, Civil Disturbances, Common Carrier ~~Accidents~~Incidents, Cyber Attacks, Electrical Power Outages, Excessive Heat, Fire and Explosions, Mass Fatality Incidents, Nuclear/Radiological Incidents, Pandemics or High Consequence Infectious Diseases (HCID), Severe Weather and Floods, Sky Harbor Incidents, and Terrorism/ Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incidents.

Critical Infrastructure and Key Resources (CIKR)

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that help to ensure the security, health, and economic vitality of the ~~c~~C~~C~~City. CIKR includes the assets, systems, networks, and functions that provide vital services to the C~~c~~ity, the State, the Region, and even the Nation. Disruption to these could cause significant negative impact to vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and moral. Presidential Policy Directive 21 – Critical Infrastructure Security and Resilience identifies the following 16 sectors as being critical infrastructure:

- Chemical
- Commercial Facilities
- Communications
- Critical Manufacturing
- Dams
- Defense Industrial Base
- Emergency Services
- Energy
- Financial Services
- Food and Agriculture
- Government Services and Facilities
- Healthcare and Public Health
- Information Technology
- Nuclear Reactors, Materials and Waste
- Transportation Systems

- Water and Wastewater

Key facilities that are considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials
- Government facilities, such as departments, agencies, and administrative offices
- Hospitals, nursing homes, urgent care and dialysis centers.~~and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event~~
- Police stations, fire stations, ~~vehicle, and equipment storage facilities,~~ and EOCs that are needed for disaster response before, during, and after hazard events
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events
- Communications and cyber systems, assets, and networks such as secure City servers and fiber optic communications lines

Critical Infrastructure and Key Resources protection, and restoration are managed within the jurisdiction and are outlined further in Emergency Support Function (ESF) #14: Long-Term Community Recovery Annex.

Planning Assumptions

The City of Phoenix cannot plan for all contingencies, but the C~~c~~ity bases its operational vision within an established framework. This framework includes assumptions used in the development of plans that are assumed as true and will have an impact on the execution of the plan. The following assumptions were used in the development of this plan:

Events may occur at any time with little warning, or in some instances, allow for increased readiness measures and warning actions to be taken in advance.
The city ~~will~~ may experience emergencies and disasters that may cause death, injury, and damage, or may necessitate evacuation and sheltering of the whole community at risk.
A catastrophic incident may ~~will rapidly~~ overwhelm the resources of the ~~c~~C~~C~~ity. With a catastrophic incident, ~~immediate~~ assistance will be requested from the county, state, and federal government, as needed.
Centralized direction and control, achieved by utilizing the National Incident Management System (NIMS) and Incident Command System (ICS), is the most effective approach to the management of emergency operations.
Due to the nature of some disasters or due to emergency response prioritization, the City of Phoenix may not be able to process all requests for assistance immediately. Therefore, residents of the city need to be self-sufficient for at least the first 72 hours of any disaster or local emergency.

The city will develop emergency plans that incorporate the needs of the whole community, including children, people with disabilities, others with access, and/or functional needs, and pets and/or service animals.
The city departments and agencies tasked with emergency service provisions have identified personnel and resources to complete assigned responsibilities. These departments and agencies have developed internal procedures to ensure the support of and compliance with this plan.
Should a situation occur that requires a warning or an evacuation, the needs of persons with disabilities ~~access or functional needs~~, access or functional needs, and unique populations ~~such as schools, hospitals, and managed care facilities~~, such as schools, hospitals, and managed care facilities, will require specific attention.
A catastrophic incident ~~incident will~~ may ~~rapidly~~ overwhelm the ability of all agencies that normally provide mass care services, such as food and shelter. ~~While there may be enough shelters for a catastrophic event, there will not be enough personnel or supplies, e.g., food, blankets, etc., to operate these facilities.~~
Normal communications systems may be destroyed, degraded, or rendered inoperable in a disaster. Local media, particularly broadcast, will perform an essential role in providing emergency instructions and up-to-date information to the whole community.
The ability of the city to recover and resume normal operations following a disaster is directly influenced by the effectiveness of continuity of government, continuity of operations, and recovery planning.
Because terrorist attacks usually occur without warning, planning for such an uncertain event, and because the method of attack (i.e., Chemical, Biological, Radiological, Nuclear, and Explosive) might not be known until well after the attack, implementation of some aspects of the plan will be delayed until the effects of the disaster emerge.

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Plan Structure

The City of Phoenix EOP is comprised of a Basic Plan, fifteen (15) Emergency Support Function (ESF) Annexes, ~~fifteen~~ five (~~1~~5) Support Annexes, and ~~eleven~~ thirteen (13~~1~~) Incident Annexes. Each element of the plan will be described in the following sections.

Basic Plan

The purpose of the **Basic Plan** is to provide a framework for emergency operations and an overview of the City's emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials, City departments, and key response partners during an incident.

Emergency Support Function (ESF) Annexes

The Emergency Support Functions (ESFs) focus on critical tasks, capabilities, and resources provided by emergency response agencies for the ~~c~~City through all phases of an emergency or disaster. These ESFs may be selectively activated to support emergency response operations based upon the needs of each incident.

An **ESF Annex** details high-level missions, policies, structure, responsibilities, and specific actions required of all Key Response Agencies: the ESF Coordinator, Primary City Departments, Supporting City Departments, and Strategic Partners.

Each of the fifteen (15) Emergency Support Function Annexes are coordinated and implemented by an **ESF Coordinator**, a ~~c~~City department that has been selected based on authorities, resources, and capabilities necessary to support the respective functional areas. This coordination is carried out through a unified command approach.

An ESF **Primary City Department** is a C~~c~~ity entity with significant authorities, roles, resources, or capabilities for a given function within an ESF. ESFs may have multiple primary agencies, and the specific responsibilities of those agencies are articulated within the relevant ESF Annex.

Supporting City Departments are those ~~c~~C~~C~~ity entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. Some City departments will be identified with very specific roles and responsibilities based on their mission area and function.

Strategic Partners are agencies outside of the City of Phoenix; these partners may include, but are not limited to, other government partners, non-profit organizations, Voluntary Organizations Active in Disaster (VOADs), community groups, and public/private-sector entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

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ESF Annexes and Coordinators

ESF #	ESF Annex Name
1	Transportation
2	Communications
3	Public Works & Engineering
4	Firefighting
5	~~Emergency Management~~Information and Planning
6	Mass Care
7	Logistics
8	Public Health and Medical Services
9	Search and Rescue
10	Oil and Hazardous Materials Response
11	Agriculture and Natural Resources
12	Energy
13	Public Safety and Security
14	Long-Term Community Recovery
15	External Affairs

These annexes should be augmented by supporting plans and procedures developed and maintained by all key response agencies to accomplish their respective operational missions.

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Support Annexes

The **Support Annexes** describe functions that do not fit within the scope of the 15 ESF Annexes described above and identify how the City's departments, the private sector, nongovernmental organizations, and other key response partners coordinate to execute common support functions required during an incident. The actions described in the Support Annexes are not limited to types of ~~incidents, but~~incidents but rather are overarching in nature and applicable to nearly every type of incident.

Support Annex Name
Damage Assessment Support Annex
Emergency Public Warning Support Annex
Population Protection Support Annex
Sheltering Support Annex
Volunteer Management Support Annex

Incident Annexes

While this EOP has been developed as an all-hazards planning document some hazards may require unique considerations. To that end, the **Incident Annexes** supplement the basic plan to identify critical tasks particular to specific natural, technological, and human caused hazards. ~~identified in the City's most current Threat, Hazard Identification, and Risk Assessment (THIRA).~~ The Incident Annexes identify more detailed actions for each hazard through the pre-incident, response, and recovery phases of an incident.

Incident Annex Name
Air Quality Incident Annex
Civil Disturbances Incident Annex
Common Carrier ~~Accidents~~ Incident Annex
Cyber Incident Annex
Electrical Power Outages Incident Annex
Excessive Heat Emergencies Incident Annex
Fire and Explosions Incident Annex
Mass Fatality Incident Annex
Palo Verde Generating Station (PVGS) Incident Annex

Incident Annex Name
Pandemic ~~or~~ and High Consequence Infectious Disease (HCID) Incident Annex
Severe Weather and Floods Incident Annex
Sky Harbor Incident Annex
Terrorism and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incident Annex

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Basic Plan

General

This EOP will be used when the ~~c~~City or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where City resources are limited and/or have been expended.

Initial response to emergencies is the responsibility of the appropriate local public safety organization. When the size and complexity of an emergency overextends the local capabilities, mutual aid agreements may be activated. A local emergency or disaster declaration can be declared by the M~~m~~ayor for the purposes of expediting emergency response within the C~~c~~ity and requesting supplemental assistance from county, state, and federal governments. In all emergencies, saving and protecting human lives is the top priority of the C~~c~~ity and emergency response personnel.

In accordance with Phoenix City Code Chapter 11, ~~the City of Phoenix~~ the Office of ~~Office of Homeland Security and~~ Emergency Management (O~~HS~~EM), subject to the direction and control of the City Manager, shall be responsible for the direction and control of Phoenix emergency management activities, including those activities during non-emergency periods; these activities include:

- Activation of this plan
- Coordination of the emergency activities of all City departments
- Coordination of the City emergency activities with Maricopa County

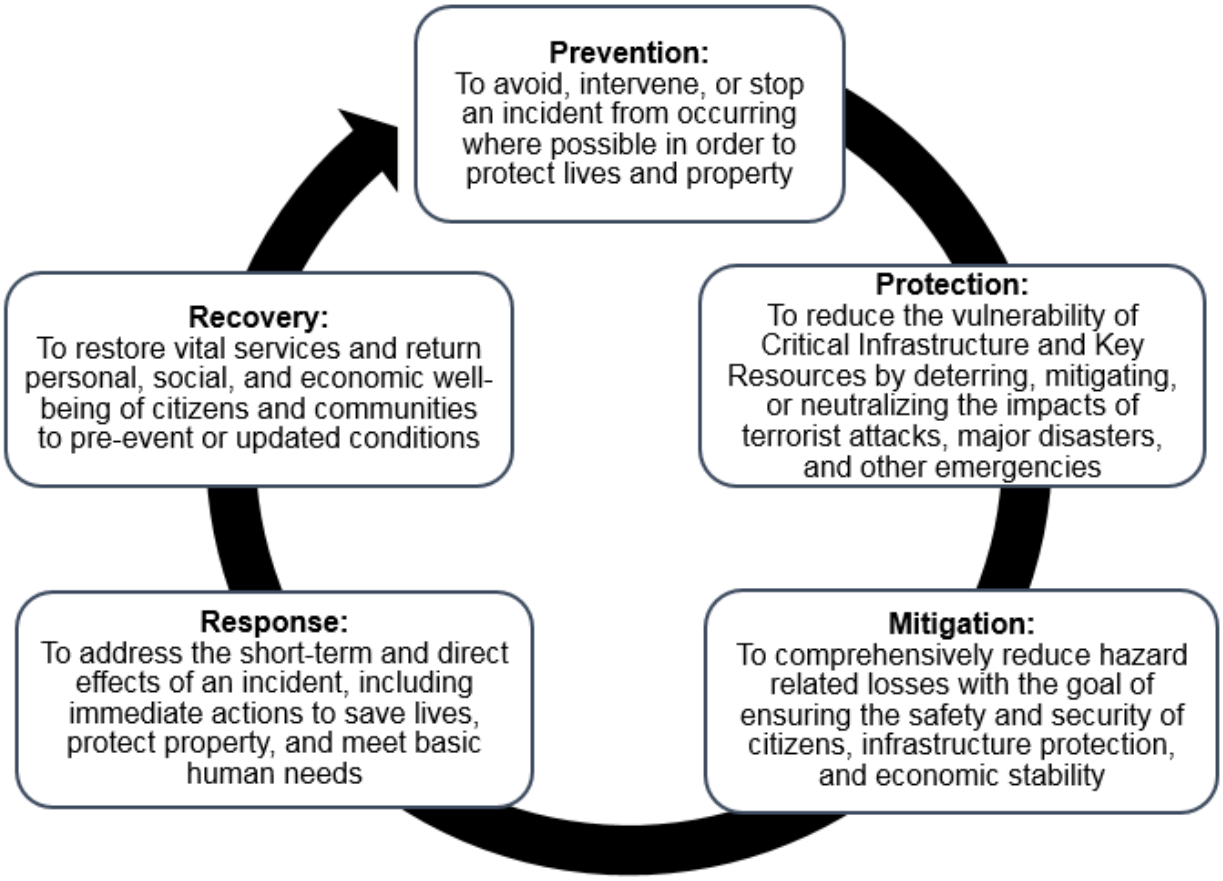
This will be done in a manner that achieves the most effective use of personnel, equipment services, facilities, and other existing available resources, and when necessary, utilizing the services, resources, and facilities of existing City government. Private sector and non-governmental organizations may be utilized to supplement existing resources to accomplish emergency mission objectives and functions.

Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, an approach which acknowledges most responsibilities and functions performed during an emergency are not ~~hazard-specific~~hazard specific. While the focus of this Emergency Operations Plan (EOP) is response and short-term recovery actions, this plan impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the City in the following five mission areas:

- Prevention
- Protection
- Mitigation
- Response
- Recovery

Figure: Emergency Management Mission Areas



Response and Recovery Priorities

Response

Response activities within the Ccity begin immediately following an incident. The City's response priorities are defined below in order of importance:

1. **Save Lives.**
2. **Protect Property, including Critical Infrastructure and Key Resources and Cultural Resources.**
3. **Restore Community.**

Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the Ccity. This EOP is not a recovery plan; however, the Ccity recognizes that

response and recovery activities often take place concurrently until life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help ~~citizens~~ community members resume self-sufficiency, and help communities return to pre-event or "new normal" conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The City's recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment:** Determine structural impacts to the Ceity.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

Incident Management

General

In accordance with Phoenix City Code Chapter 11, ~~the City of Phoenix~~ Office of ~~Homeland Security and~~ Emergency Management, subject to the direction and control of the City Manager, shall be responsible for the direction and control of Phoenix Emergency Management activities, including those activities during non-emergency periods. Activities include:

- Activation of this plan
- Coordination of the emergency activities of all City departments
- Coordination of the City emergency activities with Maricopa County

This will be done in a manner that achieves the most effective use of personnel, equipment, services, facilities, and other existing available resources, and when necessary, utilizing the services, resources, and facilities of existing cCity government. Calls to the private sector to perform emergency tasks and functions may be necessary when those tasks and functions are not available from City departments and agencies.

By adoption of the City of Phoenix Emergency Operations Plan (EOP), the City of Phoenix City Council formally adopts the principles and practices of the National Incident Management System (NIMS), including the use of the Incident Command System (ICS).

The Phoenix Emergency Operations Center (EOC) will be activated when an emergency reaches such proportions that it requires a closely coordinated effort on the part of leading City officials. ~~The City Manager or designee will assign a director to manage the operations in the EOC.~~ Personnel having duty assignments in the EOC (if activated) will report to their assigned locations upon notification of EOC activation.

The EOC General Staff is responsible for supporting field operations. In coordination with City staff, both will ensure the activities necessary to maintain and restore City operations both during and after an emergency.

City emergency forces will take the necessary actions to control a limited emergency occurring within the Ccity. When conditions of a local emergency or disaster are present or are imminent, and a need for assistance can be reasonably estimated, requests for assistance will be made directly to the Maricopa County Department of Emergency Management (MCDEM). When the emergency exceeds the county government's capability to respond, assistance will be requested by Maricopa County from the state government. When the emergency exceeds the state government's capability to respond, assistance will be requested by the State from the federal government.

This plan recognizes:

- Emergency functions for persons involved in emergency management/public safety generally parallel their normal day-to-day functions.
- The scope of operations encompasses awareness, prevention, preparedness, response, and recovery actions as they relate to potential emergency situations within the jurisdiction of the City of Phoenix.
- All legal questions or issues because of preparedness, response, or recovery actions will be resolved by the City Attorney.
- Liability protection is available to responders per A.R.S. §26-314.
- The Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) will coordinate with all appropriate departments, boards, or divisions within the jurisdiction through the jurisdiction's Emergency Management program.
- The Pets Evacuation and Transportation Standards (PETS) Act of 2006 requires that local and state government emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency. *More information can be found in ~~the Emergency Support Function (ESF~~ESF) #6: Mass Care ~~, Emergency Assistance, Housing, and Human Services~~ Annex.*

EOC Activation

This plan may be partially or fully implemented in relation to a potential threat or actual emergency. Activation of the City Emergency Operations Center (EOC) will occur when centralized direction and control is necessary to coordinate the response to a threat or actual emergency.

The following individuals are authorized to activate the City of Phoenix EOC:

- Mayor or designee
- Vice Mayor
- City Manager
- Assistant City Manager

- Fire Chief and/or Director of Emergency Management

EOC Activation Levels

Level 34 Activation (Standby/Monitoring)

A Level 34 Activation involves routine assistance from internal and/or external departments/agencies, including mutual aid assistance. Command and control are still the responsibility of the primary response department. The Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) at the direction of the Emergency Management Director will notify and inform the Mayor, City Manager, or designee of the incident. City staff and the City EOC will be placed on standby until the incident escalates or de-escalates.

Level 23 Activation (Partial or Virtual Activation)

A Level 23 Activation occurs when an incident begins or escalates to a situation where capabilities exceed initial response and/or may go beyond the first operational period in the control phase. A Level ~~3~~2 Activation may entail a major single incident or a citywide incident involving natural, man-made, or technological disasters that do not exceed City resources. The City EOC will be partially activated with minimum staffing consisting of representatives from the respective City departments and agencies involved with the incident. Even though the incident may not be a City-declared emergency, the EOC Manager will activate the appropriate ESFs and annexes of the EOP and notify the Mayor and the Maricopa County Department of Emergency Management (MCDEM) Duty Officer of the incident.

Level 12 Activation (Full Activation)

A Level 12 Activation occurs when an incident exceeds local capabilities (including mutual aid) and is expected to go into multiple operational periods. The incident necessitating activation may require the response of resources from other agencies, including MCDEM. The City EOC is fully activated, and the City may declare a state of emergency. County, state, and federal assistance are required. Communication and coordination will be maintained with the County and State EOCs. The City's EOC Manager will activate the appropriate ESFs and annexes of the City EOP and will notify MCDEM of the incident. The Maricopa County EOC may be activated, and the MCDEM Director may request that the Board of Supervisors declare a state of emergency. Communication and coordination will be maintained between the City EOC and the County EOC, if activated.

~~Level 1 Activation (Full Activation with City Disaster or Emergency Declaration)~~
~~A Level 1 Activation occurs when an incident is a "catastrophic" regional or county-wide incident or an event of significant national importance, such as a Presidential visit. The City EOC is fully activated, and the City may declare a state of emergency. County, state, and federal assistance are required. Communication and coordination will be maintained with the County and State EOCs~~

~~Alert and Warning~~

~~The Office of Homeland Security and Emergency Management (OHSEM) will monitor developing or occurring hazardous events, evaluate the need for activation of the EOC, confer with department representatives, and issue notifications for EOC activation. OHSEM will alert the City Manager or designee of the need for activation and contact EOC personnel as appropriate utilizing the Emergency Notification System (ENS).~~

~~See ESF #2: Communications Annex for more details.~~

Communication

Plain Language

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety and will be used by all City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and City staff, as well as key response partners, to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through systems, personnel, and equipment. Successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within the stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

Joint Information System

The City has established plans and procedures to provide emergency information and instructions to the Whole Community during a pending or actual emergency incident or disaster. A City Public Information Officer (PIO) will assume all public relations

responsibilities, coordinate all Joint Information System (JIS) activities, and act as the lead PIO regarding pre-incident and post-incident public awareness and education programs and campaigns. The PIO will develop and maintain communications plans and protocols and ensure they are utilized, maintained, and updated in coordination with this EOP.

See ESF #15: External Affairs for more details.

Alert and Warning

The Office of Emergency Management (OEM) will monitor developing or occurring hazardous events, evaluate the need for activation of the EOC, confer with department representatives, and issue notifications for EOC activation. OEM will alert the City Manager or designee of the need for activation and contact EOC personnel as appropriate utilizing the Emergency Notification System (ENS). *See ESF #2: Communications Annex & ESF #15 External Affairs Annex for more details.*

Situational Awareness and Intelligence Gathering

Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, when the EOC is not fully activated, the City, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Homeland Defense Bureau will notify the Arizona Fusion Center, also known as Arizona Counter Terrorism Information Center (ACTIC).

Resource Management

When the EOC is activated, the Logistics, Operations, and Planning Sections have primary responsibility for coordinating the resource management effort and have authority

under emergency conditions to establish priorities for the assignment and use of all City resources.

City resources will be allocated according to the following guidelines:

1. Deploy resources according to the following priorities:
   - Protection of life
   - Protection of responding resources
   - Protection of public facilities
   - Protection of private property
2. Distribute resources so that the most benefit is provided for resources expended.
3. Activate mutual aid agreements as necessary to supplement local resources.
4. When all local resources are committed or expended, issue a request to the County for county, state, and federal resources through an emergency declaration.

Demobilization

As an emergency progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for emergency coordination to agencies involved with short- and long-term recovery operations.

The following issues will be considered when transitioning to recovery:

- Identification of surplus resources and probable resource release times
- Demobilization priorities as established by the on-scene Incident Commander or EOC Coordinator.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Coordinator.
- Repair and maintenance of equipment, if necessary.

Transition to Recovery

Response and recovery may overlap. Recovery should be considered and planned for during the response phase of an incident. Once the immediate response phase has been completed, the Ceity will shift focus to recovery to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the Ceity.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the Ceity can concentrate on long-term

recovery efforts, which focus on restoring the community to a “new normal” or improved state.

During the recovery period, the Ccity will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes, to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the Ccity demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

Public Assistance (PA) and Individual Assistance (IA) may become available if a Presidential disaster declaration occurs. There are two types of Presidential declarations: Emergency Declarations and Major Disaster Declarations. If available, PA and IA will be coordinated by the Arizona Department of Emergency and Military Affairs (DEMA).

Mutual Aid Agreements

The City of Phoenix has established Mutual Aid agreements with outside agencies and non-profit organizations to provide dedicated service support to the City. These agreements include, but are not limited to, the following:

- The Automatic Aid Agreement in place between ~~City of Phoenix Fire Department (PFD) and other fire departments or districts is for support of Fire and Emergency Medical Services (EMS) support~~the City of Phoenix Fire Department (PFD) and other fire departments or districts is for the support of Fire and Emergency Medical Services (EMS).
- The Arizona Mutual Aid Compact (AZMAC) is in place ~~for additional resources and/or assistance between neighboring jurisdictions~~to provide additional resources and/or assistance between neighboring jurisdictions, including emergency management.
- ~~Details about the emergency public warning system can be found in Annex B: Support – Emergency Public Warning.~~
- ~~Detailed information about the emergency public information process can be found in Annex B: Support – Emergency Public Information.~~
- The Arizona Coalition for Healthcare Emergency Response (AZCHER) Agreement is in place between medical facilities.
- The Arizona Water/Wastewater Department Response Network (AZWARN) is in place for additional resources between water and wastewater facilities.
- The City of Phoenix Public Works Department maintains a Mutual Aid Agreement with other regional cities. This intergovernmental agreement defines the procedures for participating jurisdictions to request emergency assistance and supply resources for waste collection and transportation or other assistance in emergencies, identify available resources and inventory, and provide a mechanism for maintenance and repair of these resources.

- ~~National Incident Management System (NIMS)-typed resources are being maintained in MCDEM's web-based crisis incident management system.~~
- ~~Tasked organizations maintain current notification rosters, SOP/SOG, and checklists to carry out their assigned tasks by the organization's current policy.~~
- ~~The City's normal day-to-day public safety policy will be enforced to maintain law and order during an emergency.~~
- ~~Detailed information about recovery assistance can be found in *ESF #14: Long-Term Community Recovery Annex*, as well as in the sections of the Basic Plan that outline city, county, state, and federal roles, and responsibilities.~~

Public Information

Planning for Effective Messaging

Pre-planning, message maps, easily adapted messages to be recorded, and the creation of partnerships can assist the Public Information Officer (PIO) in determining what message formats and dissemination methods will be the most accessible to the population of the City of Phoenix. Emergency public information involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders under all hazard conditions.

Effective August 3, 2018, government entities at the municipal, county, and state level are required, per A.R.S. § 9-500.44, A.R.S. § 11-269.25, and A.R.S. § 41-5202 to ensure that communications with persons with disabilities, including online communications and emergency communications, are equally effective as communications with persons without disabilities pursuant to the Americans with Disabilities Act (ADA).

To ensure that appropriate information is distributed to all populations within the City, the City of Phoenix will seek to develop public and private partnerships from a variety of organizations such as fixed and mobile service providers, local officials and state agencies, representatives from the Whole Community to include people with disabilities and others with access and functional needs, non-English-speakers, staff from nonprofit emergency support –organizations, representatives from fixed facilities, third-party emergency alert and telephone notification vendors, and broadcasters. These partnerships help inform overall guidance and input into emergency public warning and public information, including emergency public information message development, standards of practice, and evaluation tools. All personnel will follow established

communication protocols in accordance with organizational procedures and guidelines to ensure effective communication. *See ESF #15: External Affairs ~~and Citywide Guidance for Effective Communications~~ for more details.*

Providing the public with effective and timely warnings about an emergency is essential to public safety. *More details about the Emergency Public Warning system can be found in ~~Support Annex: Emergency~~ Public Warning Support Annex.*

Public Information Officer (PIO)

The PIO is a member of the Command Staff who is responsible for interfacing with the public, media, and other agencies during all emergency mission phases. During an emergency, the PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information and is an important link between the emergency management organization and the community. The information the PIO provides to a community can call people to action, educate, and inform, change behavior and attitudes, create a positive impression of the City's emergency management organization, and prepare the community for an emergency.

Joint Information System (JIS)

Once the EOC is activated, a Joint Information System (JIS) may be utilized by the City to manage public information and provide critical information sharing and coordination across jurisdictions, organizations, and agencies during an incident. The JIS will be used to determine information to be communicated to the public, create clear and easily understood messages, ensure that information is accurate, and identify how messages should be conveyed and distributed to ensure consistency. The JIS is scalable to the needs of the incident.

Joint Information Center (JIC)

A Joint Information Center (JIC) is a central location that facilitates the operation of the JIS. It is a physical or web-based virtual location where PIOs can gather, increased information needs can be handled, and the media can gather information on all aspects of an emergency. Upon activation of the JIC, responding department PIOs and support staff will assemble at the JIC. Representatives from applicable agencies and organizations will also assemble at the JIC at the request of the lead PIO.

Methods of Public Information Dissemination

Clear, accurate, and consistent information must be disseminated to the public during an emergency for the public to take appropriate protective actions. The information must be distributed in a variety of methods to ensure accessibility and comprehensive reception of the message.

Methods of public information dissemination include:

- **Social Media** – Web-based platforms may be used for alerting the public in sudden onset and rapidly developing disasters. Social media can be utilized to provide

direct communication with large groups of constituents, build situational awareness, foster transparency, and accountability, obtain feedback, and respond quickly to rumors and misinformation.

- **Press Releases** – A press release is a prepared written news release that uses current data and information.
- **Media Briefing or Conference** – A briefing is an exchange of information on a single topic and typically includes a question-and-answer period. A conference is a gathering of media where reporters expect to be able to ask questions on a variety of topics.
- **Print Media** – Print media, including newspapers, flyers, and magazines, allow PIOs to disseminate public information such as detailed information, background, and input from subject matter experts.
- **Radio** – In addition to warnings, radio allows PIOs to release audio clips and sound bites to the public.
- **Television** – PIOs may utilize television to disseminate visual images, sound bites, and graphics to the public.
- **Internet** – The internet is a dynamic communication conduit that includes webpages, rich site summary (RSS) feeds, and email and can be used as a strategic path for sharing information during an emergency.
- **Newsletters/Mailers** – Information sent directly to the public can provide details on events and activities, as well as background information on the City's disaster management programs.
- **Emergency Call Center** – May be used to divert unnecessary calls away from the 9-1-1 system, gather information to increase situational awareness of the incident, and disseminate emergency public information. Public Inquiry Center staff report to the PIO and issue readily deployable content to monitor and respond to social media, assisting the PIO with this critical function.

Each distribution method has strengths and weaknesses. The PIO must determine the best methods of media distribution to reach all populations within the City and must ensure that the weakness of each system is covered by the strength of another. Additionally, the PIO must ensure that all communications are accurate, consistent, and coordinated to avoid public confusion.

Community Lifelines

Community Lifelines Introduction

FEMA's adoption of the community lifelines framework represents a shift in emergency management from the traditional Emergency Support Function (ESF) structure to a more focused, outcome-driven approach. While ESFs remain a critical part of emergency planning and coordination, the community lifelines approach simplifies and prioritizes key services that need to be stabilized during a disaster. This shift enables quicker

identification of critical service disruptions and more efficient allocation of resources to restore essential functions, such as safety, water, energy, and medical services.

Community lifelines were tested and validated by federal, state, local, tribal and territorial partners in the aftermath of hurricanes Michael (Oct. 2018), Florence (Sept. 2018) and Dorian (Aug. 2019), Super Typhoon Yutu (Oct. 2018), the Alaska earthquake (Dec. 2018) and the coronavirus (COVID-19) pandemic (2020). They were formalized in the National Response Framework, 4th Edition.

By incorporating community lifelines into a future Emergency Operations Plan update, the City will align with FEMA's evolving guidance, allowing for more streamlined response efforts that directly address the immediate needs of the community while still utilizing the support and coordination structure provided by the ESF framework.

Community lifelines are critical services and systems that enable continuous operations of government, businesses, and society. During an emergency, these lifelines are prioritized to stabilize incidents and restore essential services quickly.

There are seven designated lifelines: Safety and Security, Food, Water, Shelter, Health and Medical, Energy (Power and Fuel), Communications, Transportation, and Hazardous Material. By ensuring the stability and functionality of these key sectors, emergency response efforts can prevent further disruption and speed the recovery process, reducing the overall impact on affected populations.

City of Phoenix emergency operations will focus on maintaining or quickly restoring these lifelines to support community resilience and recovery during all phases of a disaster.

Safety and Security

- Law enforcement, fire services, search and rescue, security, government services.

Food, Hydration, Shelter

- Food, water, sheltering, agriculture, sanitation.

Health and Medical

- Medical care, public health, patient movement, medical supply chain, fatality management.

Energy (Power & Fuel)

- Electricity grid, fuel, transmission infrastructure.

Communications

- 911 services, dispatch, public messaging, emergency communications, internet.

Transportation

- Highways, roads, mass transit, aviation, maritime services, supply chain delivery.

Hazardous Materials

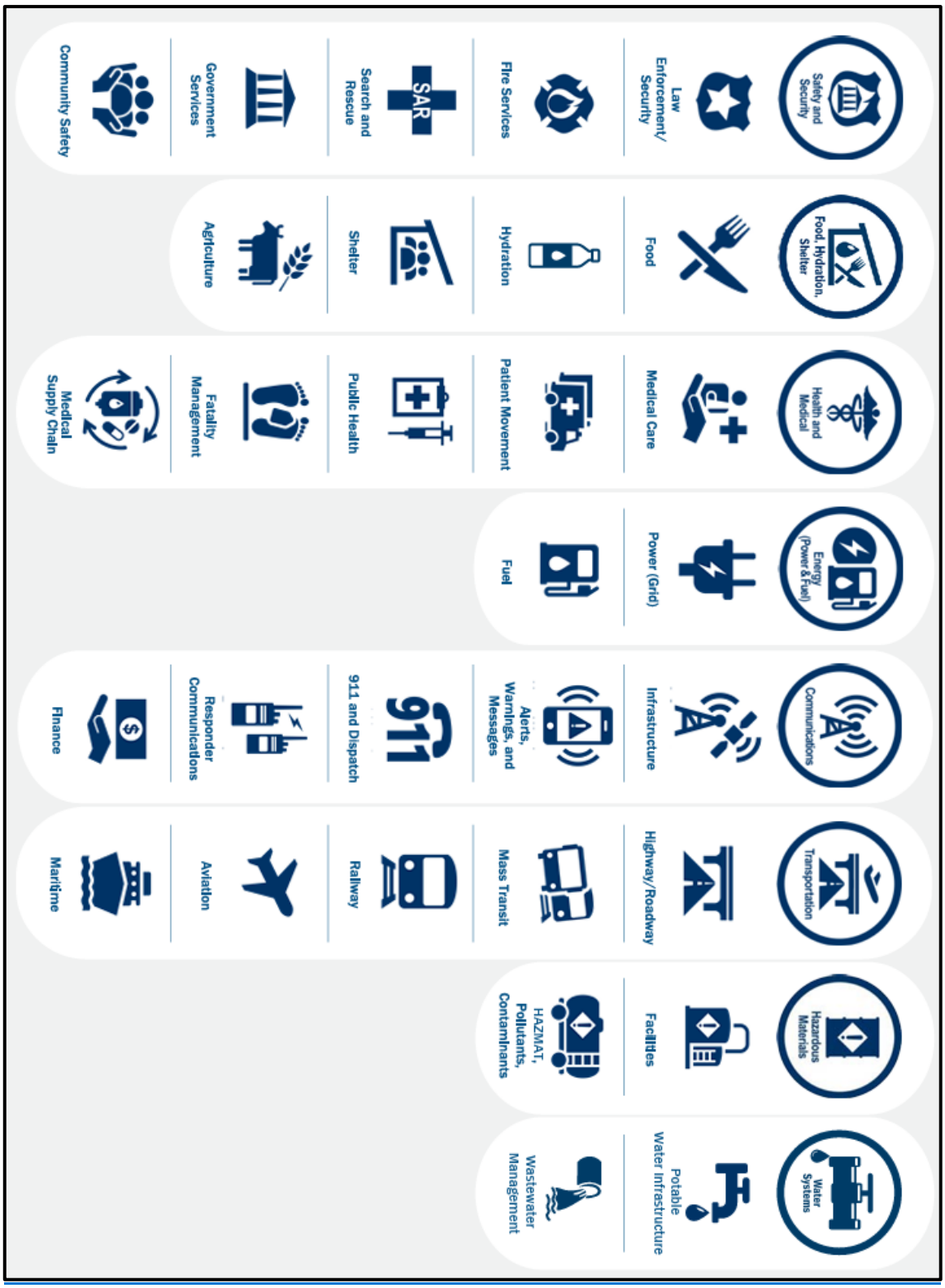
- Containment, removal, and management of hazardous substances (chemical, biological, radiological, nuclear).

Water Systems

- Potable Water Infrastructure, Wastewater Management

Each lifeline is represented by a recognizable universal icon:

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FEMA Community Lifelines, NRF 4th Edition

Organization and Assignment of Responsibilities

Emergency Management Organization

Policy Group

According to Phoenix City Code, Chapter 11, the Policy/Advisory Group consists of the City Council, Fire Chief, Police Chief, Communications Director, City Attorney, Emergency Management Director, and City Manager.

City Council

The City Council is granted the following authorities under Phoenix City Code, Chapter 11:

1. Shall have the power to make, amend, and rescind regulations necessary for emergency management, but such regulations shall not be inconsistent with regulations promulgated by the Governor. Any regulation issued by the Council is effective when a copy is filed in the Office of the City Clerk.
2. Is empowered to declare a local emergency. The Mayor, or if unable, the Vice-Mayor, shall have the authority to request the declaration of a local emergency by the City Council.
3. Is empowered to terminate a declared local emergency.
4. In the absence of specific authority in the State emergency plans and programs, the City Council shall take emergency measures, as deemed necessary to carry out the provisions of State and Federal law.

City Mayor

According to Phoenix City Code, Chapter 11:

In the event it is deemed necessary to declare the existence of a local emergency without delay, the Mayor, or if unable, the Vice-Mayor may, by proclamation, declare a local emergency to exist. Such action, however, shall be subject to confirmation by the City Council at its next meeting. When a local emergency is declared, the emergency plans adopted by the City Council shall be placed in operation

1. During a local emergency, the Mayor shall govern the City of Phoenix by proclamation and shall have the authority to impose all necessary regulations to preserve the peace and order of the City.
2. During periods of a declared local emergency, the Mayor may provide mutual aid to the other political subdivisions when required; and may request the State or a political subdivision to provide mutual aid to the City.

City Manager

City Manager is granted the following authorities under Phoenix City Code, Chapter 11:

1. Shall supervise and control the Office of Emergency Management.
2. Is responsible in nonemergency periods to act on behalf of the Mayor and Council to ensure the development of an effective Emergency Management Program.

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3. During a declared local emergency, may accept for purposes of emergency management an offer by any government agency, or officer thereof, or an offer by any person, firm, or corporation for services, equipment, supplies, materials, or funds, whether by gift, grant, or loan subject to the terms, if any, of the offeror.
4. During local emergencies, the City Manager shall act as the principal advisor or aide to the Mayor and City Council on emergency operations. The City Manager's major responsibility is to ensure coordination among City Departments and with higher and adjacent governments, primarily seeing that the OEM functions effectively. The City Manager shall assist the Mayor in the execution of operations, plans, and procedures required by the local emergency.
5. If the Mayor and the Vice-Mayor, are unable, the City Manager shall have the authority to request a declaration of a local emergency by the City Council.

Office of Emergency Management Director

Director means the individual designated by the City Manager to manage the coordination among emergency resources and with other governments. The Director has the day-to-day responsibility for the city's Office of Emergency Management and its activities. The Director is the liaison between the Emergency Operations Center and the Policy/Advisory Group.

~~Policy Group~~

~~According to Phoenix City Code, Chapter 11, the Policy/Advisory Group consists of the City Council, the Fire Chief, the Police Chief, the Communications Director, the City Attorney, Emergency Management Director and the City Manager.~~

~~City Council~~

~~The City Council is granted the following authorities under Phoenix City Code, Chapter 11:~~

1. ~~Shall have the power to make, amend, and rescind regulations necessary for emergency management, but such regulations shall not be inconsistent with regulations promulgated by the Governor. Any regulation issued by the Council is effective when a copy is filed in the Office of the City Clerk.~~
2. ~~Is empowered to declare a local emergency. The mayor, or in the mayor's absence, the Vice-Mayor, shall have the authority to request the declaration of an emergency by the City Council.~~
3. ~~Is empowered to terminate a declared emergency.~~
4. ~~In the absence of specific authority in the State emergency plans and programs, the City Council shall take emergency measures, as deemed necessary to carry out the provisions of State and Federal law.~~

~~City Mayor~~

~~According to Phoenix City Code, Chapter 11:~~

~~In the event it is deemed necessary to declare the existence of a Ggreat Eemergency without delay, the mayor, or in the absence or disability of the Mayor, the Vice-Mayor~~

may, by proclamation, declare a local emergency to exist. Such action, however, shall be subject to confirmation by the City Council at its next meeting. When an emergency is declared, the emergency plans adopted by the City Council shall be placed in operation.

1. During a great emergency, the mayor shall govern the City of Phoenix by proclamation and shall have the authority to impose all necessary regulations to preserve the peace and order of the City.
2. During periods of a declared local emergency, the mayor may provide mutual aid to the other political subdivisions when required; and may request the State or a political subdivision to provide mutual aid to the city.

City Manager

City Manager is granted the following authorities under Phoenix City Code, Chapter 11:

1. Shall supervise and control the Office of Homeland Security and Emergency Management.
2. Is responsible in nonemergency periods to act on behalf of the Mayor and Council to develop developmentan effective Emergency Management Plan and Program.
3. May accept for purposes of emergency management an offer by any government agency, or officer thereof, or an offer by any person, firm, or corporation for services, equipment, supplies, materials, or funds, whether by gift, grant, or loan subject to the terms, if any, of the offeror.
4. During emergencies, the City Manager shall act as the principal advisor or aide to the Mayor and City Council on emergency operations. The City Manager's major responsibility is to assure coordination among emergency forces and with higher and adjacent governments, primarily seeing that the OSHEM functions effectively. The City Manager shall assist the mayor in the execution of operations, plans, and procedures required by the emergency.
5. The City Manager or designee will assign a director to manage the operations in the EOC.
6. In the absence of the Mayor and the Vice-Mayor, the City Manager shall have the authority to request a declaration of emergency by the City Council.

Office of Homeland Security and Emergency Management Director

Emergency Management Director means the person who has the day-to-day responsibility for the City's Emergency Management Program and activities. The Director means the individual designated by the City Manager to manage the coordination among emergency resources and with other governments. The Director is the liaison between the Emergency Operations Center and the Policy/Advisory Group.

All City Departments

The need for available personnel capable of coordinating and directing emergency and disaster response functions is essential, as is the need for the availability of records and facilities with which to carry out necessary governmental functions. An emergency may occur when critical personnel are absent. To ensure provisions for the continued

functioning of City government, a pre-determined line of succession must be established for all key positions. Persons who are assigned succession responsibility must be proficient in their potential responsibilities.

Each City department needs to identify and establish its internal priorities necessary to re-establish basic services. This includes the cross-training of personnel for relief of duties or absenteeism. Directors of all City departments must ensure the development and maintenance of effective Continuity of Operations (COOP) plans for continuing mission-essential functions. COOP plans outline the requirements for the Ceity to respond to an emergency effectively and efficiently, as well as to maintain day-to-day operations of the Ceity.

Emergency Operations Center General Staff

Operations Section

- ☐ Ensure that Operational Objectives identified in the EOC Action Plan (EAP) are carried out effectively.
- ☐ Assist in the development of the operations portion of the Incident Action Plan.
- ☐ Request additional resources to support tactical operations.
- ☐ Expedite appropriate changes in the operations portion of the Incident Action Plan.

Planning Section

- ☐ Conduct and facilitate planning meetings.
- ☐ Supervise preparation of the EAP.
- ☐ Determine need for technical experts from within the City or strategic partners as well as specialized resources to support the incident.
- ☐ Assess current and potential impacts on people, property, environment.
- ☐ Compile and display incident status information.

Logistics Section

- ☐ Provide resources to stabilize the incident and support personnel, systems, and equipment.
- ☐ Assess communications needs and facilitates communications between teams/personnel/agencies.
- ☐ Attend planning meetings; provides input to EAP.
- ☐ Provide updates on resources (availability, response time, deployment).
- ☐ Estimate and procure resources for the next operational period.

Finance and Administration Section

- ☐ Manage all financial aspects of the incident.
- ☐ Provide financial and cost analysis information as requested.
- ☐ Create accounts for claims and costs, coordinates with Logistics.
- ☐ Track time and costs for materials and supplies.
- ☐ Document claims for damage, liability, and injuries.
- ☐ Notify risk management/insurance to initiate claims reporting.
- ☐ Provide incurred and forecasted costs at planning meetings.

- ☐ Provide oversight of financial expenditures, new leases, contracts, and assistance agreements to comply with corporate governance.

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~~Strategic Partners~~

~~Maricopa County~~

~~The roles and responsibilities of Maricopa County government and its anticipated support to an emergency are described below:~~

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Partner	Anticipated Support
Maricopa County Animal Care and Control	In the event of an emergency or disaster declaration, the Animal Care and Control Department will assist in the evacuation of pets, utilizing Animal Care and Control service vehicles, provide decontamination of pets (if needed), and provide temporary housing for pets of evacuees at any established shelter location.
Clerk of the Superior Court	In the event of an emergency or disaster, the Clerk of the Superior Court must continue to perform critical mandated processes that are essential to the function of the department. The Clerk's Office has prioritized these essential functions based on constitutional requirements and legal statutes.
Maricopa County Department of Emergency Management (MCDEM)	Develops, coordinates, and maintains emergency operations plans, resource information, procedures, programs, and other emergency management activities with federal agencies, the State of Arizona, adjoining County agencies, political subdivisions, municipalities of the State, and the private sector.
Environmental Services Department	Provide increased vector control services, as needed. Ensure safety of drinking water supplies. Provide general sanitation advice to the public. Monitor shelters for proper sanitation and food handling procedures.

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Partner	Anticipated Support
Flood Control District of Maricopa County	Provide personnel for assignment to the emergency staff at the County EOC. Provide for continued operation, maintenance, repair, and reconstruction of flood control structures and mandated essential functions.
Maricopa Office of the Medical Examiner (OME)	Provide for the identification of human remains, determination of cause and manner of death, and inventory and protection of personal effects found on the decedent. Coordinate the services of funeral directors, ambulances, pathologists, dentists, x-ray technicians, and law enforcement departments as necessary to identify and care for deceased persons.
Maricopa County Department of Public Health (MCDPH)	Provide epidemiological surveillance, case investigation, and follow-up. Provide personnel for assignment to the County EOC and/or provide a liaison to the County EOC for public health support. Provide personnel to support shelter operations as appropriate.
Maricopa County Sheriff's Office (MCSO)	Provide security for the County EOC when activated. Provide law enforcement mutual aid to political jurisdictions requesting assistance. Provide security for vital government emergency facilities and essential private facilities in unincorporated areas.

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Partner	Anticipated Support
Superior and Justice Courts	In the event of an emergency or disaster, the Superior and Justice Courts must continue to perform critical mandated processes as described in the Superior Court Business Resumption and Continuity Plan.
Maricopa County Department of Transportation (MCDOT)	Provide personnel for assignment to the County EOC. Provide current roadway and bridge information to the EOC. Assist the Police Department in traffic and area control within jurisdictional areas (or as coordinated through mutual aid). Perform emergency repair of Maricopa County roads and bridges. Provide debris clearance and removal on county roads. Provide damage assessment team personnel as needed in support of Support Annex: Damage Assessment.

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State of Arizona

The roles and responsibilities of the State of Arizona government and its anticipated support to an emergency are described below:

Partner	Anticipated Support
Arizona Department of Emergency and Military Affairs (DEMA)	Provide support through the counties by serving as a channel for obtaining and providing state and non-state resources.
Arizona Department of Health Services (ADHS)	Assist and support county and local government in response to public health incidents.
Arizona Department of Transportation (ADOT)	Aid in response to transportation related incidents and support restoration of transportation infrastructure.
Arizona Department of Public Safety (DPS)	By agreement, will provide aircraft to support health and medical activities.
Arizona Department of Economic Security (DES)	Will administer appropriate long-term welfare support to disaster victims.

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Federal Government

The roles and responsibilities of the United States government, as well as its anticipated support to an emergency, are described below:

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Partner	Anticipated Support
Department of Homeland Security (DHS) Federal Emergency Management Department (FEMA)	If the Governor declares a state of emergency and the President declares a major disaster, affected municipalities and Maricopa County will generally be eligible for public assistance from both the state and the federal government. *Please refer to the current Maricopa County EOP (Basic Plan) for details.* Generally, FEMA can assist with temporary housing assistance, home repair, home replacement, or permanent housing construction. Assistance may also be available for other emergency needs such as transportation, medical or dental expenses, repair, or replacement of damaged or destroyed personal items not covered by insurance, and other personal expenses.
National Weather Service (NWS)	Issues weather statements and short-term forecasts for significant /severe weather events and flooding. Produces short-term weather forecasts and collects and maintains meteorological records for weather stations around the state, including precipitation and temperature data.

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~~Partner~~	~~Anticipated Support~~
~~Federal Bureau of Investigation (FBI)~~	~~Will be the lead federal department for the criminal investigation of terrorist acts or threats and intelligence collection activities within the United States. Upon notification of a terrorist incident, the local FBI Special Agent in Charge will establish a Joint Operations Center that will provide a Unified Command environment for all law enforcement activities related to the incident. The FBI will, upon request, assist in the identification of the deceased.~~

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~~Non-Governmental Organizations (NGOs) and Faith-Based Organizations~~

~~The roles and responsibilities of Non-Governmental Organizations (NGOs) and Faith-Based Organizations, as well as its anticipated support to an emergency, are described below:~~

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Partner	Anticipated Support
American Red Cross (ARC)	Provide liaison personnel to the EOC when activated. Provide care to disaster victims and displaced persons, to include immediate emergency shelter, feeding, clothing, "safe and well" evacuation registration, welfare inquiry, triage, and first aid. Feed emergency workers in the field.
The Salvation Army	Provide liaison personnel to the EOC when activated. Provide care to disaster victims and displaced persons, to include shelter, feeding, clothing, registration, and welfare inquiry. Feed emergency workers in the field.
Amateur Radio Operators (HAMs) and the Maricopa County Emergency Communications Group	Augment City EOC communications and field communications capability when requested.
Arizona Humane Society	Provide personnel to support shelter operations by assisting with kenneling of household pets of individuals who have been forced to evacuate their homes.

Private Sector

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~~The private sector has numerous resources to assist government during a disaster. It is anticipated that private sector businesses will fully support emergency/disaster response and recovery efforts possible.~~

~~Partner~~	~~Anticipated Support~~
~~Arizona Funeral Directors' Association~~	~~Will assist the Medical Examiner's Office, when requested, in the accomplishment of duties and make initial contact with survivors of a disaster and the families of the deceased.~~
~~Arizona Public Service (APS)~~	~~Take the lead to rapidly restore infrastructure-related services after an incident occurs.~~
~~Salt River Project (SRP)~~	~~Take the lead to rapidly restore infrastructure-related services after an incident occurs.~~

~~Public Involvement~~

~~Public involvement in response to disasters of all sizes has played an integral part in the overall approach to preparedness and response to emergencies.~~

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Partner	Anticipated Support
Community Emergency Response Team (CERT)	CERTs are formed by members of a neighborhood or workplace who want to be better prepared for the hazards that threaten their communities. They serve as a supplement to a community's response capability, NOT as a replacement.
Volunteers in Police Service (VIPs)	Many police departments use civilian volunteers to supplement their sworn forces within the City of Phoenix. This program is referred to as Citizens Offering Police Support (COPS). In time of crisis or disaster, VIPs members can be utilized for the same functions as CERT members.
Medical Reserve Corps	The Medical Reserve Corps program coordinates the skills of credentialed practicing and retired physicians, nurses, and other health professionals, as well as other public members interested in health issues who are eager to volunteer to address their community's ongoing public health needs and to help their community during large-scale emergency situations.

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~~Partner~~	~~Anticipated Support~~
~~USA on Watch~~	~~This is a crime prevention program that stresses education and common sense. Also known as the "Neighborhood Watch Program," it teaches citizens how to help themselves by identifying and reporting suspicious activity in their neighborhoods. Bringing community members together to re-establish control of their neighborhood promotes an increased quality of life and reduces the crime rate in that area.~~
~~Fire Corps~~	~~Since its start in 2004, Fire Corps has helped fire and Emergency Medical Services departments to build more capacity by engaging community volunteers to assist in a variety of non-emergency roles. These community volunteers can make a real difference for their local department, both by expanding the services a department can offer and by enabling first responders to focus more on training and response activities.~~

Direction, Control, and Coordination

Most small-scale emergencies and some large emergencies can be handled at the field level. When the emergency requires that centralized direction and control or coordination of the response is required, the Phoenix EOC will be activated. The EOC will operate under the Emergency Support Function (ESF) structure utilizing the National Incident Management System (NIMS) and the Incident Command System (ICS).

The level of activation of the EOC is scalable to meet the demands of the response operation. The EOC will coordinate the response by managing the operations based on objectives set forth in the EOC Action Plan (EAP). This EOP is the basis for responding to emergencies and follows the guidance and best practices as set forth by Maricopa County Department of Emergency Management (MCDEM), the Arizona Department of

Emergency and Military Affairs (DEMA), the Arizona Department of Homeland Security, the Federal Emergency Management Agency (FEMA) and the U.S. Department of Homeland Security (DHS).

Emergency Declaration Process

An emergency may be declared 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 and other acts of civil disobedience that endanger life or property within the City of Phoenix.

If such an emergency exists, the City of Phoenix Office of Emergency Management, at the direction of the Emergency Management Director or their designee ~~will~~ shall recommend to the M~~m~~ayor that a local emergency be declared or to the City Council that a local emergency be declared. The City Charter~~, State law,~~ City Code, and this plan empower the M~~m~~ayor to declare a ~~local~~ local e~~e~~mergency ~~, and~~ in ~~pursuant to~~accordance with A.R.S. § 26-311(a), if certain conditions exist. A declared ~~local~~ a Local e~~E~~mergency permits ~~City~~ the Mayor~~government~~ to govern by proclamation and impose all necessary regulations to preserve the peace and order of the City, including but not limited to:

- Imposition of curfews
- Ordering the closing of any business
- Closing to public access any public building, street, or other public place
- Calling upon regular or auxiliary law enforcement departments and organizations within or without the City of Phoenix for assistance
- Notifying the constitutional officers that the C~~c~~ity office for which they are responsible may remain open or may close for the emergency

Alternatively, or after the Mayor has previously declared a local emergency, the City Council may make, amend, and rescind regulations necessary for emergency management, but such regulations shall not be inconsistent with regulations promulgated by the Governor. Upon termination of the emergency, the City Council shall prepare a proclamation stating that the emergency no longer exists.

Emergency declarations ~~This declaration~~ will be forwarded by the Emergency Management Director to the Director of the Maricopa County Department of Emergency Management (MCDEM) (or designated representative), or to the Maricopa County EOC if activated. If the emergency is of sufficient magnitude and all County resources are expended, MCDEM will recommend to the Chairman of the Board of Supervisors that the County declare an emergency. The County's emergency declaration will then be forwarded to the Arizona Department of Emergency and Military Affairs (DEMA) with a request that the Governor declare a state of emergency. Financial assistance may be made available to the City when the Governor declares a state of emergency.

The Governor may request a presidential declaration of a major disaster in Maricopa County if conditions so warrant. –Such a request will be based on a damage assessment and will indicate the degree of commitment of local and state resources in attempting to cope with the situation.

When a major disaster has been declared by the president, the Federal Emergency Management ~~Department~~ Agency (FEMA) will administer the federal level disaster relief programs in the affected area. Two major categories of benefits may be made available – individual assistance and public assistance. ~~Upon termination of the emergency, the mayor shall prepare a declaration that the emergency no longer exists.~~

Information Collection, Analysis, and Dissemination

Essential Elements of Information (EEI)

At the onset of a serious emergency or disaster there will be a flood of information coming into the EOC. EOC staff must determine what information is essential to understanding the extent of the emergency or disaster and to inform strategies for dealing with it effectively. Once these Essential Elements of Information (EEI) are established, this becomes the basis for the initial information collection plan and assists in sorting the information.

EEI includes information about:

- Lifesaving needs, such as evacuation and search and rescue
- Status of critical infrastructure, such as transportation, utilities, communication systems, fuel, and/or water supplies
- Status of critical facilities, such as police and fire stations, medical providers, water and sewage treatment facilities, and media outlets
- Risk of damage to the community from imminent hazards
- Number of ~~citizens~~ residents who have been displaced because of the event and the estimated extent of damage to their dwellings

Communications and information will flow into the EOC through a variety of methods. It may come through City radios, phone calls, written messages, media broadcasts, social media, or another medium. The challenge is to analyze and sort information from all sources to identify essential elements of information.

WebEOC

WebEOC is a tool used to help foster a common operating picture and to capture essential elements of information. All information received and all EOC staff communications will be captured in the WebEOC information management system. This system uses the internet to integrate information from the City of Phoenix EOC with County, Regional, and State EOCs. The program creates message boards of information that can be displayed in a variety of ways, establishes a timeline of actions taken, and facilitates tracking of resources.

All personnel in the EOC will maintain a log of their activity. The primary means for accomplishing this is to maintain an "Activity Log (ICS 214)" within WebEOC.

Collaboration with the ACTIC

The City of Phoenix Police Department (PPD) or Phoenix Fire Department (PFD) may provide a Terrorism Liaison Officer (TLO) to the Phoenix EOC when appropriate to provide intelligence from the Arizona Counter Terrorism Information Center (ACTIC). Coordination between the EOC Planning Section and the ACTIC, including critical information needs, collection priorities, long-term information collection, analysis, and dissemination is critical. The ACTIC also collaborates with the public through the community liaison program to include sector-specific watch programs.

Communications

Effective establishment and use of a comprehensive disaster communication, alert, and warning system can drastically reduce the impacts from natural and human-caused disasters in the community. Effective communication systems should include redundancy to provide alternate means of communication in case of primary system failure.

Communications systems are those systems that enable response and recovery forces to transmit and receive voice, data, and video signals. These include, but are not limited to standard telephone, cellular telephone, satellite telephone, radio, computer network, email, data transmission, data storage, video surveillance, or other systems in which information-bearing signals originating at one place are reproduced at a distant point. The objective of communication systems is to establish, use, maintain, augment, and provide redundancy for communication devices used in response and recovery operations.

Alert Systems: Alert Systems are those systems used to alert key decision makers, emergency response and recovery personnel, and specialized teams that an emergency is imminent or in progress. These include, but are not limited to standard telephone, mobile telephone, pager, city emergency notification systems, emergency management collaborative software, or other system through which emergency information is transmitted to identify city employees.

Notification Systems: Notification Systems are those systems used to make notifications to contiguous/neighboring jurisdictions, as well as higher, lateral, and subordinate entities. These notifications are made to provide information related to incidents that may impact their jurisdiction. In addition, these agencies may have information or equipment available to aid personnel responding to the incident.

Warning Systems: Warning Systems are those systems used to inform the public of impending emergencies that may require them to take protective actions. These include but are not limited to the Emergency Alert System (EAS), National Oceanographic Atmospheric Administration (NOAA) Weather Radio, ~~Arizona Department of Public Safety Media Alert~~, ~~County Emergency Notification System (CENS),~~Reverse 911, Wireless

Emergency Alerts, or other systems by which ~~citizens~~ community members are provided emergency public information.

When communications systems are disrupted, local, county, tribal, and private sector entities respond using available resources and capabilities. When additional support is required, county and tribal authorities may seek assistance from the state. When incidents expand beyond local communications networks, it is often necessary to manage and coordinate communications resources at the state level until the incident is resolved.

The framework for communications support in the City of Phoenix is explained in the ESF #2: Communications Annex ~~(ESF #2)~~. The framework for activating warning systems is explained in the ESF #15: External Affairs Annex and the Emergency Public Warning Support Annex.

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Administration, Finance, and Logistics

Administration

Policies for Reassigning Public Employees and Soliciting / Using Volunteers
All departments and functions not designated are considered available for emergency services and will respond when directed by the Mayor, City Manager, or a designated representative.

All City employees are considered available for emergency operations and will respond at the direction of their supervisors.

Community Emergency Response Teams (CERT), Citizens Offering Police Support (COPS), and other NIMS-credentialed volunteer organizations are authorized to augment the City's emergency response organization.

The City of Phoenix and its officers, agents, employees, and volunteers duly enrolled or registered with the City of Phoenix and unregistered persons placed into services during a declared emergency are immune from liability as provided in A.R.S. §26-314.

~~**Forms to accommodate message traffic, event logs, and various reports are maintained in the EOC. The City's web-based crisis information management system provides real-time logging, tracking, and monitoring within the EOC.**~~

~~**An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the EOC or Tactical Operations Center (TOC) at the discretion of the Emergency Management Director of the City Manager's Office. These AAR/IPs contain valuable information to help the city and its departments improve and provide better service during an emergency. Each member of the EOC and employees detailed in the field will keep records of the event, their participation, and actions taken.**~~

~~**After an incident has concluded, personnel in the field and staff in the EOC will complete a "hot wash" or after-action briefing. The notes from the "hot wash" should be incorporated into the AAR/IP produced by the Phoenix OHSEM staff.**~~

~~**After-action reports and the improvement plan developed will be incorporated into upcoming training sessions to assure that any deficiencies or training opportunities are not overlooked.**~~

Finance

General
During and after a disaster, it is imperative that staff and department employees pay close attention to expenses pre- and ~~post-disaster~~post-disaster declaration. For the public, it

is important they are aware of programs for flood insurance, individual assistance, and what their homeowners' insurance policies will and will not cover. This information should be shared by the City before and after a disaster through public information.

Before and after a declared emergency and a state and/or presidential declaration, EOC staff and field personnel should be cognizant of the disaster's emergency response costs, including care and sheltering of household pets and service animals; preparedness and emergency response programs; capturing eligible costs for reimbursement by the public assistance program; eligible donations for volunteer labor and resources; and eligible donations for mutual aid resources.

See Emergency Support Function (ESF) #14: Long-Term Community Recovery for more information about various programs that allow local political jurisdictions, local officials, and their response/support departments to recover their costs.

Financial Record Keeping

All expenses associated with this incident will be charged to a General Ledger Account that will be provided by the EOC Finance Section Chief. Each City department will maintain documentation to substantiate reimbursement for emergency expenditure, including both time and materials, to validate their activities should reimbursement become available. Where it is possible, normal administration procedures will be followed. Emergency expenditures will be incurred in accordance with City of Phoenix Administrative Regulation Section 3.10.

The City of Phoenix prescribed administrative and fiscal procedure shall be followed during an activation of the City EOC. In case of an emergency where health, safety, or welfare of the public is endangered, where immediate emergency purchases of supplies or services is required, and when time is of the essence, the Finance Director or designee shall be empowered by the Mayor to purchase goods or services while complying with the emergency requirements and procedures of the City of Phoenix Administrative Regulation Section 3.10.

City departments affected by a disaster shall keep detailed records of all damages and expenses sustained during the disaster, to include the estimated cost of repairing the damage. The damage must be visually verified by a qualified inspector following the disaster.

All City departments shall prepare a report stating the disaster's impact on the department's budget and its ability to provide essential services to the public. A clear statement of the disaster's impact is essential to support any request for a disaster declaration.

If a Presidential declaration is made, the appointed Applicant Agent for the City of Phoenix is authorized to make financial commitments on behalf of the City and shall handle all documentation and correspondence for the City in applying for disaster assistance. In the City of Phoenix, the Emergency Management Director is designated as the Applicant Agent per City Resolution No. 20794. The Applicant Agent will attend a joint federal/state

briefing at which his/her duties and the forms necessary to apply for assistance will be explained.

Lists of all actions taken during the disaster response and all repair work accomplished during and after the disaster (located on the ICS-214 form) shall be kept for each work site and for each employee:

- Location of work site
- Date that work was done
- Equipment and hours used
- Materials and quantities used
- Source of materials (vendor or stock)
- Copies of delivery invoices

Risk Management

The Finance Department, Risk Management Division coordinates property ~~claim~~claims adjustments for damage to City-owned property. In the event of an emergency leading to the activations of the Phoenix EOP, and after initial property damage assessments have been completed and documented, the assessments will be forwarded to the appropriate designee, who will deliver them to Risk Management. Coordination with insurance companies will then begin according to Risk Management's standard operating procedures.

Logistics

Resource Management

~~*Supply*~~

O~~HS~~EM, at the direction of the Emergency Management Director (or designee), is the primary department for coordinating the effective use of available resources and the coordination of appropriate emergency functions in response to situations beyond the capability of a single department. O~~HS~~EM is the focal point for ordering resources in the event of an emergency if resources are not available locally. The EOC Logistics Section Chief will forward those requests to MCDEM.

When a local emergency is proclaimed, the M~~m~~ayor shall govern by proclamation and shall impose all necessary regulations to preserve peace and order within the City limits, including but not limited to the commitment of local resources in accordance with local emergency plans.

Priority for the use of resources will be given to activities essential for survival and well-being of the population, protection of property, and for the conduct of necessary military, governmental, and private sector operations.

If a conflict of priorities develops because of more than one department needing the same resource, the affected department will work directly with the Deputy Finance Director, Procurement Division and responsible department director or delegates toward achieving resolution. If the conflict cannot be resolved, the matter will be referred to the Finance Director, or designee**,** and then to the Deputy City Manager, the EOC Manager, or Policy/Advisory Group for a final resolution.

Specified recovery forces will be given specific authority to procure goods and services they need to conduct essential activities and operations. Sale or resale of goods and provision of services to other users will be prohibited or restricted.

Emergency Procurement

Emergency procurement shall be made upon declaration of emergency or if an emergency condition exists that makes compliance with the City of Phoenix Administrative Regulations 3.10, General Procurement Procedures (Emergency Purchases) impracticable, unnecessary, or contrary to the public interest. It will be limited to materials, services, or construction necessary to satisfy the emergency need.

A department seeking emergency procurement shall prepare a ~~written and signed Letter of Exception~~Determination Memo documenting the existence of an emergency condition and explaining the procurement need. ~~The department director shall prepare a Letter of Exception to the Deputy Finance Director explaining the reason for the request. The Deputy Finance Director shall approve the exception and file the Letter of Exception along with a copy of the emergency declaration, if appropriate.~~

The Determination Memo will submitted using the City's opengov system.~~A copy of each Letter of Exception shall be kept on file by the using department and by the Finance Department.~~

A written determination stating the basis of the emergency and the reason for the selection of the contractor shall be included in any awarded contract file.

A list of Maricopa County and local municipal resources for which resource typing has been completed can be found in the County's web-based crisis information management system. Standard resource typing definitions help responders request and deploy the resources they need using common terminology. They allow emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively and facilitate the movement of these resources to the jurisdiction that needs them.

More information regarding the management and tracking of resources can be found in ~~Emergency Support Function (ESF) #7: Logistics Management and Resource Support~~ Annex.

Communication and warning equipment and circuits installed in the EOC that are not owned or leased by the City will be maintained in accordance with procedures established between the City of Phoenix and the owner/lessee of the equipment/circuits.

~~**Policies for Reassigning Public Employees and Soliciting / Using Volunteers**~~

~~**All departments and functions not designated are considered available for emergency services and will respond when directed by the Mayor, City Manager, or a designated representative.**~~

~~**All City employees are considered available for emergency operations and will respond at the direction of their supervisors.**~~

~~**Community Emergency Response Teams (CERT), Citizens Offering Police Support (COPS), and other NIMS-credentialed volunteer organizations are authorized to augment the City emergency response organization.**~~

~~**The City of Phoenix and its officers, agents, employees, and volunteers duly enrolled or registered with the City of Phoenix and unregistered persons placed into services during a declared emergency are immune from liability as provided in A.R.S. §26.314.**~~

Plan Development and Maintenance

Plan Review and Maintenance

The Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) will coordinate a review of the Emergency Operations Plan (EOP) Basic Plan annually and a major revision once every ~~three~~ five years. Major revisions are considered revisions which significantly alter or establish new policy. All major revisions to the plan will be approved by the City Manager. Minor revisions may be approved by the O~~HS~~EM Director.

New versions of the plan will be disseminated to all stakeholders. The plan has been determined to be a secure document and is only released to the public upon request and approval of O~~HS~~EM, or authorized agent.

The plan, after being revised, will be made available to all Primary and Support City departments for review and comment. ~~The annex will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon adoption by the City Council.~~ It is the responsibility of O~~HS~~EM to provide any necessary updates and to ensure the plan is published and disseminated appropriately.

Training and Exercise Program

OHSEM will conduct emergency response training for City Staff and EOC Emergency Staff. During those training sessions, staff will be briefed on expense reporting and tracking, record keeping, web-based crisis information management system use, position specific training, and requirements.

All drill and exercise participants represent the whole community, including the participation of persons with disabilities and access and functional needs. Exercises to test all or portions of this plan will be conducted at least once a year. Actual emergencies may substitute for an exercise.

Training will include all requirements of the National Incident Management System (NIMS), Emergency Management Program grant (EMPG), and the Homeland Security Exercise and Evaluation Program (HSEEP), as well as access and functional needs training provided by FEMA or other well recognized sources. Training will be conducted in cooperation with the Maricopa County Training and Exercise Plan and coordinated through the training and exercise calendar.

Event Critique and After-Action Reporting

This plan will be reviewed at least annually by OHSEM. Necessary updates will be published and disseminated immediately. After an exercise, drill, actual emergency, technological changes, or changes in departments, revisions affecting emergency response may be made to this plan.

An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the Emergency Operations Center (EOC) or Tactical Operations Center (TOC) at the discretion of the Emergency Management Director. of the City Manager's Office. The City's OHSEM will coordinate the inclusion of any corrective action items into the plan.

Community Outreach and Preparedness Education

The City will educate the public about threats, disasters, and what to do when an emergency occurs. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City's overall readiness.

The City leads community-scale workshops to enhance community preparedness and social cohesion. Community Leader Resilience Reference books are strategically distributed to provide the community with information on local resources. Partnerships with local agencies increase the capacity to educate residents on preparedness, extreme weather, and public safety.

Authorities and References

Federal

- Age Discrimination in Employment Act.
- Americans with Disabilities Act (ADA) of 1990.
- Centers for Disease Control (CDC) Public Health Emergency Response Guide For State, Local, and Tribal Public Health Directors Version 2.0 April 2011.
- Civil Rights Act of 1964.
- FEMA Comprehensive ~~Planning~~ Preparedness Guide (CPG) 101: latest version~~November 2010.~~
- Executive Order 13407 of June 26, 2006, Public Alert and Warning System.
- ~~FEMA Civil Preparedness Guides.~~
- FEMA Guide for All-Hazard Emergency Operations Planning (State and Local Guide~~.~~)
- Homeland Security Act Of 2002: Public Law 107-296, 116 Stat. 2135.
- Homeland Security Presidential Directive 3, Homeland Security Advisory System, March 11, 2002.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents.
- Homeland Security Presidential Directive 8, Annex I, Planning, January 2008.
- Homeland Security Presidential Directive 8, National Preparedness.
- National Continuity of Operations Plans and References.
- National Incident Management System.
- National Infrastructure and Protection Plan.
- National Response Framework~~.~~
- National Security Decision Directive Number 259, February 4, 1987.
- National Security Presidential Directive 51/ Homeland Security Presidential Directive 20, National Continuity Policy, May 4, 2007.
- Pets Evacuation and Transportation Standards (PETS) Act of 2006.
- Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295.
- Pregnancy Discrimination Act of 1978.
- Presidential Preparedness Directive 8, “National Preparedness.”
- Public Law 104-201, Defense against Weapons of Mass Destruction Act of 1996, September 23, 1996 (Also known as Nunn-Luger-Domenici Act).
- Public Law 81-920 The Federal Civil Defense Act of 1950.
- The Rehabilitation Act of 1973 (29 U.S.C. Sec.701).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended.
- Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III, Emergency Planning and Community Right-To-Know Act (promulgated as Public Law 99-288).
- Title 28 Code of Federal Regulations (CFR) Section 35.136 Service Animal.
- Title 28 CFR Section 35.104 Definition of a Service Animal.
- Title 40 CFR Parts 300-355. Final Rule: Extremely Hazardous Substances List and Threshold Planning Notification Requirements (52 Federal Register 13378, April 22, 1987).
- Title 44 CFR Part 206, Federal Disaster Assistance.

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- U.S. DOT Emergency Response Guidebook.
- Volunteer Protection Act of 1997 Public Law 105–19—June 18, 1997.

State

- A.R.S. § 9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. § 11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. § 11-441. Performance of duties at place other than county seat; record filing.
- A.R.S. § 26-307. Power of counties, cities, City and State departments designated by the governor, to make orders, rules and regulations, procedure.
- A.R.S. § 26-308. Powers of Local Government
- A.R.S. § 26-309. Mutual aid; responsibilities of departments and officials; agreements; definition.
- A.R.S. § 26-311. Local Emergency; Power of political subdivisions
- A.R.S. § 26-312. Authority of executive officers and governing bodies to accept materials or funds.
- A.R.S. § 26-314. Immunity of state, political subdivisions and officers, agents, employees, and emergency workers.
- A.R.S. § 26-316. Enforcement of orders, rules, and regulations
- A.R.S. § 26-317. Violation; classification
- A.R.S. § 26-402. Emergency Management Assistance Compact (EMAC)
- A.R.S. § 28-622. Failure to comply with police officer, classification.
- A.R.S. § 28-644. Obedience to and required traffic control devices.
- A.R.S. § 28-651. Use of private property to avoid traffic control device prohibited.
- A.R.S. § 28-910. Liability for emergency responses in flood areas: definitions.
- A.R.S. § 36-624. Quarantine and sanitary measures to prevent contagion.
- A.R.S. § 36-627. Temporary hospitals for persons with contagious disease.
- A.R.S. § 36-628. Provision for care of persons afflicted with contagious disease: expenses.
- A.R.S. Title 34 - Public Buildings and Improvements, Chapter 2, Article 2.
- A.R.S. Title 35 - Public Finances, Chapter 1.
- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- A.R.S. Title 41 - State Government, Chapter 12 Public Safety, Article 7.1 Critical Infrastructure Information System.
- A.R.S. § 41-5202. Communications; accessibility; emergency response interpreters.
- A.R.S. Title 49 - The Environment, Chapter 3 Air Quality.
- Arizonans with Disabilities Act (Article 4 of 1996).
- Arizona Administrative Code, Title 10 Chapter 3 Article 4.
- Arizona Pandemic Influenza Response Plan, latest version ~~(2011).~~
- Arizona State Emergency Response and Recovery Plan (SERRP), latest version~~.~~

- Arizona State Homeland Security Strategic Plan.
- Memorandum of Understanding with Arizona Chiefs Fire Association.
- Offsite Emergency Response Plan for the Palo Verde Generating Station.

County

- Arizona Central Region Tactical Interoperation Communications Plan.
- Intergovernmental Agreements for Disaster and Emergency Management Services between Maricopa County and Participating Cities, latest version~~2018.~~
- Maricopa County Community Wildfire Protection Plan, latest version~~April 2010.~~
- Maricopa County Emergency Management Resolution, latest version ~~of 2011.~~
- Maricopa County Emergency Operations Plan, latest version~~, November 2019.~~
- Maricopa County Multi-Jurisdictional Hazard Mitigation Plan, latest version~~, 2015.~~

City of Phoenix

- City of Phoenix City Code Human Relations Chapter 18, as amended.
- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- City of Phoenix Administrative Regulation 3.10: General Procurement Procedures
- City of Phoenix Contract #: 147846-0: Cooperative Purchasing Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- Street Transportation Department; Street Maintenance Bridges and Dam Safety Plans.
- ~~City of Phoenix, Maricopa County Community Wildfire Protection Plan, April 2010.~~
- Maricopa County Multi-Jurisdictional Hazard Mitigation Plans, latest version ~~(2009);~~ Jurisdictional Summary for the City of Phoenix.
- Resolution No. 20794 (FEMA Designated Applicant Agent).
- Resolution No. 2013 (Strategic National Stockpile Assets).
- ~~City of Phoenix Administrative Regulation Section 3.10~~

Other

All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies and/or disasters.

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ESF Annexes: An Overview

Introduction

Purpose

The ESF Annexes: An Overview introduces the Emergency Support Function (ESF) structure, common elements of each of the ESFs, and the basic content contained in each of the ESF Annexes. The following section includes a series of annexes describing the roles and responsibilities ESF Coordinators, Primary City Departments, Supporting City Departments, and Strategic Partners as delineated in each ESF annex.

Background

The ESFs provide the structure for coordinating City support for a local response to an incident. The Incident Command System (ICS) provides for the flexibility to assign ESF and other stakeholder resources per their capabilities, taskings, and requirements to augment and support the City response to incidents in a more collaborative and cross-cutting manner. While ESFs are typically assigned from a specific City Department, resources may be assigned anywhere from the leading City Department. Regardless of the section in which an ESF may reside, that entity works in conjunction with other City Departments to ensure that appropriate planning and execution of missions occur.

ESF Annex List

ESF #	ESF Annex Name
1	Transportation
2	Communications
3	Public Works & Engineering
4	Firefighting
5	~~Emergency Management~~Information and Planning
6	Mass Care
7	Logistics
8	Public Health and Medical Services
9	Search and Rescue
10	Oil and Hazardous Materials Response
11	Agriculture and Natural Resources
12	Energy
13	Public Safety and Security
14	Long-Term Community Recovery
15	External Affairs

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Core Capabilities

General

Once an incident occurs, efforts focus on saving lives, protecting property and the environment, and preserving the social, economic, cultural, and political structure of the City. Depending on the size, scope, and magnitude of an incident, local, state, and, in some cases, the Federal Government, may be called to action. The response core capabilities are the activities that generally must be accomplished in incident response regardless of which levels of government are involved.

These core capabilities were developed by the Federal Emergency Management Agency (FEMA) to address a variety of threats and hazards that pose a significant risk to the Nation. Each mission area—Prevention, Protection, Mitigation, Response, and Recovery—have identified functions that would be required to address these threats and hazards; these are the core capabilities. The core capabilities are distinct critical elements necessary to achieve the National Preparedness Goal. They provide a common vocabulary describing the significant functions that must be developed and executed across the whole community to ensure national preparedness.

Interdependencies

No core capability is the responsibility of any one department or single level of government. Each capability requires an approach that integrates the abilities of elements in the whole community from the individual up to the Federal Government, including strategic partners. Most of the resources and functions required at the local level to deliver a given core capability are provided by local government agencies with additional members of the community assisting as needed. Catastrophic incidents require many more response assets and engagement with a broader set of partners.

Interdependencies exist among many of the core capabilities. For example, organizations involved in providing Mass Care Services often rely on resources and functions from organizations that provide Critical Transportation or Logistics and Supply Chain Management for commodities distribution; Public Information and Warning for messaging, translators, and interpreters; and Operational Communications for reporting and communication that allows shelters to stay in touch with operations centers.

~~Cross-Cutting~~Common Core Capabilities

Planning, Operational Coordination, and Public Information and Warning are the ~~cross-cutting core~~ common capabilities for every ESF. Individual ESFs may also support additional core capabilities related to the subject area; ~~ESF specific~~ESF-specific core capabilities are described in the individual ESF annexes.

Planning

The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Critical Tasks:

- Develop operational plans that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.

Operational Coordination

The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Critical Tasks:

- Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident.
- Enhance and maintain command, control, and coordination structures, consistent with the National Incident Management System (NIMS), to meet basic human needs, stabilize the incident, and facilitate the integration of restoration and recovery activities.

Public Information and Warning

The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Critical Tasks:

- Inform all affected segments of society necessary, including accessible tools in multiple formats of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the integration of recovery activities.

Organization and Assignment of Responsibilities

ESF Notification and Activation

ESF Coordinators and Primary City Departments notify and activate Supporting City Departments and Strategic Partners as required for the threat or incident, to include support to specialized teams. Each ESF is required to develop standard operating procedures (SOPs) and notification protocols and to maintain current rosters and contact information.

ESF Member Roles and Responsibilities

Each ESF Annex identifies the ESF Coordinator, Primary City Departments, Supporting City Departments, and Strategic Partners pertinent to the ESF. Several ESFs incorporate multiple components, with primary agencies designated for each component to ensure seamless integration of and transition between preparedness, response, and recovery activities. ESFs with multiple primary agencies designate an ESF coordinator for the purposes of pre-incident planning and coordination of primary and supporting agency efforts throughout the incident. The following section describes the roles and responsibilities of the ESF Coordinator, the Primary and Support City Departments, and Strategic Partners.

ESF Coordinator

The ESF coordinator is the entity with management oversight for that ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery 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 and, as appropriate, support agencies.

When an ESF is activated, Coordinating City Departments are responsible for~~Responsibilities of the ESF coordinator include~~:

- ☐ Provide coordination before, during, and after an incident. This includes pre-incident planning and coordination.
- ☐ Maintain ongoing contact with ESF primary and support agencies.
- ☐ Conduct periodic ESF meetings and conference calls.
- ☐ Coordinate efforts with corresponding private-sector organizations.
- ☐ Coordinate ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate.

Primary City Departments

An ESF Primary City Department is a City entity with significant authorities, roles, resources, or capabilities for a particular function within an ESF. ESFs may have multiple primary agencies, and the specific responsibilities of those agencies are articulated within the relevant ESF Annex.

When an ESF is activated, Primary City Departments are responsible for~~When an ESF is activated in response to an incident, a Primary City Department is responsible for the following~~:

- ☐ Support the ESF Coordinator and coordinate closely with the other primary and support agencies.
- ☐ Provide adequate staff for the operations functions at fixed and field facilities.
- ☐ Notify and request assistance from support agencies, as appropriate.
- ☐ Manage mission assignments and coordinate with support agencies, as well as appropriate State officials, operations centers, and agencies.
- ☐ Work with appropriate private-sector organizations to maximize use of all available resources.
- ☐ Support and keep other ESFs and organizational elements informed of ESF operational priorities and activities.
- ☐ Conduct situational and periodic readiness assessments.
- ☐ Execute contracts and procure goods and services as needed.
- ☐ Ensure financial and property accountability for ESF activities.
- ☐ Plan for short- and long-term incident management and recovery operations.
- ☐ Maintain trained personnel to support interagency emergency response and support teams.
- ☐ Identify 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.

Supporting City Departments

Supporting City Departments are those City entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

When an ESF is activated, Supporting City Departments are responsible for:

- ☐ Conducting operations, when requested by the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) or the designated ESF Primary City Department, 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 O~~HS~~EM or the ESF Primary City Department.
- ☐ 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.

Strategic Partners

Strategic Partners are agencies outside of the City of Phoenix; these partners may include, but are not limited to, other government partners, non-profit organizations, Voluntary Organizations Active in Disaster (VOADs), community groups, and public/private-sector entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

When an ESF is activated, Strategic Partners are responsible for:

- Conducting operations, when requested by the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) or the designated ESF Primary City Department, 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.
- Providing input to periodic readiness assessments.
- ~~Maintaining~~ trained personnel to support interagency emergency response and support teams.
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C/P = ESF Coordinator & Primary City Department P=Primary City Department S= Supporting City Department
* = All City Departments Supporting Role

Keys to Success

Information Management

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes the following:

- ☐ Filter information for what is accurate, distill that information to what is useful, and transfer it to the appropriate people within the EOC or agency, contributing to a common operating picture.
- ☐ Serve as a conduit of information to and from agencies.
- ☐ Supply accurate, appropriate, and up-to-date information to the Situation Report.

Resource Management

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes the following:

- ☐ Coordinate the contribution of resources from an agency to the response and recovery.
- ☐ Request resources from other sources and agencies.
- ☐ Keep the lines of communication open and provide specific information about what an agency can and cannot provide. More specific and timely information best supports the request.

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ESF Representative Checklist

ACTIVATION AND INITIAL ACTIONS
□ Report to the EOC ~~Incident Commander~~Director or Manager, Section Chief, Branch Coordinator, or another assigned supervisor.
□ Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms.
□ Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
□ Equip your workstation with necessary equipment and supplies and test the functionality of all equipment.
□ Obtain situation report(s), Incident Action Plan, and/or briefings from EOC and/or field personnel.

INITIAL OPERATIONAL PERIODS
□ Obtain a briefing from the person you are replacing.
□ Attend meetings and briefings, as appropriate.
□ Establish and maintain your position log with chronological documentation.
□ Follow procedures for transferring responsibilities to replacements.
□ Follow staff accountability and check-in/check-out procedures when temporarily leaving your assigned workstation.

FINAL OPERATIONAL PERIODS
□ Complete and submit all required documentation.
□ Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative.
□ Follow check-out procedures.
□ Share lessons learned at After-Action Meetings to contribute to the After-Action Report and inform future activations.

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Annex Overview Development and Maintenance

Annex Review and Maintenance

The Office of Homeland Security and Emergency Management (OHSEM) will coordinate a review of ESF Annexes: An Overview and all 15 ESF Annexes for a major revision once every three years. Major revisions are considered revisions which significantly alter or establish new policy. All major revisions to the plan will be approved by the City Manager. Minor revisions may be approved by the OHSEM Director.

New versions of the plan will be disseminated to all stakeholders. The plan has been determined to be a secure document and is only released to the public upon request and approval of OHSEM, or authorized agent.

The plan, after being revised, will be made available to all Primary and Support City departments for review and comment. The annex will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon adoption by the City Council.

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~~The plan will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon approval by the City Manager. It is the responsibility of OHSEM to provide any necessary updates and to ensure the plan is published and disseminated appropriately.~~

~~Event Critique and After-Action Reporting~~

~~All ESF Annexes will be reviewed at least annually by OHSEM. Necessary updates will be published and disseminated immediately. After an exercise, drill, actual emergency, technological changes, or changes in departments, revisions affecting emergency response may be made to this plan.~~

~~An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the Emergency Operations Center (EOC) or Tactical Operations Center (TOC) at the discretion of the Emergency Management Coordinator of the City Manager's Office. The City's OHSEM will coordinate the inclusion of any corrective action items into the plan.~~

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Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework

State

- State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City

- City of Phoenix Emergency Operations Plan (EOP)

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ESF #1: Transportation Annex

Key Response Agencies

ESF Coordinator	Street Transportation Department (STD)
Primary City Departments	Street Transportation Department (STD) Public Transit Department (PTD)
Supporting City Departments	Aviation Department (AVN) Communications Office (COM) Equal Opportunity Department (EOD) Information Technology Services (ITS) Office of Environmental Programs (OEP) Parks and Recreation Department (PRD) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Public Works Department (PWD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Transportation (MCDOT) Maricopa County Sheriff's Office (MCSO) Maricopa County Waste Resources and Recycling Management **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Public Safety (DPS) Arizona Department of Transportation (ADOT)

Introduction

Purpose

The Emergency Support Function (ESF) #1: Transportation Annex involves the direction, coordination, and operation of transportation services during an emergency or disaster. Departments identified with primary or supporting roles for ESF #1: Transportation are responsible for providing transportation infrastructure assessment, repair, and restoration following an emergency or disaster event within the City of Phoenix.

Scope

Activities encompassed within the scope of ESF 1 include:

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- Transportation modes management and control
- Transportation safety
- Stabilization and reestablishment of transportation infrastructure
- Movement restrictions
- Damage and impact assessment

This annex is applicable to City of Phoenix departments with responsibilities to coordinate or support transportation operations. Of particular importance are the following:

- City departments with emergency public safety functions
- City departments with routine interaction with the public

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

An emergency or disaster event will require transportation support to assist with incident management. Reporting damage to transportation infrastructure because of the incident and coordinating the restoration and recovery of the transportation infrastructure will be required to support the response and recovery missions of the event.

Planning Assumptions

- Disaster responses may be difficult due to blocked traffic, debris, and damage. Priority will fall on repairs to transportation systems to render aid to disaster survivors most affected. Access to the incident area will be permitted for transportation personnel after emergency responders have declared the scene safe for operations. If the requirement for transportation capacity during the immediate life-saving response phase exceeds City of Phoenix assets, the Mayor will determine when Maricopa County assistance is needed, and request aid as specified.

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Concept of Operations

General

In accordance with the Basic Plan and this ESF Annex, the Street Transportation Department, and identified supporting departments are ~~is~~ responsible for coordinating transportation-related activities. Plans and procedures developed by the primary department(s), supporting department(s), and external partners provide the framework for carrying out those activities.

Actions

Mitigation & Preparedness	▪ Plan and coordinate with supporting agencies and organizations. ▪ Maintain a current inventory of transportation resources. ▪ Establish policies, procedures, plans, and programs to effectively address transportation needs. ▪ Recruit, designate, and maintain a list of emergency personnel. ▪ Participate in drills and exercises to evaluate transportation capabilities. ▪ Establish and maintain a working relationship with support agencies, transportation industries, and private transportation providers. ▪ Establish Memorandum of Understanding (MOU's) with support agencies, transportation industries, and private transportation providers, as needed.
Response & Recovery	▪ Establish response operations and support personnel working in the EOC. ▪ Activate existing MOU's for support, as needed. ▪ Provide transportation resources, equipment, and vehicles upon request. ▪ Channel transportation information for public release through the EOC and continue providing information and support upon re-entry. ▪ Maintain records of expenditures and document resources utilized during recovery. ▪ Damage assessment of transportation infrastructure. ▪ Transportation route repair activities. ▪ Coordinate clearance and removal of debris and materials. ▪ Ensure accessible sidewalks, rights-of-way, and street crossings are clear of debris. Provide accommodations in public rights-of-way to enhance the connectivity of pedestrians, bicyclists, and transit (i.e., accessible pedestrian signals, pedestrian circulation paths, and signage). ▪ Coordinate accessible transportation support with other ESFs as required.

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Core Capabilities

All ESFs, including ESF # 1, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

Critical Transportation

Critical Transportation is response core capability that ESF #1 most directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Street Transportation Department

The Street Transportation Department serves as the **ESF #1 Coordinator** and **Primary City Department**, providing overall coordination for ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop appropriate departmental standard operating procedures (SOPs) to address ESF #1 operations.
- ☐

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Monitor status of transportation infrastructure and maintain an overview of ESF #1 activities for briefing purposes.
- ☐ Coordinate debris clearance and removal on City roads, sidewalks, curb ramps, landings, crosswalks, access ramps, street crossings, and other pedestrian access routes (PAR) to ensure accessible public rights-of-way.

- ☐ Provide accommodations for transportation, current roadway, bridge, culvert, traffic signals, and sign information.
- ☐ Identify areas of damage to the surface transportation routes in the City of Phoenix.
- ☐ Identify needed repairs and resources, complete needed repairs in priority order.
- ☐ Identify and deploy appropriate traffic control measures. ~~Activate approved traffic control plan.~~
- ☐
- ☐ Procure equipment and services from private contractors as needed.
- ☐ Brief county and state departments on the status of transportation routes.
- ☐ Notify local transportation systems of surge potential.
- ☐ Maintain records of expenditures and document resources utilized during response and recovery operations.
- ☐ ~~Develop~~ In coordination with Incident Command or the EOC, identify~~protocols for~~ evacuation transportation routes and the resources ~~necessary~~ to accommodate evacuation management strategies. For example, ensure that there are services available at evacuation destinations and along evacuation routes such as hotel rooms, gas stations, bathrooms, restaurants, and open shelters.
- ☐ When pedestrians are diverted off the existing pedestrian circulation path network due to temporary closures, ensure alternative pedestrian circulation path requirements apply.

☐

Public Transit Department (PTD)

~~The Public Transit Department~~PTD serves as a **Primary City Department** for transportation-related activities, supporting coordination for ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Monitor real-time status of transportation infrastructure.
- ☐ Assist in traffic management measures.
- ☐ Coordinate with regional transit partners to include Valley Metro.
- ☐ Procure equipment and services from private contractors as needed.

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Supporting City Departments

Aviation Department (AVN)

~~The Aviation Department~~AVN serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Activate the Aviation Department Emergency Operations Center (AEOC) and coordinate with the City EOC.
- ☐ If any ~~major~~ airline incident and/or major incident occurs ~~is~~ on or near the airport campuses~~Aviation Department property~~, establish a Unified Command Post with Police and Fire Departments and assume Aviation Command (AVCOM).
- ☐ The AEOC and AVCOM will support the on-scene command with all available Aviation Department resources.
- ☐ Offer/provide Aviation Department personnel to support on-scene command.

The Aviation Department includes the following: Phoenix Sky Harbor International Airport, Phoenix Deer Valley Airport, and Phoenix Goodyear Airport., ~~and Phoenix-Mesa Gateway Airport.~~

Communications Office (COM)

~~The Communications Office~~COM serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Obtain transportation-related information for public release.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

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- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Ensure people with DAFN are properly considered in preparedness activities and public messaging.

During an emergency:

- ☐ Provide a Disability Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC Sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.

~~**Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.**~~

Information Technology Services (ITS)

ITS serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ ~~Liaise with regional AzTech Consortium for integration of Intelligent Transportation Systems.~~
- ☐ Establish and maintain the automated computer system needed for City EOC operations.

During an emergency:

- ☐ Provide personnel and equipment as required to support EOC operations.
- ☐ Establish data communication links for City department computers as needed in the EOC during emergencies.
- ☐ Provide computer technical support to the EOC.
- ☐ Provide telecommunications technical support to the EOC.

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~~Liaise with regional AzTech Consortium for integration of Intelligent Transportation Systems.~~

Office of Environmental Programs (OEP)

OEP serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate with the Public Works Department to assess and resolve potential ~~health~~ environmentally regulated materials~~issues related~~ related to debris removal process.
- ☐ Coordinate with citywide hazardous and non-hazardous waste removal vendors.

The Office of Environmental Programs field operations will not provide cleanup, containment, transportation, and/or disposal of any hazardous materials or contaminated debris. If the need arises, contact a licensed HAZMAT disposal company to provide cleanup, containment, transportation, and disposal of hazardous materials and contaminated debris.

Parks & Recreation Department (PRD)

PRD ~~The Parks & Recreation Department~~ serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide equipment and resources if requested.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide vegetation debris clearance and removal on City roads.

Phoenix Fire Department (PFD)

PFD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.

- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Establish on-site liaison at the Unified Command Post.
- ☐ Receive clearance from the EOC for PFD personnel to enter the affected areas.
- ☐ Conduct on-site operations relating to safety and security under the direction of the Unified Command Post.
- ☐ Provide all firefighting support and resources; provide emergency medical and disaster management.
- ☐ Establish and provide a transportation sector to supervise regular and improvised ambulances until a medical coordinator is available.
- ☐ Recall off-duty personnel, as appropriate.
- ☐ Assist Phoenix Police Department (PPD) to warn/notify the public of any potentially dangerous situations immediately using multiple notification and warning systems to reach as many people as possible. *See ~~Early~~ Emergency Public Warning Support Annex for more information and listing of communication tools.*

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Begin traffic control procedures as appropriate.
- ☐ Control access to and prevent looting in damaged or evacuated areas.
- ☐ Direct and control all law enforcement personnel deployed to the site of the emergency; secure critical facilities as the situation warrants.
- ☐ Prevent and investigate incidents of vandalism, sabotage, sniping, and bombing.
- ☐ Collect and disseminate information and intelligence.
- ☐ Furnish a Public Information Officer (PIO) to supplement and coordinate official news releases from the EOC PIO, utilizing the *Press Conference Procedure Checklist* as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.
- ☐ Furnish liaison personnel to other departments as required.

- ☐ Provide law enforcement and security protection for personnel and equipment of supporting units.
- ☐ Warn/notify the public of any potentially dangerous situations immediately using multiple notification and warning systems to reach as many people as possible. *See the ~~Early~~ Emergency Public Warning Support Annex for more information and listing of communication tools.*

Public Works Department (PWD)

~~The Public Works Department~~PWD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Maintain vehicles and equipment and provide priority repairs to mission-critical debris removal hand-off equipment.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate fuel delivery for City of Phoenix fuel sites and emergency generators.
- ☐ Provide public works and engineering resources, equipment, and vehicles upon request.
- ☐ Provide resource management.
- ☐ Coordinate with Office of Environmental Programs (OEP) to assess and resolve potential environmentally regulated materials related to debris removal process.~~to assess and resolve potential health issues related to debris removal process.~~

All City Departments

All City Departments may support ESF#1: Transportation by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Provide personnel to temporarily support recovery activities as requested by the City EOC.
- ☐ Serve on damage assessment and/or mitigation teams as requested by the City EOC.
- ☐ Provide, when appropriate, the use of fleet vehicles to assist with transportation-related needs.

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Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.
- ☐ Coordinate activities for County departments.
- ☐ Serve as the main conduit for communications between the State and the City of Phoenix.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Coordinate support and support security.

Maricopa County Department of Transportation (MCDOT)

Maricopa County Department of Transportation (MCDOT) supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Coordinate resources needed to restore and maintain transportation and infrastructure.

Maricopa County Waste Resources and Recycling Management

Maricopa County Waste Resources and Recycling Management supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Support waste management activities through existing jurisdictional responsibilities.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports ESF #1 for the City of Phoenix by doing the following:

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- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Provide traffic and law enforcement support.
- ☐ Provide support for safety and security resources.

Arizona Department of Transportation (ADOT)

Arizona Department of Transportation (ADOT) supports ESF #1 for the City of Phoenix by doing the following:

- ☐ Coordinate transportation support.
- ☐ Coordinate restoration/recovery of transportation infrastructure.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection
- National Disaster Recovery Framework
- National Response Framework
  - ESF #1 – Transportation

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #1 – Transportation

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Complete Streets Policy

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ESF #2: Communications Annex

Key Response Agencies

ESF Coordinator	Information Technology Services (ITS)
Primary City Departments	Information Technology Services (ITS)
Supporting City Departments	Community Emergency Response Team (CERT) Communications Office (COM) Equal Opportunity Department (EOD) Office of ~~Homeland Security and Emergency~~ Management (O~~HS~~EM) Phoenix Fire Department (PFD) Alarm Room ~~PFD Community Emergency Response Team (CERT)~~ Phoenix Police Department (PPD), Communications Bureau
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM)

Introduction

Purpose

The Emergency Support Function (ESF) #2: Communications Annex describes how the City of Phoenix will provide for, support, and enhance the requisite technology (hardware and software) for emergency communications systems; alert, warning, and notification systems; and redundant communications systems during all phases of the emergency management cycle. This annex describes how ESF #2 will provide communications and information technology support to other ESFs when City systems have been impacted.

Scope

This annex describes how the City will coordinate establishing emergency communications during a disaster or incident. Communications priority will be given to Primary and Supporting City Departments who are responsible for emergency response activities. The types of support will include City department communications systems, commercially leased communications, and communication services provided by local amateur radio groups. The ESF #2: Communications Annex supports the provisions of the National Emergency Communications Plan.

Activities encompassed within the scope of ESF #2 include:

- **Alert and Warning**
  - Maintain a reliable alert, warning, and notification system.

- **Communications Systems**
  - Establish and maintain an effective communications system, including City-owned and commercially leased systems, for use in a disaster.
  - Coordinate the provision of redundant and temporary communications as required. Impacts to cellular services, external internet connectivity, local phone services, etc. are dependent upon vendor services the City utilizes.
  - Monitor and report on the overall status of the City's communications infrastructure during a disaster.
  - Maintain the City's critical information technology infrastructure, including, but not limited to, the provision of cybersecurity measures.

This annex is applicable to City of Phoenix departments with responsibilities to coordinate or support communications. Of particular importance are the following:

- City departments, offices, or divisions that support communications and information technology.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The ESF #2: Communications Annex is the conduit for the City of Phoenix to ensure an emergency communications system is developed, maintained, and in operating condition to collect and disseminate information, receive requests for assistance, and coordinate disaster response and recovery activities.

The Communications Annex can provide technical and program development guidance to assist City departments in developing, maintaining, and operating their emergency communications systems. This collaboration will assure a coordinated and integrated citywide emergency communications system.

Planning Assumptions

- The City of Phoenix may sustain damage, which may influence the means and accessibility for relief services and supplies.

- Disaster responses, which require communications capacity, may be difficult to coordinate effectively during the immediate post-disaster phase.
- The requirement for communications capacity during the immediate lifesaving response phase may exceed the availability of City-controlled or readily obtained assets.
- Failure of redundant communications systems will require response and emergency support departments to establish temporary communications systems immediately following a disaster or emergency event.
- Interoperable and available communications will be needed to protect life and property and restore the affected area to pre-disaster conditions.

Concept of Operations

General

The City of Phoenix Information Technology Services, and identified supporting departments are ~~is~~ responsible for coordinating City resources needed to restore and maintain communications necessary to protect lives and property during an emergency.

A variety of communications tools can be used to maintain situation awareness between the Incident Commander and the City Emergency Operations Center (EOC).

Electronic communications methods include but are not limited to the following:

- Telephone
- Voice Over Internet Protocol ~~(VOIP)~~ phones
- Cell phones
- Instant messaging
- Text messaging
- Internet
- Webcam
- Video conferencing
- Commercial television and radio
- Web-based crisis information management systems
- Regional radio systems
- Satellite phones
- Cache radios.

Manual communications methods include but are not limited to:

- Direct voice conversation
- Print
- Billboards
- Message boards
- Hard-copy written communications.

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Actions

Mitigation & Preparedness	▪ Establish methods of communications for probable emergency situations including type of emergency, projected time, area to be affected, anticipated severity, forthcoming warnings, and actions necessary. A method of warning must be available for the public, including people with visual and hearing impairments and/or non-English speaking. ▪ Ensure that primary and alternate communication systems are operations. ▪ Facilitate communication systems for the affected emergency or disaster area. ▪ Develop maintenance and protection arrangements for disabled communications equipment. ▪ Participate in drills and exercises to evaluate local communications and warning response capability.
Response & Recovery	▪ Verify information with proper officials. ▪ Establish communication capability between the City of Phoenix EOC, City departments, agencies, and organizations with ESF responsibilities and other jurisdictions as necessary. ▪ Coordinate communications with response operations, shelters, lodging, and food facilities. ▪ Provide system for designated officials to communicate with the public, including people with special needs such as hearing impairments and non-English speaking. ▪ Continue coordinated communications to achieve ~~rabid~~ rapid recovery and contact with the County EOC and other regional EOCs. ▪ Maintain records of expenditures and document resources utilized during the incident.

Core Capabilities

All ESFs, including ESF # 2, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #2 directly supports the following core capabilities:

- Operational Communications
- Infrastructure Systems

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Operational Communications

Objective: Ensure the capacity for timely communications in support of security, situational awareness, and operations available, among and between affected communities in the impact area and all response forces.

Critical Tasks:

- Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, and Federal first responders.
- Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and facilitate the integration of recovery activities.
- Re-establish critical information networks, including cybersecurity information-sharing networks, to inform situational awareness, enable incident response, and support the resiliency of key systems.

Infrastructure Systems

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.
- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

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Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Information Technology Services (ITS)

ITS serves as the **ESF #2 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Develop and maintain a multi-channel employee notification system in coordination with the City of Phoenix Human Resources Department.
- ☐ Establish and maintain the automated computer system needed for Emergency Operations Center (EOC) operations.

During an emergency:

- ☐ Provide personnel and equipment as required to support EOC operations.
- ☐ Establish data communication links for City department computers as needed in the EOC during emergencies.
- ☐ Provide computer technical support to the EOC.
- ☐ Provide telecommunications technical support to the EOC.
- ☐ Provide for ongoing maintenance and restoration of City-owned systems.
- ☐ Establish and support video conferencing links as needed.
- ☐ Provide technical assistance for the restoration of communications support systems.
- ☐ Obtain contract communications resources as needed.
- ☐ Act as a liaison with telephone, wireless communications, internet, and radio providers.
- ☐ Support activated External Affairs Annex (ESF #15) functions

Supporting City Departments

Community Emergency Response Team (CERT)

CERT serves as a **Supporting City Department** for ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.
- ☐ Maintain and control communication equipment.

During an emergency:

- ☐ If requested, send representatives to the EOC.

- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Ensure that all CERT activities are supported with an appropriate communications plan, preparing ICS Form 205.
- ☐ Provide Amateur Radio licensed operators through and dedicated to Phoenix CERT managing the following:
  - o Handheld VHF/UHF amateur band radios
  - o Fixed location and portable HF/VHF/UHF base stations
  - o Fixed location and portable VHF/UHF amateur band repeater stations
  - o 800 MHz trunked digital radios, handheld and mobile

Communications Office (COM)

~~The Communications Office~~COM serves as a **Supporting City Department**, supporting ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide messaging as appropriate for emergency notification messages to City personnel through the Emergency Notification System (ENS).

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department**, supporting ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Ensure people with DAFN are properly considered in all preparedness activities.

During an emergency:

- ☐ Provide a Disability Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC Sections on DAFN-related issues and available resources.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery.
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.~~Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal require~~

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM serves as a **Supporting City Department**, supporting ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.
- ☐ Provide and manage Duty Officer Program in coordination with ITS to deliver emergency notification messages to City personnel through the Emergency Notification System (ENS).

During an emergency:

- ☐ Coordinate ENS messaging to City personnel with the Communications Office.

Phoenix Fire Department (PFD) Alarm Room

PFD Alarm Room serve as a **Supporting City Department** for ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs to address emergency response needs, including loss of 9-1-1 and/or radio communications and backup communications facilities.
- ☐ Develop and maintain alert and warning systems for major emergencies/disasters.
- ☐ Participate in communications drills/exercises or other appropriate training.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Serve as the Secondary Public Safety Answering Point (PSAP).

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~~**PFD Community Emergency Response Team (CERT)**~~

~~**PFD CERT serves as a Supporting City Department for ESF #2 by doing the following:**~~

~~**Before an emergency:**~~

- ~~**Maintain working relationships with Supporting/Primary City Departments.**~~
- ~~**Develop and maintain appropriate SOPs.**~~
- ~~**Maintain and control communication equipment.**~~

~~**During an emergency:**~~

- ~~**If requested, send representatives to the EOC.**~~
- ~~**Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.**~~
- ~~**Ensure that all CERT activities are supported with an appropriate communications plan, preparing ICS Form 205.**~~
- ~~**Provide Amateur Radio licensed operators through and dedicated to Phoenix CERT managing the following:**~~
  - ~~**Handheld VHF/UHF amateur band radios**~~
  - ~~**Fixed location and portable HF/VHF/UHF base stations**~~
  - ~~**Fixed location and portable VHF/UHF amateur band repeater stations**~~
  - ~~**800 MHz trunked digital radios, handheld and mobile**~~

Phoenix Police Department (PPD), Communications Bureau

PPD Communications Bureau serves as a **Supporting City Department** for ESF #2 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs to address emergency response needs, including loss of 9-1-1 and/or radio communications and backup communications facilities.

- ☐ Maintain inventory control of PPD's portable and mobile radio equipment.
- ☐ Participate in communications drills/exercises or other appropriate training.

During an emergency:

- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Serve as the Primary Public Safety Answering Point (PSAP).

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports ESF #2 for the City of Phoenix by doing the following:

- ☐ Provide assistance when existing City resources are overwhelmed.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Response Framework
  - ESF #2 – Communications
- National Emergency Communications Plan

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #2 – Communications

County

- Maricopa County Emergency Operations Plan (EOP)

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City of Phoenix

- City of Phoenix City Code Chapter 11: Office of Emergency Management, as amended.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 205 Communication Deployment and Response
- Phoenix Police Department (PPD) Operations Order 2.1: Organizational Structure
- PPD Operations Order 8.3: Communications Procedures

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ESF #3: Public Works and Engineering Annex

Key Response Agencies

ESF Coordinator	Public Works Department (PWD)
Primary City Departments	Public Works Department (PWD)
Supporting City Departments	Equal Opportunity Department (EOD) Parks and Recreation Department (PRD) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Planning and Development Department (PDD) Public Transit Department (PTD) Street Transportation Department (STD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Transportation (MCDOT) Maricopa County Sheriff's Office (MCSO) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Public Safety (DPS) Arizona Department of Transportation (ADOT)

Introduction

Purpose

The Public Works and Engineering Annex (ESF #3) departments provide for the coordination and organization of Public Works and Engineering capabilities and resources to support the City's response to emergencies and include technical assistance, inspection, evaluation, repair, and maintenance of utility services and infrastructure, debris removal, solid waste disposal, and restoration of roads.

Scope

The Public Works and Engineering Annex is designed to provide Public Works and Engineering coordination as part of the overall management effort that may be required following a disaster. Activities within the scope of this annex include:

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- Conducting pre- and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for lifesaving and life-sustaining services.
- Executing emergency flood-fighting operations.
- Clearing debris from public rights-of-way for access by emergency personnel and evacuation of affected populations.
- Identification of emergency landfill areas for debris disposal.
- Making temporary repairs to emergency access routes including damaged streets, roads, signalization, bridges, and culverts.
- Restoring critical public services and facilities including public water and wastewater systems; and water for firefighting.
- Razing or stabilizing damaged structures and facilities designated by local government as immediate hazards to public safety and health.
- Taking temporary measures to abate immediate hazards to the public for health and safety reasons.
- Providing technical assistance and damage assessment including structural inspection.
- Providing technical advice and evaluations, engineering services, construction management, and inspection.
- Making emergency repairs to water, wastewater, and solid waste disposal facilities and critical infrastructure.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

An emergency event or disaster will require the coordination of all Public Works and Engineering activities including emergency relief to individuals, restoration of public infrastructure and utilities, provision of potable water to City residents, and coordination of support for all responding agencies.

Planning Assumptions

In a disaster, buildings, roadways, public works, communications, and utilities will sustain damage. This damage will compromise the delivery of relief services and supplies. Disaster relief will be difficult to coordinate effectively during the immediate post-disaster

phase. Gradual clearing of access routes will permit delivery of emergency relief. The need for Public Works and Engineering services and resources during the immediate lifesaving response phase will probably exceed the availability of readily obtained assets.

Initial Response Phase Priorities

- Immediate clearance of debris blocking access to affected areas by emergency personnel and equipment.
- Identification and reporting of imperiled victims to rescue personnel.
- Identification and reporting of fires; structure collapse; flooding; electrical hazards including downed power lines; ruptured natural gas, water, wastewater, ~~sewage~~sewage, and petroleum pipelines; hazardous materials leaks or spills; or other situations needing urgent attention.
- Taking emergency flood containment measures.
- ~~Implementing evacuation of endangered populations.~~
- Establishing road closures, detours, and perimeter cordon of affected areas.
- Notify all appropriate local, county, state and federal partners.

Recovery Phase Priorities

- Inspection and condition assessment of public infrastructure; temporary repairs to infrastructure; interim or full restoration of critical utilities and services; implement longer-term road closures and detours.
- Identify and establish continued debris clearance and systematic removal. Debris clearance may require the immediate removal of materials of all types blocking streets and roads; debris is stockpiled outside the roadway for later removal.
- Debris removal may be complicated by the gathering and transportation of mostly unsorted debris to a collection area. This usually occurs after the situation is stabilized and the ~~amount of~~ debris is estimated then ~~and~~ a process of removal is determined.
- Debris disposal may be complicated by the types of debris brought to designated sites; typically, debris is separated into the following categories
  - Vegetative (trees)
  - Mineral (mud, dirt, gravel, rock)
  - “White goods” or appliances such as refrigerators, freezers, stoves, washers, dryers, and metals (pipe, wire, vehicles)
  - Chemicals such as paints, solvents cleaners, household, and industrial products, etc.
  - Biological wastes such as animal carcasses
  - And other hazardous waste
- Disaster responses which require Public Works and Engineering capability may be difficult to coordinate effectively during the immediate post-disaster phase. Additional resources, including federal resources, may not be available for up to 72 hours.

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- Gradual clearing of access routes and resumption of services will permit a sustained flow of emergency relief, although localized distribution patterns may be disrupted for a significant period.
- Public works and engineering capacity during the immediate lifesaving response phase will exceed the availability of City-controlled or readily obtained assets.
- Prioritization of the restoration of all services will include consideration of the weather and the impact that the loss of service is having on the public, including families, children, and those individuals with access and functional needs, as well as unique populations such as schools, hospitals, managed care facilities, group homes, etc.

Concept of Operations

General

In day-to-day operation, the Public Works Department and identified supporting departments ~~is~~are responsible for protecting the health, safety, and wellbeing of the public by assuring that City facilities, property, and infrastructure are properly designed and constructed; by operating and maintaining public grounds; and by maintaining City facilities.

Personnel from Public Works and Engineering Annex (ESF #3) primary and support departments will provide personnel and equipment as applicable for emergency response and recovery activities. Additional Public Works and Engineering services and equipment may be contracted on an emergency basis when required for response and recovery operations. Cooperative actions to be taken include the following:

- Prioritize response and recovery missions.
- Share and update information.
- Avoid redundant activities.
- Ensure a unified effort when working with local, city, state, federal, and private organizations.
- Each ESF #3 organization is responsible for providing logistical support to their personnel and for tracking and maintaining equipment and supplies.
- The pre-positioning of ESF #3 resources may take place depending upon the nature of the hazard.
- ESF #3 will coordinate with ESF #7 (Resource Support), and ESF #5 (~~Emergency Management~~Information and Planning) and City Finance when establishing staging areas for Public Works and Engineering personnel, equipment, and supplies.
- ESF #3 will maintain ongoing coordination with the Finance Department regarding procurement activities, including activation of mutual aid agreements and vendor contracts.
- Deactivation will be coordinated between City officials and ESF #3 organizations from the state, county, and private support agencies.

ESF #3 organizations will be alerted and activated by the Emergency Management Coordinator or designee. Primary and support departments for ESF #3 will coordinate with each other to ensure the most effective use of personnel and equipment. They are responsible for developing internal standard operating procedures (SOPs) that support Emergency Operations Center (EOC) operations and staffing of their respective divisions.

All City ESF #3 support resources will be controlled and assigned from the City of Phoenix EOC. All asset deployments and recalls by the City EOC will be tracked on the appropriate Incident Command System (ICS) form or web-based crisis information management system. Information will be collected through Operations and Logistics Sections and forwarded to the EOC Finance/Administration Section.

The primary department will report to the EOC Operations Section Chief and may be assigned as the Branch Coordinator or Unit Leader. ESF #3 support departments will report to the ESF #3 primary agencies. All City Public Works and Engineering resources will be used on a priority basis to save lives and property. The assets available to this ESF will be used to assist emergency operations for the incident.

During periods of extreme temperature and/or power outages the City may open cooling/heating centers or shelters; conduct wellness checks; and/or establish a hotline which residents can call for non-emergency assistance or information about available services. All City services will be accessible to people with disabilities and people with access and functional needs. For more information about cooling/heating centers and/or shelters see the ESF#6: Mass Care ~~, Emergency Assistance, Housing, and Human Services~~ Annex ~~(ESF #6)~~ or the Sheltering Support Annex. For more information about the City's plans to conduct wellness checks or establish a hotline, see the Population Protection Annex.

All public information will be released according to established plans and procedures. Public information will be accessible, inclusive, and available via multiple methods. For more information see the ESF #15: External Affairs Annex ~~(ESF #15)~~.

Actions

Mitigation & Preparedness	▪ Establish liaison with support agencies, organizations, and the private sector to ensure responsiveness. ▪ Develop and maintain an inventory of equipment, supplies, and suppliers to sustain emergency operations. ▪ Recruit, train, and designate public works and engineering personnel to serve in the EOC. ▪ Participate in drills and exercises to evaluate public works and engineering response capability.

	▪ Establish Memorandum of Understanding (MOU's) with support agencies, transportation industries, and private transportation providers, as needed.
Response & Recovery	▪ Alert emergency personnel of the situation and obtain necessary resources to support activities such as debris clearing and road closure operations. ▪ Notify Public Transit Department of disruptions to traffic. ▪ Modify bus routes around traffic disruptions. ▪ Establish response operations. ▪ Activate existing MOU's for support, as needed. ▪ Provide personnel to work in the EOC to support field Operations. ▪ Maintain coordination and support among applicable agencies, organizations, and the private sector. ▪ Coordinate with appropriate utility companies. ▪ Coordinate with vendors and contractors as needed to support response and recovery operations. ▪ Prioritize service restoration for emergencies. ▪ Channel all pertinent emergency information through the EOC. ▪ Assist in evaluating losses, assess damage to buildings and infrastructure, recommend measures for conservation of resources, and respond to needs on a priority basis. ▪ Conduct restoration and maintenance operations until completion of repair services. ▪ Maintain records of expenditures and document resources utilized during recovery.

Core Capabilities

All ESFs, including ESF # 3, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #3 directly supports the following core capabilities:

- Infrastructure Systems
- Critical Transportation
- Logistics and Supply Chain Management
- Environmental Response/Health and Safety
- Mass Care Services
- Mass Search and Rescue Operations

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Infrastructure Systems

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.
- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Critical Transportation

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.

- Enhance public and private resource and services support for an affected area.

Environmental Response/Health and Safety

Objective: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Critical Tasks:

- Identify, assess, and mitigate worker health and safety hazards and disseminate health and safety guidance and resources to response and recovery workers.
- Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
- Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
- Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

Fatality Management

Objective: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage, or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Critical Tasks:

- Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.
- Mitigate hazards from remains, facilitate care to survivors, and return remains for final disposition.

Mass Care Services

Objective: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

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Critical Tasks:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including children and adults with disabilities and/or access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for children and adults with disabilities and/or with access and functional needs.
- Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Mass Search and Rescue Operations

Objective: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Critical Tasks:

- Conduct search and rescue operations to locate and rescue persons in distress.
- Initiate community-based search and rescue support operations across a wide geographically dispersed area.
- Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and facilitate the integration of recovery activities.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.
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Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Public Works Department (PWD)

~~The Public Works Department~~PWD serves as the **ESF #3 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

- ☐ Maintain the Emergency Fuel Allocation Plan (EFAP).
- ☐ Maintain list of all Public Works equipment to be used during emergency response.
- ☐ Maintain a current inventory of transportation resources.
- ☐ Recruit, designate, and maintain a list of both internal and external support personnel.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Plan and coordinate with support departments and organizations.
- ☐ Evaluate status of current resources to support public works operations.
- ☐ Allocate existing and available resources.
- ☐ Request additional resources as needed.
- ☐ Begin damage assessment for its own area assets.
- ☐ Provide oversight and subject matter expertise during cleanup operations, following local, state, and federal regulations.
- ☐ Establish policies, procedures, plans, and programs to address the recovery process.

Supporting City Departments

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Provide a Disability Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC Sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ ~~Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.~~
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.~~Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.~~

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Parks and Recreation Department (PRD)

~~The Parks and Recreation Department~~PRD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- □ Maintain working relationships with Supporting/Primary City Departments.
- □ Develop and maintain appropriate SOPs.

During an emergency:

- □ If requested, send representatives to the EOC.
- □ Alert Parks and Recreation Department personnel and the public of the hazardous conditions and maintain communication with them throughout the event.
- □ Direct the termination of non-essential Parks and Recreation Department functions if the situation warrants and as the City Manager directs.
- □ In coordination with the EOC, ensure the availability of manpower, equipment, and material.
- □ Provide specialized and technical maintenance assistance for Parks and Recreation and other City department facilities as needed.

Phoenix Fire Department (PFD)

PFD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- □ Maintain working relationships with Supporting/Primary City Departments.
- □ Develop and maintain appropriate SOPs.

During an emergency:

- □ If requested, send representatives to the EOC.
- □ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- □ Establish on-site liaison at the Unified Command Post.
- ~~□ Receive clearance from the Emergency Operations Center (EOC) for Fire Department personnel to enter the affected areas.~~
- ~~□ Conduct on-site operations relating to safety and security under the direction of the Unified Command Post.~~
- □ Provide all firefighting support and resources.
- □ Provide emergency medical and disaster management.
- □ Coordinate tactical operations.
- □ Establish and provide a transportation sector to supervise regular and improvised ambulances until a medical coordinator is available.

- ☐ Recall off-duty personnel, as appropriate.

Phoenix Police Department (PPD)

P~~F~~PD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Begin traffic control procedures as appropriate.
- ☐ Warn the public of any potentially dangerous situation.
- ☐ Control access to and prevent looting in damaged or evacuated areas.
- ☐ Direct and control the effects of all law enforcement personnel deployed to the site of the emergency.
- ☐ Secure critical facilities as the situation warrants.

Planning and Development Department (PDD)

~~The Planning and Development Department~~PDD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate a comprehensive analysis of damage to buildings, roads, and other facilities in the affected area assisted by the Public Works, Fire, Police, and Street Transportation Departments, and report same to the EOC.
- ☐ Provide personnel for building inspections as needed at the site of the emergency.
- ☐ Begin damage assessment for recovery.
- ☐ Assist in review of post-disaster construction activities to ensure compliance with City-adopted codes.

- ☐ Determine need for demolition and/or emergency repairs or stabilization of unsafe public structures.

Public Transit Department (PTD)

~~The Public Transit Department~~PTD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with regional transit partners to include Valley Metro.
- ☐ Procure equipment and services from private contractors as needed.
- ☐ Provide community-based transit services and ~~,~~ Dial-a-Ride Services~~, and Reserve-A-Ride services.~~
- ☐ Establish and maintain a working relationship with support departments.
- ☐ Monitor real-time status of transportation infrastructure.

Street Transportation Department (STD)

~~The Street Transportation Department~~STD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide the EOC with an assessment of damage and required repairs, including cost estimates, and the status of emergency repairs.
- ☐ Assist in traffic management repairs.
- ☐ Provide debris clearance and removal on City roads.
- ☐ Provide and coordinate the use of heavy equipment need in the emergency area.
- ☐ Provide transportation, current roadway, bridge, culvert, traffic signals, and sign information.

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- ☐ Coordinate assignments of private contractors in road and bridge reconstruction operations at disaster scenes.
- ☐ Evaluate street and bridge conditions and make recommendations for their opening or closure. Close streets and bridges if such action is needed to protect life or property.
- ☐ Keep EOC informed of such actions.
- ☐ Make recommendations for emergency repairs to the transportation system (including those to airport and storm drainage) and coordinate emergency construction activities as necessary. Work with Associated General Contractors for repairs as required.

Water Services Department (WSD)

~~The Water Services Department~~WSD serves as a **Supporting City Department**, supporting ESF #3 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Alert department personnel of the hazardous situation.
- ☐ Prioritize restoration of any service disruptions.
- ☐ Assist in evaluating losses, assess damages to buildings and infrastructure, recommend measures for conservation of resources, and respond to needs on a priority basis.
- ☐ Conduct restoration and maintenance operations until completion of repairs.
- ☐ Upon request of the City Manager, send a representative to the EOC.
- ☐ Ensure availability of personnel, equipment, and material.

All City Departments

All City Departments may support ESF#3: Public Works & Engineering before, during, and after an emergency by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.

- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assist the Assessment Coordinator in the Emergency Operations Center or the Planning and Development Department.
- ☐ Serve on damage assessment and/or mitigation teams as requested.
- ☐ Provide personnel to temporarily support recovery activities as requested by the City EOC.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

Maricopa County Department of Transportation (MCDOT)

Maricopa County Department of Transportation (MCDOT) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Provide additional resources needed to restore and maintain transportation and infrastructure.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Provide assistance to the Phoenix Police Department when existing law enforcement resources are overwhelmed.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations as appropriate.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Provide assistance to the Phoenix Police Department when existing law enforcement resources are overwhelmed.

Arizona Department of Transportation (ADOT)

Arizona Department of Transportation (ADOT) supports ESF #3 for the City of Phoenix by doing the following:

- ☐ Provide additional resources needed to restore and maintain transportation and infrastructure

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection
- National Disaster Recovery Framework
- National Infrastructure Protection Plan
- National Response Framework
  - ESF #3 – Public Works and Engineering

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #3 – Public Works and Engineering

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Emergency Fuel Allocation Plan (EFAP)

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ESF #4: Firefighting Annex

Key Response Agencies

ESF Coordinator	Phoenix Fire Department (PFD)
Primary City Departments	Phoenix Fire Department (PFD)
Supporting City Departments	Communications Office (COM) Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Phoenix Police Department (PPD)
Strategic Partners	**County** Maricopa County Sheriff's Office (MCSO) **Private Sector and Community-Based Organizations** Public Utility Companies including: ▪ Arizona Public Safety (APS) ▪ Salt River Project (SRP) ▪ Southwest Gas (SWG)

Introduction

Purpose

The Emergency Support Function (ESF) #4: Firefighting Annex provides an organizational framework for responding to emergency events including fire, search and rescue, hazardous materials, and other small- to large-scale disaster situations. The goal of this annex is that rescue activities are conducted safely, and the incident is managed in accordance with the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS).

Scope

This annex provides a coordinated response to mitigate incidents including suppression of wildland, rural, and urban fires and other rescue situations resulting from manmade or natural disasters.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range

of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.

- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.
- All operating personnel shall work within a Standard Risk Management Plan. The application of the plan will continuously be reassessed at all levels of the incident until all units leave the scene. If the incident size-up has determined that neither savable lives nor savable property is present because of the conditions, no or very limited risk shall be taken within a defensive strategy. *See Phoenix Fire Department (PFD) Standard Operating Procedure 201.01C: Risk Management System and Safety for additional information.*

Situation

The City of Phoenix Fire Department (PFD) has the responsibility for all fire suppression and rescue activities within the City's boundaries and is part of a regional automatic aid consortium. Fires on State or County land may be suppressed by PFD when authorized by the Fire Management Office of the State Land Department.

The City of Phoenix faces threats from fires including wildland, urban, and urban interface. The ~~City~~city also faces threats from hazardous materials spills and/or releases, rescue situations, evacuation due to rapidly moving fires, other emergency, or disaster events, and small- to large-scale disasters.

PFD is the lead agency in responding to fires, hazardous materials releases, and other rescue events. Most situations are routinely handled by PFD; however, during a large-scale event, the Incident Commander may request activation of the Phoenix Emergency Operations Center (EOC) to support the incident.

Planning Assumptions

- Emergencies that affect the City of Phoenix are normally handled by the Phoenix Fire Department and adjoining municipalities through automatic aid agreements and regional dispatch capabilities.
- An emergency/disaster may not deplete all resources; however, once the resources are committed, there will be a need to support the efforts logistically through advanced planning.
- Urban, rural, and wildland fires will occur within the City of Phoenix and its surrounding jurisdictions. During a significant event, large damaging fires could be common.
- In a disaster, some firefighting resources may become scarce or damaged. County, State, and other resources may be needed. Secondary events or disasters will threaten lives and property as well as firefighting personnel.

- Wheeled-vehicle access may be hampered due to damage that makes conventional travel to the fire locations extremely difficult or impossible except, in some cases, by air.

Concept of Operations

General

The Phoenix Fire Department (PFD) is responsible for developing the operational policy that coordinates fire and rescue services during an emergency/disaster occurring within the jurisdictional boundaries of the department. PFD is also responsible for training related to this policy. ESF #4 may be activated independently or in conjunction with other ESFs, depending on the needs of the situation.

In the event of a natural or manmade disaster that affects the City of Phoenix and requires resources beyond normal capabilities, the Incident Commander (IC) may request additional regional resources and request the activation of the Emergency Operations Center (EOC).

Additional resources for firefighting or rescue operations may be obtained via any of the following methods at the discretion of the Incident Commander:

- Automatic aid from regional municipalities.
- Resources requested through the Arizona State Fire Mutual Aid System.
- Arizona Mutual Aid Compact (AZMAC) enables participating political subdivisions and tribal nations to share resources, personnel, etc., during emergencies and then to be reimbursed for the resources by the supporting party.

Actions

Mitigation & Preparedness	▪ Maintain awareness of fire and weather forecasting information and maintain a state of readiness. ▪ Implement efficient and effective agreements with other fire first response agencies. ▪ Maintain reliable communications and incident command systems among support agencies. ▪ Recruit, train, and designate fire services personnel to serve in the EOC. Participate in drills and exercises to evaluate fire services response capability.
Response & Recovery	▪ Maintain a list of current fire services agencies and resource capabilities. ▪ Coordinate fire services support among the EOC, functional support agencies, organizations, and other emergency operation centers. ▪ Obtain, maintain, and provide fire situation and damage assessment information.

	▪ Channel fire services information for public release through the EOC. ▪ Conduct firefighting operations. ▪ Provide technical assistance and advice in the event of fires that involve hazardous materials. ▪ Continue fire services operations through re-entry. ▪ Maintain vehicles and provide fuel. Maintain records of expenditures and document resources utilized during recovery.

Emergency Warning and Public Information

Emergency warning and public information procedures will be in accordance with the Emergency Public Warning Annex. Use of the ~~Community Emergency Notification System (CENS)~~ Reverse 911 system, and wireless emergency alerts (WEA) will be utilized in addition to traditional and social media.

Message language will be inclusive and include information for people with disabilities and others with access and functional needs. *See Emergency Public Warning Support Annex for additional information.*

Urban Fires

Within the City of Phoenix, most fires in residential and commercial buildings are routinely handled by PFD or with assistance through automatic aid agreements. Requests for such assistance are handled through normal emergency management channels.

High-Rise Buildings

High-Rise Planning and Fire Code

The Phoenix Fire Department maintains a High-Rise Task Force, which is a group composed of Fire Prevention and Operations personnel whose goal is to share information between the two sections. This group coordinates evacuation plans, evacuation drills, informational meetings, communication, and relationship-forming with local building managers and representatives of high-rise buildings.

The High-Rise Task Force works with building owners and managers to develop emergency action plans. These plans include listing locations of people with mobility disabilities, use of buddy system, use of areas of safe refuge, and other emergency fire action items. Firefighting units can access these plans and information on arrival at the scene.

- City of Phoenix Fire Code Section 408.12.4 establishes requirements for evacuation plans to include a means for accounting for people who are mobility impaired, responsibilities of the fire safety director, responsibilities of floor

wardens, stairwell monitors, elevator monitors, searchers, and other individuals tasked in an evacuation.

- City of Phoenix Fire Code Section 405 states the frequency of required evacuation drills in various occupancies. High-rise buildings are required to conduct an evacuation drill annually.

High-Rise Response

The High-Rise Team is composed of specially trained firefighters who respond to emergency incidents involving high-rise and mid-rise buildings. The team also serves as the Access and Functional Needs Team that responds to incidents involving major evacuations throughout the City of Phoenix. This team assists with the evacuation of people with disabilities and others with access and functional needs. Training includes how to communicate using pictograms, white boards or pen and paper, and people-first language, as well as proper approach and use of evacuation chairs.

Throughout the city, PFD maintains evacuation chairs (stair chairs) on emergency apparatus, ready for immediate deployment in any emergency situation. These specialized chairs enable first responders to safely transport individuals with mobility challenges downstairs when elevators cannot be used.

~~On a routine basis throughout the Citycity, PFD maintains 39 in-service evacuation chairs (stair chairs) on emergency apparatus available for use in an emergency.~~ The initial response to a high-rise or large-area evacuation will consist of the High-Rise/Access and Functional Needs Team in addition to the closest first alarm assignment.

The High-Rise/Access and Functional Needs Team will respond with the following personnel and equipment:

- 30 firefighters
- 10 paramedics
- 4 engines
- 2 ladders
- 1 Command Officer

Additional units include the heavy rescue unit, high-rise support truck, and high-rise ventilation unit. Additional units may be requested by the Incident Commander as required.

During an emergency incident in a high-rise building, standard procedure will be to conduct a primary search for all occupants. Primary search procedures in **immediately dangerous to life and health (IDLH)** atmospheres will be conducted in full protective equipment and as rapidly as possible. In areas in which IDLH atmospheres do not exist, search procedures are as indicated below in Large Area Evacuations.

Emergency evacuations in an IDLH environment may require rescue and removal of people from the building that do not have time or opportunity to bring durable medical

equipment or other life-sustaining supplies. When required, additional durable medical equipment will be requested from the Office of Emergency Management.

In non-IDLH situations, people with disabilities will be evacuated with their life sustaining medical supplies and service animals.

A hotline will be established during a major disaster in which people with disabilities will be able to call to report their condition and to request assistance or other information related to the disaster, including shelter locations and evacuation routes. Any information provided to the call-taker that indicates assistance is required will be forwarded to the EOC or to the IC depending on the incident. PFD members will route translation needs through the Phoenix Regional Dispatch Center for assistance.

Wildland and Wildland Interface Fires

Wildland and wildland interface fires (fires that border wildland and urban areas) are routinely handled by PFD with assistance through automatic aid. A fast-moving wildland fire may force immediate evacuation of neighborhoods or sections of the City. Although time consuming with limited initial resources, these situations may require door-to-door notifications.

Large Area Evacuations

Certain situations, including widespread power outage or rapidly progressing fires, may require search and evacuation of entire neighborhoods or large sections of the City. As described above in High-Rise and Evacuation, the High-Rise/Access and Functional Needs Team will respond to assist the evacuation efforts.

- Warning the public of an evacuation will require warning and notification procedures as indicated in the annex and may require door-to-door notification. Door-to-door notifications are described in the subsection below.
- In a small-scale incident, search and notification may be handled by normal responding fire and police resources. The High-Rise/Access and Functional Needs Team may be requested by the Incident Commander as required.
- Service animals will be evacuated with their owners and not separated from the owner.
- Medium-size incidents will require the first-alarm assignments, the High-Rise/Access, and Functional Needs Team, and depending on the size of the area, the Phoenix Urban Search and Rescue team.
- Very large areas or incidents requiring resources in addition to those listed above will require a disaster declaration and use of Community Emergency Response Team (CERT) and Voluntary Organizations Active in Disasters (VOAD) resources to support the event.
- As outlined above, a hotline will be established in all major incidents in order not to overwhelm the 9-1-1 system and to support the ability of people with disabilities

to contact the hotline for disaster information and to report their location and immediate needs.

Additionally, in a long-term, large-scale disaster, it ~~will~~ may be necessary to ~~implement~~ conduct Community Wellness Checks on those impacted by the incident ~~procedures~~. ~~*See the Community Wellness Check Appendix. For information regarding re-entry procedures, see the Population Protection Annex.*~~

Door-to-Door Notification of Evacuation

Door-to-door emergency notification is time consuming and requires many first responders. In many cases, adequate resources and time are not available to do this type of face-to-face notification. Use of sirens, air horns, and PA systems will speed the alert process. The Incident Commander will ensure that traditional media, Reverse 911~~the Community Emergency Notification System (CENS),~~ and Wireless Emergency Alerts (WEAs), as appropriate, are also utilized for the warning. For detailed information on door-to-door notification procedures, *see Phoenix Fire Department Regional SOP "Evacuation Sector" M.P. 201.05E.*

When making door-to-door evacuations:

- Be in uniform.
- Wear your helmet.
- Shine flashlights in windows and under doors to alert persons who are deaf or hard of hearing.
- Always use the doorbell, as people who are deaf may have a signal light attached to the doorbell.
- Strike the door with the broad side of an axe or other object to create vibrations within the structure.
- Pictograms, white boards, and/or pen and paper will be utilized to communicate with people who are deaf or hard of hearing.
- Language translation services are to be requested through Dispatch.

Face-to-face notification should include the following instructions:

- There is an emergency.
- You are in danger.
- Leave immediately.
- Go to shelter (location).
- Take (_____) route out of area to reach the designated shelter location.
- Do you need transportation and/or accessible transportation?

Consider multi-lingual needs and request interpretive services as needed and use pictograms or pen/paper to relay this information.

Evacuees should be advised to take the following items:

- Wallet/purse
- House and car keys
- Money
- Eyeglasses
- Medications and necessary medical equipment
- Proper/warm clothing
- Service animals and pets

Hazardous Materials Incidents

The Phoenix Fire Department (PFD) is the lead agency for responding and mitigating hazardous materials incidents within the City of Phoenix to limit the effects of a release on life, property, and the environment.

PFD Hazardous Materials Team(s) will be deployed to the site of the spill or release of hazardous materials to conduct assessments, to initiate defensive or offensive response operations to mitigate the incident, and to provide decontamination procedures.

Decontamination is the systematic process of removing or neutralizing harmful materials and is necessary to protect the health and safety of first responders and ~~citizens~~community members. Considerations during a decontamination response will include ensuring that service animals are decontaminated with their owners and are not separated from the owner. Certain durable medical equipment such as a motorized wheelchair (scooter) will be tagged and decontaminated only by a qualified equipment technician. Alternate wheelchairs will be required on scene and provided to those displaced from the motorized wheelchairs (scooters). If additional wheelchairs are required, they will be requested through the Office of Emergency Management. Signs/boards and pictograms will be utilized to assist in communication with people who are deaf in the event an interpreter is not available. People who are blind or who have low vision will require wayfinding assistance.

For additional detailed procedures, *see Phoenix Fire Department Regional Standard Operating Procedure M.P. 204.01B.*

Core Capabilities

All ESFs, including ESF # 4, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #4 directly supports the following core capabilities:

- Operational Communications
- Logistics and Supply Chain Management
- Infrastructure Systems
- On-Scene Security, Protection, and Law Enforcement
- Public Health, Healthcare, and Emergency Medical Services

- Fire Management and Suppression
- Situational Assessment

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Operational Communications

Objective: Ensure the capacity for timely communications in support of security, situational awareness, and operations available, among and between affected communities in the impact area and all response forces.

Critical Tasks:

- Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, and Federal first responders.
- Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and facilitate the integration of recovery activities.
- Re-establish critical information networks, including cybersecurity information-sharing networks, to inform situational awareness, enable incident response, and support the resiliency of key systems.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Infrastructure Systems

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.
- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

On-Scene Security, Protection, and Law Enforcement

Objective: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel engaged in lifesaving and life-sustaining operations.

Critical Tasks:

- Establish a safe and secure environment in an affected area.
- Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Public Health, Healthcare, and Emergency Medical Services

Objective: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Critical Tasks:

- Deliver medical countermeasures to exposed populations.
- Complete triage and initial stabilization of illness or casualties and begin definitive care for those likely to benefit from care and survive.
- Develop public health interventions to maintain and improve the health of individuals placed at risk due to disruptions in healthcare and societal support networks.
- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Fire Management and Suppression

Objective: Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

Critical Tasks:

- Provide traditional first response or initial attack firefighting services.
- Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.
- Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.

Situational Assessment

Objective: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Critical Tasks:

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and facilitate the integration of recovery activities

Organization and Assignment of Responsibilities

ESF Coordinator and Primary Department(s)

Phoenix Fire Department (PFD)

~~Phoenix Fire Department (PFD)~~PFD serves as the **ESF #4 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #4 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Develop and maintain plans and procedures to provide fire, rescue, and EMS services in times of emergency.
- ☐ Check and maintain firefighting communications equipment.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.

- ☐ Manage and coordinate firefighting activities, including the detection and suppression of fires.
- ☐ Provide radiological monitoring and decontamination.
- ☐ Provide personnel, equipment, and supplies to support firefighting operations.
- ☐ Assist with warning and alerting evacuations communications.

Supporting City Departments

Communications Office (COM)

~~The Communications Office~~COM serves as a **Supporting City Department** for ESF #4 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide initial warning and alerting to the public in the event of an evacuation.
- ☐ Provide periodic briefings for City Manager's Office as required.

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM serves as a **Supporting City Department** for ESF #4 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide support to on-scene emergency response personnel when the EOC is activated.
- ☐ Coordinate requests for non-mutual aid assistance.
- ☐ Coordinate emergency management activities with non-governmental organizations (NGOs) and voluntary organizations active in disaster (VOADs).

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department** for ESF #4 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Identify and maintain a list of essential services and facilities, which must continue to operate and may need to be protected.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide traffic control and identify evacuation routes.
- ☐ Provide resources to conduct evacuations.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Sheriff's Office (MCSO)

MCSO supports ESF #4 for the City of Phoenix by doing the following:

- ☐ Aid Phoenix Police Department when existing law enforcement resources are overwhelmed.

Private Sector and Community-Based Organizations

Public Utility Companies

Public utility companies (APS, SRP, and/or SWG) support ESF #4 for the City of Phoenix by doing the following:

- ☐ Provide a liaison to serve as a safety officer or subject matter expert when appropriate.
- ☐ De-energize lines and shut off gas lines to ensure safety of firefighter personnel and the public.

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework

    - ESF #4 – Firefighting

State

- State Emergency Response and Recovery Plan (SERRP)
    - ESF #4 – Firefighting

County

- Maricopa County Emergency Operations Plan

City of Phoenix

- Phoenix Fire Department Standard Operating Procedures (SOPs)
    - M.P. 201.01C – Risk Management System and Safety
    - M.P. 201.05E – Evacuation Sector
    - M.P. 202.11 – High Rise Plans
    - M.P. 202.15 – Brush and Wildland Fires
    - M.P. 204.01A – Hazardous Materials Evacuation
    - M.P. 204.01B - Hazardous Materials Decontamination

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ESF #5: ~~Emergency Management~~Information and Planning Annex

Key Response Agencies

ESF Coordinator	Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)
Primary City Departments	Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)
Supporting City Departments	Communications Office (COM) Equal Opportunity Department (EOD) Office of Public Health (OPH) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Public Transit Department (PTD) Public Works Department (PWD) Street Transportation Department (STD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County Department of Transportation (MCDOT) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Public Safety (DPS) Arizona Department of Transportation (ADOT)

Introduction

Purpose

The purpose of the Emergency Support Function (ESF) #5: ~~Emergency Management~~Information and Planning Annex is to provide for the coordination of critical emergency management activities for an incident response within the ~~City~~city, or in support of a regional event, as appropriate. This coordination includes the core management and administrative functions of the City Emergency Operations Center (EOC) to ensure effective and efficient response and recovery.

Scope

Utilizing the principles and objectives of the National Incident Management System (NIMS) and the Incident Command System (ICS), ESF #5 provides core emergency management and coordination activities of City resources during emergency operations to ensure the efficient use of all resources to protect lives and property.

ESF #5 activities include those functions that are critical to support and facilitate planning and coordination of operations involving multiple City departments for potential or actual incidents of City-wide significance. This includes:

- Alert and notification.
- Strategic incident action planning.
- Coordination of operations, logistics and material, and information management.
- Resource acquisition and management, worker and public safety and health, facilities management, financial management, and other support as required.
- Collection and processing of disaster conditions and dissemination of emergency public information about an actual or potential emergency.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

An emergency or disaster will require the coordination of all emergency management activities including, but not limited to, preparedness, response, recovery, and mitigation. Preparedness involves pre-incident planning and preparation of Emergency Operations Plans (EOPs), memos of understanding (MOUs), training, and exercises. The response phase includes coordination of incident response activities, provision of emergency relief to individuals (including mass sheltering, distribution of emergency food/water, other emergency supplies, etc.), and coordination of logistical support for all responding agencies. Recovery coordination will include support and coordination during restoration of public infrastructure and utilities (including continued mass sheltering and other activities for displaced individuals) to a normal or near-normal condition and continuity of government operations. Mitigation will include pre- and post-incident planning and

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activities focused on reducing the impact of disasters on both infrastructure and the population.

Planning Assumptions

- If the emergency increases in duration, scope, or complexity, the demands for support will be immediate and continuous.
- ESF #5 will provide direction for securing resources from county, state, and federal entities.
- ~~Involving tiered levels of government is a slow process and requires authorization by the appropriate elected or appointed officials.~~
- Ensure the coordination and involvement of appropriate elected or appointed officials when involving multiple levels of government.
- Emergency and disaster response services and activities will be accessible to the whole community regardless of disability, access, or functional need, as per the Americans with Disability Act (ADA).
- This plan is committed to the principle that it takes the full range of government, private, non-government, faith-based, and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- The City of Phoenix will ensure that individuals with disabilities and others with access and functional needs will have equal access to all programs, services, and activities offered to the general community of the city during an emergency.

Concept of Operations

General

The Office of Emergency Management (OEM) operates under the direction of the O~~HS~~EM ~~Department~~ Director (or designee) and is responsible for the direction and control of the following emergency management activities:

- During non-emergency periods, ~~developing~~ develop a comprehensive disaster plan ~~(also known as a basic plan,~~ emergency operations plan~~., or a readiness plan).Coordination of planning, training, and exercise of plan components to ensure readiness to effectively implement plan if necessary.~~
- Coordinate all aspects of plan preparation, including staff training and exercises, to maintain operational readiness for effective plan activation when required
- During emergencies, activat~~e~~ing th~~is~~e Emergency Operations Plan (EOP) in whole or in part.
- Coordinat~~e~~ing the emergency activities of all City departments and agencies.
- Coordinating the City emergency activities with Maricopa County.

Actions

Mitigation & Preparedness	▪ ~~Identify hazards and capacities for response in the City.~~Conduct comprehensive hazard identification and risk assessment to determine threats and vulnerabilities within the City. ▪ Evaluate and document response capabilities and resource capacities across City departments, partner agencies, and supporting organizations. ▪ Develop and maintain the Emergency Operations Plan (EOP). ▪ Coordinate and secure standard operating procedures (SOPs) from agencies with primary responsibilities for ESFs. ▪ Maintain ~~t~~the city's EOC and ensure it's~~EOC~~ in a constant state of readiness. ~~in a state of readiness.~~ ▪ Coordinate communication resources with other agencies to maintain an emergency warning system. ▪ Coordinate and maintain Geographic Information System (GIS) data and applications to support mitigation and response efforts. ▪ Identify resources and equipment available to support agencies and organizations with ESF responsibilities (e.g., mobile command posts, critical facilities). ▪ Create and maintain a training program for EOC staff and emergency support function (ESF) representatives to ensure operational readiness. ▪ Conduct drills and exercises to evaluate information and planning capability.
Response & Recovery	▪ Activate and obtain resources for the EOC. ▪ Notify appropriate agencies with ESF responsibilities about the EOC activation. ~~and necessary respons~~ ▪ Upon activation of the EOC, ~~(particularly if the need for evacuation, sheltering and/or alert and warning to the community is required)~~ ensure a DAFN Technical Specialist will be in the EOC. ▪ Coordinate emergency warning communication with appropriate local, state, and volunteer agencies and organizations. ▪ ~~Activate the~~Utilize GIS to display and analyze location-based incident information and maintain a common operating picture. ▪ ~~Provide information on~~Coordinate with public safety and other necessary city departments to ensure ~~plans for evacuation~~evacuation plans are in place during events/incidents that may require evacuations.~~potential threats or imminent situations, under the direction of the local government and in coordination with other agencies and organizations.~~ ▪ Coordinate needs and damage assessments of affected areas. ~~for dissemination to appropriate agencies and organizations.~~

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	▪ Prepare timely situation reports for information sharing among EOCs, public information, and , city leadership, as needed.and other appropriate personnel in the affected area. ▪ Ensure the Pprepareation and publishing of an incident action plan (IAP) for all the next operational periodperiods. ▪ Secure and disseminate information in support of other ESFs. ▪ Provide Coordinate with partners to collect information regarding significant weather events affecting the current operational period and provide weather forecasts for the next operational period. ▪ Establish a closing (demobilization) date for the EOC. ▪ Maintain records of expenditures and document resources utilized during recovery.

Core Capabilities

All ESFs, including ESF #5, support the following cross-cutting core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #5 directly supports the following core capabilities:

- Situational Assessment
- Planning
- Public Information and Warning

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Situational Assessment

Objective: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Critical Tasks:

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and facilitate the integration of recovery activities

Planning

Objective: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Critical Tasks:

- Develop operational plans that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.

Public Information and Warning

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Critical Tasks:

- Inform all affected segments of society necessary, including accessible tools in multiple formats of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the integration of recovery activities.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Office of Emergency Management (OEM)

OEM serves as the **ESF #5 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #5 by doing the following:

Before an emergency:

- □ Maintain working relationships with Supporting/Primary City Departments.
- □ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- □ If required, based on the incident, activate ESF #5. ESF #5 personnel may be increased or decreased depending on the demands of the emergency.

- ☐ When there is a credible threat, the Office of Emergency Management ~~Team~~ may activate ~~request~~ the ~~e activation of the~~ EOC and/or deployment of an assessment team to the area.
- ☐ ESF #5 staff develops the schedule for staffing and operating the Phoenix EOC from activation to stand-down.
- ☐ Ensure ESF #5 coordinates immediate, short-term, and long-term planning functions in cooperation with other ESF engaged in operations.
- ☐ Monitor weather systems for their impact.
- ☐ Establish and maintain contact and coordination with the Maricopa County EOC.
- ☐ Provide situational status and damage assessment information as needed; receive county and state situation information and reports.
- ☐ Develop a Situation Report (SITREP) for the City Manager's office that provides an overview of emergency activities.
- ☐ Develop the After-Action Report (AAR); conduct post-incident reviews with stakeholders.
- ☐ Identify and implement AAR improvements as appropriate.

Additionally, OEM will plan and coordinate the following as needed:

- Evacuation operations, including accessible transportation.
- Provision of accessible ~~mass~~ shelters.
- Receipt and distribution of emergency food/water and supplies using ~~closed~~ points of dispensing (~~C~~POD).
- Develop ~~T~~timely and inclusive public communications using a wide range of platforms.
- ~~Traffic control functions.~~
- ~~Control and use of emergency communications, lighting, and warning equipment.~~
- ~~All activities necessary for firefighting, rescue, emergency, medical, health, and sanitation services.~~
- Monitoring for secondary hazards that could arise from the initiating incident.
- Conduct ~~D~~damage assessments and disaster analysis operations, as needed.
- Disaster assistance programs.
- Essential debris clearance.
- Decontamination operations.
- Ensure that the ~~D~~documentation of all operations and financial expenses to be forwarded to the Finance Section.
- Resource management.
- Recovery activities, including support for FEMA reimbursement and infrastructure restoration.

Supporting City Departments

Communications Office (COM)

The Communications Office serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide messaging as appropriate for emergency notification messages to City personnel through the Emergency Notification System (ENS).
- ☐ Support critical tasks for Public Information and Warning core capability.

Equal Opportunity Department (EOD)

The Communications Office serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Provide a Disability Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC Sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.

Office of Public Health (OPH)

OPH serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.

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- ☐ Provide technical expertise and recommendations to the EOC regarding protective actions for the public, responders, and vulnerable populations.

Phoenix Fire Department (PFD)

PFD serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.

Public Transit Department (PTD)

PTD serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate filed personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide and coordinate the use of transit buses and personnel necessary to support Emergency Management activities.

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Public Works Department (PWD)

~~The Public Works Department~~PWD serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ In coordination with O~~HS~~EM and PFD, establish evacuation plans for City-owned facilities in the downtown corridor, conduct drills, and manage the Floor Warden program.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ ~~—~~Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.

Streets Transportation Department (STD)

STD serves as a **Supporting City Department** for ESF #5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate filed personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide and coordinate the use of STD equipment and personnel necessary to support Emergency Management activities.
- ☐ Assist in traffic management discussions.
- ☐ Provide transportation, current roadway, bridge, culvert, traffic signals, and sign information.

~~Public Transit Department (PTD)~~

~~The Public Transit Department serves as a **Supporting City Department** for ESF #5 by doing the following:~~

~~Before an emergency:~~

~~Maintain working relationships with Supporting/Primary City Departments~~

~~Develop and maintain appropriate departmental SOPs.~~

~~During an emergency:~~

~~If requested, send representatives to the EOC.~~

~~Establish direct communication with appropriate filed personnel, obtaining regular updates and determining resource and coordination needs.~~

~~Provide and coordinate the use of transit buses and personnel necessary to support Emergency Management activities.~~

All City Departments

All City Departments may support ESF#5 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.
- ☐ Serve on damage assessment and/or mitigation teams as requested.
- ☐ Provide personnel to temporarily support recovery activities as requested by the City EOC.
- ☐ Provide situational updates for inclusion in the Situation Report (SITREP).

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)
MCDEM supports ESF #5 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

- Help when existing City resources are overwhelmed.

Maricopa County Department of Public Health (MCDPH)
MCDPH supports ESF #5 for the City of Phoenix by doing the following:

- Help when existing City resources are overwhelmed.

Maricopa County Department of Transportation (MCDOT)
MCDOT supports ESF #5 for the City of Phoenix by doing the following:

- Help when existing City resources are overwhelmed.

State

Arizona Department of Emergency and Military Affairs (DEMA)
DEMA supports ESF #5 for the City of Phoenix by doing the following:

- Assist in the coordination and/or provision of personnel and resources in support of recovery operations.
- Provide financial assistance through public and individual assistance programs and/or loans.

Arizona Department of Public Safety (DPS)
DPS supports ESF #5 for the City of Phoenix by doing the following:

- Help when existing resources are overwhelmed.

Arizona Department of Transportation (ADOT)
DPS supports ESF #5 for the City of Phoenix by doing the following:

- Help when existing resources are overwhelmed.

~~- Help when existing resources are overwhelmed~~

Authorities and References

Federal

- Homeland Security Presidential Directives
  - HSPD-5: Management of Domestic Incidents
  - HSPD-8: National Preparedness
- National Disaster Recovery Framework
- National Response Framework
  - ESF #5 – Information and Planning

State

- State Emergency Response and Recovery Plan (SERRP)

- ESF #5 – Information and Planning ~~Emergency Management~~

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Phoenix City Code Chapter 11

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ESF #6: Mass Care Annex

Key Response Agencies

ESF Coordinator	Human Services Department (HSD)
Primary City Departments	Equal Opportunity Department (EOD) Human Services Department (HSD) ~~Equal Opportunity Department (EOD)~~ Office of Emergency Management (OEM) Office of Public Health (OPH) Parks and Recreation Department (PRD)
Supporting City Departments	City Manager's Office (CMO) Community Assistance Program (CAP) Community Emergency Response Team (CERT) Housing Department (HOU) Law Department (LAW) Neighborhood Services Department (NSD) Office of Heat Response and Mitigation (OHRM) Office of Homeless Solutions (OHS) Phoenix Convention Center (PCC) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Public Transit Department (PTD) ~~(LAW) (OHS) (PCC)~~ All City Departments
Strategic Partners	**County** Maricopa County Animal Care and Control (MCACC) Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County ~~Department of Environmental Services~~Environmental Services Department (MCESD) ~~Maricopa County Department of Public Health (MCDPH)~~ Maricopa County Sheriff's Office (MCSO) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Health Services (ADHS)

	Arizona Humane Society (AHS) **Private Sector and Community-Based Organizations** American Red Cross (ARC) Maricopa County Community Organizations Active in Disaster (MCCOAD) The Salvation Army (TSA)

Introduction

Purpose

The Emergency Support Function (ESF) #6: Mass Care Annex describes how the City of Phoenix coordinates and provides life sustaining resources, essential services, and programs when activated by the City of Phoenix to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.

Scope

Activities encompassed within the scope of ESF #6 include:

- **Mass Care:** congregate sheltering, feeding, distribution of emergency supplies, and family reunification.
- **Emergency Assistance:** coordination of voluntary organizations and unsolicited donations and management of unaffiliated volunteers; essential community relief services; non-congregate and transitional sheltering; support to individuals with disabilities and others with access and functional needs in congregate facilities; support to children in disasters; support of mass evacuations; and support for the rescue, transportation, care, shelter, and essential needs of household pets and service animals
- **Temporary Housing:** rental, repair, and loan assistance; replacement; factory-built housing; semi-permanent construction; referrals; identification and provision of safe, climate controlled, secure, functional, and physically accessible housing; and access to other sources of temporary housing assistance
- **Human Services:** disaster assistance programs that help survivors address unmet disaster-caused needs and/or non-housing losses through loans and grants; also includes supplemental nutrition assistance, crisis counseling, recovery case management, disaster unemployment, disaster legal services, and other state human services programs and benefits to survivors.

This annex is applicable to City of Phoenix departments with responsibilities to coordinate or support mass care operations. Of particular importance are the following:

- City departments with emergency public safety functions
- City departments with routine interaction with the public

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.
- Mass care services include the sheltering of individuals and their families, household pets, and service animals. Services also include support to evacuations (including registration and tracking of evacuees and pets), reunification, mass feeding operations, ensuring the provision of emergency first aid at designated sites, collecting, and providing information on victims to family members, coordination of donated goods and services, and coordinating distribution of supplies.

Situation

Disasters can occur without warning; shelters, first aid, mass care, and feeding sites may have to be set up with no advance notice. Slowly developing disasters may allow for some advance notice but might cause the displacement of a large portion of the population. Such a hazard may necessitate opening shelters and conducting mass care activities throughout the City.

Planning Assumptions

- Emergencies and disasters will occur without warning at any time and will cause mass casualties.
- Widespread damage will necessitate the relocation of victims and the need for mass care operations.
- Some victims will go to shelters; others will find shelter with friends and relatives. Some will stay with or near their damaged homes.
- Shelters will be opened with little notice. Until the American Red Cross (~~Red Cross~~ARC) personnel arrive and assume responsibility for managing such shelters, local government personnel will manage and coordinate shelter and mass care activities.
- Essential public and private services will continue during mass care operations. However, when mass care and shelter operations are initiated in the community at a school, church, or community center, the facility's normal activities are disrupted, even if it is a minor disruption.
- Volunteer organizations that normally respond to emergency situations ~~will~~ may assist in mass care operations.

- Large numbers of spontaneous volunteers will emerge, which ~~will~~ may require planning and training before volunteers can be released to field operations.
- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, etc.) will be an extension of normal programs and services.
- There ~~will~~ may be a significant percentage of the impacted community with disabilities and access and functional needs that will require additional functional needs support services (FNSS) to maintain their independence in the shelter setting and/or benefit from mass care response operations.
- Individuals ~~will~~ may become separated from their support systems, family members, and caregivers and will need assistance locating each other.
- Long-term mass care ~~will~~ may be required following some disasters.
- Individuals with pets will be reluctant to leave without them. Plans for mass care services, including evacuation, transportation, and sheltering, will need to have a component for caring for pets in disasters.

Concept of Operations

General

As the identified coordinating department, The City of Phoenix Human Services Department (HSD), and the listed support departments are responsible for ~~is the lead agency responsible for~~ coordinating mass care, emergency assistance, housing, and human services during a disaster.

As defined by ESF #6, these services include the sheltering of individuals and their families, household pets, and service animals. Services also include support to evacuations (including registration and tracking of evacuees and pets), reunification, mass feeding operations, ensuring the provision of emergency first aid at designated sites, collecting, and providing information on victims to family members, coordination of donated goods and services, and coordinating distribution of supplies.

The City of Phoenix is prepared to partner with both non-governmental organizations, such as the American Red Cross (Red Cross), the Salvation Army and other private entities, as well as city, county, and state resources to effectively deliver mass care, emergency assistance, housing, and human services to those impacted by a disaster. The provision of ESF #6 activities will support county, state, and federal agencies; voluntary agencies and non-governmental organizations; and the Public Health and Medical Services Annex (ESF #8) in addressing the functional and access needs among those impacted by disaster. Functional needs may be present before, during, or after an incident in one or more areas, including but not limited to maintaining independence, communication, transportation, supervision, or medical care.

City disaster response services and activities will be accessible by all individuals regardless of disability or access or functional need. ~~, as per the Americans with Disabilities Act (ADA).~~ This plan is committed to the principle that it takes a full range of

government, private, non-government, faith-based, and volunteer groups to successfully meet the needs of the whole community during times of disaster.

Actions

Mitigation & Preparedness	▪ Coordinate memoranda of understanding (MOUs) with appropriate agencies and organizations for the provision of services to or on behalf of affected individuals and families. ▪ Maintain City-owned shelter locations, through ARC, and maintain all relevant facility information (e.g., location, capacity, health inspection status, accessibility level, pet space, contact information for facility managers). A shelter assessment will be completed for each location. ▪ Assist in securing shelter and feeding agreements for emergency housing and food supplies. ▪ Develop communication strategies to inform and direct people to shelters including considerations of high risk populations, language and other cultural components. Prepare for evacuation and care of the whole community by participating in drills and exercises to evaluate Mass Care capabilities relative to meeting whole community needs.
Response & Recovery	▪ Support opening and operating of city-owned facilities used as Shelters. ▪ Assist with staffing support for city-owned facilities used as shelters, ~~Individual Assistance Service Centers (IASCs),~~Community Assistance Centers and/or Family ~~Disaster Recovery Center (DRC),~~Reunification Centers upon request. ▪ Staff City-operated shelters with a Disability and Access and Functional Needs (DAFN) Coordinator to shelters. ▪ Staff the Emergency Operations Center (EOC) with a DAFN Technical Specialist for mass care operations. ▪ Provide feeding and hydration services for survivors and staff located at shelters, reception centers, and other locations as necessary. ▪ Provide accessible transportation for those who need transportation assistance. ▪ Coordinate individual assistance for unmet needs at shelters and reception centers. ▪ ▪ Work with animal welfare organizations to provide temporary shelter for animals.

Mass Care

Mass care includes sheltering, feeding, emergency first aid, distribution of emergency supplies, and collecting and providing information on victims to family members. The

scope and duration of mass care activities provided to the impacted population is dependent on the nature and complexity of the incident.

Mass Care Logistics Support

The provision of mass care services will require the acquisition and coordination of a variety of resources. Request for mass care logistical support and services will follow standard procedures for Emergency Operations Center (EOC) resource requests. Requests for resources will be processed by the Logistics Section within the EOC and filled using local resources first. Local resources may include supplies and/or equipment purchased from local vendors or obtained through agreements with partner organizations. When local resources are exhausted, resource requests will be forwarded to the Maricopa County EOC and then to the State EOC, as necessary.

Congregate Sheltering

~~The~~ HSD is the lead department for shelter operations in the City of Phoenix and is responsible for staffing the Mass Care Branch Director position when the EOC is activated. While the City of Phoenix has primary responsibility for their jurisdiction, the Red Cross will serve, where possible, as the primary support agency responsible for operating traditional emergency shelters. When necessary, HSD will coordinate City support to Red Cross shelters. Support may include resources, services, or personnel. When the Red Cross has exhausted its capacity to support shelter operations, HSD will coordinate the opening of City-operated shelters. In the event Red Cross is not immediately available to open a shelter, the City will initiate the set-up and activation of the shelter until Red Cross can assume responsibility.

All shelters, whether operated by Red Cross or the City, will have a Disability Access and Functional Needs (DAFN) Coordinator to coordinate the provision of resources and services necessary to meet the needs of people with disabilities and others with access and functional needs. For more information, refer to the Sheltering Support Annex.

Mass Feeding

~~HSD is the lead department for coordinating mass feeding services during a disaster.~~ Feeding services may be provided at shelters, reception centers, or evacuation centers, or they may occur independently. Feeding operations will be based on sound nutritional standards, ensuring the City meets the dietary requirements regardless of a dietary restriction, disability, or medical need. Provisions during mass feeding may include but are not limited to the use of adaptive/assistive equipment/utensils; assistance to individuals during eating and drinking; support for pre-meal hygiene, food preparation, and post-meal clean up; and dietary requirements such as low sugar, low protein, pureed food, etc. Additionally, the city will strive to meet the dietary preferences of individuals with cultural, religious, ethnic, or other requests for accommodation~~,~~ when possible.

Large-scale feeding operations may require the support of experienced non-governmental organizations (NGOs), such as the ~~Red Cross~~ARC and TSA. ~~Red Cross~~ARC, TSA, and partner organizations will coordinate with the Mass Care Branch within the EOC to determine the most appropriate location to provide feeding services. The EOC will prioritize services according to where the need is greatest. ~~Red Cross and/or other f~~Feeding ~~partners~~ services may be provided in the ~~feeding services in the~~ following ways:

- ~~M~~Mobile kitchens ~~with~~ that have the ability~~the capacity to pro~~ to mass produce meals,~~duce as many as 25,000 meals per day, b~~ based on their available staff, supplies, and the menu plan
- Bulk distribution of individually packaged food to the public through designated distribution points or to residents in shelters
- Service of prepared meals in shelters (prepared either ~~on site~~on-site, through vendors, or in a large central kitchen established to supply several feeding locations)
- Distribution of food boxes to help individuals and families going through the casework and recovery process

Red Cross is responsible for ensuring food service is provided in Red Cross shelters. The City is responsible for ensuring food service is provided in City shelters, either through Red Cross-provided resources, TSA resources, or City contracts. ~~For more information about mass feeding services, refer to the Feeding Services Appendix~~.

Full demobilization of feeding programs at shelters and through mobile programs will not be undertaken until all casework and related individual community member needs are addressed, including survivors; persons with disabilities, access, or functional needs; and the public. Indicators that trigger the demobilization of feeding include restoration of utilities, reopening of stores and restaurants, and availability of Disaster Supplemental Nutrition Assistance Program (D-SNAP). ~~Disaster Food Stamps.~~

Health and Medical Services

Individuals in mass care settings may require support for health and medical needs. In Red Cross or City-operated shelters, when necessary, ~~contract medical~~ staff ~~(e.g., registered nurses)~~ will be responsible for providing/coordinating medical services for individuals with medical needs or assistance related to functional needs support services (FNSS). This may include such things as ensuring prescriptions are filled, medication administration, minor wound care, glucose monitoring, oxygen supply and~~O2~~ oversight, etc.

When necessary, City Emergency Medical Services (EMS) may assign an EMS unit to assist with evaluating and/or assessing individuals who experience acute onset of signs/symptoms of illness. When available, Red Cross Disaster Health Services volunteers will coordinate access to medical services and provide care, operating within the scope of their license and comfort.

When necessary, durable medical equipment (DME) and/or consumable medical supplies (CMS) will be provided to individuals impacted by the disaster. The provision of DME and CMS will be coordinated through the City EOC in City-operated shelters. To meet DME and CMS needs, the City will use cached resources or purchase equipment or supplies from local vendors. ~~Arizona Division of Emergency and Military Affairs (DEMA) and Arizona Department of Health Services (ADHS) maintain caches of DME that can be accessed when local resources are exhausted.~~ When necessary, requests for county or state resources will be routed through the standard EOC process.

In Red Cross-managed shelters, the acquisition of DME and/or CMS will follow standard Red Cross processes, first using resources located in the local cache, then regional Red Cross resources, and then partner organizations. Regardless of EOC activation, Red Cross may request DME, CMS, or other supplies, services, and/or equipment to ensure the inclusion, safety, and independence of people with disabilities and others with access and functional needs.

Public Health Services

The City of Phoenix Office of Public Health will be the lead facilitator for overseeing public health services as part of the mass care responses. The Office of Public Health will work directly with the Maricopa County Department of Public Health (MCDPH), which ~~-~~is the primary support department for actual provision of ~~providing~~ public health services. During shelter operations, MCDPH provides disease surveillance and directs the implementation of ~~s~~ any control or preventative measures. In addition, ~~D~~during any mass care operation that involves feeding services~~,~~, The Office of Public Health will coordinate with the Maricopa County ~~Department of Environmental Services~~Environmental Services Department (~~MCDES~~MCESD) to ensure that the required ~~conducts sanitation~~ inspections are completed and ~~files~~ submit the necessary report to the MCDPH and the City of Phoenix Office of Public Health ~~EOC~~. All public health regulations will continue to apply during disaster incidents. ~~Both~~ MCDPH and ~~MCDES~~MCESD resources will be requested and coordinated through the Maricopa County EOC.

Behavioral Health Services

Mercy ~~Maricopa~~ Care is the Regional Behavioral Health Authority for Maricopa County and will coordinate the mental and behavioral health services at all mass care locations within the City. Mercy ~~Maricopa~~ Care behavioral health resources include mobile psych care, crisis response teams, and single-source resources. When able and necessary, the Red Cross will also provide behavioral health resources at mass care locations. ~~Both~~ Red Cross and Mercy ~~Maricopa~~ Care behavioral health resources will be requested and coordinated through the City EOC Mass Care Branch. The City EOC will request Mercy ~~Maricopa~~ Care resources ~~though~~ through the County EOC. When local behavioral health resources are exhausted, the Office of Public Health will coordinate with MCDPH and AHCCCS ~~will coordinate with ADHS Bureau of Behavior Health~~ for additional resources and to activate established contracts for behavioral health services.

The City of Phoenix Fire Department Community Assistance Program (CAP) can also be available to provide crisis intervention, victim advocacy, accessible transportation assistance and behavioral health services. The CAP program collaborates with external partners to provide comprehensive care.

Warming and Cooling Centers

Many ~~C~~city facilities are always open to the public during regular business hours and can serve as cooling centers, hydration stations or respite centers during periods of high heat. ~~When high temperatures evolve into an emergency response, MCDEM activates the County Excessive Health Emergencies Plan, which includes the use of several City of Phoenix facilities.~~ During this time, people are encouraged to seek relief from high temperatures in one of the designated City/County public cooling centers. The locations and hours of operation of these cooling centers are posted on the Phoenix.gov ~~MCDEM~~ website as well the AZ MAG Heat Relief website. The City of Phoenix Communications Office and the Office of ~~Homeland Security~~ Emergency Management (O~~HS~~EM) will follow the processes and procedures described in the External Affairs Annex (ESF #15) to distribute cooling center information to the public in an accessible manner.

During disruptions of service or access to a City operated cooling or respite center, the City of Phoenix will ensure adequate cooling options are available for those at the facility that is inaccessible. Coordination efforts may include redirecting individuals to neighboring cooling centers, transporting individuals to other facilities, or establishing temporary cooling relief operations in other city facilities. When necessary, the City of Phoenix will ~~-~~open additional cooling center(s) in a facility currently identified as a potential shelter site. All potential shelter sites in the City of Phoenix have been assessed using the ADA Department of Justice (DOJ) checklist.

In the unlikely event Phoenix experiences freezing temperatures that evolve into an emergency response, the City will open a general population shelter for individuals seeking shelter from the cold weather. The City will follow the sheltering processes and procedures as outline in the Sheltering Annex.

Transportation

Reception centers, safe areas, and shelter sites will require regular access and communication with transportation resources throughout an event. The range of transportation needs include the movement of community members from safe areas/reception centers to shelters; from shelters to various assistance resources and housing; non-urgent medical transportation to treatment facilities; and transportation of disaster survivors back to their residences. Transportation resources will be provided for the whole community, including accessible resources for people with disabilities and others with access and functional needs.

When conducting evacuations or transporting individuals during mass care operations, the city will first use the existing public transit infrastructure and drivers. ~~(See Attachment~~

~~A: Accessible Transportation Resource List for a complete list of transportation assets.)~~ When necessary, City of Phoenix Public Transit Department (PTD) will locate temporary bus stop(s) in locations within proximity of the facility in which mass care services are provided. All temporary solutions implemented by PTD will adhere to existing ADA standards and guidelines. The PTD will dispatch para-transit assets for individuals who require accessible transportation, regardless of current enrollment in the city para-transit program. If City resources are depleted, PTD will use the transportation assets available through the City's agreement with Valley Metro, the regional transit system, school buses accessible through Arizona Emergency Management ~~Master~~ Mutual Aid Compact (AZMAC), or through agreements with community-based organizations. Also, the Phoenix Community Assistance Program has vehicles that are ADA-accessible and may be called upon to assist in the movement of individuals impacted by the incident.

On a day-to-day basis, PTD oversees and coordinates public transportation services through the Operation Control Center (OCC). In smaller incidents, such as localized flooding or an apartment fire, PTD will address transportation requests through standard OCC protocols. In larger incidents, transportation services may be coordinated through the City EOC and/or the PTD OCC.

People with disabilities and others with access and functional needs may need additional assistance to use the transportation services provided by the city during a disaster. All PTD bus drivers, or bus drivers obtained through City contracts, will complete training on how to aid people with disabilities. Additionally, volunteers or City personnel working in a mass care location, such as a shelter, are required to complete training on interacting with and aiding people with disabilities. When necessary, volunteers or City personnel will be provided Just-In-Time training. (For more information about transportation services, see the ESF#1: Transportation Annex and the Population Protection Support Annex~~.~~).

In many cases, individuals displaced by a major emergency may bring their pets with them to a shelter or reception center. Service animals and emotional support animals for people with disabilities and others with access and functional needs will be transported with individuals. PTD and other partner organizations are prepared to transport individuals with their service animals and emotional support animals during the provision of mass care services. If ~~necessary~~needed, the Arizona Humane Society and the Phoenix Community Assistance Program~~, the lead organization responsible for supporting the transportation of household pets,~~ may be able to assist with the transportation of household pets out of the evacuation areas to the identified shelter locations. This will only occur if on-scene Incident Command deems the area safe for responding support agency personnel to access the area.~~will assist in the transport of emotional support animals.~~

Public information regarding the availability of and access to transportation will be the responsibility of the Joint Information Center (JIC) and will be released in accordance with the ~~Early~~ Emergency Public Warning Support Annex and the ESF #15: External Affairs Annex ~~(ESF #15)~~.

Points of Distribution

Emergency supplies may be distributed through points of distribution (PODs), which are pre-identified locations where the public can pick up emergency supplies following a disaster. The need for a POD is based on lack of infrastructure to support normal distribution of food, water, or other supplies. Emergency supplies typically distributed through PODs include ice, water, food, or tarps. Depending on the needs of City residents, other commodities may be distributed as well. Decisions regarding POD activation, deactivation, number of locations, and the types and quantity of available commodities will be made in the City EOC.

Distribution of emergency supplies in an affected community will continue until they are deemed to be no longer needed. The triggers and criteria determining when bulk distribution can be phased out will be an operational decision by the incident managers and based on community needs. The City of Phoenix will use the Maricopa County Department of Public Health's POD Planning Standard Operation Guidelines to establish and run PODs. ~~follow the U.S. Army Corps of Engineers (USACE) organizational structure for establishing and running PODs.~~ Both vehicle and pedestrian traffic will be accommodated during POD operations. ~~For more information, see the City of Phoenix Emergency Operations Plan (EOP) Points of Distribution Appendix.~~

Voluntary Organization Coordination

Spontaneous volunteers will be directed to HandsOn Greater Phoenix and other community-based organizations that have established processes to register, train, and use volunteers. Volunteers may be used in shelters managed by ARC once the required vetting and training is complete. Likewise, TSA may use spontaneous volunteers during feeding or donations management operations. All volunteers who assist with a disaster response in Phoenix will be managed by the organization with which they are affiliated. *For more information, see the Volunteer Management Support Annex.*

Donations Management

A significant disaster produces an overwhelming public response and generates truckloads of unsolicited goods, which may overwhelm the capabilities and exhaust local resources. TSA will serve as the lead agency for donations management by managing, coordinating, and distributing donated goods to meet the needs of the impacted area. The Red Cross will accept unsolicited donations at shelter and other locations. TSA will coordinate with Red Cross to transport donated goods to TSA donations receiving sites. Since monetary contributions are the most useful donations, the public will, in all cases, be encouraged to make monetary contributions. Monetary donations will be directed to the Arizona Volunteer Organizations Active in Disaster (AZVOAD), who is a 501(c)(3) organization. AZVOAD will manage, coordinate and distribute donated monies to those in need.

TSA will notify any appropriate participating voluntary organizations involved in receiving, managing, and distributing donations. TSA will identify contacts and locations for receiving donations and storage warehouses. Local distribution centers, including churches, community-based organizations, and volunteer agencies, may be established to provide donated goods to the public at the direction of TSA. ~~. For more information, see the Donations Management Support Annex.~~

Reunification

~~The Red Cross "Safe and Well" process will be used to collect, receive, and report information about the status of disaster survivors. The "Safe and Well" system is used to reduce the number of individuals on the missing person lists.~~ Following mass casualty or fatality incidents, the City of Phoenix may establish Family Reunification Centers (FRC) and/or Community Assistance Centers (CAC). These facilities provide safe, supportive spaces where survivors and families can receive information about missing, injured, or deceased loved ones. At these centers, families can connect with counseling and support services, meet with investigators in a secure environment, access reunification assistance, and find protection from media attention.

These centers serve as central locations where families can receive coordinated services and support during extremely difficult circumstances. Both FRCs and CACs facilitate the crucial process of reuniting family members in the aftermath of tragic events, while ensuring privacy and dignity for all those affected.

During a mass causality/fatality event, information for victims transported to a medical care facility or field hospital will be collected from field units by ESF #8 (Health and Medical) and shared with appropriate support agencies. For more information, see the City of Phoenix Family Reunification and Community Assistance Center Plan.

If an unaccompanied minor is identified in a shelter, staff will assume temporary care and immediately escort the minor to an access-controlled, highly visible shelter location for ongoing monitoring and safeguarding until reunification with a legal parent and/or caregiver. When necessary, the Shelter Manager will notify the Mass Care Branch to coordinate with the Law Enforcement Branch to ~~contact Maricopa County Department of Children and Family Services~~ staff to take the minor(s) into protective custody.

Household Pets and Service Animals

The City of Phoenix has an agreement with the Arizona Humane Society to support the rescue, transportation, shelter, and care of household pets as outlined in the Pets Evacuation and Transportation Standards Act of 2006. When necessary, the City may request assistance from the Maricopa County Animal Care and Control office through the MCDEM EOC.

The Red Cross supports the efforts of the Arizona Humane Society to implement plans to shelter and care for household pets. All reasonable efforts will be made to establish and co-locate a pet care facility for the sheltered public.

Service animals are required to always stay with their owners and will accompany them in all mass care locations, including shelters, mass feeding sites, local assistance centers, etc. Per the ADA, service animals are dogs or miniature horses that have been trained to perform tasks for people with disabilities. People with service animals may arrive at the mass care location without all necessary supplies (e.g., dog food, leashes, food bowls, etc.) In these instances, staff will support the inclusion of service animals by providing any necessary equipment or supplies and establishing an animal relief area in an accessible location.

Large Animals and Livestock

The City of Phoenix coordinates with the Arizona Department of Agriculture, the Arizona Humane Society and local non-profit volunteer organizations to support the evacuation, transportation, and sheltering of large animals and livestock during emergencies. When necessary, the City may request additional resources and support through the Maricopa County Emergency Operations Center to assist with large animal operations.

The Office of Emergency Management will work with Arizona Department of Agriculture, the Arizona Humane Society and local non-profit volunteer organizations to establish temporary sheltering locations for displaced livestock and large animals. These facilities maintain the necessary infrastructure and expertise to properly care for large animals during emergency situations.

Arizona Department of Agriculture, the Arizona Humane Society and local non-profit volunteer organizations and other local veterinary partners provide medical care and oversight for sheltered livestock, ensuring proper health monitoring and treatment as needed. Transportation assistance is coordinated through Arizona Department of Agriculture, the Arizona Humane Society and local non-profit volunteer organizations.

Owners are encouraged to evacuate their livestock early when threats are identified, as moving large animals requires significant time and specialized resources. The responsibility and management of the livestock and large animals at the large animal shelter will be provided by the owners of the animals.

~~Recovery Information Center~~ Community Assistance Center

The ~~Recovery Information Center (RIC~~Community Assistance Center (CAC) is the city-operated site where individuals can seek assistance from City departments, non-governmental organizations, community ~~=~~based organizations, and other applicable agencies/organizations in the phase following a disaster. The ~~RIC~~ CAC will be established in a physically accessible facility and will provide accommodations to support individuals throughout the process. For more information about ~~RIC~~ CAC operations, see ESF #6: Mass Care Annex and ESF #14: ~~the~~ Long-Term Community Recovery Annex.

Case Management

Personal and family disaster information will be collected at the shelter or at sites such as RICs. Red Cross and HSD case managers will assist residents throughout the mass care support process and during the transition to recovery. Disaster survivors may need assistance working with online resources, telephone-accessed services, Federal Disaster Recovery Centers (DRCs), ~~ Red Cross's *Safe and Well* program,~~ and access to Long Term Recovery Group (LTRG) services/programs. Case managers will submit a resource request to the EOC if people with disabilities and access or functional needs require assistive technology to access the recovery services or programs. When working with people with disabilities and others with access and functional needs, case managers will pay close attention to the availability of support services necessary for these individuals to return to the community and maintain their usual level of independence. As transition to recovery occurs, shelters close, and programs are reduced, dependence on accessing the federal programs may increase. Directing disaster victims to federal programs through public education and other voluntary organizations will be a key role in transition to recovery.

During a presidentially declared disaster, additional case management services are provided through the Federal Emergency Management Agency (FEMA) Disaster Case Management ~~Program~~ (DCM~~P~~) program. Disaster case management services provided through either the Immediate Disaster Case ~~Managemen~~Managementt ~~(IDCM)~~ Program or Disaster Case Management Grant are a time-limited process that involves a partnership between a case manager and a disaster survivor to develop and carry out a Disaster Recovery Plan. The Disaster Recovery Plan includes resources, services, decision-making priorities, progress reports, and the goals needed to achieve case closure. This partnership provides the survivor with a single point of contact to facilitate access to a broad range of resources.

Housing

A major disaster may significantly reduce the supply of available housing. Shelters may need to maintain operations for a longer period until adequate interim, temporary, or long-term housing is found for any remaining occupants. People with disabilities and access or functional needs may require accessible housing options. Shelter case managers will work in close partnership with community-based organizations, ~~Phoenix Housing Department, Red Cross, FEMA, and others~~such as the Red Cross, FEMA, and others, to meet the housing needs of those impacted by the disaster, including individuals who require accessible housing options. For more information about post-disaster temporary housing, see ESF #14:~~the~~ Long-Term Community Recovery Annex.

Public Information

The city will provide information about mass care and emergency assistance services available to the public via established channels, including department websites, social media, etc. Communications to the public regarding mass care services will be accessible and inclusive of people with disabilities. Inclusive practices include coordination between the DAFN Technical Specialist and the EOC Public Information Officer (PIO); establishing a hotline that people can call to obtain information about assistance and accessible services; using an American Sign Language (ASL) interpreter during live press conferences; ~~and~~ ensuring City websites meet WCAG ~~2.0~~ guidelines, in compliance with Section 508 of the Rehabilitation Act. For more information, refer to the ESF #15: External Affairs Annex ~~(ESF #15).~~

Core Capabilities

All ESFs, including ESF # 6, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #6 directly supports the following core capabilities:

- Mass Care Services
- Logistics and Supply Chain Management
- Public Health and Healthcare
- Emergency Medical Services
- Critical Transportation
- Fatality Management Services

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Mass Care Services

Objective: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Critical Tasks:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including children and adults with disabilities and/or access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically

accessible for children and adults with disabilities and/or with access and functional needs.
- Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Public Health, Healthcare, and Emergency Medical Services

Objective: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Critical Tasks:

- Deliver medical countermeasures to exposed populations.
- Complete triage and initial stabilization of illness or casualties and begin definitive care for those likely to benefit from care and survive.
- Develop public health interventions to maintain and improve the health of individuals placed at risk due to disruptions in healthcare and societal support networks.
- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Critical Transportation

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Critical Tasks:

- Monitor and report the status of and damage to the transportation system and infrastructure.
- Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.
- Implement appropriate air traffic and airspace management measures.
- Coordinate regulatory waivers and exemptions.
- Provide longer-term coordination of the restoration and recovery of the affected transportation systems and infrastructure if required.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.
- Clear debris from any route type (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.

Fatality Management Services

Objective: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage, or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Critical Tasks:

- Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.
- Mitigate hazards from remains, facilitate care to survivors, and return remains for final disposition.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Human Services Department (HSD)

HSD serves as the **ESF #6 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #6 by doing the following:

Before an emergency:

- □ Maintain working relationships with Supporting/Primary City Departments.
- □ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ ~~Provide emergency shelter operations for disaster victims. Use existing structures as shelter sites whenever possible.~~
- ☐ ~~Create~~ Staff temporary sheltering facilities when ~~appropriate~~activated. Coordinate with lead and support departments to provide mass care services, food, water, mobile kitchens, and personnel to support mass care needs.
- ☐ Upon opening, the Shelter Manager will designate a qualified individual as the Access and Functional Needs Coordinator for the shelter.
- ☐ Coordinate with the Lead Support Department to establish a disaster welfare system for disaster victims registering at local authorized shelters.
- ☐ Coordinate with the Office of Emergency Management, Finance Department, and, if activated, the EOC to ensure feeding services have been provided to disaster victims and emergency workers.
- ☐ ~~Provide for feeding disaster victims and emergency workers.~~
- ☐ ~~Contact~~ Coordinate with the Office of Emergency Management and the Arizona Humane Society ~~Maricopa County Animal Care and Control~~to implement plans to provide relief to domestic animals, assurance of their care, search for their owners, and provisions for sheltering while their owners are in congregate shelters or reception centers. The ~~Arizona Humane Society will assist with this operation.~~ Maricopa County Animal Care and Control may provide assistance with this operation.
- ☐ ~~Information for victims transported to a medical care facility or field hospital will be collected from field units by ESF #8 (Health and Medical) and forwarded to ESF #6 personnel for entry into the computer database.~~
- ☐ ESF #6 personnel will contact other activated EOCs and other departments as appropriate to collect and maintain information on evacuees if applicable.

Equal Opportunity Department (EOD)

EOD serves as a **Primary City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide Disability and Access and Functional Needs (DAFN) Coordinator to shelters and DAFN Technical ~~Specialist~~ Specialists to support the Emergency Operations Center (EOC) when activated for mass care operations.

Office of Emergency Management (OEM)

OEM serves as a **Primary City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Determine the location and type of points of distribution (PODs) based on needs analysis, population density, and current methods of commodity distribution.
- ☐ Coordinate the activation of PODs based on public need, types of resources needed, infrastructure capability, and availability of resources.
- ☐ Coordinate with the Human Services Department, Finance Department and, if activated, the EOC to ensure feeding services have been provided to disaster victims and emergency workers.
- ☐ Coordinate with the American Red Cross ~~(ARC)~~, ~~HSD~~the Human Services Department, the Office of Public Health, the Office of Heat Response and Mitigation, the Office of Homeless Solutions and the ~~and~~ City of Phoenix Parks and Recreation Department, as appropriate, to identify potential mass care locations, including cooling centers, feeding locations, shelters, etc.
- ☐ Coordinate with Arizona Humane Society and Maricopa County Animal Care and Control to identify animal shelter locations.
- ☐ Support mass care operations by filling resource requests for supplies and equipment, including functional needs support services.

Office of Public Health

OPH serves as a **Primary City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Support planning and operation functions and inform and direct public health strategies.
- ☐ Support the implementation of strategies related to disease surveillance, monitoring and reporting.
- ☐ Support public health communication and information strategies.

- ☐ Coordinate with outside agencies including MCDPH, AHCCCS, and MCESD and Mercy Care.
- ☐ Assist in the assessment of potential mass care locations, including shelters, and cooling centers.
- ☐ In the event of an outbreak, monitor and report directly to MCDPH.

Parks and Recreation Department (PRD)

PRD~~Parks and Recreation Department~~ serves as a **Primary City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Open and staff designated department facilities when directed.
- ☐ Assist in the accessibility assessment of city facilities for potential mass care ~~locations~~operations, including shelters, Family Reunification Centers (FRC), ~~recovery information center (RIC)~~Community Assistance Center (CAC) locations, and ~~cooling centers~~hydration stations.
- ~~monitoring and .~~
- ~~☐ In the event of an outbreak, monitor and report directly to MCDPH~~

Supporting City Departments

City Manager's Office (CMO)

CMO serves as **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Request additional staff from City departments to fill vacant shelter staffing positions.

Community Assistance Program (CAP)

CAP serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Ensure CAP representative (such Casework Services Coordinator) in the PFD Command Vehicle to coordinate services with fire and police.
- ☐ Provide mental health and behavioral health services to affected individuals and communities.
- ☐ Deploy crisis intervention teams to emergency shelters, hospitals, and other designated areas, as needed
- ☐ Coordinate with Regional Behavioral Health Authority to ensure continuity of care for existing clients.
- ☐ Provide psychological first aid and crisis stabilization services at mass care facilities.
- ☐ Assist with family reunification efforts by providing emotional support services.
- ☐ Monitor and address the mental health needs of first responders and emergency workers.
- ☐ Provide consultation to other departments regarding mental health considerations in emergency messaging and operations.

Community Emergency Response Team (CERT)

CERT serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Participate in regular training exercises with local fire, medical, and emergency management personnel to strengthen disaster preparedness capabilities.
- ☐ Conduct community outreach and education programs to help residents prepare for various types of emergencies and disasters.

During an emergency:

- ☐ If activated, report to designated staging areas or emergency operations centers as directed by emergency management officials.
- ☐ Establish communication channels with emergency management officials and, if activated, the EOC, and maintain regular status updates.
- ☐ Perform initial damage assessments in assigned neighborhoods and report findings to emergency management authorities.
- ☐ Support emergency shelter operations by helping with setup, registration, and basic care needs of displaced residents.

Housing Department (HOU)

~~The Housing Department~~HOU serves as a ~~**Primary**~~ **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide a liaison for the congregate care function, as necessary.
- ☐ Coordinate with EOC about housing needs and issues.

Law Department, City Attorney's Office

The City's Attorney's Office serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Advise the city and EOC on legal matters.
- ☐ Have a representative present in the courts to authorize all City charges.
- ☐ Prepare emergency declarations and proclamations.

Neighborhood Services Department (NSD)

NSD serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assist the Communications Office with the distribution of public information related to mass care activities.

Office of Heat Response and Mitigation (OHRM)

OHRM serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Coordinate the City of Phoenix's participation in the regional Heat Relief Network through the identification of cooling centers and hydration stations and ensure associated roles and responsibilities are known throughout the organization.
- ☐ Maintain an inventory of heat response resources (e.g., water, ice, portable coolers) available from City of Phoenix departments.
- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ If requested, send representatives to assist with logistical management and distribution of heat response resources.

Office of Homeless Solutions (OHS)

OHS serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assist in the coordination of outreach teams to assist vulnerable populations in accessing mass care services.
- ☐ Support shelter operations by providing personnel to support those individuals experiencing homelessness.
- ☐ Assist in connecting shelter residents with housing navigation and support services, specifically to those who may be experiencing homelessness.
- ☐ Provide guidance on accommodating the special needs of homeless populations in mass care settings.
- ☐ Support transition planning for shelter residents needing longer-term housing solutions.
- ☐ Assist in identifying and addressing barriers, specifically for those experiencing homelessness, to accessing mass care services.

Phoenix Convention Center (PCC)

PCC serves as a Supporting City Department for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Open and staff designated department facilities when directed.
- ☐ Assist in the accessibility assessment of city facilities for potential mass care and recovery operations, including shelters, Family Reunification Centers (FRC) and Community Assistance Center (CAC) locations.

Phoenix Fire Department (PFD)

PFD serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Deploy food resources during the initial stages of establishing a mass care location, as necessary.
- ☐ Decontaminate evacuees prior to entering a mass care site, including shelters and reception centers, as necessary.
- ☐ Maintain emergency medical service (EMS) assets at large disaster shelters or other mass care locations as necessary.

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Support and coordinate care for unaccompanied children at our established facilities, including shelters, Family Reunification Centers, and Community Assistance Centers.
- ☐
- ☐ ~~Provide~~ Provide security at mass care locations.
- ☐ Direct traffic at mass care locations.

Public Transit Department (PTD)

PTD~~Public Transit Department~~ serves as a **Supporting City Department** for ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide and coordinate the use of transit buses and personnel necessary to support mass care operations.
- ☐ Coordinate with Incident Command, the Office of Emergency Management and ~~if~~ activated ~~Red Cross and/or~~ the EOC Mass Care Branch to establish additional bus stops near mass care locations, including shelter facilities and ~~, recovery information centers~~Community Assistance Centers. ~~and local assistance centers~~

- ☐
- ☐

All City Departments

All City Departments may support ESF #6 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.

- ☐ Provide personnel to temporarily support mass care activities as requested by the City EOC.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Animal Care and Control (MCACC)

Maricopa County Animal Care and Control supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Implement plans to provide relief to domestic animals, search for their owners, and make provisions for their care and sheltering while their owners are in congregate shelters or reception centers.
- ☐ Maintain procedures that detail plans for the collection, housing, and care of unclaimed household pets and eventual reunification.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Serve as primary agency for ESF #6 for Maricopa County.
- ☐ Facilitate requests for durable medical equipment (DME), consumable medical supplies (CMS), and other equipment and supplies to the State EOC.

Maricopa County ~~Department of Environmental Services~~Environmental Services Department (MCESD)

Maricopa County ~~Department of Environmental Services~~Environmental Services Department supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Responsible for the Sanitarian inspection and report
- ☐ Responsible for reviewing Public Health Needs inspection and report

Maricopa County Department of Public Health (MCDPH)

MCDPH supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Coordinate with the Office of Public Health to manage ~~monitor for~~disease outbreaks and other health-related problems associated with congregated care and/or sheltering in place. Declare outbreaks and inform action steps were indicated~~Monitor~~ .

- ☐ ~~Monitor for disease outbreaks and other health-related problems associated with congregated care and/or sheltering in place.~~
- ☐ Work with the ~~health care community to access and prioritize reestablishment of critical health care~~healthcare community to access and prioritize reestablishing critical healthcare services.
- ☐ Conduct appropriate epidemiologic assessments, population monitoring, and human health assessments.
- ☐ Provide health-related risk communication/public information to the whole community.
- ☐ ~~When necessary, facilitate and support shelter residents' access to pharmaceuticals~~Facilitate and support shelter residents' access to pharmaceuticals, when necessary, in coordination with the Red Cross.
- ☐ ~~Facilitate local volunteer requests following the Arizona Department of Health Services (ADHS) processes.~~ Field requests for volunteers and activate the Medical Reserve Corps (MRC), as needed.
- ☐ Activate pharmaceutical/medical device contracts when necessary.
- ☐ When ~~necessary~~requested and, if able,~~,~~ provide computers and internet capability to facilitate ~~the~~ communication between residents, pharmacy, and insurance providers.

~~•Coordinate requests to ADHS Bureau of Behavior Health for the activation of the Statewide Contract.~~

Maricopa County Sheriff's Office (MCSO)

MCSO supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Coordinate support and support security.

State

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.
- ☐ Maintain a cache of shelter support equipment, including accessible DME and supplies for use during shelter operations.

Arizona Department of Health Services (ADHS)

ADHS supports ESF #6 for the City of Phoenix by doing the following:

- ~~Maintain a cache of shelter support equipment, including accessible DME and supplies for use during shelter operations.~~
- ~~Activate the Regional Behavioral Health Authority (RBHA) to respond and support those with behavioral health needs.~~

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Participate in drills and exercises to evaluate mass care and shelter response capabilities, as well as the evacuation and care of the whole community. Coordinate with HSD to provide mass care services, food, water, and personnel to support mass care needs.
- ☐ Designate pet sheltering areas at Red Cross shelters, as necessary.
- ☐ With assistance from community partners, ensure the needs of service animals and assistance animals are met in the shelter.
- ☐ In coordination with PRD, HSD, and O~~HS~~EM, conduct shelter facility surveys and enter results into the National Shelter System database every three years.
- ☐ Update contact and facility information of potential shelter facilities once per year in the National Shelter System (NSS) database.
- ☐ Conduct shelter facility surveys of potential shelter facilities within one year of significant structural modifications and update NSS database.
- ☐ Maintain a cache of shelter support equipment, including accessible DME and supplies for use during shelter operations.
- ☐ Establish a disaster welfare tracking system for disaster victims registering at local authorized shelters.

Arizona Humane Society (AHS)

AHS supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Implement plans to provide relief to domestic animals, search for their owners, and make provisions for their care and sheltering while their owners are in congregate shelters or reception centers.
- ☐ Maintain procedures that detail plans for the collection, housing, and care of unclaimed household pets and eventual reunification.

The Salvation Army

The Salvation Army supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Participate in drills and exercises to evaluate mass care and shelter response capability, as well as the evacuation and care of the whole community.
- ☐ Coordinate the request, receipt, and distribution of in-kind donations with the EOC.
- ☐ Decline acceptance of donated goods that are not needed or unacceptable.
- ☐ Provide food, water, mobile kitchens, and personnel to support mass care needs.
- ☐ Provide financial counseling, food boxes, bedding, lodging, clean-up kits, and other assistance needs.
- ☐ Prepare for potential evacuation and care of the whole community.

Maricopa County Community Organizations Active in Disaster (MCCOAD)

The COAD supports ESF #6 for the City of Phoenix by doing the following:

- ☐ Maintain working relationships with City of Phoenix's Emergency Management Department with the support of Maricopa County Department of Emergency Management.
- ☐ Continue to recruit new COAD members targeting areas of need identified by MCCOAD partners including the City of Phoenix.
- ☐ If requested, send representatives to the EOC to staff during an activation.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining potential resource and coordination needs from MCCOAD members.
- ☐ Support planning and operation functions that would pertain to needs for support from the local nonprofit and charitable sector.
- ☐ Receive direct resource requests from City of Phoenix to support response needs and communicate those needs to MCCOAD members that could support.
- ☐ Provide up to date information to MCCOAD members that are supporting resource requests and work as a liaison between the City of Phoenix and MCCOAD members as needed.

Authorities and References

This section lists the authorities which allow this annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-5: Management of Domestic Incidents
  - HSPD-8: National Preparedness
- National Disaster Recovery Framework.
- National Infrastructure Protection Plan.
- National Mass Care Strategy.
- National Response Framework.
  - ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, (Public Law 93-288).
- The Americans with Disabilities Act (ADA)
- United States Code
  - U.S.C. 6 Section 772 – National Disaster Housing Strategy
  - U.S.C. 6 Section 775 – Individuals with Disabilities Guidelines

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. §11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. §41-5202. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP).
  - ESF #6 – Mass Care

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
  - ~~Early~~ Emergency Public Warning Support Annex
  - ESF #14: Long Term Recovery Annex
  - ESF #15 External Affairs Annex
  - Sheltering Annex
    - ~~Feeding Services Appendix~~
    - ~~Points of Distribution Appendix~~
- ~~Citywide Guidance for Effective Communications~~

ESF #7: Resource Support Annex

Key Response Agencies

ESF Coordinator	Finance Department (FIN)
Primary City Departments	Finance Department (FIN)
Supporting City Departments	Communications ~~Department~~Office (COM) Equal Opportunity Department (EOD) Public Works Department (PWD)
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency & Military Affairs (DEMA) Arizona Energy Office

Introduction

Purpose

The purpose of the Logistics Management and Resource Support Annex (ESF #7) is to provide guidance on comprehensive disaster logistics planning, management, and operations to City and voluntary organizations in response to a natural or man-made emergency or disaster.

This ESF aligns with ESF #7 in the Maricopa County Emergency Operation Plan (EOP), the State of Arizona Emergency Response and Recovery Plan (SERRP), and the National Response Framework. This ESF will allow for cohesiveness when county, state, and federal ESF #7 resources are activated.

This ESF involves preparedness, response, recovery, and mitigation of ESF #7 services before, during, and after an emergency or disaster event. To support these activities, the ESF structure requires the identification of primary and support agencies. These departments are pre-identified to initiate, develop, and maintain preparedness and training activities as well as response procedures. A significant responsibility of the primary department is communication. Consistent communication between the primary and support departments will build a working relationship prior to any event.

Scope

ESF #7 is designed to provide logistical resource support to City organizations throughout emergency or disaster response operations and for requirements not specifically

identified in other ESFs. This ESF will also support the effort and activity necessary to evaluate, locate, obtain, and provide essential material resources.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Disasters have an immediate impact on resources resulting in shortages of vital supplies. In addition, specialized equipment and services may be required to save lives as well as to protect and restore property during response and recovery operations. Quick identification, procurement, and allocation of resources are vital to ensure effective citywide emergency operations.

Planning Assumptions

- City of Phoenix infrastructure will sustain damage that will limit the means and accessibility for relief services and supplies.
- Major disasters may require the activation of staging areas to expedite the delivery to the site of the emergency.
- Logistical resource support will be required for the immediate relief response.
- When the incident requires additional resources or resources not available in the City of Phoenix, requests will need to be made to the Maricopa County Department of Emergency Management. ESF #7 is responsible for securing resources outside the City of Phoenix.

Concept of Operations

General

In daily operations, the City of Phoenix Finance Department is responsible for City functions including but not limited to finance and risk management. The City of Phoenix Finance Department is the lead department for ESF #7. The Finance Director may act as the team leader for ESF #7 in the City of Phoenix Emergency Operations Center (EOC). All support departments for resource management will report to ESF #7 and function under their direction.

Upon activation of the City's EOC, the Logistics Section Coordinator will staff the section with personnel as necessary, dependent on needs, size, and scope of the situation.

Actions

Mitigation & Preparedness	▪ Coordinate with all applicable agencies and organizations to prepare for an emergency or disaster. ▪ Identify available and needed resources and/or personnel that may be necessary. ▪ Establish uniform procedures and train personnel on procurement and documenting expenditures such as supplies and equipment. ▪ Develop memoranda of understanding (MOU) with other jurisdictions and agencies for provision of necessary goods and/or services, personnel, and staging areas required during a disaster. ▪ Participate in drills and exercises to evaluate resource support response capability.
Response & Recovery	▪ Alert resource support agencies regarding a potential emergency or disaster. ▪ Implement resource inventory, record keeping, and control system to include storage, maintenance, and replacement of resources. ▪ Maintain vehicles and provide fuel. ▪ Request logistical assistance from supporting agencies and mutual-aid partners. ▪ Document and request additional resources, personnel, and staging area support necessary to accomplish re-entry. ▪ Maintain records of expenditures and document resources utilized during the incident.

Facilities

Many factors impact the types and quantity of resources the public will need during response and recovery operations. The Incident Commander (IC) or EOC establishes incident facilities depending on the requirements and complexity of the incident or event. The City owns, leases, and operates facilities that may be used during an emergency.

Base Camps

A base camp may be established when disasters are of a magnitude that emergency personnel need to immediately deploy to the impacted area, and when that area cannot support the influx of the number of resources needed to effectively respond to the disaster. Base camps are temporary locations within the general incident area that are equipped and staffed to provide certain essential auxiliary forms of support, such as food,

sleeping areas, and sanitation. They may also provide minor maintenance and servicing equipment. Base camp services, supplies, and equipment are sourced primarily through agency vendor contracts.

When the need for base camps is evident, the City will establish a base camp near emergency impact areas. The decision falls under the Incident Command Post (ICP) to determine a need for the base camp and its location. Base camps are separate from the City EOC and are in satellite fashion to better support incident operations. Base camps can relocate to meet the changing operational requirements. Multiple base camps may be used, but not all incidents will have base camps.

Staging Areas

In response and recovery operations, resource delivery may be complicated due to the volume of requests, transportation, access, and security issues. Thus, established staging areas will coordinate the arrival and deployment of resources to the incident. There are three types of staging areas utilized during a response. The Incident Command Post (ICP) and/or the City EOC will determine staging area locations, depending on whether the staging area is an incident staging area or a department staging area (e.g., Operation Control Center).

- An incident staging area is conveniently located adjacent to or within the confines of the incident area(s) and contains resources available for immediate use by the ICP.
- A department staging area is located immediately outside of the incident area(s) and contains resources for use by individual departments.
- A support staging area is activated by the EOC Logistics Section to coordinate personnel, equipment, and supplies for current requests or in anticipation of future requests.

Distribution Management

The efficient and expeditious distribution of critical supplies and equipment is essential to meet the needs of response and recovery operations. As an incident unfolds, and in the immediate post-incident recovery phase, resources reach various points identified for use in response efforts, then distributed to responders and the public.

In the event of a disaster, the critical needs of response workers and the public can be met in a more timely and efficient manner through the provision of on-site material resources. The logistical coordination of supply and equipment delivery includes processes that outline how material resources are delivered to field sites and facilities for distribution to emergency response operations. These processes include communication coordination, the provision of transport resources, and tracking of supply and equipment movement. Delivery relates to the allocation of resources before distribution to recipients. These resources originate from numerous points, including City supply inventories, vendor supply sources, and staging areas pre-positioned within the City, as well as

resource response assets located outside the City, including those resources that are available through private sector agreements (memos of agreement and memos of understanding) and across other levels of government. Delivered supplies and equipment may go to responder drop points and ~~commodity~~ points of distribution sites (~~C-~~PODs).

Responder Drop Points

The delivery of supplies and equipment to responders may go through a staging area or be shipped directly to the end-user recipient. When responders receive the delivery of supply and equipment resources, the recipient assumes full responsibility for the forward movement and management of these resources, which may require specific on-site resources such as facilities for storage, material-handling equipment, and utilities. If requested, the EOC Logistics Section will identify and coordinate additional support to facilitate the off-loading and distribution of supply and equipment to responders. Responder distribution points are coordinated with field incident management. They may be co-located with base camps.

Emergency Contracting and Procurement

During an emergency, City departments may have to meet urgent needs by procuring resources to supplement existing goods and services already under City contract. This section introduces the emergency procurement process during undeclared/un-proclaimed emergencies and declared/proclaimed emergencies and the options available to departments involved in citywide logistics management to meet these urgent resource needs.

Procurement Options

During an emergency, City departments have several internal procurement options available in the event commodity resources are needed.

- City departments should first look to procure resources utilizing existing contracts. When choosing a procurement option, several derivations exist, including utilizing existing contracts, amending existing contracts, one-time purchase order, blanket authorities, utilizing another department's contracts, and utilizing or amending a state contract.
  - If needed resources are not currently on a ~~City~~city contract, it is the responsibility of the requesting department to, using their departments established procurement process, explore available and allowable procurement options. ~~contact the City's Finance Department to get it under a Citycity contract when the EOC is not activated.~~
  - The City's Finance Department, when the EOC is not activated, is available to assist the City departments.
  - In an undeclared emergency, if it is determined a contract is not necessary, the requesting department should, if possible, find and document three available sources at the time of need to purchase the resource via a blanket

purchase order ~~(PO)~~ or a one-time purchase order, assuming funds are available.

- ~~o~~ In accordance with the Phoenix City Code and Administrative Regulation 3.10, the procurement of goods and services without competition due to emergency is permitted when (a) the health, safety, or welfare of the public is endangered; (b) the City is exposed to serious cost consequences if immediate corrective or preventive action is not taken; or (c) a City department or function identifies an immediate and critical operational need. A Determination Memo will also needed to be submitted via the opengov system. The City's Finance Department and Law Department should be made aware of and consulted regarding any emergency procurements so long as the emergency allows for such consultation

Emergency Procurement Process During Emergency Operations Center (EOC) Activation

An emergency condition can create an immediate and serious need for goods, services, or construction that cannot go through normal procurement channels due to departmental resources being exhausted or limited in capacity.

- In the event of such an emergency, City departments may request resource assistance from the Logistics Section of the EOC. The Logistics Section of the EOC organizes and supervises any necessary procurement activities under the authority of the EOC Director.
- Resource assistance from the EOC via the Logistics Section is limited to the procurement of those items necessary to avoid or mitigate the above-described emergency condition.
- When procuring resources, the Logistics Section will require fund/department and account number of the field resource requestor for any purchase it makes on behalf of the requesting department. Sufficient funds must be in place supporting the fund/department and account number of the resource requestor PRIOR to the Logistics Section making a purchase.
- The EOC Operations Section Unit will complete a Resource Request ICS Form 213 RR Form on behalf of the field/department requestor and forward to the EOC Logistics Section. Generally, the resource request will include the following details:
  - Requesting name/department
  - A list of goods, services, and construction needed, including equipment operator, if necessary
  - How soon the resources are needed
  - Point-of-contact of requesting department
  - Delivery information such as location and delivery contact information
  - Fund/department and account number of the resource requestor
- The request will be forwarded, and the Logistics Section will determine whether the resource requested is immediately available from one or more of the following:
  - Within the City
  - Purchase or rental from a vendor

- Mutual aid
- Assistance for hire
- FNSS Resource List (available in electronic and hard copy format)

Transportation

Efficient transportation of resources is critical to response and recovery operations in any emergency incident. The City of Phoenix understands access and use of streets, bridges, or rail lines may be affected, and key transportation routes may be interrupted. Transportation logistics operations begin and maintain situational awareness and transport system monitoring. When there is a recognized need for transportation of resources, available fleets are assembled, drivers are mobilized, and fleet and supply routes are identified.

The ESF #1: Transportation Annex provides logistical information on transportation resources during response and recovery efforts. The appendix outlines the coordination processes for the transportation of materials, supplies, and people, including the identification of logistics supply routes, the mobilization and use of drivers, and the process of compiling transportation systems status updates.

For a detailed concept of operations, see the ESF #1: Transportation Annex.

Fuel

Fuel is an important component in emergency response and power generation and in aiding the movement of resources and goods. During an emergency, key fuel sources for City departments may be interrupted or damaged. Fuel logistics coordination involves the management of fuel contracts as well as City and department-specific fuel assets and resources. The Public Works Department will coordinate City fuel resources during an emergency.

The Emergency Fuel Allocation Plan (EFAP) is maintained by the Public Works Department. The EFAP provides logistical information on fuel resources for transportation of resources and power generation during response and recovery efforts. The appendix includes processes for requesting, distributing, transporting, and staging emergency fuel. *For a detailed concept of operations, see the Emergency Fuel Allocation Plan (EFAP).*

Food and Potable Water

Emergencies or disasters may create situations in which residents have limited access to food and/or the ability to prepare food. In addition to a substantial disruption to the commercial supply and distribution network, an event may partially or destroy food products stored in the affected area. The City of Phoenix and its non-governmental partner, the American Red Cross (ARC), provide standardized emergency mass care assistance and services to those impacted by disasters, including mass feeding for displaced and non-displaced populations, first responders, and command posts. The Red

Cross through the Mass Care Branch will coordinate feeding supplies for mass feeding to the public during EOC activations. When the ARC exhausts their feeding resources, the City EOC will utilize existing contracts for food service providers. Contractors will be activated through the standard request process. The Mass Care Branch will make a request to the Logistics Section, activate contracts, and mobilize feeding resources. During un-proclaimed emergencies, food-ordering procedures will follow the procurement options listed.

Logistical coordination of food service contracts for the public and first responders during proclaimed or un-proclaimed emergencies includes management of the procurement process in accordance with city, state and federal processes and reimbursement policies.

Potable water is clean drinking water. Following a disaster, disruptions in the water supply may occur, and clean drinking water may not be available. It is impossible to know how long water service will be impacted. It is likely to take several days after a serious event to restore a water distribution system to normal operating conditions and safety. In un-proclaimed emergencies, potable water ordering procedures follow the procurement options listed.

Emergencies or disasters may create situations in which residents may need to be sheltered. The City of Phoenix and its non-governmental partner, the American Red Cross, provide standardized emergency mass care assistance and services to survivors of disaster. Some situations may also occur where individuals do not need to be sheltered but are without potable water or utilities to adequately allow resident populations to store or safely prepare meals. In these situations, the establishment of mass feeding operations or commodity points of distribution (C-POD) may need to occur for populations that are not displaced. The ARC, through the Mass Care Branch during EOC activations, will coordinate shelter and water supply needs for ARC operated shelters.~~ies during EOC activations.~~ *For more information, see the ESF #6: Mass Care Annex.*

Mutual Aid Assistance

When the incident extends beyond the capabilities of local control and is expected to go into multiple operational periods, mutual aid assistance from the county, state and federal government may be necessary. Mutual aid assistance provided to or by the City of Phoenix will be made in accordance with the Arizona Mutual Aid Compact (AZMAC) and comply with the provisions set forth in this document.

- All mutual aid rendered under the AZMAC is based on an incremental and progressive system of mobilization. Under normal conditions, activation of mutual aid plans occur in ascending order, i.e., local, county, and state.
- Local resources include those available through mutual aid agreements with neighboring jurisdictions, including the resources of the private sector. Local mutual aid resources are activated by requests to participating agencies.

- Maricopa County resources are mobilized by the Maricopa County Department of Emergency Management (MCDEM) Director when responding to requests for assistance to the City of Phoenix.
- Depending on the type of mutual aid, the Arizona Department of Emergency and Military Affairs (DEMA) Director mobilizes state resources in response to requests for assistance from the MCDEM Director. During major emergencies, state government resources are mobilized through the ~~Arizona~~ State Emergency Operations Center (SEOC) in response to requests received through Maricopa County.
- Financial reimbursement for mutual aid costs may become available because of state proclamations and/or federal disaster declarations. Departments can contact the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) to verify whether a formal proclamation/declaration of emergency or disaster has been made.
- Supporting agencies may receive/make requests directly to their County counterpart if mutual aid agreements are in place. All City requests for mutual aid or requests for the City to provide mutual aid must be coordinated with the Mayor's Office.

Donations Management

The City recognizes that in-kind and monetary donation offers from the public and private sector are important resources in response and recovery efforts and must be effectively coordinated. The City of Phoenix Human Services Department (HSD) will facilitate the management of donations with assistance from supporting agencies. The Logistics Section in the EOC will manage private sector resources requested during an emergency.

Volunteer Management

~~Dependent~~ Depending on the needs, size, and scope of the response, the C~~c~~~~C~~ity may rely on volunteers to provide services to aid in the preparation for and response to emergencies. The ~~City~~~~c~~City provides several avenues for organized service opportunities.

In close cooperation with the City EOC, the Citywide Volunteer Program Manager in the City Manager's Office is responsible for opening and operating a volunteer reception center that will register and assign spontaneous volunteers and organizations. Support departments include but are not limited to the following:

- ~~City of Phoenix Crisis Activated Response Effort (C.A.R.E.)~~
- Member organizations of the Arizona Central Region Citizens Corps Council (ACRCCC)
- Member organizations of the Arizona Voluntary Organizations Active in Disaster (AZVOAD)
- Member organizations of the Maricopa County Community Organizations Active in Disaster (MCCOAD)

- Phoenix Fire ~~Department~~ Department Community Emergency Response Team (CERT) volunteers ~~and~~
- Phoenix Police Department Citizens Offering Police Support (C~~.~~O~~.~~P~~.~~S~~.~~) volunteers
- Hands-On Greater Phoenix (through MCDEM)

For additional information see the Volunteer Management Support Annex.

Security

Depending on the urgency and sensitivity of a resource request, force protection from law enforcement officials may be necessary. The primary objective of force protection is to provide security and rapid transportation of deployed equipment, supplies, and personnel to mitigate a situation that poses an immediate threat to safety.

- Force protection will be coordinated through the EOC Operations Section, Law Enforcement Branch, Force Protection Unit Leader.
- When determining whether force protection is necessary the following will be considered:
- The cost and benefit of utilizing force protection. In some cases, force protection may cause an undue delay, such that it negates the effectiveness of this service.
- The urgency of the request.
- The availability of force protection resources.
- Sensitivity of resource.

The Logistics Section will work with the requesting agency, the party making the delivery, and the Operations Section/Law Enforcement Branch to prioritize and coordinate security escorts.

Demobilization

All incidents eventually end. How the incident downsizes and closes out is an important part of incident management. Demobilization involves the release and return of resources that are no longer required for the support of an incident/event. Demobilization planning helps to eliminate waste; eliminate potential fiscal and legal impacts; and ensure a controlled, safe, efficient, and cost-effective release process.

Demobilization planning is flexible, scalable, and follows typical agency protocols in the field. Prior to releasing resources, department policies, procedures, and agreements are considered. Demobilization planning rests with the Incident Commander (IC).

- Field-support needs determine demobilization.
- The release and return of resources may occur during an incident/event or after the incident/event is over. On smaller incidents, released resources occur until shifts finish or work periods end. On longer duration incidents, resources may have worked more than agreed-upon work schedules or may have traveled well out of their jurisdiction.
- Demobilization of operations is the responsibility of each responding agency through their activated operations centers and EOC Sections.

Documentation and Timekeeping

During an emergency or incident, it is important to keep specific records about staff assignments and costs related to the response to and recovery from the emergency/incident. Each department has their own internal processes for ensuring proper documentation of actions: incident-specific cost tracking, personnel timekeeping, and record retention of these documents.

In accordance with standard cost accountability practices for unique events and man-made and/or natural disasters, all City departments are required to document their financial costs of labor, materials, and equipment in addressing the event.

Core Capabilities

All ESFs, including ESF # 7, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #7 directly supports the following core capabilities:

- Logistics and Supply Chain Management
- Mass Care Services
- Critical Transportation
- Infrastructure Systems

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Mass Care Services

Objective: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Critical Tasks:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including children and adults with disabilities and/or access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for children and adults with disabilities and/or with access and functional needs.
- Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Critical Transportation

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Infrastructure Systems

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.
- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Operational Communications

Objective: Ensure the capacity for timely communications in support of security, situational awareness, and operations available, among and between affected communities in the impact area and all response forces.

Critical Tasks:

- Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, and Federal first responders.
- Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and facilitate the integration of recovery activities.
- Re-establish critical information networks, including cybersecurity information-sharing networks, to inform situational awareness, enable incident response, and support the resiliency of key systems.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Finance Department (FIN)

~~The Finance Department~~FIN serves as the **ESF #7 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #7 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate with City department personnel to obtain needed emergency equipment, supplies, ~~and~~ services and consult with the City's Finance and Law Departments so long as the emergency situation allows for such consultation.~~.~~
- ☐ ~~Request~~ Assist city departments in the~~approval for use of~~ emergency purchasing and contracting ~~requirements~~ process during the period of the emergency. *See the City of Phoenix Administrative Regulation (AR) 3.10: General Procurement Procedures for additional information*
- ☐
- ☐ Review existing contingency contracts for support services (such as auxiliary aids, personal assistance services) and essential response equipment as a critical pre-incident preparation.

- ☐ ~~Ensure contracts for necessary support services (e.g., auxiliary aids and services, personal assistance services [PAS]) and durable goods necessary for disaster response are in place and reviewed annually.~~
- ☐ Provide a general ledger for use by all departments to track all emergency expenditures.
- ☐ ~~Consolidate and maintain a unified citywide inventory of buildings that meet Americans with Disabilities Act (ADA) accessibility requirements~~ As needed, coordinate with necessary internal and external partners to ensure~~and have~~ the ~~availabl~~availability of necessary medical~~e~~ supplies (e.g., consumable medical supplies ([~~[~~CMS~~]~~)) and equipment (e.g., durable medical equipment ([~~[~~DME~~]~~)) for disaster response and recovery.
- ☐ Establish staging areas for equipment/personnel in coordination with Operations Section Chief.
- ☐ Review requests and determine the most effective sources of supply and funding.
- ☐ Document and provide copies of all expenditures and charges to the EOC Finance Section.
- ☐ Coordinate with other ESF #7 team members for the following resource support concerns:
  - o Resources available through charitable/volunteer organizations.
  - o Services available from city, county, state, or federal departments for disaster survivors.
  - o Services available from city, county, state or federal departments for transportation and logistical support.
  - o Research city, county, state, or federal funding available for resource support.

Supporting City Departments

Communications Department (COM)

~~The Communications Department~~COM serves as a **Supporting City Department**, supporting ESF #7 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Obtain information about services, donations, and volunteer recruitment from the supporting agencies within the EOC and other sources.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department** for transportation-related activities, supporting ESF #1 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Ensure people with DAFN are properly considered in preparedness activities and public messaging.

During an emergency:

- ☐ Provide a DAFN Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery including public messaging.
- ☐ Ensure county compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.

Public Works Department (PWD)

~~The Public Works Department~~PWD serves as a **Supporting City Department**, supporting ESF #7 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Maintain the Emergency Fuel Allocation Plan (EFAP).
- ☐ Maintain list of all Public Works equipment to be used during emergency response.
- ☐ Maintain a current inventory of transportation resources.
- ☐ Ensure scheduled maintenance of all Public Works equipment to be used during emergency response.
- ☐ Recruit, designate, and maintain a list of both internal and external support personnel.
- ☐ Monitor fuel production and fuel delivery systems.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Monitor, assess, and determine action around fuel use.
- ☐ Monitor fuel production and fuel delivery systems.
- ☐ Obtain information about services, donations, and volunteer recruitment from the supporting agencies within the EOC and other sources.

Strategic Partners

County

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports ESF #7 for the City of Phoenix by doing the following:

- Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

State

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports ESF #7 for the City of Phoenix by doing the following:

- Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

~~**Arizona Energy Office**~~

~~**The Arizona Energy Office supports ESF #7 for the City of Phoenix by doing the following:**~~

~~**Coordinate with City of Phoenix Public Works Department on information programs, crisis monitoring, triggering, and implementation logistics pertaining to emergency fuel allocation.**~~

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #7 – Resource Support Annex

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #7 – Resource Support Annex

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Chapter 43 of the Phoenix City Code (the “Procurement Code”).
- Administrative Regulation (AR) 3.10: General Procurement Procedures.

- Emergency Fuel Allocation Plan (EFAP)

ESF #8: Public Health and Medical Services Annex

Key Response Agencies

ESF Coordinator	Office of Public Health (OPH) Phoenix Fire Department (PFD) ~~Health~~
Primary City Departments	Office of Emergency Management (OEM) Office of Public Health (OPH) Phoenix Fire Department (PFD) ~~Office of Emergency Management (OEM)~~
Supporting City Departments	Communications Office (COM) Equal Opportunity Department (EOD) Human Services Department (HSD) Office of Heat Response and Mitigation (OHRM) Phoenix Police Department (PPD)
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County ~~Department of Environmental Services~~Environmental Services Department (~~MCDES~~MCESD) ~~Maricopa County Department of Public Health (MCDPH)~~ Maricopa County Office of the Medical Examiner's (OME)~~Office~~ **State** Arizona Department of Health Services (ADHS) Arizona Health Care Cost Containment System (AHCCCS) **Private Sector and Community-Based Organizations** American Red Cross (ARC) The Salvation Army (TSA) Regional Hospitals Local Universities & Colleges

Introduction

Purpose

The purpose of the Emergency Support Function (ESF) #8: Public Health and Medical Services Annex is to coordinate the provision of the following services in the event of a community emergency or disaster:

- Health and medical services, including emergency medical services
- Disease, epidemic, and vector control
- Immunizations
- Food, water, and environmental hazard surveillance
- Health and safety inspections
- Crisis counseling
- Public information and health-related risk communications

Scope

The ESF #8: Public Health and Medical Services Annex is designed to provide health and medical services coordination as part of the overall incident management effort. It provides support in identifying and meeting the health and medical service needs of people affected by a disaster or emergency.

This annex addresses the assessment of health needs, health surveillance, and provision of related services and supplies. Where health problems could occur, key response agencies identified in this annex will research and consult on the potential health hazard and release health recommendations and information to the public through the Emergency Operations Center (EOC) Public Information Officer (PIO) and/or the Joint Information System (JIS). This annex also addresses the health and medical needs of unique populations, behavioral and mental health assistance, rehabilitation assistance, and veterinary services.

NOTE: The Arizona Department of Agriculture (ADA) provides leadership for the coordination of animal issues such as the disposal of animal carcasses, protection of livestock health, and zoonotic diseases associated with livestock. See the ESF #11: Agriculture and Natural Resources Annex for additional information.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, non-governmental, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Providers of medical care and public health services must be ready to initiate a coordinated health and medical response in the event of community emergency, disaster, or terrorism.

Provision of health services will be needed for those who are injured or sick due to the disaster, as well as for those with pre-existing conditions.

Disasters in Phoenix may include but not be limited to ~~affecting~~ effecting wastewater, solid waste, and access to potable water. ~~, and/or health services~~ Such events would impact community health standards, necessitating appropriate epidemiologic assessments and population monitoring.

Planning Assumptions

- A significant disaster event may cause injuries to a considerable number of people, produce physical or biological health hazards throughout the affected area, and create a widespread need for medical care or public health guidance.
- Persons receiving medical care before the incident will continue to require treatment.
- Facilities that survive with little or no structural damage may be incapacitated because of the lack of utilities (power, water, sewer) or because staff are unable to report for duty because of personal injuries and/or damage to or disruption of transportation or communications systems.
- The primary hazardous event may not initiate a public health emergency, but secondary events may do so. Disruption of utility services and facilities, loss of power, and massing of people in shelters will increase the potential for disease and injury.
- A major medical and environmental emergency resulting from chemical, biological, radiological, nuclear, or explosive weapons of mass destruction could produce a large concentration of specialized injuries and problems that could overwhelm the local, county, and state public health and medical care system(s).
- The extent of damage to the public infrastructure of the affected area, in addition to the condition of the transportation network in the area, will influence the strategy or ability to provide support.
- The extent of damage to medical, mental health, and extended care facilities within the affected area will influence the strategy and ability to coordinate care and provide appropriate treatment.
- The large number of casualties resulting from a disaster incident will overwhelm the capabilities of emergency response agencies to meet the needs of the situation.
- Collateral damage to industrial sites and facilities, water systems, and pipelines may generate secondary casualties, cause fires, or create a toxic or contaminated environment for communities and emergency responders.

- The incapacitation of solid waste disposal facilities and water treatment systems, as well as the disruption of electrical power services, may foster long-term conditions that propagate bacteria and disease.
- Appropriate information about patients will be shared with the Mass Care, Emergency Assistance, Housing, and Human Service Annex (ESF #6) positions for inclusion in mass care tracking systems.
- Patient~~s'~~ confidential information will not be provided to the public.
- Disease or natural/man-made disasters will cause mass fatalities in domestic and exotic animals, as well as wildlife. Medicines and supplies will be provided from existing inventories if possible.
- Planning for the use of non-pharmaceutical intervention measures appropriate for the severity of the pandemic will allow for the most effective and most feasible interventions to be implemented.
- A significant number of people live at home with chronic illnesses or disabilities that require professional medical support or services but may not require hospitalization. Loss of these services during an evacuation will put these individuals at risk for decline ~~decompensation~~ of their medical conditions or loss of independence due to disabilities and/or access and functional needs.

Concept of Operations

General

In daily operations, the City of Phoenix Fire Department (PFD) provides emergency medical services to the city and responds to reports of illness or injury. The Office of Public Health provides public health guidance, direction and support to city departments and functions and acts as a liaison between public health entities and the broader community. In daily operations, the Maricopa County Department of Public Health (MCDPH) provides public health services, including disease, epidemic, and vector ~~control~~borne disease surveillance; immunizations; health and safety inspections; and public information and health-related risk communications. The Maricopa County Environmental Services Department provides food safety inspections, monitoring of water, sewage, stormwater and waste, and vector borne health inspections.

If ESF #8 state support is needed, it will be coordinated through the Maricopa County Emergency Operations Center (EOC) to the State EOC. The Arizona Department of Health Services (ADHS) will maintain the capabilities to initiate coordinated emergency health and medical care to augment local governments and may request federal emergency medical assistance during an emergency or disaster.

Actions

Mitigation & Preparedness	▪ Coordinate memoranda of understanding (MOU) with all appropriate agencies and organizations for the provision of services to or on behalf of affected individuals and families.

	▪ Plan for the continuity of health and medical services in conjunction with ARC, Maricopa Medical Reserve Corps (MMRS), and others. ▪ Establish a directory of health and medical resources. ▪ Work with ARC and Citizen Corps on the identification of volunteers and provision of training, credentialing, and badging. ▪ Maintain a coordinated approach with ADHS. ▪ ▪ Participate in drills and exercises to evaluate health and medical services response capability.
Response & Recovery	▪ Support ARC with health and medical services during shelter operations as requested upon opening. ▪ Assist community agencies, organizations, and the private sector with issues affecting people who have disabilities, access, and functional needs. ▪ Provide information to support emergency medical services. ▪ Coordinate with the medical examiner who has responsibility for mortuary services and identification of the deceased. ▪ Channel all relevant health and medical information for public release through MCDEM and ADHS. ▪ Continue service assistance throughout re-entry and until all health and medical issues are resolved. ▪ ▪ Maintain records of expenditures and document resources utilized during recovery.

Behavioral Health

The City of Phoenix Fire Department Community Assistance Program (CAP) can also be available to provide crisis intervention, victim advocacy, accessible transportation assistance and behavioral health services. The CAP program collaborates with external partners to provide comprehensive care.

Mercy ~~Maricopa~~ Care is the regional behavioral health authority and provides mental health services to the City of Phoenix. When necessary, CAP, Mercy ~~Maricopa~~ Care and the American Red Cross (ARC) ~~will~~ may provide mental health services to those impacted by disaster.

Epidemiology and Syndromic Surveillance

Maricopa County Department of Public Health (MCDPH) is responsible for conducting syndromic surveillance and epidemiologic investigations, as well as for recommending mitigating actions to contain an outbreak and prevent the spread of disease. MCDPH staff perform these activities on a routine basis and operate within the established public health

and healthcare systems, following all state and federal reporting, investigating, and treatment guidelines.

The objectives of epidemiology and surveillance strategies for an infectious disease emergency include the following:

- Conduct surveillance
- Facilitate laboratory testing
- Conduct epidemiological investigations
- Identify sources of disease and causes of disease spread
- Identify and implement mitigating actions
- Monitor trends in the incidence and prevalence of disease to identify new or unrecognized exposures or risk factors

The City of Phoenix Office of Public Health (OPH), the Office of Emergency Management (OEM) and supporting City departments will support MCDPH efforts to conduct epidemiology and surveillance during a disaster as needed.

Non-Pharmaceutical Interventions

Non-pharmaceutical interventions (NPIs) may be categorized as either personal preparedness interventions or community-based interventions. Personal preparedness interventions rely on education and public information about personal NPIs that individuals can take to reduce or slow the spread of illness, such as hand and environmental hygiene, respiratory etiquette, and voluntary home isolation. In times of a pandemic, additional measures may include facemasks and voluntary quarantine.

Community-based interventions include actions that the community can take to slow the spread of illness during an infectious disease outbreak, such as school and workplace closures and social distancing. To be effective, community NPIs must be strategically targeted to areas of most need, layered (i.e., using more than one NPI measure at a time), and tailored to the severity of the pandemic. Benefits of NPIs must also be balanced against economic and social costs and the likelihood of reducing the impact of the illness spread. Examples of community NPIs include the following:

- Temporary closure of schools
- Social distancing measures (schools, work, and mass gatherings)
- Isolation and quarantine orders
- Travel restrictions

Emergency Public Health Information

As the entity responsible for public health services in Phoenix, Maricopa County Department of Public Health (MCDPH) ~~will~~ may make recommendations related to non-pharmaceutical interventions. As the Public Health lead for the City of Phoenix, the Public Health Advisor will work closely with OEM and supporting City departments ~~will coordinate with MCDPH~~ to implement MCDPH recommended non-pharmaceutical

interventions as appropriate. The Public Health Aadvisor will provide guidance, direction and support for non-pharmaceutical interventions across city of Phoenix departments and functions. .

The City of Phoenix Communications Office public information process provides for accessible and effective communications for people with disabilities and others with access and functional needs. The Communications Office employs the use of multi-modal communications to include effective communication that is in accessible formats using traditional media, social media, web-based media, printed publications, in-person communication, email distribution, etc.

Additionally, the Phoenix Communications Office will work with the Ceity of Phoenix Public Health Advisor and with respective County Public Information Officers (PIOs) and private sector media partners to publish and disseminate public information in PDF format, in accordance with all City of Phoenix guidance documents regarding accessible, inclusionary, and effective communication. *For more information, see the* ESF #15: External Affairs Annex.

Core Capabilities

All ESFs, including ESF # 8, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #8 directly supports the following core capabilities:

- Public Health, Healthcare, and Emergency Medical Services
- Fatality Management Services
- Mass Care Services
- Critical Transportation
- Public Information and Warning
- Environmental Response/Health and Safety
- Logistics and Supply Chain Management

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Public Health, Healthcare, and Emergency Medical Services

Objective: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Critical Tasks:

- Deliver medical countermeasures to exposed populations.
- Complete triage and initial stabilization of illness or casualties and begin definitive care for those likely to benefit from care and survive.

- Develop public health interventions to maintain and improve the health of individuals placed at risk due to disruptions in healthcare and societal support networks.
- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Fatality Management Services

Objective: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage, or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Critical Tasks:

- Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.
- Mitigate hazards from remains, facilitate care to survivors, and return remains for final disposition.

Mass Care Services

Objective: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Critical Tasks:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including children and adults with disabilities and/or access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for children and adults with disabilities and/or with access and functional needs.
- Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Critical Transportation

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Public Information and Warning

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Critical Tasks:

- Inform all affected segments of society necessary, including accessible tools in multiple formats of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the integration of recovery activities.

Environmental Response/Health and Safety

Objective: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Critical Tasks:

- Identify, assess, and mitigate worker health and safety hazards and disseminate health and safety guidance and resources to response and recovery workers.
- Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
- Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
- Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Office of Public Health (OPH)

OPH serves as the **ESF #8 Coordinator** and a **Primary City Department**, providing overall coordination with PFD for ESF #8 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

The Public Health Advisor will:

- ☐ If requested, send representatives to the EOC.
- ☐ Delegate tasks to the Office of Public Health staff as needed.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Support planning and operation functions, inform and direct public health strategies.
- ☐ Work closely with PFD to coordinate public health response, provide public health guidance and direction.
- ☐ Coordinate with MCDPH, MCESD to ensure implementation of public health response.
- ☐ Support public health communication and dissemination of public health related information.
- ☐ Work with agencies supporting public health and medical services for the City of Phoenix.
- ☐ Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments including but not limited to:
    - o Disease monitoring and reporting
    - o Mass vaccination
    - o Health information
    - o Risk mitigation

Phoenix Fire Department (PFD)

PFD serves as the **ESF #8 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #8 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide emergency medical response.
- ☐ Coordinate ambulance service.
- ☐ Provide prompt and accurate information from field forces to the EOC.
- ☐ Respond to incidents involving hazardous materials.
- ☐ Coordinate with the County EOC on decontamination activities, when necessary. Considerations for decontamination of individual with disabilities and others with access and functional needs include:
- ☐ Service animals will be decontaminated with their owners.
- ☐ City must aid people with disabilities (interpreters/sign board services for people who are deaf; wayfinding for people who are blind).
- ☐ Individuals with cognitive disabilities may need assistance going through the decontamination process.
- ☐ Durable medical equipment (DME) can be deconned separately from the owner, but some replacement equipment may need to be available while the DME is taken from the owner to be deconned.
- ☐ Provide on-site direction and control of local emergencies.
- ☐ Provide Fire Department Public Information Officer (PIO) if emergency dictates and at the City PIO's request.

- ☐ ~~**Smonitoring and reporting**~~

Office ~~**of Emergency**~~**of Emergency** Management (OEM)

OEM serves as a **Primary City Department**, supporting coordination for ESF #8 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Assign a representative to the EOC.
- ☐ Supply technical information, advice, and assistance in procuring available federal and state emergency assistance.
- ☐ Serve as the liaison with city, county, and state health departments; county and state emergency management; and regional and local emergency planning or emergency management representatives, including local hospitals, businesses, and schools.
- ☐ Support departmental activities/responses as determined by the City Manager.

Supporting City Departments

Communications Office (COM)

COM~~Communications Office~~ serves as a **Supporting City Department** for ESF #8 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide for accessible and effective communications for people with disabilities and others with access and functional needs.
- ☐ Work with respective County Public Information Officers (PIOs) and private sector media partners to publish and disseminate public information in PDF format, in accordance with all City of Phoenix guidance documents regarding accessible, inclusionary, and effective communication.

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department** for ESF #8 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide a Disability Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC Sections on DAFN-related issues and available resources.

- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.
- ☐ ~~Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.~~
- ☐ Identify needs for services for the psychological support of displaced populations and provide guidance to obtain such services.
- ☐ Provide subject matter expertise for people with disabilities and others with access and functional needs.

Human Services Department (HSD)

HSD serves as a **Supporting City Department** for ESF #8 before, during, and after an emergency by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Aid disaster victims in the form of recovery information, listings, referrals, and financial assistance.
- ☐ Coordinate with the City PIO on public service announcements, press releases, and other media-related support.

Office of Heat Response and Mitigation (OHRM)

OHRM serves as a **Supporting City Department** for ESF #8 by doing the following:

Before an emergency:

- ☐ Coordinate the City of Phoenix's participation in the regional Heat Relief Network through the identification of cooling centers and hydration stations and ensure associated roles and responsibilities are known throughout the organization.
- ☐ Maintain an inventory of heat response resources (e.g., water, ice, portable coolers) available from City of Phoenix departments.
- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ If requested, send representatives to assist with logistical management and distribution of heat response resources.

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department** for ESF #8 before, during, and after an emergency by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide security for emergency pharmaceuticals.
- ☐ Provide security and traffic control for point of dispensing (POD) sites.
- ☐ Establish and enforce isolation and quarantine areas in conjunction with the Maricopa County Department of Public Health.
- ☐ Provide force protection to medical or fire personnel as needed.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa Department of Emergency Management (MCDEM)

MCDEM supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination of resource support within capability.

Maricopa County ~~Department of Environmental Services~~Environmental Services Department

Maricopa County ~~Department of Environmental Services~~Environmental Services Department supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Provide a representative to the County EOC when activated.
- ☐ Coordinate drinking water, waste disposal, food safety, and environmental safety information with local, county, and state departments.

- ☐ Provide a listing of laboratories offering microbiological, organic, and inorganic analysis.
- ☐ Provide environmental assessments as needed.
- ☐ Maintain records of expenditures and document resources utilized during response and recovery operations.
- ☐ Assist other EOC units, branches, and sections within capabilities.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Coordinate health and medical service resources, equipment, and personnel.
- ☐ Activate Public Health Operations Center (PHOC) and/or provide representative to the City of Phoenix and Maricopa County Emergency Management Department when necessary.
- ☐ Establish communication links with support agencies, healthcare units, and organizations.
- ☐ Determine the status of the Medical Reserve Corps (MRC) and evaluate the need for their deployment.
- ☐ Obtain and distribute, through appropriate channels, incident contact information to emergency responders mobilized through this annex.
- ☐ ~~Coordinate the provision of health and medical services in Red Cross and City of Phoenix mass care shelters.~~
- ☐ Coordinate agreements with appropriate departments and organizations to provide for the continuity of health and medical services to individuals and families.
- ☐ Conduct appropriate epidemiologic assessments, population monitoring, and human health assessments.
- ☐ Coordinate the enforcement of community disease containment measures.
- ☐ Coordinate the local distribution of pharmaceutical products from the Strategic National Stockpile (SNS) when necessary.
- ☐ Ensure public health laboratory testing and epidemiological investigation is coordinated with law enforcement and other appropriate entities.
- ☐ Coordinate fatality management activities with the Maricopa County Medical Examiner's Office.
- ☐ Coordinate with state and federal departments when the National Disaster Medical System (NDMS) is activated.
- ☐ Coordinate health-related risk communications and public information with appropriate public health authorities for release through the Joint Information System (JIS).

Maricopa County Office of the Medical Examiner

Maricopa County Office of the Medical Examiner supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Manage incident fatalities in coordination with the Incident Commander.
- ☐ Assist in services of handling fatalities.
- ☐ Identify fatality trends.
- ☐ Make provisions for expanded mortuary services.
- ☐ Maintain records of expenditures and documents resources utilized during response and recovery operations.
- ☐ Assist other EOC units, branches, and sections within capabilities.

State

Arizona Department of Health Services (ADHS)

ADHS supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Oversee public health disease surveillance activities.
- ☐ Assist and support county and local governments to procure and administer pharmaceuticals in response to emergency public health incidents.
- ☐ Evaluate local requests for deployment or pre-deployment of Strategic National Stockpile (SNS) assets based on relevant threat information.
- ☐ Coordinate with the Arizona Department of Agriculture on food safety and security activities.
- ☐ Coordinate with local and federal departments when the National Disaster Medical Systems (NDMS) is activated.
- ☐ Coordinate with federal, state, and local authorities and the food industry on food recall activities.
- ☐ Coordinate with federal, state, and local authorities to ensure the proper disposal of contaminated products and the decontamination of affected food facilities to protect public health.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Coordinate with county departments for health-related and mental health-related issues in shelters, service centers, outreach teams, emergency assistance teams, and integrated care teams.
- ☐ Provide medical personnel as available to assist in public health needs.
- ☐ Acquaint families with available health resources and services.
- ☐ Support reunification efforts.

The Salvation Army

The Salvation Army supports ESF #8 for the City of Phoenix by doing the following:

- ☐ Provide food, water, mobile kitchens, and personnel to support mass care needs.
- ☐ Provide financial counseling, food boxes, bedding, lodging, clean-up kits, and other assistance as needed.
- ☐ Oversee donations management, including medical supplies and equipment.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-21: Public Health and Medical Preparedness
- National Disaster Recovery Framework
- National Health Security Strategy
- National Response Framework
  - ESF #8 – Public Health and Medical Services

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #8 – Public Health and Medical Services

County

- Maricopa County Emergency Operations Plan (EOP)

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ESF #9: Urban Search and Rescue Annex

Key Response Agencies

ESF Coordinator	Phoenix Fire Department (PFD)
Primary City Departments	Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Planning and Development Department (PDD) Public Transit Department (PTD) Street Transportation Department (STD) Water Services Department (WSD)
Strategic Partners	**County** Maricopa County Department of Animal Care and Control (MCACC) Maricopa County Department of Public Health (MCDPH) Maricopa County Office of the Medical Examiner (OME) **Private Sector and Community-Based Organizations** Arizona Humane Society (AHS)

Introduction

Purpose

The Emergency Support Function (ESF) #9: Urban Search and Rescue Annex establishes the framework for the provision and coordination of all search and rescue (SAR) operations to support disaster assistance missions following an emergency or disaster event. The purpose is to provide search and rescue services including location of individuals reported missing or in jeopardy, extrication of persons trapped, provision of medical assistance, and retrieval of persons or property.

Scope

ESF #9 is designed to provide SAR coordination for urban search and rescue (USAR) to include structural collapse, waterborne SAR (including swift water and dive team responses), and inland and wilderness SAR for missing or lost persons as part of the overall incident management effort. Aeronautical SAR is coordinated through the primary department with the assistance of county, state, or federal resources.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.

- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix may be called upon to initiate SAR missions that require utilization of air, ground, and water rescue operations to preserve life. Responding departments must consider hazards such as fire, confined space, high angle, water, or hazardous materials rescues. Responders may face added difficulties after a disaster because of extensive damage to the local infrastructure causing safety and health hazards such as downed power lines, unstable foundations, or structures, and/or exposure to biohazards, toxins, and blood-borne pathogens, all of which could be complicated by severe weather conditions.

Planning Assumptions

- City infrastructure may sustain damage from an emergency or disaster, influencing the means and accessibility of emergency response services. People with disabilities and others with access and functional needs may be disproportionately impacted by loss of infrastructure.
- An emergency or disaster event may require the prompt rescue and medical care of a substantial number of persons in life-threatening situations. Depending on the complexity of the event, City resources will quickly be overwhelmed.
- Disaster responses which require SAR may be difficult to coordinate effectively during the immediate post-disaster phase.
- The requirement for SAR during the immediate lifesaving response phase may exceed the availability of readily obtained assets; additional resources may not be available for up to 72 hours.
- ESF #9 encourages incorporation of technical animal SAR teams when available. Service animals MUST be rescued with their person. Rescue of pets is a secondary priority to rescue of residents but is authorized where it does not endanger the primary mission.

Concept of Operations

General

In daily operations, the Phoenix Fire Department (PFD) responds to a variety of fires, vehicle accidents, and emergency medical service (EMS) assignments that may involve rescue of trapped persons. In daily operations, the Phoenix Police Department (PPD) is responsible for a variety of law enforcement duties as well as conducting and coordinating

Urban Search and Rescue (USAR) operations involving missing persons. The Phoenix Fire Chief is the primary contact point for ESF #9 USAR operations in the City of Phoenix Emergency Operations Center (EOC).

Within the jurisdiction of the City of Phoenix, search and rescue is the responsibility of both the Police and Fire Departments. In almost every situation, the Police Department assumes the responsibility for the search for the person(s) in jeopardy, and the Fire Department assumes responsibility for any technical rescue and emergency medical needs. Standard operating procedures (SOPs) have been developed and maintained by both departments.

As most search missions in the ~~City~~city are initiated by the Police Department, they are designated as a Primary City Department for this ESF. Automatic and mutual aid agreements are used to support these efforts as necessary. Maricopa County Animal Care and Control and the Arizona Humane Society will collaborate and support the provisions outlined in the Pets Evacuation and Transportation Standards Act of 2006 amendment to the Stafford Act to ensure providing for the care of household pets and Service Animals of individuals and agencies needing Search and Rescue support services.

When it is determined that the scope of the incident will or has overwhelmed City resources, the City EOC will contact the Maricopa County Department of Emergency Management (MCDEM) and request that county, state, and/or federal Urban Search and rescue response systems be activated. A survival window for many victims occurs within the first 48 hours of the incident. A concentration of efforts should be directed towards locations where the greatest potential for survivors exists.

Actions

Mitigation & Preparedness	▪ Establish and maintain search and rescue procedures. ▪ Periodically review these procedures to ensure the most efficient use of technology is used to assist in the mission. ▪ Participate in drills and exercises to evaluate search and rescue response capabilities.
Response & Recovery	▪ Monitor response efforts. ▪ Support requests from other community agencies and/or jurisdictions. ▪ Maintain records of expenditures and document resources utilized during recovery.

Core Capabilities

All ESFs, including ESF # 9, support the following core capabilities as delineated in the National Response Framework (NRF): Mass ~~Planning, Operational Coordination, and Public Information and Warning.~~Search and Rescue Operations

Mass ~~Mass~~ Search and Rescue Operations

Mass Search and Rescue Operations is the response core capability that ESF #9 most directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Critical Tasks:

- Conduct search and rescue operations to locate and rescue persons in distress.
- Initiate community-based search and rescue support operations across a wide geographically dispersed area.
- Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and facilitate the integration of recovery activities.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Phoenix Fire Department (PFD)

~~Phoenix Fire Department (PFD)~~PFD serves as the **ESF #9 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Develop and maintain plans and procedures to provide fire, rescue, and EMS services in times of emergency.
- ☐ Check and maintain firefighting communications equipment.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with all local, state, and federal resources involved in ESF #9.
- ☐ Assure that each department involved in the SAR mission(s) maintain authority with its jurisdiction and relay regular reports to ESF #9.
- ☐ Begin to acquire the resources necessary to meet the needs of the responders.

- ☐ Submit all requests for mutual aid support through established channels. The Incident Commander will ensure that resources at the scene are integrated into the established ICS.
- ☐ Provide a staging area for all incoming departments to be involved in the SAR mission(s).
- ☐ Establish intra-operable communications.
- ☐ The City PIO will serve as the point of contact to the media for City-level emergencies, or if activated, ESF #15 (External Affairs). The PIO will determine accessible briefing locations and timing of media briefings.
- ☐ Account for all equipment utilized during the mission(s). Properly record resources used and cost incurred if applicable and forward to the EOC Logistics and Finance/Administration Sections.
- ☐ Assure that all final reports and documentation shall be maintained by each department; copies shall be provided to the EOC Finance/Administration Section for inclusion in possible reimbursement requests.
- ☐ Perform SAR activities as directed by Incident Command. When performing SAR, responders will utilize various means of searching for victims, including individuals with disabilities and others with access and functional needs (i.e., tapping and vibrations; flashing lights for people who are deaf or hard of hearing).

Phoenix Police Department (PPD)

~~The Phoenix Police Department (PPD~~PPD~~)~~ serves as a **Primary City Department**, supporting coordination of ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Develop and maintain plans and procedures to provide fire, rescue, and EMS services in times of emergency.
- ☐ Check and maintain firefighting communications equipment.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with PFD in SAR operations.
- ☐ Provide SAR resources, equipment, and vehicles.
- ☐ Coordinate with local, state, and federal counterparts in SAR operations.
- ☐ Provide site security and access restrictions to areas upon request.
- ☐ Maintain records of expenditures and document resources utilized during response and recovery.
- ☐ Route SAR information for public release through the EOC PIO and/or the Joint Information System (JIS).

Supporting City Departments

Planning and Development Department (PDD)

~~PDD~~ PDD serves as a **Supporting City Department**, supporting ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate a comprehensive analysis of damage to buildings, roads, and other facilities in the affected area assisted by the Public Works, Fire, Police, and Street Transportation Departments, and report same to the EOC.
- ☐ Provide personnel for building inspections as needed at the site of the emergency.
- ☐ Begin damage assessment for recovery.
- ☐ Assist in review of post-disaster construction activities to ensure compliance with City-adopted codes.
- ☐ Determine need for demolition and/or emergency repairs or stabilization of unsafe public structures.
- ☐ Serve on damage assessment and/or mitigation teams as requested.
- ☐ Provide personnel to temporarily support recovery activities as requested by the City EOC.

Public Transit Department (PTD)

~~The Public Transit Department~~PTD serves as a **Supporting City Department**, supporting ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with regional transit partners to include Valley Metro.
- ☐ Procure equipment and services from private contractors as needed.
- ☐ Coordinate community-based transit services and~~,~~ Dial-a-Ride Services~~, and Reserve-A-Ride services~~.
- ☐ Establish and maintain a working relationship with support departments.

- ☐ Monitor status of transportation infrastructure in real-time.

Street Transportation Department (STD)

STD~~Street Transportation Department~~ serves as a **Supporting City Department**, supporting ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide the EOC with an assessment of damage, required repairs (including cost estimates), and the status of emergency repairs.
- ☐ Assist in traffic management repairs.
- ☐ Provide debris clearance and removal on City roads.
- ☐ Provide and coordinate the use of heavy equipment needed in the emergency area.
- ☐ Provide transportation, roadway, bridge, culvert, traffic signal, and sign information.
- ☐ Coordinate assignments of private contractors in road and bridge reconstruction operations at disaster scenes.
- ☐ Evaluate street and bridge conditions and make recommendations for their opening or closure. Close streets and bridges if such action is needed to protect life or property.
- ☐ Keep EOC informed of such actions.
- ☐ Make recommendations for emergency repairs to the transportation system including those to airport and storm drainage, and coordinate emergency construction activities as necessary. Work with Associated General Contractors for repairs as required.

Water Services Department (WSD)

~~The Water Department~~WSD serves as a **Supporting City Department**, supporting ESF #9 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.

- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Alert department personnel of the hazardous situation.
- ☐ Prioritize restoration of any service disruptions.
- ☐ Assist in evaluating losses, assess damages to buildings and infrastructure, recommend measures for conservation of resources, and respond to needs on a priority basis.
- ☐ Conduct restoration and maintenance operations until completion of repairs.
- ☐ Upon request of the City Manager, send a representative to the EOC.
- ☐ Ensure availability of personnel, equipment, and material.
- ☐ Conduct a comprehensive analysis of damage to water, wastewater, and distribution systems.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports ESF #9 for the City of Phoenix by doing the following:

- ☐ Provide appropriate death documentation, certification, and support to the Maricopa County Medical Examiner's Office in surge operations up to and including co-location with Medical Examiner staff to expedite the documentation process.

Maricopa County Department of Animal Care and Control (MCACC)

MCACC supports ESF #9 for the City of Phoenix by doing the following:

- ☐ Maricopa County Animal Care and Control and the Arizona Humane Society will collaborate and support the provisions outlined in the Pets Evacuation and Transportation Standards Act of 2006 to ensure providing for the care of household pets, service animals of individuals, and departments needing SAR support services.

Maricopa County Office of Medical Examiner (OME)

Maricopa County Medical Examiner supports ESF #9 for the City of Phoenix by doing the following:

- ☐ Assist in recovery and care of fatalities in SAR operations.

Private Sector and Community-Based Organizations

Arizona Humane Society (AHS)

AHS supports ESF #9 for the City of Phoenix by doing the following:

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #9 – Urban Search and Rescue

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #9 – Urban Search and Rescue

County

- Maricopa County Emergency Operations Plan (EOP)

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ESF #10: Oil and Hazardous Materials Response Annex

Key Response Agencies

ESF Coordinator	Phoenix Fire Department (PFD)
Primary City Departments	Phoenix Fire Department (PFD)
Supporting City Departments	Office of Environmental Programs (OEP) Phoenix Police Department (PPD)
Strategic Partners	**County** Maricopa County Air Quality Department (MCAQD) Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Environmental Quality (ADEQ) Arizona Department of Public Safety (DPS)

Introduction

Purpose

The purpose of the Emergency Support Function (ESF) #10: Oil and Hazardous Materials Response Annex is to coordinate the public and private responses that may be required and/or requested to minimize the impact of a hazardous materials (HAZMAT) spill or release that threatens life, health, or the environment.

Scope

Hazardous materials incidents may occur during the manufacture, use, storage, or transport of hazardous materials, or they may be deliberately human caused through acts of vandalism, sabotage, or terrorism.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range

of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The threat of a hazardous materials spill or release may occur due to an accident involving transport by truck, rail, or pipeline, or may occur at a fixed facility. The response to each type of incident varies by the nature of the chemical and volume released.

The threat presented by hazardous material incidents is often to both public health and safety and the environment. While most hazardous material incidents involve smaller volumes of material, they do require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.

Emergency response operations for hazardous material incidents may require multi-agency and multi-disciplinary responses. While upon initial assessment some incidents may not have obvious impacts on life, property, and the environment, they may have subtle long-term consequences for human health and the environment that will require further recovery efforts.

An emergency or disaster event will require the response and coordination of local HAZMAT operations. The City of Phoenix Fire Department (PFD) is responsible for the coordination and deployment of City resources to support the City of Phoenix during a HAZMAT incident. If necessary, specialized HAZMAT response teams or response organizations may be brought in to assist on-scene in response to the unplanned release of a hazardous material.

Planning Assumptions

- A hazardous materials incident may develop slowly or without warning. A release of a hazardous chemical could pose a threat to the local population and/or environment and may require the evacuation of residents at any location within the City of Phoenix.
- PFD resources and personnel provided through automatic aid agreements may be adequate to respond to the incident, although available resources may become limited in a large-scale incident.
- The amount of time available to assess the scope and magnitude of the incident will affect the protective actions (e.g., evacuation or shelter-in-place) recommended.
- Members of the public within the high-risk area (when identified) may choose to evacuate spontaneously without official orders or recommendations; some may

choose private accommodations on their own when an evacuation is ordered or recommended.

- Shelter operations and mass care may require activation away from the incident location. Shelter and care resources will be accessible. The City will provide equal access to all services programs and activities offered to the general population for people with disabilities and others with access and functional needs.

Concept of Operations

General

The Phoenix Fire Department (PFD) is the lead agency for responding to and mitigating hazardous materials incidents within the City of Phoenix to limit the effects of a release on life, property, and the environment.

PFD Hazardous Materials Team(s) will be deployed to the site of the spill or release of hazardous materials to assume incident command, conduct assessments, initiate defensive or offensive response operations to mitigate the incident, and provide decontamination procedures.

Although PFD may be required to initiate actions to limit the threat to life, health, and the environment, the responsible party has ultimate accountability for assuring effective abatement of the release or threatened release of oil or hazardous materials to include cleanup costs and reimbursement.

Actions

Mitigation & Preparedness	▪ Prepare a facility profile and inventory of potential hazardous materials. ▪ Identify potential contacts and resources to conduct a community vulnerability analysis to determine potential hazardous material threats and on-site inspections. ▪ Plan for response to hazardous material incidents and coordinate with other first responders. ▪ Develop procedures for identification and control of hazardous materials. ▪ Develop procedures for public information warnings, evacuation, and clean-up to respond to hazardous materials events. ▪ Obtain training for response personnel available internally and through DEMA, manufacturers, vendors, and shippers of hazardous materials. ▪

	▪ Participate in drills and exercises to evaluate mass care and shelter response capability.
Response & Recovery	▪ Verify incident information and notify Maricopa County Local Emergency Planning Committee and other applicable agencies. ▪ Establish a command post at a safe distance near the scene or staff the EOC if the situation becomes excessive. ▪ Provide further information on the situation to MCDEM and convey warnings for dissemination to the public. ▪ Request assistance for emergency health and medical services as well as mass care if the situation warrants. ▪ Ensure availability of expertise and equipment to manage the incident; and utilize proper procedures for containment and clean-up to prevent additional dangers. ▪ Support response teams, owner, shipper, state, and/or federal environmental personnel during clean-up. ▪ Establish area security and prohibit all unauthorized personnel from entering the containment area. ▪ Terminate clean-up operations after dangerous situation subsides. ▪ ▪ Maintain records of expenditures and document resources utilized during recovery.

Relationship to Other Plans

ESF #10 has been developed to comply with the planning requirements of Superfund Amendments and Reauthorization Act (SARA), Title III, and to provide guidance for response to accidents and/or incidents involving HAZMAT in general, and specifically those Extremely Hazardous Substances (EHS) identified by the U.S. Environmental Protection Agency (EPA).

Title III of the Superfund Amendments and Reauthorization Act (SARA) of 1986, Emergency Planning and Community Right-to-Know Act (EPCRA) (Public Law 99-499) was enacted to provide local governments the authority to gather information concerning chemical hazards in the community, to plan for response to incidents involving those chemicals, and to provide a means for the public to obtain information concerning hazardous materials in their community.

Maricopa County Local Emergency Planning Committee

The Arizona Emergency Response Commission is established under the Emergency Planning and Community Right-to-Know Act (EPCRA). The Maricopa County Local Emergency Planning Committee (LEPC) is established to collect hazardous materials reporting data and to coordinate hazardous materials response planning for jurisdictions

within the county. ~~*For more information, see the Maricopa County Emergency Operations Plan (EOP) Annex E: Local Emergency Planning Committee (LEPC) Plan.*~~

State Resources

The State of Arizona has established specialized HAZMAT Response Units (listed below) that are available to assist local governments. State HAZMAT Response Unit leaders will act as State On-Scene Coordinators (SOSC) during response activities.

- The Arizona Department of Public Safety (DPS), Hazardous Materials Unit, is designated as the SOSC for HAZMAT highway and rail transportation incidents.
- The Arizona Department of Environmental Quality, Emergency Response Unit, will act as SOSC for fixed facility and non-transportation incidents.
- The Arizona ~~Radiation~~ Department of Health Services, Bureau of Radiation Control ~~Regulatory Agency (ARRA)~~ will assume the role of SOSC for all incidents where radioactive materials are of primary concern.

ESF #10 is designed to coordinate HAZMAT operations to rapidly identify, contain, and mitigate a HAZMAT release; rescue, decontaminate and treat patients exposed to the hazard; and limit damage and effectively protect emergency responders and the public.

Preparedness

PFD shall enforce hazardous materials storage requirements and permitting and will conduct inspections of fixed facilities where hazardous materials are generated, used, or disposed of.

PFD will participate in training and exercises to identify, assess, and control a hazardous materials release.

PFD will include information on hazardous materials in the public education program.

Emergency Public Warning

Specific information is contained in the Emergency Public Warning Support Annex. Each situation is unique in nature; the incident commander must select the type of warning and message content to adequately inform the public as to the nature of the incident and what actions to take.

Public Protective Measures

Specific information is contained in the Population Protection Support Annex. The Incident Commander will decide whether it is safe to conduct an evacuation or whether to initiate a shelter-in-place recommendation.

Response

The first-arriving PFD unit will establish a command post and conduct an initial assessment of the situation. The incident commander shall:

- Initiate emergency public warnings as required.
- Begin identification of the hazardous materials.
- Determine if an evacuation or shelter-in-place warning is required.
- Begin establishing protective measures and establish initial hot zone.

PFD Hazardous Materials Response Teams will be dispatched to the site of the spill or release to:

- Determine response objectives.
- Conduct assessments and/or collect samples to identify the product.
- Determine if defensive or offensive control measures are required.
- Initiate control measures.
- Initiate decontamination procedures.
- Terminate the incident.

Decontamination

Decontamination is the systematic process of removing or neutralizing harmful materials and is necessary to protect the health and safety of first responders and ~~citizens~~community members. Considerations during a decontamination response will include ensuring that service animals are decontaminated with their owners and are not separated from the owner. Certain durable medical equipment such as a motorized wheelchair (scooter) will be tagged and decontaminated only by a qualified equipment technician. Alternate wheelchairs will be required on scene and provided to those displaced from the motorized wheelchairs (scooters). If additional wheelchairs are required, they will be requested through the Emergency Operations Center (EOC). Signs/boards and pictograms will be utilized to assist in communication with people who are deaf in the event an interpreter is not available. People who are blind or who have low vision will require wayfinding assistance.

Core Capabilities

All ESFs, including ESF # 10, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

Environmental Response/Health and Safety

Environmental Response/Health and Safety is a response core capability that ESF #10 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Critical Tasks:

- Identify, assess, and mitigate worker health and safety hazards and disseminate health and safety guidance and resources to response and recovery workers.
- Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
- Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
- Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

Critical Transportation

Critical Transportation is a response core capability that ESF #10 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Infrastructure Systems

Infrastructure Systems is a response core capability that ESF #10 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.

- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Public Information and Warning

Public Information and Warning is a response core capability that ESF #10 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Critical Tasks:

- Inform all affected segments of society necessary, including accessible tools in multiple formats of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the integration of recovery activities.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Phoenix Fire Department (PFD)

PFD serves as the **ESF # Coordinator** and a **Primary City Department**, providing overall coordination for ESF #10 by doing the following:

Before an emergency:

- □ Maintain working relationships with Supporting/Primary City Departments.
- □ Develop appropriate plans, procedures, and protocols to manage evacuations, shelter-in-place, and/or restriction of movement operations.
- □ Ensure first responders are trained in how to assist individuals with disabilities and others with access or functional needs during an evacuation.
- □ Maintain records of facilities in and near the City of Phoenix that store reportable quantities of hazardous materials.

During an emergency:

- □ If requested, send representatives to the EOC.
- □ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.

- ☐ Establish a Unified Command Post in conjunction with the Phoenix Police Department and other responding agencies to control operations at the scene of a HAZMAT incident.
- ☐ Determine the type of hazardous material, identify the scope of the incident, and request technical assistance as needed.
- ☐ Monitor all responders for exposure to hazardous materials.
- ☐ Secure contamination source(s) and affected areas.
- ☐ Establish decontamination sites.
- ☐ Identify and implement actions to resolve the hazardous materials incident for life safety priorities.
- ☐ Identify populations and locations at risk.
- ☐ Activate appropriate plans, procedures, and protocols to manage evacuations, shelter-in-place, and/or restriction of movement operations.
- ☐ Assist in removal of affected individuals from incident site.
- ☐ Coordinate rescue efforts with law enforcement to ensure safety of rescuers and ~~citizens~~community members.

Supporting City Departments

Office of Environmental Programs (OEP)

OEP serves as a **Supporting City Department**, supporting ESF #10 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide support as appropriate as requested by PFD.

Phoenix Police Department (PPD)

PPD serves as a **Supporting City Department**, supporting ESF #10 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Establish a Unified Command Post in conjunction with the Phoenix Fire Department to control operations at the scene of a HAZMAT incident.

- ☐ Control access to the immediate incident site for safety and limit entry to authorized personnel only.
- ☐ Perform traffic control at the incident site and along identified evacuation routes.
- ☐ Assist in the evacuation of residents when requested by the Unified Command.

All City Departments

All City Departments may support ESF#10 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as appropriate as requested by PFD.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Air Quality Department

Maricopa County Air Quality Department supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Serve as point of contact (POC) for environmental concerns that involve the county.
- ☐ Provide subject matter experts for proper management of air-borne or aerosolized hazardous materials.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Staff the County EOC and support the City of Phoenix as needed.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Assist with related public health issues.

State

Arizona Department of Environmental Quality (ADEQ)

ADEQ supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Assume the role of State On-Scene Coordinator (SOSC) for environmental emergencies.
- ☐ Provide subject matter experts for proper management and disposal of hazardous materials.
- ☐ Serve as POC to the Federal On-Scene Coordinator.

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Serve as liaison to support emergency operations.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports ESF #10 for the City of Phoenix by doing the following:

- ☐ Coordinate for hazardous materials response on state routes and interstates.

Authorities and References

Federal

- Emergency Planning and Community Right-to-Know Act (EPCRA) (Public Law 99-499)
- National Disaster Recovery Framework
- National Response Framework
  - ESF #10 – Oils and Hazardous Materials Response
- Superfund Amendments and Reauthorization Act (SARA), Title III

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. §11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. §41-5202. Communications; accessibility; emergency response interpreters.
- A.R.S. §49-108. Hazardous materials emergency response operations
- State Emergency Response and Recovery Plan (SERRP)
  - ESF #10 – Oils and Hazardous Materials Response

County

- Maricopa County Emergency Operations Plan (EOP)

- ESF #10: Hazardous Materials Response
- Annex E: Local Emergency Planning Committee (LEPC) Plan

City of Phoenix

- City of Phoenix City Code Chapter 11: Office of Emergency Management, as amended.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 204: Special Operations – Hazardous Materials
- PFD SOP M.P. 207: Weapons of Mass Destruction
- Phoenix Police Department (PPD) Operations Orders 9.1: Incident Command System
- PPD Operations Orders 9.4: Hazardous Materials Response
- PPD Operations Orders 9.6: Bomb Threats and Explosives
- PPD Operations Orders 9.7: Tactical Events Response Plan

ESF #11: Agriculture and Natural Resources Annex

Key Response Agencies

ESF Coordinator	Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Parks and Recreation Department (PRD)
Primary City Departments	Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Parks and Recreation Department (PRD)
Supporting City Departments	~~Parks and Recreation Department~~ Planning and Development Department (PDD) Office of Arts & Culture (OAC) Office of Public Health (OPH) All City Departments
Strategic Partners	**County** Maricopa County Department of Public Health (MCDPH) Maricopa County ~~Department of Environmental Services~~Environmental Services Department (~~MCDES~~MCESD) ~~Department~~ **State** Arizona Department of Agriculture

Introduction

Purpose

The purpose of the Emergency Support Function (ESF) #11: Agriculture and Natural Resources Annex is to coordinate resources to prevent and address environmental health risks to ensure the health of the public. This annex operates in conjunction with the Public Health and Medical Services Annex (ESF #8) to ensure that food and public water supplies are safe. This annex also monitors plant and animal diseases in coordination with state and federal departments on incidents where animal, veterinary, or wildlife issues arise.

Scope

This annex addresses the control and eradication of an outbreak of a highly contagious or economically devastating animal and plant disease; assurance of food safety and food defense; and the prevention, detection, and response to food-borne illnesses.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernmental, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The transportation of plants, animals, and animal products in and out of Maricopa County and the potential threat of agro-terrorism increases the need for vigilance to reduce vulnerability to the consequences of an outbreak of plant or animal disease.

Planning Assumptions

- Local livestock producers, dairymen, feedlot operators, poultry farmers, equine owners, and swine producers within Maricopa County will be the first to notice an unusual condition or disease in their animals. Many of these producers will consult with their veterinarian. Others may contact the State Department of Agriculture, the State Veterinarian's Office, or the Arizona Veterinary Diagnostic Laboratory at the University of Arizona inat Tucson, Arizona, or a private laboratory.
- A widespread outbreak of disease or infestation in this industry would have a major impact on the economy of Maricopa County, surrounding counties, and the State of Arizona.

~~See the current Maricopa County Emergency Operations Plan (EOP), Annex A (ESF #11) for more detailed information.~~

Concept of Operations

General

In daily operations, the Maricopa County ~~Department of Environmental Services~~Environmental Services Department (~~MCDES~~MCESD)~~Department~~ and Maricopa County Department of Public Health (MCDPH) provide a wide array of community preparedness programs and services with a focus on the public's health and well-being. They coordinate situational response efforts with the other support departments through the Maricopa County Emergency Operations Center (EOC).

An aggressive and proactive response by the primary departments ensures the safety and security of commercial food products following an incident. Dependent on the incident, different agencies or departments may take the lead. For example:

- For situations that primarily impact public health, the Maricopa County Department of Public Health (MCDPH) is the primary department; examples include human epidemics of vector-borne or zoonotic diseases.
- For situations that are primarily food and/or water borne, the Maricopa County Environmental Services Department will be the primary department; examples include large-scale food or water-related outbreaks.
- The Parks and Recreation Department is the primary City department for situations dealing with natural resources affecting park property and impact of wildlife within City-owned parks, preserves, natural habitats and historical and archaeological sites.

Actions

Mitigation & Preparedness	▪ Identify agencies and organizations with food preparation and distribution capabilities and coordinate with appropriate entities. ▪ Maintain procedures and responsibilities for food service, issuance, and distribution with other agencies. ▪ Develop a system for mobile and on-site feeding of emergency workers and the shelter population. ▪ Participate in tests and exercises to evaluate food distribution and service response capability.
Response & Recovery	▪ Work with other agencies to determine food and water needs. ▪ Begin plan implementation as expeditiously as possible. ▪ Coordinate community resources and personnel to assist with food and water services and/or distribution. ▪ Establish sites for food and water service, distribution, and issuance. ▪ Monitor food and/or water for contamination and issuance of health-related public service announcements as necessary. ▪ Continue the provision of food and/or water throughout reentry and recovery. ▪ Maintain records, expenditures, and document resources utilized during recovery.

Core Capabilities

All ESFs, including ESF # 11, support the following core capabilities as delineated in the National Response Framework (NRF): Mass Care Services, Critical Transportation, and Logistics and Supply Chain Management.

Mass Care Services

Mass Care Transportation is response core capability that ESF #11 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Critical Tasks:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including children and adults with disabilities and/or access and functional needs.
- Establish, staff, and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for children and adults with disabilities and/or with access and functional needs.

Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster home.

Critical Transportation

Critical Transportation is response core capability that ESF #11 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected areas.

Critical Tasks:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Logistics and Supply Chain Management

Logistics and Supply Chain Management is response core capability that ESF #11 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as

well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
  Enhance public and private resource and services support for an affected area.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Parks and Recreation Department (PRD)

~~The Parks and Recreation Department~~PRD serves as the **ESF #11 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #11 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Establish relationships with museums, universities, and cultural institutions to support preservation efforts during emergencies.
- ☐ Coordinate with the Planning and Development Department, The Office of Arts & Culture, the Office of Emergency Management, and the City's Historic Preservation Officer on preservation planning.
- ☐

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐
- ☐ Address ~~with natural resources affecting park property and impact of wildlife within City-owned parks, preserves, natural habitats~~natural resources affecting park property and the impact of wildlife within City-owned parks, preserves, natural habitats, and historical and archaeological sites.

Office of Emergency Management (OEM)

OEM serves as the **ESF #11 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #11 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).
- ☐ Coordinate with all city departments to ensure comprehensive emergency preparedness.
- ☐ Establish relationships with museums, universities, and cultural institutions to support preservation efforts during emergencies.
- ☐ Coordinate with the Planning and Development Department, The Office of Arts & Culture, the Parks & Recreation Department, and the City's Historic Preservation Officer on preservation planning.

During an emergency:

- ☐ Activate and staff the Emergency Operations Center (EOC) as needed.
- ☐ Coordinate resource requests and deployment related to ESF #11.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Facilitate information sharing between primary and supporting departments.
- ☐ Coordinate with state and federal agencies for additional resources and support when local capabilities are exceeded.
- ☐ Assist with documentation of activities, decisions, and expenditures related to ESF #11 functions.
- ☐ Provide situational awareness updates to city leadership.
- ☐ Coordinate public information messages with the Joint Information Center related to agricultural and natural resources.

Supporting City Departments

Office of Arts & Culture (OAC)

OAC serves as a **Supporting City Department**, supporting ESF #11 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Establish relationships with museums, universities, and cultural institutions to support preservation efforts during emergencies.

- ☐ Coordinate with the Planning and Development Department, Parks & Recreation Department, the Office of Emergency Management, and the City's Historic Preservation Officer on preservation planning.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.

Office of Public Health (OPH)

OPH serves as a **Supporting Department** supporting ESF #11 by doing the following:

- ☐ Send representatives to the EOC.
- ☐ Support planning and operation functions, inform and direct public health strategies.
- ☐ Coordinate with MCDPH, to ensure implementation of public health response.
- ☐ Support public health communication and the dissemination of public health related information.
- ☐ Partner with agencies supporting public health and medical services for the City of Phoenix.
- ☐ Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments.

Planning and Development Department (PDD)

PDD serves as a **Supporting City Department**, supporting ESF #11 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Establish relationships with museums, universities, and cultural institutions to support preservation efforts during emergencies.
- ☐ Coordinate with the Parks & Recreation Department, The Office of Arts & Culture, the Office of Emergency Management, and the City's Historic Preservation Officer on preservation planning.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- Provide Historic Preservation Officer to coordinate with the primary and support agencies to locate, bring awareness to, and ensure the safety of historic property resources.
- ~~Office of Public Health~~

~~The Office of Public Health serves as a Supporting Department supporting ESF #11 by doing the following:~~
~~Send representatives to the EOC.~~
~~Support planning and operation functions, inform and direct public health strategies.~~
~~Coordinate with MCDPH, to ensure implementation of public health response.~~
~~Support public health communication and dissemination of public health related impact.~~
~~Partner with agencies supporting public health and medical services for the City of Phoenix.~~
~~Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments.~~

- ☐

All City Departments

All City Departments may support ESF# ~~-~~11 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs
- ☐ Assist the primary departments and respond to department directives and protocols.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The city specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Public Health (MCPDH)

Maricopa County Department of Public Health (MCDPH) supports ESF #11 for the City of Phoenix by doing the following:

- ☐ Serve as primary department for situations that primarily impact public health; examples include human epidemics of vector-borne or zoonotic diseases.

Maricopa County Environmental Services Department

Maricopa County Environmental Services Department supports ESF #11 for the City of Phoenix by doing the following:

- ☐ Serve as a primary department for situations that are primarily food and/or water borne, examples include large-scale food or water-related outbreaks.

State

Arizona Department of Agriculture

The Arizona Department of Agriculture is responsible for supporting farming and agribusiness in Arizona by protecting plants and animals, issuing environmental licenses, inspecting farming practices and overseeing commerce standards and measurement devices.

The Animal Services Division and Office of the State Veterinarian is responsible for protecting the public from contagious and infectious diseases in livestock, poultry, commercially raised fish and for conducting investigations and responses to zoonotic diseases or Foreign Animal Diseases in livestock species. In these situations, the Arizona Department of Agriculture has primacy over state or county public health departments. State or county public health departments oversee human outbreaks of zoonotic disease. The Arizona Department of Agriculture further protects the food supply by investigating and responding to issues with , meat, milk, and eggs and ~~. Additionally, they~~ enforce laws about moving, selling, importing, transporting, slaughtering, and stealing livestock.

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #11 – Agricultural and Natural Resources

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #11 – Agricultural and Natural Resources

County

- Maricopa County Emergency Operations Plan (EOP)

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ESF #12: Energy Annex

Key Response Agencies

ESF Coordinator	Public Works Department (PWD)
Primary City Departments	Public Works Department (PWD)
Supporting City Departments	Communications Office (COM) Equal Opportunity Department (EOD) Office of Emergency Management (OEM) Office of Environmental Programs (OEP) ~~Office of Homeland Security and Emergency Management (OHSEM)~~ Planning and Development Department (PDD) Water Services Department (WSD)
Strategic Partners	**Private Sector and Community-Based Organizations** Public/Private Utility Companies

Introduction

Purpose

The Emergency Support Function (ESF) #12: Energy Annex describes policies and procedures for providing, maintaining, and restoring energy services that were interrupted, damaged, or destroyed during and after an emergency or disaster event. ESF #12 also provides for the coordination of energy support to affected areas via local, state, federal, and private resources, to include technical assistance, inspection, evaluation, repair, debris removal, and maintenance of utility services.

Scope

This annex provides a framework for the collection, evaluation, and sharing of information about energy system damage and estimations on the impact of energy system outages within affected areas. The term “energy” includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components. Additionally, ESF #12 provides information concerning the energy restoration process such as projected schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.

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~~Introduction~~

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Loss of electric power is the most common problem after almost any type of incident, whether natural or manmade. Loss of power can have devastating immediate and long-term effects on individuals and the community, halting pipeline delivery of gasoline, diesel, and other fuels. ~~Citizens~~ Residents rely on power to cool their homes, supply potable water, charge life-sustaining equipment, properly refrigerate medications (i.e., insulin), maintain access to transportation, communicate with financial institutions, and continue to preserve life and safety. The c~~C~~ity relies on power to respond effectively to disasters to coordinate first responders such as fire, police, and other emergency workers to an incident and fuel their equipment when needed.

The Energy Services Annex addresses the disruption of key utilities that provide energy for essential services and identifies the support resources needed for restoration and/or temporary measures to sustain life-saving energy needs.

Planning Assumptions

- The suddenness and devastation of a disaster may sever or impair key energy lifelines, constrain supply in an affected area, and most likely adversely impact adjacent areas. The emergency or disaster may cause shortages in energy supplies by disrupting electricity transmission, creating natural gas/propane shortages, cutting fuel supply methodologies, or increasing energy use in general.
- An energy emergency occurs whenever supplies of fuels or electricity are inadequate to meet demand. An energy emergency can include acute shortages caused by power outages and flow disruptions, and chronic shortages caused by panic buying of fuels and electricity. Fuel shortages can be caused by imbalances in supply and distribution, and not necessarily as the result of a natural or human-caused event. Unexpected operational failure of an energy system, or unusual

economic or international political events, can also cause significant disruptions in energy supplies.

- A shortage of energy in one form can cause shortages in other sources. Delays in the production, refining, and delivery of petroleum-based products may occur because of loss of commercial electric power, reducing the supply of energy products. Sharp and sudden increase of energy product pricing could result from a curtailment of energy stock and supplies.
- Widespread and prolonged energy product shortages will affect transportation, communications, essential government functions, and perhaps emergency operations. Standard operating procedures (SOPs) must be developed to manage power outages for traffic signals, water delivery, wastewater collection, communications systems, and other services that are power dependent.

Concept of Operations

General

In day-to-day operation, the Public Works Department and identified supporting departments are ~~is~~ responsible for protecting the health, safety, and well-being of the public by assessing properly designed and ~~-~~constructed infrastructure; operating and maintaining public grounds; and maintaining City facilities.

The Public Works Department is the primary department that will coordinate with public and/or private utility companies and other support departments to provide information for City-level assessment, response, recovery, and restoration operations, including the provision of emergency power to support immediate response operations that impact the residents of Phoenix. Prioritization for service restoration will include consideration of the weather and the impact of service loss on the public, including families, children, individuals with disabilities, and others with access and functional needs, as well as unique populations such as schools, managed care facilities, etc.

Actions

Mitigation & Preparedness	▪ Establish liaison ~~support~~ point of contacts with critical planning and response partners, specific to ESF#12 Energy, to include local municipal departments, state agencies and the private sector. to ensure responsiveness with O~~HS~~EM and the private sector. ▪ Identify additional resources and assistance teams ▪ Develop emergency response support plans. ▪ ~~Prepare~~ Develop damage assessment, repair~~,~~ and restoration procedures, and reporting mechanisms. ▪ Recommend actions to conserve energy and provide conservation guidance.

	▪ Participate in drills and exercises to evaluate energy response capability. ▪ Determine critical energy supply needs of priority and unique populations (e.g., infants, elderly, individuals with disabilities, access, and functional needs etc.).
Response & Recovery	▪ ~~Work~~ Coordinate with utility providers to gather, assess, and share information on energy system damage, as well as estimate repair and restoration time. ▪ Activate assistance teams and obtain necessary resources to assist in recovery. ▪ Work with the Public Information Office to provide public service announcements on energy conservation, mitigation impacts, and restoration forecasts. ▪ Coordinate with other affected areas to maximize resources and information exchange. ▪ Monitor repair and maintenance operations until restoration, of all services. ▪ Maintain records of expenditures and document resources utilized during recovery.

Core Capabilities

All ESFs, including ESF # 12, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

In addition, ESF #12 directly supports the following core capabilities:

- Infrastructure Systems
- Logistics and Supply Chain Management
- Situational Assessment

The following section will describe the objectives of each response core capability and the critical tasks necessary to achieve the given objectives.

Infrastructure Systems

Objective: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Critical Tasks:

- Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily- damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.

- Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and facilitate the integration of recovery activities.
- Provide for the clearance, removal, and disposal of debris.
- Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Logistics and Supply Chain Management

Objective: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Critical Tasks:

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.

Situational Assessment

Objective: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Critical Tasks:

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and facilitate the integration of recovery activities.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Public Works Department (PWD)

~~The Public Works Department~~PWD serves as the **ESF #12 Coordinator** and a **Primary City Department**, providing overall coordination for ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- ☐ Determine whether operational changes are to be implemented to conserve energy.
- ☐ Monitor for environmental impacts of disruption of energy systems.
- ☐ Determine needs to maintain and make provision for fleet resources used in the response to loss of energy systems.
- ☐ ~~—~~Track and/or service on-scene generators as necessary.
- ☐
- ☐ Implement any fuel rationing and prioritization as directed.

Supporting City Departments

Communications Office

~~The Communications Office~~COM serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Obtain energy-related information for public release.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.~~Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.~~

Office of Environmental Programs (OEP)

OEP serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Assist with issues relating to permitting associated with temporary power, interface with relevant county, state, and federal agencies.

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.

- ☐ Track deployed assets and recalls utilizing the Incident Command System (ICS) forms and/or web-based crisis information management system (e.g., WebEOC). The Operations Section will collect this information and forward it to the Finance/Administration Section within the EOC.

Planning and Development Department (PDD)

~~Planning and Development Department~~PDD serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Assist in the inspection and assessment of electrical repair activities until restoration of all services is complete.
- ☐ Provide personnel to the City EOC as requested.

Water Services Department (WSD)

~~The Water Services Department~~WSD serves as a **Supporting City Department**, supporting ESF #12 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Review all water/wastewater treatment facilities and sewer lift/booster stations to verify electric generation.
- ☐ Monitor and prioritize requests for service of City-controlled utilities.
- ☐ Monitor all areas of the sewer system for overflows.
- ☐ Account for areas that have low water pressure due to the power outage and compensate with electricity generation at pumping facilities.
- ☐ Mobilize required manpower and equipment to operate electricity generation facilities at water treatment and pumping facilities and monitor pressures in the water distribution system.

Strategic Partners

Private Sector and Community-Based Organizations

Public/Private Utility Companies

The Public/Private Utility Companies supports ESF #12 for the City of Phoenix by doing the following:

- ☐ Takes the lead to rapidly restore infrastructure-related services after an incident occurs.

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #12 – Energy

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #12 – Energy

County

Maricopa County Emergency Operations Plan (EOP)

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ESF #13: Public Safety and Security Annex

Key Response Agencies

ESF Coordinator	Phoenix Police Department (PPD)
Primary City Departments	Phoenix Police Department (PPD)
Supporting City Departments	All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Sheriff's Office (MCSO) **State** Arizona Counter Terrorism Information Center (ACTIC) Arizona Department of Public Safety (DPS)

Introduction

Purpose

The Emergency Support Function (ESF) #13: Public Safety and Security Annex purpose is to provide a framework for maintaining law and order, providing public warning, providing for the security of critical facilities and supplies, providing for safety on the scene of a disruptive incident, effecting the evacuation of threatened areas, providing traffic and access control to evacuated areas or critical facilities, assisting with search and rescue operations, and assisting with identification of the dead.

Scope

ESF #13 is designed to provide a public safety coordination as part of the overall incident management, including critical infrastructure protection, security, and public safety in both pre-incident and post-incident situations.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.

- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

An emergency or disaster will require extra effort by the Phoenix Police Department to maintain law and order, protect life and property, provide traffic control and law enforcement support, coordinate mutual aid requests, and provide site security for essential facilities/supplies.

Planning Assumptions

- During and after any emergency or disaster, the Phoenix Police Department is the primary law enforcement department in the City of Phoenix.
- An emergency incident or disaster will tax law enforcement efforts to protect life and property.
- The Phoenix Police Department must be prepared to enlist support from other law enforcement departments during emergency situations.
- Automatic and mutual aid agreements will be key to providing timely and coordinated support from outside agencies.

Concept of Operations

General

The Phoenix Police Department (PPD) is responsible for the maintenance of command structures, tracking of their personnel and resources, and maintaining a list of available personnel and resources for future activation. Any auxiliary forces that are activated for service will work directly under the supervisory authority of the Phoenix Police Department.

Actions

Mitigation & Preparedness	▪ Analyze hazards, determine needs, and public safety requirements. ▪ Identify agencies and organizations capable of providing resources and support. ▪ Coordinate with city management on critical facilities that require special security. ▪ Establish a chain of command and succession of authority for law enforcement and other first responders. ▪ Develop Memoranda of Understanding (MOU) with adjacent and support law enforcement agencies. ▪ Participate in drills and exercises to evaluate law enforcement response capability.

	▪ Ensure that all response personnel are trained in the National Incident Management System (NIMS).
Response & Recovery	▪ Provide personnel for the Emergency Operation Center (EOC) in time of emergency or disaster. ▪ Coordinate dissemination of information through the EOC. ▪ Assist with evacuation, traffic control, and security in restricted areas, as well as providing communications. ▪ Support the EOC by maintaining an effective, interoperable law enforcement communication and warning signals system. ▪ Control exit and entry into the emergency or disaster area. ▪ Report traffic control situations to the EOC in coordination with other agencies. ▪ Arrange for security at critical facilities (e.g., shelters, EOC) in coordination with respective public safety jurisdictions. ▪ Develop, conduct, and manage information-related security plans and operations including safeguarding sensitive information. ▪ Request additional support through MOUs. ▪ Assist in the return of evacuees. ▪ Provide volunteer resources as dictated by the situation. ▪ Utilize NIMS in all response operations. ▪ Maintain records of expenditures and document resources utilized during all phases of the operation.

Core Capabilities

All ESFs, including ESF # 13, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

On-Scene Security, Protection, and Law Enforcement

On-Scene Security, Protection, and Law Enforcement is response core capability that ESF #13 directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel engaged in lifesaving and life-sustaining operations.

Critical Tasks:

- Establish a safe and secure environment in an affected area.
- Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

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Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Phoenix Police Department (PPD)

PPD serves as the **ESF #13 Coordinator** and a **Primary City Department** by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop procedures for civil disturbance response.
- ☐ Develop a plan to receive and process mass arrests.
- ☐ Develop and implement additional layers for defense and/or detection, including training and procedures for integration with local and regional law enforcement in chemical, biological, radiological, nuclear explosive (CBRNE) preventive measures such as inspections, surveillance, security, counterintelligence, and infrastructure protection.
- ☐ Develop and implement training and procedures to enable Police Department deputies to recognize the presence of CBRNE materials, including tools and equipment to detect the presence of CBRNE materials during emergency responses.
- ☐ Develop policies and processes to enhance sharing of intelligence information within and between regions, states, and federal and local agencies.
- ☐ Produce strategic intelligence and surveillance information and products in cooperation with the Arizona Counter Terrorism Information Center (ACTIC).
- ☐ Receive and disseminate law enforcement intelligence relating to the incident or emerging threats.
- ☐ Collect, analyze, integrate, evaluate, and interpret intelligence and surveillance information.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide liaison support to the City EOC as required.
- ☐ Coordinate traffic control actions.
- ☐ Coordinate assistance in specialized search and rescue operations in cooperation with the Phoenix Fire Department.
- ☐ Provide security detail support for City facilities, institutions, services, officials, and resources.
- ☐ Support federal intelligence and surveillance information collection.
- ☐ Produce strategic intelligence and surveillance information and products in cooperation with the Arizona Counter Terrorism Information Center (ACTIC).

- ☐ Receive and disseminate law enforcement intelligence relating to the incident or emerging threats.
- ☐ Collect, analyze, integrate, evaluate, and interpret intelligence and surveillance information.
- ☐ Identify regional concerns and threats.
- ☐ Assist in regional development of indications and warnings in cooperation with ACTIC.
- ☐ Support incident response operations.
- ☐ Secure and preserve the incident scene.
- ☐ Assist in the evacuation of individuals with disabilities, those with access and functional needs, and any other residents that need assistance in the evacuation process. Responders will be trained in assisting people with disabilities and others with access and functional needs during evacuations.
- ☐ Secure critical infrastructure sites.
- ☐ Assist in development and implementation of buffer zone protection plans.

Supporting Department(s)

All City Departments

All City Departments support ESF #13 for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports ESF #13 for the City of Phoenix by doing the following:

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports ESF #13 for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of response and recovery operations.

State

Arizona Counter Terrorism Information Center (ACTIC)

Arizona Counter Terrorism Information Center (ACTIC) supports ESF #13 for the City of Phoenix by doing the following:

- ☐ Provide real-time counter terrorism intelligence.
- ☐ Coordinate with local law enforcement to respond to suspected terrorist activity.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports ESF #13 for the City of Phoenix by doing the following:

- ☐ Respond as the Arizona Weapons of Mass Destruction (WMD) HAZMAT Evidence Collection Team if activated.
- ☐ Arrest, without a warrant, any person who is the driver of or a passenger in any vehicle operated or standing on a state highway that the officer has reasonable cause to believe is guilty of a felony.
- ☐ In the event of a riot or other civil disorder and upon the request of the chief executive of the City of Phoenix, the Governor may order the DPS to enforce criminal laws in the area affected by the riot/disturbance

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #13 – Public Safety and Security

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #13 – Public Safety and Security

County

- Maricopa County Emergency Operations Plan (EOP)

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ESF #14: Long-Term Community Recovery Annex

Key Response Agencies

ESF Coordinator	Office of ~~Homeland Security and~~ Emergency Management (O~~OSH~~EM)
Primary City Departments	Office of ~~Homeland Security and~~ Emergency Management (O~~SH~~EM)
Supporting City Departments	Aviation Department (AVN) City Clerk Office City Council Office Communications Office (COM) Community and Economic Development Department (CEDD) Equal Opportunity Department (EOD) Finance Department (FIN) Government Relations Department Housing Department (HOU) Human Resources Department (HRD) Human Services Department (HSD) Information Technology Services (ITS) Law Department: City Attorney's Office Neighborhood Services Department (NSD) Office of Homeless Solutions (OHS) Office of Public Health (OPH) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Planning and Development Department (PDD) Public Works Department (PWD) Street Transportation Department (STD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Animal Care and Control (MCACC) Maricopa County Department of Emergency Management (MCDEM)

	Maricopa County Department of Public Health (MCDPH) **State** Arizona 2-1-1 **Private Sector and Community-Based Organizations** Arizona Humane Society Public/Private Utility Companies American Red Cross (ARC) Area Agencies on Aging (AAA)

Introduction

Major disasters have shown the importance and necessity of strong, well-developed recovery planning. Often the longest phase of emergency management, recovery will affect and shape all aspects of the community for years following a major incident. The Long-Term Community Recovery Annex (ESF #14) focuses on how best to incorporate the capabilities of City of Phoenix (the City) departments and community stakeholders to support and optimize recovery. This annex seeks to promote effective and expeditious recovery by incorporating input from City departments and outside agencies and organizations that have a defined role in at least one of the six areas of recovery as defined by the National Disaster Recovery Framework (NDRF).

Purpose

The purpose of the Emergency Support Function (ESF) #14: Long-Term Community Recovery Annex is to detail City government's responsibilities for post-disaster recovery response. This annex can be used in conjunction with other plans designed for the protection of the population.

This annex aligns with the Maricopa County Emergency Operations Plan (EOP), the State of Arizona Emergency Response and Recovery Plan (SERRP), and the National Response Framework. This annex will allow for cohesiveness when county, state, and federal ESF #14 resources are activated.

Scope

This annex is applicable to City departments and all agencies, organizations, and personnel with recovery support function (RSF) responsibilities. Of particular importance to this plan are the following:

- City departments with emergency public safety functions
- City departments having routine interaction with disproportionately impacted populations
- City departments performing critical services

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Disaster recovery typically occurs in phases, with initial efforts dedicated to helping those affected meet immediate needs for housing, food, and water. As homes and businesses are repaired, people return to work and communities continue with cleanup and rebuilding efforts. Many government agencies, voluntary agencies, and the private sector cooperate to help and support.

Planning Assumptions

- Recovery activities will be concurrent with response activities, search and rescue missions, lifesaving activities, emergency stabilization measures, and/or criminal investigations (in the event of a terrorist incident).
- Individual assistance (IA) provided under this annex can build upon but will not duplicate the assistance provided through the Mass Care, Emergency Assistance, Housing, and Human Services Annex (ESF #6). Some impacted survivors ~~will~~ may require that individual assistance under this annex extend beyond short-term recovery to long-term recovery.
- Recovery from an incident ~~will~~ may involve actions and resources from neighboring jurisdictions to return the situation to normal conditions (or as close to normal as possible).
- Long-term recovery is the community's effort to regain normal functions, including commerce, employment, and use of structures like buildings, bridges, and roadways.
- Mitigation ~~will~~ may also be a part of a recovery strategy, rebuilding in a way that reduces or eliminates the impact from a recurrence of the same type of incident, such as changes in building and zoning codes that prohibit construction on flood plains.
- Individuals and families left homeless will have temporary and permanent housing as an unmet need requiring consideration in long-term recovery.

- Individuals and families ~~will~~ may have no insurance or insufficient coverage to address damages to, or loss of, personal property.
- Under certain situations the state ~~shall~~ may provide support to recovery operations in restoring public property and critical services, and, where applicable, assistance in the restoration of private property.
- Damage assessment teams shall be required to collect damage information following an incident, which provides the basis for further action by the chief elected officials of Phoenix.
- In most cases, recovery begins as damage is identified, assessed, and classified as either being in the private or public sector.
- Resilient recovery planning also includes business or economic recovery strategies to ensure that, in addition to bringing the community's infrastructure back to operational levels, businesses are assisted in returning to operational levels.

~~The extent of damages in dollars will determine what, if any, federal or state assistance may be available during the recovery phase.~~

Concept of Operations

General

The recovery process for a disaster will begin early in the response phase through the declaration of a local emergency, followed by rapid damage assessment and a formal request for state assistance as required. *See the Damage Assessments Support Annex for more information.*

A complete record of expenditures for the response will be maintained, and this information will be utilized for reimbursement purposes as dictated by the scale of the disaster. At such time that the City of Phoenix exceeds its capabilities, resources will be requested from county, state, and/or federal entities.

The city will promote community recovery efforts by providing rapid stabilization of the emergency, rapid initiation of recovery efforts to individuals, and continuous and accessible communications regarding the recovery efforts.

The Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM), at the direction of the Emergency Management Director, will serve as the primary Department/ESF #14 Coordinator; he or she will monitor and report on recovery activities throughout assessment, response, and recovery.

Authority

In accordance with City Code Chapter 11 and with A.R.S. Section 26-311, ~~T~~the Mayor of the City of Phoenix may proclaim a local emergency ~~(A.R.S. Section 26-3~~when an

emergency is, or is likely to be, beyond the response capability of the city. A declared local emergency permits City government to set aside normal procedures of government in deference to the emergency and to utilize executive powers to allow disaster exceptions to existing ordinances, statutes, and regulations.

A written declaration is the vehicle by which assistance can be obtained from state and federal agencies. Upon receipt of sufficient supporting information, the declaration may be issued and forwarded to the Maricopa County Department of Emergency Management (MCDEM) or, if activated, the county Emergency Operations Center (EOC).

If the emergency is of sufficient magnitude and all county resources are expended, MCDEM will recommend to the chairman of the Board of Supervisors that the county declare an emergency. The county's emergency declaration will then be forwarded to the Arizona ~~Division~~ Department of Emergency and Military Affairs (DEMA) with a request that the governor declare a state of emergency. Financial and other public assistance, but no individual assistance, may be made available when the governor declares a state of emergency. A county emergency declaration is not needed prior to the county forwarding the local emergency declaration and request for assistance to DEMA.

The designated applicant agent for the City of Phoenix is the authorized agent for obtaining federal and state emergency management funds. The applicant agent is authorized to execute all contracts, certify completion of work, request payments, and prepare all documentation related to Federal Emergency Management ~~Department~~ Agency (FEMA) and DEMA funding requirements.

Operations

The Long-Term Community Recovery Annex/ESF #14 Coordinator and supporting agencies will develop and implement community recovery and economic stabilization strategies. It is important that the recovery process promotes sustainable practices and addresses whole community vulnerability issues (with individuals, businesses, and infrastructure) that will strengthen the community response to future disasters.

The City's method of preparing for a disaster is to ensure a coordinated and comprehensive planning process. This includes collaborative pre- and post-disaster partnerships to build inclusiveness and unified decision making within the following operative functions:

- Sustaining recovery functional components
- Transition from response to recovery
- Activation of recovery operations
- Implementing and deactivation/demobilization

Recovery Functional Components

During the recovery process, there may be large numbers of affected people, damaged infrastructure, and damaged homes and businesses. To meet these needs, considerable

resources and help from the public and private sector may be required. Along with these needs there are likely to be large numbers of volunteers, an influx of donations, and significant media and public interest.

Long-Term Recovery Group

The Long-Term Recovery Group (LTRG) will consist of a core group of City departments, the Disabilities Access, and Functional Needs (DAFN) Technical Specialist, and other community-based organizations (CBOs), faith-based organizations (FBOs), non-governmental organizations (NGOs), private sector businesses representatives, ~~and~~ agency representatives of the Maricopa County Community Organizations Active in Disaster (MCCOAD) and Voluntary Organizations Active in Disasters (VOAD). This group will be tasked with managing the incoming requests for assistance from the public and matching those requests with resources being provided via ~~Recovery Information Centers (RICs).~~Community Assistance Center (CAC). This group will handle administration, financial management and accountability, public outreach, and programs including housing, donations, volunteers, and disaster case management. ~~*For more information on LTRG roles and responsibilities, see Long-Term Recovery Group under Recovery Operations within this annex.*~~

Recovery Operations Center

The Recovery Operations Center (ROC) focuses on returning the physical infrastructure, economy, and overall functions of the government back to normal. The ROC will be composed of various City departments working together to complete needed recovery operations. The ROC will be active until the organization/City department that routinely manages those functions can handle them. The ROC is formed under the Long-Term Recovery position within the EOC and will remain when the EOC is demobilized.

The recovery activities within the ROC are broken down into six recovery support functions (RSFs):

1. Community Assistance~~Planning and Capacity Building~~
2. Economic
3. Health, Education and ~~Social~~ Human Services
4. Housing
5. Infrastructure Systems
6. Natural and Cultural Resources

Recovery Support Functions (RSFs)

The purpose of the RSFs is to support the City's recovery process by facilitating problem solving, improving access to resources, and coordinating actions between government and private sector partners. The RSFs are organized into six manageable components. Through the RSFs, relevant stakeholders and experts are brought together for steady-state and (when activated) post-disaster planning to identify and resolve recovery challenges.

The RSFs include the coordinating structure for key functional areas of assistance to focus on community recovery needs. Planning considerations (shown below) have been established to accelerate the process of recovery, redevelopment, and revitalization.

RSF 1: Community ~~Planning and Capacity Building~~Assistance

Increased community relations programs and public announcements lessen adverse public reaction. Being open with known facts of the emergency and emergency operations engenders public support and reduces criticism. The City of Phoenix will provide information to community members, leaders, and supporters, and will involve them in the recovery process.

The following community planning and capacity-building issues may affect recovery and will be considered:

- The type and extent of damage ~~will~~ may affect the different ways in which critical infrastructure can be enhanced, improved, and strengthened.
- Current building and infrastructure standards, as well as potential repair and building options, can be evaluated, and reassessed to create safer conditions and improve the City. Additionally, the city will monitor building permits and comply with current building code requirements and ADA standards.
- Stakeholders may need to meet regularly to determine existing agreements or partnerships that can be accessed or leveraged.
- Stakeholder engagement must be inclusive and equitable, ensuring all community members have opportunities to participate in the recovery process. Regular communication and coordination with partners helps identify management needs and potential resources for recovery projects.
- Building community awareness and engagement through comprehensive training programs helps prepare local staff and leadership with critical knowledge about disaster processes, planning considerations, and capacity building.
- Communicating recovery plans early and often to legislators, policymakers, politicians, and the public can increase cooperation and speed recovery. Communications will include information about the status of reconstruction and rebuilding processes and plans.

RSF 2: Economic

Economic recovery for local businesses and City government is critical to ensure long-term sustainability, access to life-sustaining goods (including disability-related goods and services), and continuity of private sector and government services. Rental housing providers are key to sustained housing and economic recovery and will be included in housing and economic decisions. Businesses may need assistance promptly after a disaster to rebuild and reopen. City departments and partner agencies will conduct, manage, facilitate, and support activities to connect affected businesses with state or federal recovery programs.

After a disaster, the city may need to develop new economic opportunities with the goal of creating sustainable, economically viable communities. Key economic activities encourage re-investment and may include the following:

- Workforce development
- Job creation and retention
- Entrepreneurial and business development
- Equal opportunity

Once disaster declarations have occurred at the local and state levels, the governor may request a federal disaster declaration and subsequent federal assistance under the Stafford Act. When a federal declaration is granted, a broad range of disaster assistance programs for public entities, individuals, families, businesses, and NGOs will be available within the designated disaster area.

Departments are responsible for tracking all expenses, including costs associated with personnel, supplies, and equipment. Expense tracking is essential to receive the maximum state and federal reimbursement for recovery (and all disaster-related) expenditures. It is critical that each department do the following:

- Implement their disaster documentation system during a disaster.
- Ensure disaster-related expenditures are easily distinguished from regular, ongoing activities.
- Maintain accurate accounting records on all disaster-related expenses, including the following:
  - Force account labor (timesheets) and equipment
  - Invoices for rented equipment, materials, and purchases
  - Photographs of damage and repair
  - Insurance information
  - Environmental and historical preservation issues
  - Records of donated goods and services
  - Records of specific volunteer hours and type of work conducted relative to the disaster

RSF 3: Health, Education and ~~Social~~ Human Services

Prioritizing overarching health, education and ~~social~~ human service functions toward restoration will be a constant theme throughout the recovery period. Health, education and ~~social~~ human services will be restored as quickly as possible to meet ongoing and emerging post-disaster community needs. Efforts will be made to reconnect displaced populations with health and social services rapidly. The city, with support from ~~will work with Maricopa County~~regional partners will work to protect the mental, behavioral, and physical health of the general population, as well as response and recovery workers from the longer-term effects of a post-disaster environment. Social recovery activities address needs related to disaster recovery assistance, housing assistance, animal services, health services, social services, and community involvement. To contribute to the overall

well-being of the community, the City will establish RICs, which are facilities where individuals, families, and businesses can access disaster assistance programs and services from a variety of sources.

The following health, education and ~~social~~ human services issues may impact recovery and will be considered:

- Plans to cope with population and workforce stress from rebuilding efforts will need to be coordinated with the county.
- Maricopa County Department of Public Health (MCDPH) will provide a representative to the LTRG to help coordinate local efforts toward health service restoration.
- Temporary facilities that were intended to operate for a short period will have continued need for inspection.
- Inspection of temporary housing and nontraditional sheltering for accessibility will be continuous.
- Outside organizations and community groups that provide services to undocumented populations and other populations who might not normally qualify for government services may assist in recovery efforts.
- Transitioning from temporary buildings to permanent structures as quickly as possibly can facilitate faster and stronger recovery.
- When necessary, Family Reunification Center (FRC) & ~~Family~~Community Assistance Center (~~F~~CAC) plans will be activated to support the reunification of families of the decedents, provide mental health services, and collect ante-mortem data for victim identification.
- Community wellness may be needed and will be conducted as stated in the Community Wellness Checks Standard Operating Procedure.
- Animals, both domestic pets and livestock, may be displaced and need long-term sheltering.
- Reasonable accommodations for persons with lost or deceased service animals may need to be made.

RSF 4: Housing

A community's housing stock is important infrastructure, and recovery will be significantly limited if displaced residents cannot return home. Housing assistance will consider the different potential populations that could be displaced, including homeless individuals, undocumented individuals, and people with disabilities and others with access and functional needs.

The following housing issues may impact recovery and will be considered:

- Available permanent housing options will be identified as soon as possible to prevent people from having to move from the shelter to interim/temporary housing before moving to permanent housing.

- U.S. Department of Housing and Urban Development (HUD) and FEMA will be integrated into Housing RSF plans.
- Housing functions will be coordinated with the Housing Department and the mass care function within the Health, Education and ~~Social~~ Human Service RSF.
- Open spaces ~~in parks~~ with established sewer and water infrastructure may be considered for temporary housing programs.
- People with disabilities and others with access and functional needs will be provided equal access to temporary housing and temporary housing programs.
- Individuals will be able to access tools and materials to complete home repairs through donations or assistance provided by nonprofits and businesses integrated into ~~RIC~~ CAC operations.
- Temporary large-group housing will be identified to facilitate rapid closure of emergency shelters.
- Long-term housing reconstruction and relocation strategies, including available and affordable housing, will be developed.
- Identifying the potential availability of building supplies and suppliers early on and developing strategies about how to resupply will expedite recovery.
- Assistive equipment and supplies for housing modifications needed by people with disabilities and others with access and functional needs will be provided.
- Developed temporary housing resources may serve long-term purposes; developing manufactured housing infrastructure to convert into a permanent resource, such as single-family housing, may be considered.
- Systems to expedite inspections and permit reviews will be developed so that residents with minimal damage may return home.
- FBOs and other nonprofit organizations that assist homeowner rebuild will be integrated into recovery plans.
- Online housing locator services and other housing resources may be developed to help the public identify housing options.
- People with disabilities and others with access and functional needs may be more adversely impacted by the loss of housing. The speed with which accessible short and long-term recovery housing strategies are implemented can affect the ability of those with disabilities and others with access and functional needs to maintain their independence and health and remain safe during the recovery process.

RSF 5: Infrastructure Systems

Critical infrastructure is essential to comprehensive recovery and community redevelopment; it affects every other aspect of recovery. As such, infrastructure system restoration is a recovery priority.

Depending on the scope and type of incident, building assessments may continue throughout both short- and long-term recovery phases. There may be significant demand for plan review, code interpretation, and construction inspection. During recovery, City departments and partner agencies will facilitate and support building assessment activities.

The following economic issues may impact recovery and will be considered:

- The approval process to safely reopen food, restaurant, and cold-storage facilities may be streamlined.
- Cooperative agreements with the private sector related to supply chains and production facilities will expedite recovery.
- Permitting and fee requirements for fuel providers should be identified, and possible ways to expedite processes to increase fuel and energy availability should be determined.
- Adequate water supply to healthcare facilities is essential for daily operations.
- It is essential to identify available resources to maintain, store, and distribute potable water. For example, existing production and distribution systems (e.g., soda and beer production companies) may be altered to produce potable water.
- Debris may impact and clog ~~drainage~~ water and waste-water systems.~~.~~
- Alternative waste management methods may be necessary.
- Supply lines for airports, railroads, and roads may be impacted; new supply lines may need to be established. Stakeholders may need to coordinate to de-conflict potential uses of airports.
- ~~Responder families may need additional support to ensure staff can report to work, work in a safe environment, and can concentrate on work while their families receive care.~~
- Long-term re-zoning may be necessary if a hazardous materials facility is affected.
- People with disabilities and others with access and functional needs may be more adversely impacted by the loss of critical infrastructure. The speed with which City services are restored can affect the ability of some people to maintain their independence and health and remain safe during the recovery process. Restoration of power, water, and public access will be critical.

RSF 6: Natural and Cultural Resources

The City of Phoenix will make every effort to preserve historic, cultural, and natural aspects of national heritage through the recovery process. The city and partner agencies will work jointly to conduct, manage, facilitate, or support activities to address environmental concerns and to preserve and/or rebuild historical sites. Damage assessment teams will work with historic preservation officers to determine the extent of damage to historical sites.

The following natural and cultural resources issues may affect recovery and will be considered:

- Environmental and historical regulations, as well as the requirements of environmental and historic preservation laws and executive orders, will be considered.
- Water supply, water quality, and air quality are high priority areas that will impact natural resources.

- The trash hierarchy, for example, bulk vs. recyclables, white goods vs. forperishables, for solid waste management and recycling will be considered.
- Procedures for hazardous materials identification, demolition, and abatement may need to be developed.
- A regular process for reevaluating impacts and conducting ongoing assessments for long-term issues will mitigate long-term impacts.
- Hazard evaluation teams, with the assistance of cooperating local, state, and federal agencies, may be deployed for detailed identification and evaluation of natural and toxic hazards.
- Assessments may be done to ensure that proper vector control safeguards and approaches are being followed.
- Identifying and monitoring potential vector-borne human and/or animal diseases in the affected area may be necessary.
- Air quality control may need to be monitored. Many of the resources and systems to do so are in the private sector.
- The identification of bodies of waters and trustee maintenance and ownership may expedite recovery.
- Opportunities and constraints to avoid, protect, or restore surface waters will be identified and may impact recovery.
- Various permits are required for certain activities affecting surface waters. Impacts to surface waters may need to be mitigated and monitored.
- Laboratories that perform Ggroundwater sampling and analysis may need to be identified and engaged in the recovery process.
- Sensitive, threatened, or endangered species and their habitats may be impacted by the incident.
- A database of personnel and resources that can support collection, restoration, and assessment of specialty resources may help with recovery efforts.
- An inventory of local and state natural and cultural resources and the impact of the incident will be considered.
- Public and private associations and organizations may have similar natural and cultural resources and could support recovery operations.

Recovery Functions Interactions

The two major components of the City's disaster recovery efforts are going to be working toward the same goal while working on different aspects of community recovery. LTRG will identify specific needs of individual community members and coordinate with the ROC to meet those needs. The ROC will work toward returning the entire community to a new normal. The LTRG will provide information to the ROC related to numbers and areas of people that have outstanding needs. The ROC will provide information to the LTRG about long-term recovery plans and citizens residents who have recovery needs.

Response to Recovery

Response activities are characterized as those immediate efforts necessary to save lives, protect property, and protect public health and safety. The recovery phase begins once the life safety issues created by the incident have been addressed. Following a major disaster there is likely to be an overwhelming need from the public, limited resources from government, and many voluntary or private agencies ~~offering assistance~~helping. One of the main goals within recovery is managing and matching available resources to the needs of the public.

The phases of response and recovery will likely overlap and, at times, occur simultaneously, with immediate lifesaving efforts as the primary priority. Damage assessment activities begin in the response phase by identifying immediate needs and impacts. Damage assessment activities continue in the recovery phase by setting recovery priorities and identifying potential federal assistance. *See the Damage Assessments Support Annex for more information.*

Transition Phases

In the transition from a response phase (on-scene incident operations, command centers, and related City EOC support operations), the City EOC will guide the short-term recovery and potentially long-term recovery process when necessary. The City EOC may activate during short-and/or long-term recovery, and will assume recovery-driven missions, as appropriate. Coordination will be necessary to function in an effective and efficient manner and to provide a smooth transition. The Assistant City Manager, with the assistance of the City ~~OHSEM~~ OEM Director, will advise the mayor on recovery issues, implications of response activities, and any recommended revisions to policy or ordinances, and will coordinate the transition from response to recovery. The city will coordinate with Maricopa County, the State of Arizona, and federal agencies to facilitate the delivery of assistance programs to individuals, businesses, and City government, as necessary.

Recovery can be categorized into three phases: short-term, intermediate, and long-term:

- Short-term recovery is defined as restoring a community to pre-disaster (“normal”) conditions.
- Intermediate recovery is the transition between short- and long-term recovery and when the EOC begins to move from response-focused activities toward demobilization.
- Long-term recovery aims to move the community and government to self-sufficiency, sustainability, and resilience.

Short-Term Recovery Efforts

Short-term recovery begins early in the response phase and focuses on restoring critical services and infrastructure, such as utilities, government operations, medical services, transportation routes, cleanup, debris removal, abatement of dangerous buildings, and

providing support to residents and businesses. In addition, impacted people, whether residents or City employees, are assessed for disaster-related mental health issues.

Short-term objectives identified by the city may include elements of functional continuity with response operations tasked under the City of Phoenix Emergency Operations Plan (EOP). Each City department is responsible for several activities during recovery, including but not limited to the following:

- Implement continuity of operations procedures, if necessary, to ensure continuity of essential functions, programs, and services and to facilitate the restoration of essential infrastructure.
- Coordinate the transition from response activities to recovery activities in the city.
- Provide documentation of damage assessment information and cost documentation for impacts on City infrastructure and related expenses as needed for preliminary damage assessments and disaster recovery funding.
- Prepare a citywide prioritized list of damaged infrastructure and assets.
- Continue to carry out damage assessment functions, report any observed damage, and assess community needs.
- Assess community needs and provide information and assistance, as deemed appropriate.
- Facilitate the establishment of accessible RICs to assist private businesses and ~~citizens~~ residents with recovery. *For more information on these centers, see ESF #6: Mass Care Annex.* ~~*For more information on these centers, see* Establishment of Recovery Information Centers (RICs) *under Recovery Operations within this annex.*~~
- Coordinate, manage, and prioritize the restoration and repair of systems, infrastructure, and assets, as needed.
- Provide direction for and overall coordination/management of restoration of City systems and infrastructure.
- Continue coordination of physical resources and personnel to manage the recovery process effectively.
- Coordinate recovery operations and plans with other regional partners, including private utility companies, as needed.

Intermediate Recovery Efforts

Intermediate recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. Intermediate recovery may begin within days of a catastrophic incident and may last weeks or months afterward depending on the severity of the disaster. Intermediate recovery typically overlaps with both short-term and long-term recovery.

During this period, the City EOC will shift from response-focused activities toward demobilization; the ESF#14 Coordinator will initiate activation. Intermediate phase

activities may include coordinating with Maricopa County resources and developing communications on long-term objectives, continuing to execute response-phase missions, and ensuring that adequate resources are available to complete long-term recovery objectives with assistance from the LTRG.

Long-Term Recovery Efforts

Long-term recovery includes reconstruction of damaged or destroyed social, economic, natural, and built environments. The overarching focus of long-term recovery will be on building safely and wisely, reducing future hazards, remaining compliant with the Americans with Disabilities Act (ADA), and optimizing community improvements. All efforts will guide the affected community toward self-sufficiency, sustainability, and resilience.

The City's long-term recovery activities may commence early in the recovery process and may continue for weeks, months, or years. Generally, recovery will transition from short-term to long-term when the City's ROC is primarily coordinating recovery activities or when the EOC/ROC is demobilized/deactivated. The City's long-term recovery activities may include assisting the affected population with financial assistance through accessible ~~RIC~~ CAC locations, coordinating housing to place residents into stable interim or permanent housing, determining transportation restoration and resiliency, establishing the community's rebuilding and resiliency goals, and permanently re-establishing services.

As the City's recovery process moves forward, recovery efforts may begin to demobilize from disaster-affected communities. This demobilization of resources should not indicate to the affected community that the recovery process is over. The city understands the importance of preparing local recovery teams to carry on the recovery process and make the transition as smooth as possible. This preparation begins immediately, so when resources are demobilized, the city is prepared to manage long-term recovery.

Recovery Operations

The transition from response to recovery is a gradual process, the pace and timing of which will depend upon the circumstances of the disaster. As response activities diminish, recovery activities will increase. If the scope of the disaster dictates, a separate recovery organization will be established to manage recovery operations; this will start as the Long-Term Recovery (ESF#14) position within the City EOC and may grow to become the ROC. Within the response phase, the City OEM Director, in coordination with the Assistant City Manager, will make the decision as to when to transfer direction and control of recovery operations to the Local Disaster Recovery Manager (LDRM) and ROC depending upon the circumstances of the disaster.

Activation Criteria

The determination to formally transition from the EOC to the ROC will be made by the time the response phase begins, using the following criteria as a guide:

- Immediate life-safety concerns associated with a disaster incident have been contained.
- Service demands from disaster survivors have overwhelmed government's capability to provide services, requiring close coordination of primary and support agencies.

The above activation criteria notwithstanding, certain recovery concepts and organizing principles outlined in this annex may be applicable for incidents of varying scale and scope.

The decision to activate the overall transition from response to recovery will be made jointly with the determination to transition any element of the EOC from response to recovery, or to activate any element of the recovery organization.

Transition Procedure

The transition from response to recovery may be gradual and involve multiple smaller transitions. This process will take place mainly during short-term recovery. There will be a moment of formal transition from response to recovery when situation control is transferred from the EOC Director to the LDRM.

Elements of short-term recovery will begin upon EOC activation, in accordance with the EOP; in particular, ESF #14 will be activated as soon as it becomes clear that recovery operations will eventually be necessary. As recovery-specific objectives begin to be identified through the planning cycle, the EOC Director will ensure that the person(s) filling the ESF#14 position is able to serve as the LDRM.

As the RSFs are filled, they will work under the ESF #14 position. As the EOC demobilizes, the RSFs will take control of those recovery functions that were started in the various ESF positions. At the time that the EOC returns to routine operations, the LDRM will take control of the recovery operations, becoming the ROC Coordinator and the transition phase will be complete.

Local Disaster Recovery Manager (LDRM) Role

The LDRM is to organize, coordinate, and advance the recovery at the local level. The LDRM should have expertise in community development and a good knowledge of City demographics.

The primary role of the LDRM is to manage and coordinate the redevelopment and building of community. The LDRM shall also work with state and federal response and recovery operations to ensure effective mobilization of resources to affected areas. In addition, the LDRM shall represent and speak on behalf of her/his respective chief executives (e.g., the mayor).

The City OEM Director (if the EOC is not activated) and the Assistant City Manager will designate the LDRM to lead disaster recovery activities for the City of Phoenix.

Additionally, the LDRM can convene and direct other City departments to perform recovery operations and missions.

The LDRM shall do the following:

- Lead the creation of the City's LTRG and coordinate the activities of recovery-dedicated organizations and initiatives.
- Lead the development of the community recovery visions, priorities, resources, capability, and capacity.
- Lead the development of recovery plans and ensure that they are publicly supported, actionable, and feasible based on available funding and capacity.
- Develop an integrated and accessible recovery communication strategy.
- Identify ~~RIC~~ CAC locations that are physically accessible and complete ADA site assessments utilizing the Department of Justice (DOJ) ADA Checklist for Emergency Shelters.
- Coordinate with the DAFN Technical Specialist in the EOC to ensure disaster recovery assistance materials are accessible and provided in alternative formats (text, audio, large print, Braille, etc.)
- Communicate recovery priorities to Maricopa County, state, and federal governments, and other recovery stakeholders and supporters.
- Collaborate with county, state, federal, and other stakeholders, and supporters, such as the business and nonprofit communities, to raise financial support for community recovery, leverage resources where possible, and resolve potential duplication of assistance.
- Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.

Long-Term Recovery Group (LTRG)

As the City EOC focuses on transitions from response to recovery, EOC responders and agencies will also have recovery mission assignments. The LDRM will lead the transition to long-term recovery and the creation of the LTRG. The LTRG may identify additional agencies based on the nature of the incident. The LTRG may include additional stakeholders from such groups as churches, schools, voluntary organizations, housing authorities, and healthcare providers. The LTRG roles and responsibilities include the following:

- Ensuring accountability, transparency, and equitability in the recovery process.
- Ensuring the recovery plan and its affiliate programs and progress are clearly communicated to the public and inclusive to people with disabilities and others with access and functional needs.
- Ensuring resources (e.g., accessible housing, transportation, durable medical equipment, etc.) and staffing are provided in a timely manner to accomplish actions.

- Formulating new subcommittees or modifying subcommittee structure as needed for efficiency of implementation.
- Initiating recommendations for enactment, extension, or repeal of emergency ordinances and procedures that affect long-term recovery, such as suspensions.
- Monitoring progress toward meeting long-term recovery goals and objectives and setting a timetable for reaching milestones.
- Overseeing coordination between the different levels of government as it relates to implementing actions.
- In collaboration with the Office of Public Health develop and implement direct public health interventions to address long-term recovery needs and interrelated health factors.
- When necessary, ~~activating~~ establish ~~the~~ a ~~RIC~~ CAC and~~Annex to~~ ensure appropriate representatives are available to provide disaster case management services during recovery.
- Working with City agencies and relevant stakeholder organizations to keep information on recovery efforts current.
- Recommending budget requests and approval of grant agreements for implementation of actions.
- Reviewing damage assessments and evaluating the need to modify or augment post-disaster actions.
- ~~Reviewing~~ Review priorities for action implementation on a regular basis during post-disaster phases to adjust as conditions warrant.
- Identifying and prioritizing long-term needs and projects according to the goals and priorities of the reconstruction projects identified through community discussion.
- Considering existing plans and existing resources.
- Ensure coordination with the City Manager's Office and the Office of the Mayor and Council during recovery operations.

As part of the LTRG, the DAFN Technical Specialist will ensure people with disabilities and others with access and functional needs are properly considered throughout recovery in the following ways:

- Coordinate with and assist the Recovery Unit Leader to identify unmet needs for people with disabilities and others with access and functional needs.
- Act as a subject matter expert (SME) to the LDRM regarding people with disabilities and others with access or functional needs, including providing information on available resources, accessible transportation, home health services, specialty dietary foods, durable medical equipment (DME), consumable medical supplies (CMS), assistive technology, support systems, and mental health services.
- Engage the Disability Stakeholder Group to ensure that stakeholders are invited to participate in the recovery process.

- Ensure the LTRG invites stakeholders or agencies that support people with disabilities and others with access and functional needs to participate in the recovery process.
- Work with LTRG members such as the Planning and Development Department (PDD), Housing Department, Equal Opportunity Department, and other government and non-governmental organizations from the local, county, state, and federal levels ~~and other stakeholders~~to ensure long-term housing meets ADA and Federal Housing Administration (FHA) requirements.

Establishment of ~~Recovery Information Centers~~Community Assistance Centers (CAC)

As soon as the City EOC determines that one or more ~~RICs~~ CAC's are needed, the city enters the long-term recovery phase. During this phase, all activities required to secure an accessible facility and operate a ~~RIC~~ CAC are initiated. If multiple ~~RICs~~ CAC's are opened, multiple ~~RIC~~ CAC teams should be activated. Although circumstances may dictate an immediate opening, every effort is made to have an accessible ~~RIC~~ CAC operational and ready to serve the public within 72-96 hours from the time the decision to open a ~~RIC~~ CAC is made~~. Refer to the RIC Annex for more information~~.

The concept behind the ~~RIC~~ CAC is to provide the public with a one-stop location where they can access disaster assistance programs. The City EOC will utilize non-emergent transportation procedures to accommodate residents seeking recovery assistance to active ~~RIC~~ CAC locations. ~~*See Transportation Statement of Purpose [SOP] for more information.*~~

Deactivation/Demobilization

As disaster recovery is achieved, the functions that are being conducted by the ROC will be transitioned to the agencies that handle them during non-disaster times. The various positions of the ROC might be transitioned back to normal functions at different times. The recovery staff and assets may be deactivated and/or returned to normal operations at the discretion of the LDRM. This determination may be based on completion of recovery objectives, whether such objectives can be accomplished without support or coordination from the ROC, or otherwise determining that aspects of recovery efforts have assumed a "new normal."

Actions

	~~Mitigation & Preparedness~~
~~•~~ **Mitigation & Preparedness**	▪ Convene recovery expertise to provide strategic guidance to long-term recovery. ▪ Determine how response activities impact long-term recovery operations, including those that fall between gaps of existing mandates of City departments. ▪ Coordinate the transition from response to recovery operations.

	▪ Coordinate and review City applications for assistance/ funding to the County, State, and federal government and designate an Application Agent. ▪ Promote coordination between public, private, and nonprofit agencies that have programs and activities to support long-term recovery. ▪ Identify outside agencies and programs to support and facilitate continuity of long-term recovery activities. ▪ Link recovery planning to sound risk reduction practices to assure a more viable recovery. ▪ Work with County, State, federal government, and other non-governmental organizations regarding managing the response in a way that facilitates long-term recovery. ▪ Strategically apply subject-matter expertise to initiate a process to help communities' recovery from disaster. ▪ Coordinate key issues for catastrophic incidents such as temporary and permanent housing; large displacements of individuals; community health assessment and maintenance; contaminated debris management; decontamination; restoration of the environment, public facilities and infrastructure, and the agricultural sector; and short- and long-term community recovery. ▪ Identify mitigation projects that can be quickly implemented, especially those relating to critical facilities based on existing plans. ▪ Participate in drills and exercises to evaluate long-term recovery capability.
~~▪~~	~~▪ **Response & Recovery**~~
▪ **Response & Recovery**	▪ Provide personnel for the EOC in time of emergency or disaster. ▪ Coordinate a location for ~~an Individual Assistance Service Center (IASC~~a Community Assistance Center (CAC) and provide information to the public on how and where to access assistance. ▪ Establish a long-term recovery committee to address unmet needs. ▪ Identify long-term recovery needs of the entire affected population. ▪ Coordinate with animal and agricultural stakeholders, and service providers in long-term community recovery efforts. ▪ Facilitate recovery decision-making across ESFs and increase awareness of communities' existing development and hazard mitigation plans. Ascertain vulnerable critical facilities as a basis for identifying recovery priorities. ▪ Identify areas of collaboration with support agencies and coordinate the integrated delivery of assistance, issue resolution, and planning efforts. ▪ Assess impact to long-term economic recovery

Core Capabilities

All ESFs, including ESF # 14, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

Organization and Assignment of Responsibilities

All organizations involved in disaster recovery are responsible for the development of internal standard operating procedures (SOPs) that support ESF #14 activities and City Emergency Operations Center (EOC) operations. Recovery organizations are activated by the EOC for assessment, response, and recovery operations based on the needs of the emergency.

All recovery and mitigation support resources will be controlled and assigned from the City EOC and will be used on a priority basis to save lives and property. The assets available to the ESF #14: Long-Term Community Recovery Annex will be used to assist emergency operations for the incident. All recovery and mitigation asset deployments and recalls by the City EOC will be tracked on the appropriate Incident Command System (ICS) forms or web-based crisis information management system. Information will be collected through the EOC Operations Section and forwarded to the EOC Finance/Administration Section.

The extent of damages and availability of resources drive the timeline for recovery, which can occur simultaneously with response activities. Accordingly, this annex does not define recovery activities by time. This document seeks to lay the foundation for a common understanding of the roles and responsibilities of City departments and community stakeholders necessary to ensure effective recovery. As such, this annex delineates recovery responsibilities and activities into recovery support functions (RSFs) in accordance with the National Disaster Recovery Framework (NDRF)

ESF Coordinator & Primary Department(s)

Office ~~of Emergency~~of Emergency Management (OEM)

~~The Office of Emergency~~of Emergency ~~Management (OEM)~~OEM serves as the **ESF #14 Coordinator** and a **Primary City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Establish, implement, and manage the Long-Term Recovery Group (LTRG).
- ☐ Serve as the ~~Recovery Information Center (RIC~~Community Assistance Center (CAC) Director until the ~~RIC~~ CAC is demobilized~~ or transitioned to a Disaster Recovery Center (DRC)~~, as stated in the ~~RIC~~ CAC ~~Annex~~section of this annex, to ensure management and coordination of case management in assisting people in their individual recovery.

- ☐ Coordinate the collection and dissemination of accessible information regarding the restoration of critical City infrastructure.
- ☐ Coordinate with City of Phoenix Fire Department (PFD) and the Phoenix Police Department (PPD) to determine if modifications will be made to the EOC or alternate EOCs given the impact of the disaster.
- ☐ Coordinate citywide collection, analysis, and distribution of information regarding mass care programs and recovery assistance services.
- ☐ Coordinate citywide establishment and logistical support of family assistance centers, ~~relocation~~ reunification centers, and other recovery facilities.
- ☐ Support City departments, including the Housing Department, Neighborhood Services Department (NSD), Parks and Recreations Department (PRD), Human Services Department (HSD), and Office of Homeless Solutions (OHS) will coordinate with applicable agencies of the logistical and communication needs for temporary housing services.
- ☐ ~~Support City departments and agencies, including Housing Department, Parks and Recreations Department (PRD), Human Services Department (HSD), and other applicable agencies, with coordination of logistical and communications needs for temporary housing services.~~
- ☐ ~~Coordinate temporary housing programs with the Housing Department and county, state, and federal agencies, as needed.~~
- ☐ In cooperation with the Equal Opportunity Department (EOD), ensure that services and activities are programmatically and physically accessible for people with disabilities and others with access and functional needs, including accessibility, captioning, interpreters, and use of assistive devices for community meetings.
- ☐ Become familiar with the nuances of the affected community by reviewing census data (race, ethnicity, income, gender, age, and housing); communicate with both the applicable council district office(s) and neighborhood ~~council~~associations(s); ~~identify agencies and organizations that work with, serve, or represent the constituencies in the affected community; and consider equity issues as they intersect group~~ identify agencies and organizations that work with, serve or represent the constituencies in the affected community and consider equity issues as they intersect with these groups.~~.~~
- ☐
- ☐ Activate one or more community centers, as needed, and requested, in support of recovery operations.~~the implementation of mental health programs during recovery.~~ Community centers selected come from the approved ~~tier~~ shelter ~~matrix~~list.
- ☐ ~~Assist the City PDD in obtaining emergency right-of-entry permit.~~
- ☐ In coordination with EOD, engage the Mayor's Commission of Disabilities ~~City of Phoenix Disability Stakeholder Group.~~
- ☐ Coordinate community outreach with City departments and partner agencies, including the Phoenix Police Department (PPD), Phoenix Fire Department (PFD), Office of Public Health (OPH), Planning and Development Department (PDD),

Water Services, Public Works, Aviation Department, ~~Street~~ Street Transportation Department (STD), Office of the City Engineer, ~~Services,~~ Parks and Recreation, Equal Opportunity Department, council offices, ~~n~~Neighborhood S~~s~~ervices Department (NSD) and all other necessary regional, county, state, federal and non-governmental partners.~~, Area Agencies on Aging, Maricopa County Animal Care and Control Services, and Maricopa County Department of Public Health (MCDPH).~~

- ☐ Support implementation of the proposed community recovery actions.

RSF 2: Economic

- ☐ Track costs for OEM and support the EOC Finance and Administration section when the EOC is activated.

~~**Ensure OEM staff tracks costs.**~~

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Coordinate the City's recovery of services in conjunction with the ~~MCPHD~~ Office of Public Health (OPH)~~and Mercy Maricopa~~.
- ☐ ~~Ensure~~ Coordinate with the Office of Public Health (OPH) to ensure~~the LTRG wil the~~ monitoring and ~~facilit~~facilitation~~ate~~ of the necessary health, medical, and social services, as needed.
- ☐ Identify needs of vulnerable and at-risk populations and develop strategies to address their unique public health and related needs.

RSF 5: Infrastructure Systems

- ☐ Ensure the operational capability of the City's primary and alternate EOCs.
- ☐ Work in concert with PFD, ~~and the~~ PDD, PWD, and HR (Safety) to evaluate any damage to the EOC and determine whether it is safe to continue operations.
- ☐ Coordinate any repair and restoration of the EOC physical facility and communications systems.

RSF 6: Natural and Cultural Resources

- ☐ Coordinate environmental recovery operations in concert with ~~applicable~~ the ~~City~~ Office of Environmental Programs and other applicable departments and any county, state, or federal agencies, as needed.
- ☐

Supporting City Departments

Aviation Department (AVN)

~~The Aviation Department~~AVN includes the following: Phoenix Sky Harbor International Airport, Phoenix Deer Valley Airport, and Phoenix Goodyear Airport. The Aviation Department serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 2: Economic

- ☐ Coordinate all airport stakeholders to identify economic opportunities. Stakeholders with economic interests at airports include those on-property (airlines, concessionaires, City transportation), off-property (adjacent hotels and restaurants), and vendors such as rental car agencies.
- ☐ Request and provide updates to and from stakeholders, including information on damage and impact from the initial disaster, cost for ongoing temporary operations and worksites, impact on income due to diminished or entirely impeded access, and re-establishment of permanent or semi-permanent facilities.
- ☐ Facilitate internal emergency- and disaster-related documentation process.

RSF 5: Infrastructure Systems

- ☐ Coordinate with the Air Traffic Control Tower and the Federal Aviation Authority to determine if airport clearance and airspace operations are available for the City of Phoenix Sky Harbor, Deer Valley, and Goodyear airports.
- ☐ Coordinate security efforts with the Transportation Security Authority (TSA) to determine if security levels at airports have been compromised.
- ☐ Determine if airport infrastructure can support airport operations by conducting the following activities with the specified airport divisions and City departments:
    - ▫ Review structural integrity and accessibility and conduct primary assessments of areas to determine compromised safety and the ability to function at reduced or normal levels.
    - ▫ Review the ability to temporarily secure unsafe areas until permanent repairs can be made and/or temporary repairs can be made to restore reduced or normal functionality. In addition, the appropriate division will provide support services to other agencies, such as barricades to secure traffic routes, or generators to areas requiring some source of power.
    - ▫ Work in conjunction with PPD to evaluate if and to what extent structures have been compromised; identify environmental hazards and architectural barriers; and restore the structure(s).

- ☐ Support the Streets Transportation Department ~~of Public Works~~ (~~DPW~~STD) on debris removal, lighting, and clearance of obstructed roadways and enacting environmental safety measures.
- ☐ Conduct damage assessment of airport facilities.
- ☐ Coordinate damage assessment and inspection efforts with other City departments, including the PFD.
- ☐ Analyze assessments to identify possible areas of improvement when rebuilding facilities and structures.
- ☐ Review activities, including effects on public safety, operational impacts, and short-term and long-term economic impacts on stakeholders.

City Clerk's Office

The City Clerk's Office serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Provide support to residents, the City Manager's Office, Mayor and Council Offices, and City Departments on all City Clerk essential functions, including access to essential services and information.
- ☐ Receive, disseminate and provide access to any regulations, declarations, and/or other orders issued by the Mayor and/or Council.
- ☐ Attend and facilitate meetings of the City Council, record any actions taken, and facilitate compliance with Open Meeting Law.
- ☐ Follow established communication protocols in accordance with department and organizational procedures to ensure effective communication at all levels of the organization and with the public.
- ~~☐ Update emergency response requirements based on the effectiveness of emergency management.~~
- ~~☐ Facilitate meeting with City Hall occupants and City Clerk Department personnel to ensure adequate knowledge of emergency procedures and reporting responsibilities and requirements.~~

City Council Office

The City Council Office serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Provide analysis and recommendations to the City Council on legislative and policy issues relating to recovery efforts. Council subcommittees, as necessary, may oversee long-term recovery issues and policies.

- ☐ Monitor and analyze legislative and policy issues related to the following and make recommendations to the City Council and individual Council subcommittees, as necessary:
  - Recovery of critical infrastructure
  - Improvement of critical infrastructure during recovery
  - City departments' involvement in the restoration of daycare facilities during recovery
  - City departments' involvement in service delivery to older adults during recovery
  - City departments' involvement in service delivery to people with disabilities and others with access and functional needs during recovery
  - Engaging the community during recovery

RSF 2: Economic

- ☐ Monitor and analyze legislative and policy issues related to economic growth opportunities during disaster recovery and make recommendations to the City Council and individual Council committees, as necessary.

RSF 4: Housing

- ☐ Monitor and analyze legislative and policy issues related to the following and make recommendations to the City Council and individual Council subcommittees, as necessary:
  - Building assessments during recovery
  - Policy or process enhancements in plan review, code interpretation, and construction inspection during recovery
  - Programs that substantiate individual claims for temporary housing during recovery
  - Re-establishing permanent housing during recovery

RSF 5: Infrastructure Systems

- ☐ Monitor and analyze legislative and policy issues related to City departments' involvement in the restoration of schools during recovery and make recommendations to the City Council and individual Council subcommittees, as necessary.

RSF 6: Natural and Cultural Resources

- ☐ Monitor and analyze legislative and policy issues related to programs that address the environmental impact of a disaster during recovery and make recommendations to the City Council and individual Council subcommittees, as necessary.

Communications Office (COM)

COM serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community Assistance

- ☐ Develop clear communication strategies for recovery resources and programs.
- ☐ Collaborate with the EOC, ~~Phoenix~~ Emergency Call Center, and ~~Recovery Information Center (RIC)~~ Community Assistance Center (CAC) for consistent messaging.
- ☐ Organize town halls, press conferences, and community meetings for open dialogue with residents.
- ☐ Create multilingual materials to ensure accessibility for all community members across all phases of recovery.
- ☐ Work with media to ensure information and news reporting is accurate through all phases of recovery.

RSF 2: Economic

- ☐ Create and distribute engaging multimedia campaigns to promote local business recovery programs and financial assistance.
- ☐ Work with the Community and Economic Development Department to highlight job fairs and workforce development initiatives.
- ☐ Maintain ~~dedicated~~ recovery information online and ~~websites and~~through social media channels for sharing resources and success stories.
- ☐ Document and track all communication-related expenses for transparency and auditing.

RSF 3: Health, Education and Human Services

- ☐ Coordinate with ~~public health officials and~~ the Office of Public Health (OPH) to ensure the identification, monitoring, and facilitation of necessary health, medical and social services, as needed.~~to disseminate critical health and safety information.~~
- ☐ Develop targeted strategies for vulnerable populations, such as the elderly and non-English speakers.
- ☐ Support mental health awareness outreach campaigns and promote counseling and support services.
- ☐ Create and distribute multimedia awareness campaigns ~~public service announcements~~ about available social services and assistance programs.

RSF 4: Housing

- ☐ Collaborate with the Housing Department to communicate about temporary housing solutions and shelter locations.
- ☐ Develop informational materials on housing repair programs and disaster assistance applications.

- ☐ Create and distribute~~Run~~ awareness campaigns on fair housing rights and how to report~~ing~~ discrimination.
- ☐ Keep updated information about housing resources and vacancy listings accessible.

RSF 5: Infrastructure Systems

- ☐ Work with Public Works and utility companies to communicate repair schedules and service restoration updates.
- ☐ A~~Develop systems to a~~lert residents about road closures and utility outages through available platforms including traditional media, social media, websites, etc..
- ☐ Create visual materials (maps, infographics) to illustrate infrastructure recovery progress.

RSF 6: Natural and Cultural Resources

- ☐ Share updates with the community about how our parks, historic sites, and cultural landmarks are recovering after the disaster.
- ☐ Create outreach materials in multiple languages that explain how to preserve and protect our culturally significant sites during the recovery process.
- ☐ Work closely with tribal representatives to ensure respectful and appropriate communication about cultural and sacred sites.

Community and Economic Development Department (CEDD)

~~The Community and Economic Development Department~~CEDD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 2: Economic

- ☐ Review current bond and loan packaging for new opportunities to assist recovery through a variety of federal-supported business and economic assistance programs managed or known by the department, including small businesses.
- ☐ Work with grantors to request larger share of funding for new opportunities.
- ☐ Promote support for economic growth opportunities through a variety of boards and commissions created or supported by the department.
- ☐ Increase the activities of the Workforce Investment Board members in identifying job opportunities concomitant with the disaster.
- ☐ Create and expand partnerships with recruitment and training facilities and contractors to prepare and support the new jobs and workers.
- ☐ Work with other CDBG-funded and Workforce Investment and Opportunity Act (WIOA)-funded departments (Neighborhood Services and Government Relations) to coordinate funding requests and mitigation strategies for the future.

Equal Opportunity Department (EOD)

~~The Equal Opportunity Department~~EOD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ When requested, provide technical expertise and recommendations on legislative and policy issues to ensure the integration of issues concerning people with disabilities into preparedness and recovery.
- ☐ When requested, provide technical expertise and recommendations to the Mayor, City Council, and City departments regarding state and federal laws addressing people with disabilities as they relate to City activities during recovery.
- ☐ When requested, provide technical expertise and recommendations to the Mayor, City Council, and City departments regarding providing reasonable accommodation and auxiliary aids and services in their efforts to provide services related to engaging the community during recovery.
- ☐ The DAFN Technical Specialist will serve as the subject matter expert (SME) during recovery to coordinate and provide accessible ~~-~~information and assistance to people with disabilities.
- ☐ In cooperation with ~~OHSEM~~OEM, ensure that services and activities are programmatically and physically accessible for people with disabilities, including accessibility, captioning, interpreters, and use of assistive devices for community meetings. To accomplish this, all services during recovery will follow the established communication protocols in accordance with organizational procedures and guidelines to ensure effective communication.~~Citywide Guidance on Effective Communication.~~

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ When requested, provide technical assistance and recommendations to the Mayor, the City Council, and City departments regarding the following:
  - State and federal laws addressing people with disabilities
  - Reasonable accommodation and auxiliary aids and services as they relate to disaster assistance
  - Reasonable accommodation, auxiliary aids, services, and infrastructure reconstruction standards as they relate to recovery
- ☐ When requested, provide technical expertise and recommendations on legislative and policy issues to ensure integration of people with disabilities as they relate to temporary and long-term housing assistance needs, mental health services, renters, rental property owners, service animals, public health services, and public buildings.
- ☐ Coordinate and provide information and assistance to people with disabilities who may need assistance accessing community meetings, City services, and programs during recovery.

RSF 4: Housing

- ☐ When requested, provide technical expertise and recommendations on policy issues to ensure the integration of people with disabilities as they relate to building assessments during recovery.
- ☐ When requested, provide technical expertise and recommendations to support the Mayor, City Council, and City departments regarding the following:
  - State and federal laws addressing people with disabilities as they relate to temporary housing program access during recovery
  - Providing reasonable accommodation and auxiliary aids and services as they relate to building accessibility during recovery
  - State and federal laws addressing people with disabilities as they relate to re-establishing permanent housing and in matters relating to housing assistance needs during recovery
  - Providing reasonable accommodation and auxiliary aids and services relative to long-term housing assistance needs
- ☐ Upon request, provide technical assistance on policy issues to ensure integration of people with disabilities as they relate to re-establishing permanent housing and in matters relating to housing assistance needs during recovery.
- ☐ Coordinate and provide information and assistance to people with disabilities who may need assistance accessing community meetings, City services, and programs during recovery.

RSF 5: Infrastructure Systems

- ☐ When requested, provide technical expertise and recommendations to the Mayor, the City Council, and City departments regarding state and federal laws addressing people with disabilities as they relate ~~during~~ to recovery.
- ☐ When requested, provide technical expertise and recommendations to the Mayor, the City Council, and City departments regarding providing reasonable accommodation and auxiliary aids and services in their efforts to provide services as they relate to engaging the community during recovery.
- ☐ Coordinate and provide information and assistance to people with disabilities who may need assistance accessing community meetings, City services, and programs during recovery.

RSF 6: Natural and Cultural Resources

- ☐ When requested, provide technical expertise and recommendations to the Mayor, City Council, and City departments regarding federal and state laws and provision of reasonable accommodation for people with disabilities as they relate to the environmental impact of a disaster during recovery.

Finance Department (FIN)

~~The Finance Department~~FIN serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Support City efforts to obtain resources during disaster recovery, as directed by the EOC Director, City Council, and the mayor.
- ☐ Assist ~~with~~ the city departments with their procurement ~~of~~ need~~ed~~s. ~~materials and supplies from City warehouses and suppliers, provide construction and repair support, perform fleet maintenance, and provide motor pool (transportation) vehicles.~~
- ☐ Establish, implement, and manage the Long-Term Recovery Group (LTRG).
- ☐ ~~Serve as the Recovery Information Center (RIC) Director until the RIC is demobilized or transitioned to a Disaster Recovery Center (DRC), as stated in the RIC Annex, to ensure management and coordination of case management in assisting people in their individual recovery.~~
- ☐ Coordinate the collection and dissemination of accessible information regarding the restoration of critical City infrastructure.
- ☐ Coordinate with the City of Phoenix Police Department (PPD) to determine if modifications will be made to the EOC or alternate EOCs given the impact of the disaster.
- ☐ Coordinate citywide collection, analysis, and distribution of accessible information regarding mass care programs and recovery assistance services.
- ☐ Coordinate citywide establishment and logistical support of family assistance centers, relocation centers, and other recovery facilities.
- ☐ Support City departments, including the Housing Department, Parks and Recreations Department (PRD), Human Services Department (HSD), and Office of Homeless Solutions (OHS), will coordinate with applicable agencies of the logistical and communication needs for temporary housing services.
- ☐ ~~Support City departments and agencies, including Housing Department, Parks and Recreations Department (PRD), Human Services Department (HSD), and other applicable agencies, with coordination of logistical and communications needs for temporary housing services.~~
- ☐ ~~Coordinate~~In coordination with all relevant city departments, external partners, and county, state, and federal agencies, develop and establish temporary housing programs ~~temporary housing programs with the Housing Department and county, state, and federal agencies,~~ as needed and as funding permits. ~~.~~
- ☐ In cooperation with the Equal Opportunity Department (EOD), ensure that services and activities are programmatically and physically accessible for people with disabilities and others with access and functional needs, including accessibility, captioning, interpreters, and use of assistive devices for community meetings.

- ☐ ~~Become familiar with the nuances of the affected community by reviewing census data (race, ethnicity, income, gender, age, and housing); communicate with both the applicable council district office(s) and neighborhood council(s); identify agencies and organizations that work with, serve, or represent the constituencies in the affected community; and consider equity issues as they intersect groups.~~
- ☐ In coordination with EOD, engage the City of Phoenix Disability Stakeholder Group.
- ☐ Coordinate community outreach with City departments and partner agencies including the Phoenix Police Department (PPD), Phoenix Fire Department (PFD), Planning and Development Department (PDD), Water Services, Public Works, Aviation Department, Street Services, Parks and Recreation, Equal Opportunity Department (EOD), council offices, neighborhood services, Area Agencies on Aging, Maricopa County Animal Care and Control Services, and Maricopa County Department of Public Health (MCDPH).
- ☐ Support implementation of the proposed community recovery actions.

RSF 2: Economic

- ☐ Mobilize cash to support recovery operations, including communication with financial services providers and managing inflows and outflows from the City's banks and treasury financial systems. *See the Financial Business Continuity Plan for a complete Concept of Operations.*
- ☐ Track costs and support the EOC Finance and Administration section when the EOC is activated.
- ☐ Activate processes and procedures to ensure City departments produce timely documentation for financial aid or expenditure reimbursement from state, federal, or other entities.
- ☐ Comply with Single Audit requirement guidelines.
- ☐ Activate processes and procedures to ensure City departments produce timely documentation for financial aid or expenditure reimbursement from state or federal agencies or other entities.

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Comply with Single Audit requirement guidelines.
- ☐ Coordinate the City's recovery of services in conjunction with the MCDPH. ~~and Mercy Maricopa.~~
- ☐ Ensure the LTRG will monitor and facilitate the necessary health, medical, and social services needed.

RSF 4: Housing

- ☐ Review criteria for contractual agreements for emergency demolition with the private sector.

- ☐ Implement due processes and procedures for demolishing structures considered unsafe for habitation and declared an imminent hazard with proper notification of owner.
- ☐ Review contractual agreements using the approved bid process with private contractors for emergency demolition, lot cleaning, barricading, and/or securing property.

RSF 5: Infrastructure Systems

- ☐ Ensure operational capability of the City's primary and alternate EOCs.
- ☐ Work in concert with PFD and the PDD to evaluate any damage to the EOC and determine whether it is safe to continue operations.
- ☐ Coordinate any repair and restoration of the EOC physical facility and communications systems.

RSF 6: Natural and Cultural Resources

- ☐ Coordinate environmental recovery operations in concert with applicable City departments and any county, state, or federal agencies, as needed.

Government Relations Department

The Government Relations Department serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 2: Economic

- ☐ Oversee the application and coordination process of state and federal public assistance program(s) on behalf of all City departments as the authorized agent within the guidelines of the Stafford Act FCR, Title 44.
- ☐ ~~Oversee~~ Participate in the application and coordination process of state and federal post-disaster Hazard Mitigation Grant Programs (HMGP) on behalf of all City departments.
- ☐ House and maintain all original public assistance program documents received from state and federal agencies~~,~~ and supply copies of documents to applicable City departments.

~~RSF 3: Health~~, Education and ~~Social~~ Human Services

- ☐ Oversee the coordination of the public assistance programs, documentation, records, and sub-grant reports.

RSF 6: Natural and Cultural Resources

- ☐ Using funds allocated for disaster recovery, act in accordance with existing contracts with qualified consultants to undertake the historic property review that is required for all properties proposed for assistance under federal funds. Contracts could be expanded as needed for reconstruction purposes related to residential

properties, including single-family homes, multi-family apartments, and condominium buildings.

Housing Department (HOU)

~~The Housing Department~~HOU serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

~~RSF 1: Community Planning and Capacity Building~~ Assistance

- ☐ Support Mayor and City Council initiatives to design, administer, and implement residential reconstruction programs.
- ☐ Participate in public hearings about resources needed and available for rebuilding and how to access those resources.
- ☐ Work with the Federal Emergency Management Agency (FEMA), the private sector, and foundations to seek funding to repair nonprofit-owned and/or -managed facilities providing services to low-income residents, especially those currently or previously funded ~~by~~ with ~~the City with~~ federal Community Development Block Grants (CDBG) or Community Services Block Grant dollars (CSBG).
- ☐
- ☐ ~~Use the members and network of supporters (Home Investment Partnership Program, Housing Repair Programs, Neighborhood Services, etc.) to host a variety of community meetings representing the vast diversity of residents who are or may be affected by the current disaster.~~Support other city departments and external partners to host a variety of community meetings representing the vast diversity of residents who are or may be affected by the current disaster.
- ☐ Prepare staff to participate in post-disaster recovery efforts, including public information (e.g., Arizona 2-1-1 hotline, RICs), ~~,~~ financing., etc. ~~and~~
- ☐ ~~s~~Supervise~~ing~~ construction ~~of~~ and ~~residential~~ repairs for city-owned and Housing Department-operated buildings. ~~financed with federal funds granted to the City for recovery.~~

RSF 2: Economic

- ☐ ~~Support~~ In coordination with the Office of Sustainability and the Planning and Development ensure the consideration of "green building" design (e.g., energy- and water-efficient construction) are~~updates as~~ part of repairs and rebuilding of city-owned Housing Department facilities and residential properties.
- ☐ Coordinate with agencies to s~~S~~upport recovery efforts of rental property owners.
- ☐ Coordinate with local, state, and federal governments and private-sector partners to identify resources for residential rental property owners.
- ☐ Support City-owned Housing Department property recovery funding by keeping track of all expenditures, including housing resources and funds, loan programs, repair funds to residential property owners, and construction grants.

- ☐ ~~Ensure compliance~~Ensure compliance with all applicable local, state, and federal requirements for audit purposes for its ~~city-owned properties and/or funds~~ city-owned Housing Department properties and/or funds that the Housing Department manages.
- ☐ In coordination with other city departments, track and maintain damage assessment data, loan applications, payment processing, construction, and grants with respect to its city-owned properties and/or funds the ~~Track and maintain damage assessment data, loan applications, payment processing, construction, and grants~~Housing Department manages.~~.~~

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Provide staffing as requested, needed, and available to RICs to provide information on ~~housing~~ recovery resources. ~~and financing~~.
- ☐ ~~Assist families by collaborating with state and federal partners to arrange for disaster response and recovery funding to pay for casework and other services, including family counseling, after-school care, domestic violence services, and information and referrals through a network of numerous nonprofit agencies funded through CDBG, Community Services Block Grants, and other state and federal program funding.~~
- ☐ Provide the LTRG with information about current vacancies in housing properties and information about how displaced persons may apply for public housing as a high priority.

RSF 4: Housing

- ☐ Provide staffing as requested, needed, and available to RICs to provide information on housing resources and financing.
- ☐ Use FEMA-funded regional disaster housing planning research reports on legislation, regulations, incentives, and barriers to pre- and post-disaster mitigation; recovery and reconstruction of the region's residential infrastructure; and other topics to assist in recovery planning efforts.
- ☐ Provide staffing as requested, needed, and available for a variety of housing-related recovery needs, including program research/design and planning/implementation.
- ☐ Working with all relevant city departments, ~~the City PDD~~, apartment owner associations, and other private-sector partners, state and federal partners, and other resources, identify interim housing options and resources for displaced residents in the disaster area, including information related to the access and functional needs population.
- ☐ In ~~C~~coordination with all relevant city departments, state and federal governments,~~oordinate with local, state, and federal governments~~ and private-sector partners ~~to~~ identify, apply for, and offer permanent housing resources for displaced residents and residential property owners.

- Support existing affordable housing providers, including obtaining state and federal resources for repairs and rebuilding.
- ~~Coordinate~~ Coordinate with EOD to provide citywide fair housing services, including information, mediation, and enforcement of state and federal fair housing laws.
- ~~Seek additional funds from disaster resources for this purpose to serve the increased workload anticipated.~~
- Support the work of tenant advocates, rental housing provider advocates, and other nonprofit organizations to re-house displaced residents and other related tasks.
- Support City planning and other departments, as well as private and nonprofit sector partners in discussions about rebuilding in devastated areas, the need to include accessible and affordable housing with market-rate housing developments, and related topics.

RSF 5: Infrastructure Systems

- Request assistance from the City PDD to perform initial inspections of ~~CDBG-funded~~ facilities funded and monitored by the Housing Department.

Human Resources Department (HRD)

~~The Human Resources Department~~HRD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 2: Economic

- Submit to the Finance Department all disaster- and recovery-related expenditure records and documentation incurred by the department.
- ~~Implement programs for the use of volunteers during local emergencies in conjunction with OHSEM.~~
- Document all recovery-related workers' compensation claims incurred by City employees.

RSF 3: Health, Education and Human Services

Support departments in hazard analysis and employee safety during response and recovery operations.

-

Human Services Department (HSD)

~~The Human Services Department~~HSD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Activate one or more accessible community centers in support of community involvement through public meetings, as necessary and requested. Community centers selected come from the approved tier shelter matrix.
- ☐ Assist those impacted by the incident with case management services.
- Work with the Federal Emergency Management Agency (FEMA), the private sector, and foundations to seek funding to repair nonprofit-owned and/or -managed facilities providing services to low-income residents, especially those currently or previously funded by -with the City with federal Community Development Block Grants (CDBG) or Community Services Block Grant dollars (CSBG).
- ☐

RSF 2: Economic

- ☐ Host job creation and retention programs on HSD and/or PRD facilities.
- ☐ Maintain accurate records of all expenditures, damages, resource and staff allocations, and equipment that are committed to disaster-recovery efforts. All department heads and staff are to maintain and submit reports and records for reimbursement in accordance with guidance on FEMA and to Government Relations and ~~OHSEM~~OEM.
- ☐ Monitor and report donations and gifts to the Government Relations and ~~OHSEM~~ OEM for guidance on proper handling of funds.
- ☐ Collect reports on disaster-recovery funding and provide those reports to the Government Relations.
- ☐ Work with the Finance Department to ensure accuracy of projects and reports.
- ☐ In coordination with other city departments, track and maintain damage assessment data, loan applications, payment processing, construction, and grants.

RSF 3: Health, Education and Human Services

- ☐ Provide staffing as requested, needed, and available to RICs to provide information on recovery resources.
- ☐ Assist those impacted by the incident with case management services.

RSF 4: Housing

- ☐ In coordination with all relevant city departments, state and federal governments, and private-sector partners, identify, apply for, and offer permanent housing resources for displaced residents and residential property owners.

~~RSF 3: Health and Social Services~~

Information Technology Services (ITS)

~~The Information Technology Services~~ITS serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~ Assistance

- ☐ Prepare project proposals and budget packages to improve and strengthen City information and communication infrastructure as necessary and submit to the Mayor's office for review regarding viability.
- ☐ Maintain updated recovery plans that include input from ITS contractors and maintenance vendors to support various technologies managed and/or supported by ITS.
- ☐ Disseminate information to City departments regarding ITS capabilities and services that could help them in their service(s) to City constituents, as requested or directed.
- ☐ Support City departments in conducting activities to engage the community in the decision-making process redolent to IT services and operations.
- ☐ Monitor and support departments in website modifications as they post recovery information to ensure accessibility of information.

RSF 2: Economic

- ☐ Provide SMEs to help departments streamline their internal documentation process, as requested.
- ☐ Disseminate relevant economic-related information through use of ITS media outlets (e.g., PHXTV, City websites, 2-1-1) received from relevant stakeholders, as directed by the Office of the Mayor.
- ☐ Ensure the ITS COOP is up to date should relocation of operations become necessary.
- ☐ Conduct periodic departmental tabletop exercises in partnership with COOP leadership.

~~**RSF 4: Housing**~~

~~**Provide SMEs to help departments with infrastructure and/or technology processes, as directed by the Office of the Mayor.**~~

~~-~~RSF 5: Infrastructure Systems

- ☐ Restore voice (radio and telephone) and data (local area and wide area computer networks) communications systems.
- ☐ Test/restore all necessary operations systems, servers, applications, and databases.
- ☐ Restore the City computer center's operational capabilities.
- ☐ Maintain liaison with other entities that provide critical information/communications services and activate mutual aid assistance per any City-established agreements.
- ☐ Contact the cloud-based recovery vendors managing the data backup/recovery sites during the ~~data backup/recovery sites during~~ recovery process as needed, following the procedures described in ITS' Department Emergency Plan and COOP, which include a description of when and how to activate alternate site(s).

- ☐ Continue to assist ~~OHSEM~~ OEM staff responsible for development and support of EOC information management systems and provide ongoing technical assistance in implementing alternate EOC locations, if needed.
- ☐ Provide SMEs to help departments with infrastructure and/or technology processes.

~~RSF 6: Natural and Cultural Resources~~

~~Provide SMEs to help departments with infrastructure and/or technology processes.~~

Law Department: City Attorney's Office

The Law Department: City Attorney's Office serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Provide legal advice to City departments in matters relating to evaluating government and community planning processes.
- ☐ Provide legal advice to City departments, as needed.

RSF 2: Economic

- ☐ Prosecute any unlawful activities of contractors and other persons, including environmental, labor, land use, fraud violation, and price gouging.

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Prosecute any unlawful activities of persons, including animal protection, cruelty, and fraud violations.
- ☐ Provide legal advice to City departments, as needed.

RSF 4: Housing

- ☐ Provide legal advice to City departments in matters relating to the following:
  - Building assessment activities
  - Building and infrastructure reconstruction standards
  - Housing assistance needs
- ☐ Prosecute any unlawful activities related to housing and fraud violations committed by contractors and other persons.

RSF 6: Natural and Cultural Resources

- ☐ Provide legal advice to City departments in matters relating to the preservation of historical sites, as needed.
- ☐ Prosecute any unlawful activities of contractors and other persons, including environmental, labor, land use, and fraud violations.

Neighborhood Services Department (NSD)

The Neighborhood Services Department serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community Assistance

- ☐ Participate in the Long-Term Recovery Group (LTRG) to represent neighborhood-level concerns and facilitate community engagement.
- ☐ If activated, support the Community Assistance Centers where residents can access information and resources.
- ☐ Leverage existing neighborhood associations, block watch groups, and community leaders to disseminate recovery information and collect feedback from affected areas.
- ☐ Support, as needed, community meetings where community members who may be affected by the current disaster can receive information and resources.
- ☐ Support community outreach efforts by connecting recovery personnel with key community stakeholders.
- ☐ Assist in identifying neighborhood-specific needs and priorities for recovery based on community input.
- ☐ Work with the Federal Emergency Management Agency (FEMA), the private sector, and foundations to seek funding to repair nonprofit-owned and/or -managed facilities providing services to low-income residents, especially those currently or previously funded -with federal Community Development Block Grants (CDBG) or Community Services Block Grant dollars (CSBG).

RSF 2: Economic

- ☐ Coordinate with Community and Economic Development Department to connect neighborhood businesses with economic recovery resources and programs.
- ☐ Assist in identifying neighborhood-level economic recovery opportunities that support overall community revitalization.
- ☐ Work with CDBG and other federally funded programs to identify opportunities for neighborhood economic development during recovery.
- ☐ Support neighborhood commercial corridor recovery through coordination with business associations and property owners.
- ☐ In coordination with other city departments to include the Housing Department, Human Services Department, Planning and Development Department, etc., track and maintain damage assessment data, loan applications, payment processing, construction, and grants.

RSF 4: Housing

- ☐ If requested, provide staff to assist in the neighborhood-level damage assessments to identify patterns of impact and recovery needs.

- ☐ Coordinate with the Housing Department on the implementation of temporary housing solutions within neighborhoods.
- ☐ Identify vacant properties or lots within neighborhoods that could be utilized for temporary or permanent housing solutions.
- ☐ Assist residents with navigating permitting processes for home repairs and reconstruction.

RSF 5: Infrastructure Systems

- ☐ Monitor and report neighborhood-level infrastructure issues that emerge during recovery.
- ☐ Support assessment and restoration of neighborhood parks, community centers, and other public facilities.

Office of Homeless Solutions (OHS)

OHS serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community Assistance

- ☐ Participate in the Long-Term Recovery Group (LTRG) to represent the needs and concerns of persons experiencing homelessness or at risk of homelessness due to the disaster.
- ☐ Coordinate with service providers, shelters, and outreach teams to ensure individuals experiencing homelessness receive disaster recovery information and services.
- ☐ Assist in identifying and addressing barriers that prevent persons experiencing homelessness from accessing disaster recovery services.
- ☐ Coordinate with EOD to ensure services for persons experiencing homelessness are accessible to those with disabilities and others with access and functional needs.
- ☐ Coordinate with outreach teams to locate and assist unsheltered individuals in affected areas with accessing recovery services.

RSF 2: Economic

- ☐ Track costs related to homeless services during recovery operations for potential reimbursement from state or federal sources.

RSF 3: Health, Education and Human Services

- ☐ Coordinate with necessary city departments and external partners to ensure health and social services are available to persons experiencing homelessness during recovery.
- ☐ Work with behavioral health providers and the CAP team to address increased mental health needs among persons experiencing homelessness following a disaster.

- ☐ Support case management services for persons experiencing homelessness affected by the disaster.

RSF 4: Housing

- ☐ Work with shelter providers to manage increased demand for emergency shelter services following a disaster.
- ☐ Facilitate coordination between homeless service providers and disaster housing assistance programs.

RSF 5: Infrastructure Systems

- ☐ Coordinate with Parks and Recreation Department, Streets Transportation Department, Neighborhood Services Department, and other departments to address encampment-related issues in affected areas during recovery.
- ☐ Work with the Public Works Department and/or contracted vendors to ensure the restoration of utility services to homeless service facilities.
- ☐ Support assessment and restoration of homeless service facilities damaged by the disaster.

Office of Public Health (OPH)

OPH serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during and after an emergency by doing the following:

RSF 1: Community Assistance

- ☐ In collaboration with the Communication Departments develop clear messaging for recovery resources including awareness and mitigation of any impacts to health outcomes through phases of recovery.

RSF 3: Health, Education and Human Services

- ☐ Coordinate with local and state health officials to disseminate critical health and safety information to the public.
- ☐ Support mental health awareness campaigns and promote supportive services.
- ☐ Coordinate with Office of Emergency Management and other supporting city departments and strategic partners to ensure resources are available to monitor disease and illness control strategies.

RSF 6: Infrastructure Systems

- ☐ Coordinate with Office of Emergency Management and other supporting city departments and strategic partners to ensure the public's health and safety are addressed including but not limited to temperature related illness due to lack of heating/cooling, food borne illness/contamination, disruptions in healthcare access, and physical injury.

Phoenix Fire Department (PFD)

~~The Phoenix Fire Department~~PFD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Initiate actions by individual unit, section, and battalion commanders to recover and protect all essential facilities, equipment, and records.
- ☐ Transmit a request for assistance to the EOC or other appropriate agencies within the City structure should activities require support beyond the scope of the PFD.
- ☐ Coordinate with internal and external volunteers (such as Community Emergency Response Team ~~([~~CERT~~)]~~, fire cadets, Community Assistance Program ~~([~~CAP~~)]~~, and convergent volunteers) to assist constituents where needed. All volunteers will receive ~~OHSEM~~ OEM Just-In-Time ~~(JIT)~~ training related to working with people with disabilities and others with access and functional needs.

RSF 2: Economic

- ☐ Initiate actions by individual unit, section, and battalion commanders to recover and protect all essential facilities, equipment, and records.
- ☐ Record and track all recovery-related expenditures through internal recording and tracking procedures.
- ☐ Develop social initiatives to promote economic growth, including PFD recruitment efforts.
- ☐ Assist private-sector partners with Continuity of Operations Plan (COOP) planning, as available.

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Encourage field resources to initiate good will in the community (distribution of toys, information, emergency medical services, etc.)
- ☐ Assist Maricopa County Animal Care and Control with animal management, including shelter locations and services, where possible.
- ☐ Utilize service programs, including fire cadets.
- ☐ Increase the access of personnel and constituents to crisis counseling and peer support programs.

RSF 4: Housing

- ☐ Develop a damage assessment within the geographical boundaries of designated divisions, battalions, and fire station districts, including noting damage observed at historical sites.
- ~~☐ Consider that PFD members may be displaced from their homes and work locations and may need housing assistance and support.~~

~~Consider a housing and shelter plan for employees and work with HSD, PRD, and/or American Red Cross (ARC) to complete shelter assessments of PFD Regional Training Sites and Academy Facilities as internal shelter sites.~~

RSF 5: Infrastructure Systems

- ☐ Access the following alternate sources of water supply in the event of damaged or interrupted water supply critical for fire protection: swimming pools, reservoirs, water tanks, and water tenders (trucks) through the PFD, the region, and state mutual aid.
- ☐ Collaborate with and assist PPD in performing building inspections and damage assessments as necessary and when available.
- ☐ Perform immediate damage assessments of PFD facilities and critical infrastructure within each fire station district.
- ☐ Pre-identify fire station and other critical facilities that require generators to continue operating during power outages in a major incident. Identify which facilities have or need a generator and identify hookup requirements and collective maintenance requirements.

RSF 6: Natural and Cultural Resources

- ☐ Develop a damage assessment within the geographical boundaries of their designated divisions, battalions, and fire station districts. This survey by PFD resources would include noting where damage is observed at historical sites.

Phoenix Police Department (PPD)

~~The Phoenix Police Department~~PPD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Maintain an orderly flow of traffic in, out, and around all areas affected by disasters, specifically providing ingress and egress for emergency response vehicles.
- ☐ As necessary or requested, provide security at critical infrastructure during recovery.
- ☐ Assist in areas experiencing community relations problems during recovery. Promote and enhance public service and safety through timely and reasoned response, as well as increased community relations programs and public announcements.
- ☐ Be prepared to confront and resolve police community problems in cases where assistance may be delayed.
- ☐ Provide law enforcement and security services at City facilities during recovery response.

RSF 2: Economic

- ☐ Follow established procedures for securing funding and financial assistance.

RSF 4: Housing

- ☐ Support HSD, PRD, ARC, and other agencies providing sheltering services and facilities with additional security, depending on availability of personnel.
- ☐ Enforce all applicable real estate laws, ensuring issues that arise between renters and property owners are civil in nature and handled through those processes.
- ☐ As necessary or requested, provide security at critical infrastructure during recovery.
- ☐ Work to expand community awareness beyond the Neighborhood Block Watch Program and into temporary housing sites.

Planning and Development Department (PDD)

~~The Planning and Development Department (PDD)~~PDD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Review and update procedures and criteria for post-event, fast-track review of repair permits, including temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and if established, referral of permit appeals to the special ad hoc City Council meeting on recovery and reconstruction, as appropriate.
- ☐ Provide and enhance, as necessary, computer information systems to support fast-track permit review procedures.
- ☐ Determine imminent and potential hazards on private property.
- ☐ Impose emergency building regulations.
- ☐ Analyze building code provisions based on the extent of damage to structures and develop recommendations for code changes. However, rebuilding efforts must comply with current building code requirements and Americans with Disabilities Act (ADA) standards. If requested, the PDD will attend community meetings to examine options, gather and provide information, and perform other necessary tasks to build community consensus and unity.
- ☐ Participate and coordinate with ~~OHSEM~~ OEM analysis of devastated areas and provide initial recommendations for redevelopment.
- ☐ Lead discussion with ~~OHSEM~~ OEM and other departments about rebuilding in devastated areas.
- ☐ Participate in public hearings about available resources needed for rebuilding and how to access those resources.
- ☐ In response to disaster, identify needed modifications to existing community plans, specific plans, and zoning code.
- ☐ Evaluate project applications for needed modifications due to disaster.
- ☐ Determine need to modify or eliminate fees to expedite processes in response to disaster.

RSF 2: Economic

- ☐ Provide maps and zoning information about disaster areas and identify potential suitable relocation areas for businesses affected by disaster. In response to the disaster, process necessary conditional use permits and/or zone modifications in a timely manner.

RSF 3: Health, Education and ~~Social~~ Human Services

- ☐ Provide maps indicating location of existing schools and health resources, as needed.
- ☐ Identify potential locations for the relocation of schools and health resources, as needed.
- ☐ Expedite conditional use permits and/or modifications to community plans, specific plans, or the zoning code, as needed, to accommodate the establishment of school and health resource facilities.

RSF 4: Housing

- ☐ Upon request, will implement and enforce "disabled access regulations," including accessibility requirements for commercial buildings and single-family homes.
- ☐ Verify and manage special clearances for a building that is deemed a historical monument to preserve the integrity of the structure.
- ☐ Review and update procedures and criteria for post-event fast-track review of repair permits, including temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and if established, referral of permit appeals to the special ad hoc City Council subcommittee on recovery and reconstruction, as appropriate.
- ☐ Manage damage assessment data for residential properties so that damage status of former residence can be determined as part of individual needs assessment for benefits.
- ☐ Provide and enhance, as necessary, computer information systems to support fast-track permit review procedures.
- ☐ Review interim and long-term policies and actions that address the correction of illegal occupancies and construction within reasonable limits, based on essential health and safety factors, and given existing and projected shortage of adequate low- and moderate-income housing.
- ☐ Activate pre-incident agreements with other local, state, and federal agencies for mutual aid in cooperation with other City agencies.
- ☐ Review procedures to expedite the building permit process and provide relief for the required fees.
- ☐ Establish one-stop processing centers in areas where the most severe damage occurred.
- ☐ Develop emergency building provisions for temporary commercial use with appropriate time and use limitations.
- ☐ Prepare implementation processes and enforce ordinances.
- ☐ Implement expanded structural and geological hazard mitigation programs.

- ☐ Enhance methodology for analyzing and defining hazardous buildings and mitigation plan.
- ☐ ~~Activate and implement memos of understanding (MOUs) and/or memos of agreement (MOAs) for post-disaster use, including conditions and terms for use of staff and equipment for knocking down eminent hazards and procedures for barricading public and private buildings and public and private streets and alleys.~~
- ☐ Enhance the common-use computer database system for identifying ownership and logging pertinent information related to public and private properties within the City.
- ☐ Enhance computer information systems to support fast-track permit review procedures.
- ☐ Revisit environmental criteria for demolition to be followed by public and private contractors in conjunction with the appropriate regulatory agencies.
- ☐ Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, with emphasis on public safety.
- ☐ If needed, inspectors and engineers are available to conduct safety assessments of temporary housing facilities.
- ☐ ~~Activate processes and procedures to ensure City departments produce timely documentation for financial aid or expenditure reimbursement from state or federal agencies or other entities.~~
- ☐ Conduct safety assessments of daycare facilities or alternate locations, if needed and requested, and if inspectors and engineers are available.
- ☐ Provide inspection of buildings and structures to determine imminent and potential hazards to persons and property. Upon completion of the safety assessment, responders shall post placards on buildings to indicate their safety or condition to occupy or vacate the building. Barrier tape will also be used to alert people who are blind or have low vision of building safety status.
- ☐ Provide maps and zoning information to facilitate assessment of potential replacement housing locations for housing impacted by disaster.
- ☐ Participate and coordinate with other City departments, as well as existing affordable housing providers, tenant advocates, faith-based organizations (FBOs), and other non-governmental organizations (NGOs) to identify temporary and long-term land use/reuse strategies to facilitate housing accommodations.
- ☐ Expedite modifications where necessary to ensure accommodation of replacement housing.
- ☐ ~~Coordinate~~ In coordination with all relevant city departments participate in the ~~with Phoenix Housing Department to~~ development of policies and programs addressing the need for rapid post-event development of replacement housing.

RSF 5: Infrastructure Systems

- ☐ Provide engineering and inspection services of structures used by utilities, if requested.

- ☐ If needed and requested through mutual aid, inspectors and engineers are available to conduct safety assessments of schools or alternate locations.
- ☐ Expedite the approval process for the re-building or replacement of communication tower infrastructure.
- ☐ Provide zoning and land use maps to identify potential locations for the relocation of critical support facilities, such as mechanical yards and computer/data centers.
- ☐ In coordination with other City departments and the U.S. Postal Service, identify potential locations for temporary mobile post offices near housing.

RSF 6: Natural and Cultural Resources

- ☐ Verify and manage special clearances for a building that has been deemed a historical monument to preserve the integrity of the structure.
- ☐ If requested, PDD will work with other departments to restore community-valued buildings as expediently as possible.
- ☐ If the City network is restored, provide access to the department's comprehensive database of designated and eligible historic properties.
- ☐ Evaluate and map ~~impact of~~ the impact of the disaster on historic resources. In coordination with other departments, prepare response and recovery strategy.
- ☐ Enforce compliance with the Historical Preservation Overlay Zone requirements during any restoration performed in the public rights-of-way under contract.

Public Works Department (PWD)

~~The Public Works Department~~PWD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 2: Economic

- ☐ Maintain all records, administer payments, and monitor solid waste contracts on all emergency solid waste removal contracts.
- ☐ Direct fieldwork and enforce compliance with contract specifications and requirements for maintenance/routine repair work performed by staff on any vendor hired by PWD for City buildings.
- ☐ Implement disaster documentation procedures for the duration of the incident, including use of specific work order and task number assigned to the incident.
- ☐ Assist with handling emergency mitigation when needed.

RSF 5: Infrastructure Systems

- ☐ Contingent on the level of expertise required, assist Street Transportation Department on field coordination of City forces and private contractors working on City buildings.
- ☐ Assist in administering ~~OHSEM~~ OEM emergency contracts as it relates to routine maintenance and repairs of City buildings.
- ☐ Assess minor damages and building repairs to City buildings.

- ☐ Maintain and track records of all recovery-related expenditures performed by PWD staff or PWD vendors on City buildings.
- ☐ Implement disaster documentation procedures for the duration of the incident for all work handled by PWD for City buildings.
- ☐ Assist in connecting generators and coordinating generator installations at City sites.
- ☐ Support restoration efforts by providing equipment or personnel as available to assist in providing emergency power to City sites.
- ☐ Damage reports will be made upon inspection and shall assign damage rating scores based on safety hazard to personnel, system reliability, system hazard and personnel safety, and unusable facility due to damage. Inspections will also comment on extent of damage and description of damage.
- ☐ Strive to maintain power services for City buildings.
- ☐ Provide damage cost estimates for City buildings as appropriate.
- ☐ Ensure that City facilities have reliable logistical support, services, and infrastructure systems (e.g., water, power, heating, /ventilation, and /air conditioning ~~[HVAC]~~), and adequate physical security and access controls.
- ☐ The alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility would be affected by the same incident that impacts the primary facility.
- ☐ Currently has contracted vendors to handle heating, ventilation, and air conditioning~~HVAC~~, electrical, access control, and roofs for City facilities.
- ☐ Provide a safe environment for employees and public around department facilities.

~~RSF~~ 6: Natural and Cultural Resources

- ☐ ~~Enforce compliance with Historical Preservation Overlay Zone requirements during any restoration performed in the public rights-of-way under contract.~~
- ☐ Enforce compliance with environmental requirements as it pertains to debris and recycling activities.
- ☐ Monitor recycling and waste hauling on these contracts.
- ☐ ~~Provide engineering support to all City departments and City Council offices to preserve historical sites in accordance with applicable engineering and construction standards.~~
- ☐ Manage debris removal contracts and work with the various City departments in the collection and disposal of hazardous materials in accordance with the county, state, and federal agencies requirements.
- ☐ ~~Support and facilitate all reconstruction of public rights-of-way within designated historical site communities. Departments responsible for historical sites are to manage the handling and disposal of hazardous waste/materials that are abandoned or spilled on sidewalks, alleys, and storm drains.~~
- ☐ Upon notification of a hazardous waste/material spill or incident, contact the PFD's Hazardous Materials Unit to identify and categorize the waste.

- ~~□~~ Deploy to the problem area, in conjunction with clean-up workers, to work on coordinating traffic control, barricading, containment, cleanup, disposal, and enforcement of the waste site.
- □ ~~Conduct damage assessments of the collection system, including the pumping plants, by performing preliminary visual inspection of sewer flow.~~
- ~~□ Respond to hazardous waste incidents in the City streets.~~
- □ Assist in rebuilding safely and wisely, reducing future hazards, and optimizing community improvements.

~~Evaluate failures of its infrastructure and rebuild using the best engineering practices to reduce future hazards. The evaluation and redesign will be tasked to the respective engineering division of each system.~~

Public Works Department (PWD): Fleet and Fuel Services

~~Public Works~~PWD: Fleet and Fuel Services supports Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 5: Infrastructure Systems

- □ Will support the City PDD's restoration efforts by providing fuel; equipment; maintenance and repair of vehicles and equipment.~~; and helicopter support~~.
- □ Provide gasoline, diesel fuel, and compressed natural gas to support City services from the City's four major service centers: Okemah, Salt River, Glenrosa, ~~and~~ Union Hills and other fueling service locations.~~.~~
- □ Provide gasoline and/or diesel fuel to the City's police and fire stations using City operators and fuel delivery trucks.
- □ Provide 15–20 days or more of gasoline and diesel fuel from its bulk storage tanks without being resupplied by outside sources.
- □ Provide gasoline and diesel fueling services at remote locations by use of fuel bowsers and City fuel delivery trucks and operators.
- □ Provide maintenance services at other fleet sites. ~~at its four service centers, as well as nine police stations.~~
- □ Provide City vehicle and equipment listings from which emergency assets can be requisitioned.
- □ Coordinate towing services and vehicle and equipment rentals through its contracted vendors.

Street Transportation Department (STD)

~~The Street Transportation Department~~STD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Conduct damage assessments on City bridges and tunnels in affected areas.
- ☐ Assess bridge and tunnel condition for use (e.g., reduced speed limit, restricted traffic, full closure).
- ☐ Develop plans for temporary shoring or repairs to maintain transportation right of way, if necessary.
- ☐ Provide ~~rebuilding wastewater~~ stormwater gathering system information, rebuilding, and repairs necessary to support recovery.

RSF 2: Economic

- ☐ Maintain all records and administer payments on all emergency reconstruction contracts for public infrastructure.

RSF 4: Housing

- ☐ Coordinate with PDD to determine if modifications can be made to reduce future impact following a disastrous event. Post-disaster recovery presents opportunities to evaluate current building and infrastructure standards. A common issue that must be faced in long-term recovery is whether to recreate the pattern that existed before the disaster or to implement changes to create safer conditions and improve the City.

RSF 5: Infrastructure Systems

- ☐ Work with Public Works on field coordination of City forces and private contractors working on City buildings contingent upon the level of expertise required.
- ☐ Coordinate with PDD to determine if modifications can be made to reduce future impact following a disastrous event.
- ☐ Support and facilitate all reconstruction of public rights-of-way within designated historical site communities. Departments responsible for historical sites are to manage the handling and disposal of hazardous waste/materials that are abandoned or spilled on sidewalks, alleys, and storm drains.
- ☐ Respond to hazardous waste incidents in the City streets.
- ☐
- ☐ Develop plans for temporary shoring or repairs to maintain transportation right of way (if necessary).
- ☐ Restore and repair damaged street lighting infrastructure.
- ☐ Coordinate the deployment of barricades, k-rails, and other safety devices for road closures and detour routes.
- ☐ Deploy patrol and trouble crews throughout the City and along the department's major transmission routes into the City to locate problems and work to make repairs to restore service as safely and quickly as possible.
- ☐ Coordinate debris clearance and removal of City roads and sidewalks.
- ☐ Conduct damage assessments on City bridges and tunnels in the affected areas.
- ☐ Assess bridge and tunnel condition for use (e.g., reduced speed limit, restricted traffic, full closure).

- ☐ Conduct damage assessments ~~of the wastewater collection system, including the pumping plants, by performing preliminary visual inspection of sewer flow.~~
- ☐ Assist in rebuilding safely and wisely, reducing future hazards, and optimizing community improvements.
- ☐ Evaluate failures of infrastructure and rebuild using the best engineering practices to reduce future hazards. The evaluation and redesign would be tasked to the respective engineering division of each system.
- ☐ Work with City PDD in the rebuilding process.
- ☐ Evaluate failures of its infrastructure and rebuild using the best engineering practices to reduce future hazards. The evaluation and redesign will be tasked to the respective engineering division of each system.

RSF 6: Natural and Cultural Resources

- ☐ Provide engineering support to all City departments and City Council offices to preserve historical sites in accordance with applicable engineering and construction standards.

☐

Water Services Department (WSD)

~~The Water Services Department (WSD)~~WSD serves as a **Supporting City Department** for Long-Term Community Recovery activities before, during, and after an emergency by doing the following:

RSF 1: Community ~~Planning and Capacity Building~~Assistance

- ☐ Work with development of rebuilding communities and determine utility needs for water and sewer.
- ☐ Determine supply sizes necessary to support the rebuilding effort.
- ☐ Determine repairs and replacements that are necessary to support rebuilding.
- ☐ Communicate water-related unmet needs to ~~OHSEM~~ OEM so the LTRG can address appropriate response.
- ☐ Provide rebuilding wastewater ~~gathering~~ collection system information, rebuilding, and repairs, as necessary, to support recovery.

~~RSF 5: Infrastructure Systems~~

- ☐ Maintain water supply to the distribution system for fire suppression and customer needs.
- ☐ Provide rebuilding wastewater gathering system information, rebuilding, and repairs necessary to support recovery.
- ☐ Conduct damage assessments of the collection system, including the pumping plants, by performing preliminary visual inspection of sewer flow.
- ☐ Restore those water facilities that affect the greatest number of persons.

- ☐ Strive to maintain water services for police facilities, fire facilities (including hydrants), hospitals, wastewater and solid waste facilities, and life-support customers.
- ☐ Maintain wastewater pumping and collection and wastewater treatment at all plants to maintain public health and safety.
- ☐ Maintain and restore water quality.
- ☐ Maintain communication systems in working order.
- ☐ Conduct damage assessment and reporting of water facilities.
- ☐ Prevent or minimize property damage.
- ☐ Repair water facilities.
- ☐ Continue water data gathering and documentation.
- ☐ Provide temporary water service connections (e.g., aboveground service connections to fire hydrants).
- ☐ Provide resources (equipment, materials, vehicles, and labor) to set up and distribute emergency water supplies to the public.
- ☐ Provide temporary and/or emergency utilities services that affect the greatest number of persons while working to restore water and power facilities.

All City Departments

All City Departments support ESF #14 for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Animal Care and Control (MCACC)

MCACC supports ESF #14 for the City of Phoenix by doing the following:

- ☐ ~~Continue to~~ Pprovide supplies, equipment, and personnel to support animal needs, as requested and able and ~~continue to~~ assesess animal-related issues.
- ☐ Provide supplies, equipment, and personnel to support service animal needs, as requested and able. ~~Continue to provide supplies, equipment, and personnel to support service animal needs.~~
- ☐ ~~Continue to~~ cprovide veterinary care and disaster control to mitigate stray and loose animals in the post-disaster environment.
- ☐ ~~Continue to~~ Hhouse, feed, and provide medical care to stray and lost domestic and exotic animals in the City, as requested and able.
- ☐ Assist in the ~~Coordinate~~coordination of the phase-down of animal emergency services through various support agencies and within the framework of the EOC.
- ☐ Collect data on services rendered and compile data for evaluation of response efforts and costs incurred by owners.
- ☐ Coordinate the return of animals to their owners.
- ☐ Coordinate with the appropriate agencies for disposal of deceased animals.

Maricopa County ~~Division~~ Department of Emergency Management (MCDEM)~~and Military Affairs (DEMA)~~

MCDEM supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Coordinate with ~~County~~ State EOC and the City of Phoenix.
- ☐ Notify state recovery partners. Allow the state to contact federal recovery partners.
- ☐ Coordinate activities with state and federal agencies, ~~and~~ as well as volunteer organizations.
- ☐ Channel recovery and mitigation information for public release through the Joint Information System (JIS). Recovery (Post Event) Actions for ESF #14 - Long-Term Community Recovery
- ☐ Discuss with the City of Phoenix the direction and scope of the recovery plan. Support community recovery activities.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Develop specific public messaging to educate and provide information regarding public health issues.
- ☐ Messaging will include steps that can be taken to reduce risks to humans and animals given the time it will take to complete recovery (including debris removal).
- ☐ MCDPH recognizes that aggressive public education campaigns play a major role in reducing the impacts on the area.
- ☐ Air quality is affected as demolition and removal of debris must be conducted before reconstruction can begin. ~~As such~~ Coordinate with the City of Phoenix and

the Maricopa County Department of Air Quality~~, the Environmental Health Division shall consider~~ when conducting an air quality monitoring program.

State

Arizona 2-1-1

Arizona 2-1-1 supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Provide a comprehensive listing of agencies consisting of nonprofit organizations and other emergency management and assistance partners that provide programs and services, such as human services, community-based services, and referrals for long-term disaster assistance to affected populations, specifically disproportionately impacted populations.
- ☐ Provide professional community resource advisors to assist callers with critical issues dealing with healthcare, substance abuse, domestic violence, shelter, food, legal and financial assistance, as well as programs for children and seniors, and different types of mental health services.

Private Sector and Community-Based Organizations

Arizona Humane Society

Arizona Humane Society supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Continue to provide supplies, equipment, and personnel to support animal needs, and continue to assess animal-related issues.
- ☐ Continue to provide supplies, equipment, and personnel to support service animal needs.
- ☐ Continue to provide veterinary care and disaster control to mitigate stray and loose animals in the post-disaster environment.
- ☐ Continue to house, feed, and provide medical care to stray and lost domestic and exotic animals in the City.
- ☐ Coordinate the phase-down of animal emergency services through various support agencies and within the framework of the EOC.
- ☐ Collect data on services rendered and compile data for evaluation of response efforts and costs incurred by owners.
- ☐ Coordinate the return of animals to their owners.
- ☐ Coordinate with the appropriate agencies for disposal of deceased animals.

Public/Private Utility Companies (SRP/APS/Southwest Gas)

Public/Private Utility Companies supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Restore those power facilities that affect the greatest number of persons.
- ☐ Work with PFD and PPD at the incident site to ensure public safety and coordinate restoration activities.
- ☐ Communicate with Public Information Officer (PIO).

- ☐ Restore natural gas service to customers, following assessment and repair of damage.
- ☐ Notify appropriate agencies, following assessment of natural power/gas system status.
- ☐ Determine when to request mutual assistance from other utility companies with which there are mutual assistance agreements in place.

American Red Cross (ARC)

American Red Cross (ARC) supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Assist during the recovery process by providing mass care services as outlined in the MOU with the City of Phoenix.
- ☐ Staff the ARC position in the City EOC Mass Care Branch.
- ☐ Determine the most effective service delivery strategies for meeting client needs based on the culture, economy, and geography of the affected region and the scope of the disaster relief operation.
- ☐ Integrate efforts of the national NGOs that provide mass care services.

Area Agencies on Aging (AAA)

Area Agencies on Aging (AAA) supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Assess impact of disaster on clients and on existing facilities and programs; AAA will work with contractors to re-establish services that fall under their purview and will provide support to the City recovery process where they have excess capacity.
- ☐ Assess ability of contracted service providers to deliver older adult and family caregiver services, as well as to assist in providing resources to expedite complete service delivery.
- ☐ Work closely with nonprofit service partners and stakeholders in conjunction with the Aging and Adult Administration service contractors to enhance senior and family caregiver programs.
- ☐ Work with for-profit companies to secure available and continued delivery of foods to meal production kitchens for senior nutrition programs.

Maricopa County COAD (Community Organizations Active in Disaster)

The MC COAD serves as a support organization for ESF #14 by doing the following:

- ☐ Maintain working relationships with City of Phoenix's Emergency Management Department with the support of Maricopa County Department of Emergency Management.
- ☐ Continue to recruit new COAD members targeting areas of need identified by MCCOAD partners including the City of Phoenix.
- ☐ If requested, send representatives to the EOC to staff during an activation.

- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining potential resource and coordination needs from MCCOAD members.
- ☐ Support planning and operation functions that would pertain to needs for support from the local nonprofit and charitable sector.
- ☐ Receive direct resource requests from City of Phoenix to support response needs and communicate those needs to MCCOAD members that could support.
- ☐ Provide up to date information to MCCOAD members that are supporting resource requests and work as a liaison between the City of Phoenix and MCCOAD members as needed.

Mercy ~~Maricopa~~ Care (Regional Behavioral Health Authority)

Mercy ~~Maricopa~~ Care supports ESF #14 for the City of Phoenix by doing the following:

- ☐ Responds to the psychological needs of the whole community by providing support, assistance, and treatment.
- ☐ Coordinate~~s~~ with the City's Community Assistance Program (CAP), ~~existing programs (i.e., Crisis Response Team),~~ NGOs (e.g., ARC), FBOs, and Mercy ~~Maricopa~~Care-approved contract providers.
- ☐ Ongoing services may be provided at Mercy ~~Maricopa~~ Care and community agency clinics.
- ☐ Ensure that mental health assessments and mental health efforts are coordinated among multiple agencies that assess psycho-social/mental health issues.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #14 – Long-Term Community Recovery and Mitigation

State

- State Emergency Response and Recovery Plan (SERRP)
  - ESF #14 – Long-Term Community Recovery and Mitigation

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Financial Business Continuity Plan

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ESF #15: External Affairs Annex

Key Response Agencies

ESF Coordinator	Communications Office (COM)
Primary City Departments	Communications Office (COM)
Supporting City Departments	Community and Economic Development Department (CEDD) Equal Opportunity Department (EOD) Government Relations Information Technology Services (ITS) Neighborhood Services Department (NSD) Office of Emergency Management (OEM) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency and Military Affairs (DEMA) **Federal** Federal Partners **Private Sector and Community-Based Organizations** Community-Based Organizations and Private Agency Resources

Introduction

The External Affairs Annex (ESF #15) aligns with ESF #15 in the Maricopa County Emergency Operation Plan (EOP), the State of Arizona Emergency Response and Recovery Plan (SERRP), and the National Response Framework. This ESF will allow for cohesiveness when county, state, and federal ESF #15 resources are activated.

Purpose

The External Affairs Annex (ESF #15) is designed to illustrate the method that gathers and disseminates emergency-related information through the media and directly to the public. This does not include early warning and alert notification information covered in the Emergency Public Warning Support Annex.

This annex describes the coordination of ESF#15 activities and establishes a mutual understanding of responsibilities, functions, and operations. These activities include:

- Providing accurate authoritative information processes to minimize rumors and false information.
- Assessing and quickly conveying the nature of the emergency to the public in a form that is factually accurate, easily understood, and accessible to people with disabilities and others with access and functional needs.
- Providing critical information to the media and public about the City's response to the emergency.
- Establishing effective development, coordination, and dissemination of information to the public in a potential, imminent, or declared emergency.
- Providing critical information about support assistance during the emergency, including shelter information; recovery assistance; and local, state, and federal assistance availability.

~~Introduction~~

~~**The External Affairs Annex (ESF #15) aligns with ESF #15 in the Maricopa County Emergency Operation Plan (EOP), the State of Arizona Emergency Response and Recovery Plan (SERRP), and the National Response Framework. This ESF will allow for cohesiveness when county, state, and federal ESF #15 resources are activated.**~~

Scope

This annex applies to all agencies and departments in the City of Phoenix, as well as to affiliated public information partners with a role in supporting emergency public information and activities related to external affairs. Of particular importance are:

- City departments with emergency public safety functions
- City departments having routine interactions with the public
- City departments performing emergency public safety or other critical services

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.

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- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix is subject to natural and man-made hazards which have the potential to disrupt normal life by impacting utilities, transportation, public services, schools, emergency services, and other local systems. During times of disaster, the public requires updated information about the nature of the emergency, immediate actions to take, evacuation routes, and what actions to take once the emergency is over.

This annex encompasses emergency public information and external affairs in two ways:

- Emergency Public Information (EPI): provides incident-related information through a variety of media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident.
- External Affairs: maintains visibility regarding public and internal communications; coordinates routine and special communications; ensures accurate, useful, timely, synchronized, targeted communication; and provides continuous messaging to meet the needs of the situation.

There are times, however, when disaster strikes without warning and the normal day-to-day public information systems cannot react rapidly enough to properly inform the public about the hazard. The magnitude of the event may affect the methods of information dissemination. Outside the disaster area, the demand for information will be extensive.

Methods to disseminate EPI will be dependent on the nature of the event. Primary methods include but are not limited to the following: the Emergency Alert System (EAS), ~~Community Emergency Notification System (CENS),~~Reverse 911, Wireless Emergency Alerts (WEA), Arizona 2-1-1, broadcast television and radio outlets, government and news websites, newspapers, and social media networks. Messaging shall be inclusive and provided in accessible formats (audio, text, large print, Braille, etc.) through an approved vendor list to reach the whole community, including those with disabilities and others with access and functional needs.

Planning Assumptions

- Individuals ~~will~~ may require accessible information provided by several methods including audio, visual, text, American Sign Language (ASL) interpreters, etc., and may need additional time to take protective action.
- The City will utilize all available methods of communication to reach the whole community.
- Available resources may become limited due to high demand in a large-scale incident.

- Some events may be of long duration, requiring the commitment of significant resources to supply information and materials to commercial news media and other distribution channels, including websites and social media.
- Every department involved has an obligation to supply information quickly and responsibly to city communications staff based on their knowledge of operations and technical subjects, including health and safety risks.
- There will be a demand from the public to obtain disaster assistance information. The timely dissemination of accurate, accessible, and well-coordinated EPI will reduce the impact to life and property loss as well as help to maintain public trust and confidence.
- The interest generated by a disaster or emergency may lead to requests for information or visits from a variety of public officials, dignitaries, or VIPs. Such requests will require coordination and resources.
- A disaster or emergency may impact an individual's ability to receive public information due to limited or no access to television, phone, newspaper, the internet, social networks, etc.
- Audience factors (e.g., personal perception, language, cultural beliefs, age, etc.) will impact how information is interpreted and how the public will react to the information.
- Public information efforts will rely heavily upon the cooperation of media organizations.
- Demand for information regarding the disaster may exceed the capabilities of the City's communications staff.
- Extensive destruction of media communications facilities and/or loss of electrical power may severely disrupt the normal flow and dissemination of information in the disaster area.
-

Concept of Operations

General

Implementation of the Emergency Support Function (ESF) #15: External Affairs Annex will ensure delivery of timely, accurate, and consistent information through coordination with the City and other local, state, and federal agencies. Emergency public information (EPI) provided to the public will generally be of an instructional nature focusing on activities such as evacuation, sheltering, and recovery efforts.

It is the policy of the City of Phoenix that all public information materials (fact sheets, brochures, videos, press releases, information packets, newsletters, PHX11 TV, reports, etc.) will be developed with inclusionary messaging, meaning that City information should be provided in accessible formats and integrate the needs of persons with disabilities.

The City will follow established communication protocols in accordance with organizational procedures and guidelines to ensure effective communication. These

guidelinesThe Citywide Guidance for Effective Communications is provide a general baseline for City departments to establish best practices by providing information in multiple ways when reaching the whole community with the right messages that can be understood and used. In addition, this guidance also identifies the use of auxiliary aids and services (e.g., ASL interpreters, Communications Access Real-Time Translation (CART), etc.) that the City must provide to effectively communicate to persons with disabilities. *During an emergency situation, community members who would need interpreting services, CART services or other ADA accommodations to access and receive city services would need to make their request to the City's Equal Opportunity Department, DAFN Officer, or to the City's Emergency Call Center, if activated. Refer to Interpreting Services Request Form and CART Services Request Form for more information on requesting auxiliary aids and services.*

Departments may also add additional internal policies and procedures or request assistance from the Equal Opportunity Department (EOD) and/or the Communications Office to develop guidance for their specific departmental needs.

Single-Agency Response Incident

Departments are responsible for establishing effective and accessible public information utilizing established communication protocols in accordance with organizational procedures and guidelines to ensure effective communication. the Citywide Guidance on Effective Communication.

As the incident escalates and requires multi-agency response, the responsibility will shift to the Emergency Operations Center (EOC).

Unified Response

When the EOC is not activated, a PIO from the lead agency will be assigned to the incident. This agency is responsible for crafting the citywide message to be distributed to the public, if necessary.

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Actions

Mitigation & Preparedness	▪ Plan and coordinate with supporting agencies and organizations. ▪ ~~Maintain a current inventory of transportation resources.~~ ▪ Establish policies, procedures, plans, and programs to effectively address ~~transportation~~ communication needs. ▪ Recruit, designate, and maintain a list of emergency personnel. ▪ Participate in drills and exercises to evaluate ~~transportation~~ communications capabilities. ▪ Establish and maintain a working relationship with external support agencies~~, transportation industries, and private transportation providers.~~
Response & Recovery	▪ Establish response operations and support personnel working in the EOC. ▪ Maintain records of expenditures and document resources utilized during recovery. ▪ Establish Joint Information Center (JIC) as needed. ▪ Provide ~~transportation~~ resources and support~~, equipment, and vehicles~~ upon request. ▪ Channel ~~transportation~~ information intended for public release through the EOC, if activated, and continue providing information and support upon re-entry. If the EOC is not activated, consider coordinating with the Communications Office. ▪ Provide regular updates to stakeholders and elected officials. ▪ Ensure emergency information is developed, distributed and accessible to all members of the community, including those with Access & Functional Needs and non-English speakers. ~~Maintain records of expenditures and document resources utilized during recovery.~~ ~~▪ Damage assessment of transportation infrastructure.~~ ~~▪ Transportation route repair activities.~~ ~~Coordinate with City of Phoenix Public Works to clear and haul debris and materials.~~ ~~▪ Ensure accessible sidewalks, rights-of-way, and street crossings are clear of debris.~~ ~~▪ Provide accommodations in the public rights-of-way to enhance connectivity of pedestrians, bicyclists, and transit (i.e., accessible pedestrian signals, pedestrian circulation paths, and signage).~~ ▪ ~~Coordinate accessible transportation support with other ESFs as required.~~

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Authority

The City Manager, or designee operating out of the EOC Policy Group during City-level emergencies, has ultimate control over the release of EPI. The preparation and release of EPI is the responsibility of the City's Lead PIO working under the general direction of the Incident Commander (IC) or Emergency Operations Center (EOC) Director.

When an incident involves a criminal investigation, specific procedures are established to manage and control security-sensitive information locally. All media inquiries about an ongoing criminal investigation are referred to the City of Phoenix Police Department's PIO and/or City's legal counsel. ~~Refer to the City of Phoenix Police Department's Public Affairs Bureau Manual Media Relations Unit for more information~~.

Operations

The City's method to perform ESF#15 activities during an incident include the following operative functions:

- Role of Public Information Officers (PIOs)
- Message development and dissemination
- Press conferences or media briefings
- Maintain rumor control
- Social media
- Establish communication network
- Support disaster hotline operations
- Public information dissemination tools

Role of Public Information Officers (PIOs)

During an emergency, the department and subsequent citywide response will ensure that information is communicated in an accessible manner to reach the whole community, including those with disabilities and others with access and functional needs. City PIOs craft inclusive messages that are clear and emphasize the nature of the incident; what actions the City is taking; and what actions the public should take. The City's PIOs provide multifaceted coordination that requires responsiveness to the informational needs of its residents, ensuring that accurate, accessible, and timely information is disseminated.

There are three operational levels in which PIOs will conduct ESF#15 activities during a response. Although their mission remains the same, PIO responsibilities can differ based on the size and scope of the incident.

Incident-Level Operations

During incidents that do not require activation of the Emergency Operations Center (EOC) and/or Joint Information Center (JIC), the Incident Commander (IC) or affected department PIO will provide EPI to the community and respective PIOs. Incident-level PIOs will utilize ~~the~~ established communication protocols in accordance with

organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community. ~~Citywide Guidance for Effective Communications to ensure their delivery is inclusive and accessible to the whole community.~~

EOC Operations

When the EOC is activated, information will be coordinated with the Lead PIO in the EOC. With assistance from the Disability Access and Functional Needs (DAFN) Technical Specialist, the City PIO will be able to ensure that all messaging to the public is inclusive and accessible, using auxiliary aids and services, when necessary. The DAFN Technical Specialist will also facilitate communication between the City EOC and area organizations that provide services to the DAFN community. ~~Please refer to Attachment B: PIO Coordination with DAFN Technical Specialist for more information.~~

Joint Information System (JIS) Operations

Providing coordinated and consistent messaging to the public during and following an emergency event is as important as warning the public prior to a disaster. The Joint Information System (JIS) is the process where all responding agencies, political jurisdictions, and elected officials collaborate on the messaging to be shared with the public.

The ~~Office~~Communications Office and the Office of Emergency Management (OEM), at ~~the direction of the OHSEM Director, is~~ are responsible for coordinating the JIS for emergencies within the city. The Incident Commander (IC) or EOC Director can activate a Joint Information Center (JIC) if and when they believe in-person coordination is necessary~~when multiple jurisdictions are involved~~. A JIC is a central location that facilitates the operation of the JIS and operates under the direction of the Lead PIO in the EOC.

Members of the JIS/JIC will include all agencies that have a role in the incident who have PIO staffing available. ~~When larger emergencies occur, Maricopa County Office of Emergency Management (MCDEM) may activate a JIS or one in conjunction with the state. The City EOC will work with and through regional and state JIS when established.~~

Each entity in the JIS/JIC will continue to represent his/her own organization, while receiving the benefits of coordinated information. ~~It is anticipated that many private sector entities, non-governmental organizations, as well as local, state, and federal departments will be integrated as they become involved in an emergency affecting Maricopa County.~~

The methods of delivering the information are similar to the methods used for emergency public warning such as:

- Wireless Emergency Alerts
- Emergency Alert System (EAS) broadcasts
- Media alerts
- Phoenix.gov / City Webpages

- Social mMedia
- Arizona Emergency Information Network (AZEIN)
-
- Community Emergency Notification System (CENS).Reverse 911

Message Development and Dissemination

The City Manager, or designee operating out of the EOC Policy Group during City-level emergenciesThe EOC Director must approve all EPI prior to publicizing. The Lead PIO creates and disseminates key messages and incident updates to public and media partners following review and clearance processes set forth by the IC or EOC Director. The Lead PIO will coordinate with the DAFN Technical Specialist to ensure that message content is inclusive and appropriate for the DAFN community. Support activities of the Lead PIO and public information staff including the following:

- Develop fact sheets and situation updates for internal staff use (i.e., Enterprise Bulletins).
- Create news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, e-mail, and Disaster Hotline.
- Staff the Joint Information Center (JIC) (which may include appointing a JIC Manager).
- Designation of a spokesperson and alternative spokesperson if needed.

Dissemination of public information during an emergency can be accomplished in several ways. City PIOs can distribute information in the following formats, among others:

- Email blastalerts to media
- In-person news conferences
- Videos containing important information including public service announcements
- PHXTV, t/tThe city's television channel
- Social networking sites, including live streaming
- Phoenix.govWeb distribution (WCAG 2.0)
- Community meetings and networks
- By distributing public information to the DAFN Technical Specialist to distribute to organizations that routinely provide services for or represent people with disabilities and others with access and functional needs (e.g., independent living facilities, day programs, nursing homes, etc.)
- By disseminating information in multiple languages or formats to ensure wide distribution in accessible formats (audio, text, large print, Braille, etc.)

The City EOC provides key information regarding the incident(s) to the first responder community, key partners, and the public. Media partners play a significant role in sharing and disseminating information to the public, private sector, and governmental entities.

A virtual JIS also serves as a tool for sharing information among the PIO network so that designated PIOs and support staff in a variety of remote locations can communicate with each other.

At the EOC, requests for auxiliary aids and services will be directed to Mass Care Branch Director. The EOC will activate current contracts or establish new contracts when needed to ensure that inclusionary and accessible messaging is provided throughout the response. The Mass Care Branch will coordinate with the City's Communications Office to ensure that responding public information officers receive technical assistance as needed from the DAFN Technical Specialist.

~~**Requests for auxiliary aids and services (e.g., American Sign Language [ASL] interpreters, translating services, real-time captioning, and information in accessible formats) should be directed to the Crisis Communications Team under the Lead PIO in the EOC. The team is comprised of City communication's office staff that will receive technical assistance as needed from the DAFN Technical Specialist. The Crisis Communications Team will activate current contracts when needed to ensure that inclusionary and accessible messaging is provided throughout the response.**~~

Press Conferences or Media Briefings

During the initial phase of an emergency in which the EOC/JIC is not activated yet, the Incident Commander (IC) and affected department PIO will determine the need and frequency for updating the media. If the IC determines that a press conference or media briefing should occur, the department PIO will utilize the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication access. ~~Refer to Attachment C: Press Conference Procedure Checklist for more information.~~

During EOC/JIC activation, the Lead PIO will set up press conferences using the guidelines described in the Press Conference Procedure Checklist.

Rumor Control

Rumors and false information may cause unnecessary distress among the public, provoke counter-productive public actions, and impede response and recovery efforts. The Lead PIO and/or the JIC will ensure accurate and unified messaging of incident information is provided to the community on a timely basis.

Social Media

Social media is an increasingly valuable tool in disseminating EPI. City PIOs routinely update social media accounts to share department-level information during non-incidents and have generated large audiences. Such a following allows information to reach a large audience quickly. Prior to an EOC/JIC activation, each department is responsible for its own social media activities and will follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community. ~~citywide guidance on effective communications to ensure inclusive and accessible messaging.~~

Social media messaging will be utilized at all PIO operational levels during an incident. City PIOs in the field during incident-level operations will be responsible for all approved social media usage regarding the situation at hand. Once the EOC/JIC are activated, all social media messaging that pertains to the situation at hand must be approved by the EOC Director. The Lead PIO in the EOC will designate an assistant PIO to a social media function/center. The assistant PIO will gather all requests from both the EOC and the JIC and provide to the Lead PIO to submit for approval. This person will be responsible for updating all necessary social media sites and distributing timely and accurate information. Once approval is received, all agencies in the EOC/JIC will distribute the previously crafted message by reposting the city's messaging through that agency's social media platforms. Reposting the original content will ensure consistency of message and voice.

All social media activities utilized to share EPI will follow ADA guidance from the DAFN Technical Specialist and established communication protocols and in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community. ~~ADA guidance from both the DAFN Technical Specialist and/or the Citywide Guidance on Effective Communications~~

Social media is not just used for one-way communication from the City to residents – it is a great tool to listen to resident concerns and feedback as well. Social media will be leveraged to monitor and assess community sentiment. The assistant PIO will conduct "social media listening" and report findings of misinformation or areas to increase awareness based upon the conversations happening across social media platforms.

Communication Network

To provide unified messaging and to allow for the easy transfer of information, City departments work to maintain a communicative network before disaster strikes. ~~The Crisis Communications Team organizes meetings on a frequent basis to discuss EPI procedures and how to ensure messages are accessible to people with disabilities and others with access and functional needs.~~

~~The Crisis Communications Team consists of representatives from City departments that have PIO functions.~~ The Communications Office is the lead agency of external affairs that is tasked with maintaining day-to-day visibility of public and internal communications and

within an emergency response. The team reviews all public information processes to ensure integration and collaboration of multi-modal communications. ~~*See City of Phoenix Communications Department Emergency Operations Plan for more information.*~~

Preparing Initial Fact Sheets

At the onset of the incident, information must be gathered in an orderly and specific fashion to update the public and the media on the current situation. The same information is also used to develop media releases. Completion of the fact sheets provide City PIOs a formal record of information released to the media. This form is prepared for each new release of pertinent information.

Bulletins, Information Releases, and Media Advisors

During an emergency, disaster, or significant incident, information will be released using bulletins, media advisories, and information releases. Enterprise bulletins are used to disseminate and provide information to City departments through the email system and the City's intranet homepage. Advisories and releases are disseminated to advise the media about upcoming events and to provide information and updates about emergencies and disasters. ~~Citywide templates have been developed with message content that reflects the Citywide Guidance on Effective Communications. These templates can be used to create both internal and external releases; they also apply during both an EOC and non-EOC activation.~~

Public Information Dissemination Tools

In addition to government websites, traditional media, and social media platforms~~(Facebook, Twitter, etc.)~~ the City can use additional methods to communicate with the whole community. These systems include but are not limited to the following:

~~Community Emergency Notification System (CENS)~~Reverse 911

~~CENS~~ Reverse 911 is a telephone-based system that can deliver recorded messages to ~~citizens~~ community members living in selected areas of the county. Landline residential and business phones (as well as cell phones that owners have registered in the system) can be selected by zip code, by specific streets or address, and by use of Geographic Information System (GIS) tools. Notifications are in English, Spanish, and TTY.

Emergency Alert System (EAS) via Radio and Television

EAS is an alert and warning system that uses the broadcast media to announce conditions that pose an immediate threat to public safety. The EAS is a national system that can be used by federal, state, and local officials to alert and warn the public.

Disaster Hotline

When a disaster strikes the City, ~~citizens~~ community members seek vital information about conditions and services such as up-to-the-minute information on road closures, evacuation routes, shelters, disaster relief assistance, and recovery resources. If activated, the city's Emergency Call Center would provide the community with necessary information on the incident and any available resources available (activated shelters, FRC's or CAC's). The City would also coordinate with Community Information and Referral Services' 2-1-1 Arizona, which ~~Community Information and Referral Services' 2-1-1 Arizona~~ serves as Arizona's key source of integrated information that brings people and services together to meet vital needs. ~~This hotline will be utilized by the City to provide answers, services, and relief in times of disasters.~~

~~Media Alert System (MAS)~~

~~MAS is a notification system managed by the Arizona Department of Public Safety, which notifies the news media about incidents or events that may impact public safety, health, or welfare and have a significant and immediate impact on a large portion of the population.~~

Arizona Emergency Information Network (AZEIN) Emergency Bulletin System

The Arizona Emergency Information Network (AZEIN) is operated by the Arizona ~~Division~~ Department of Emergency and Military Affairs (DEMA) and is the state's online source for real-time emergency updates, preparedness and hazard information, and multimedia resources. ~~Direct links to AZEIN are placed prominently on the MCDEM website as well as Facebook and Twitter pages.~~

National Weather Service All Hazards Radio (NWR)

The National Weather Service All Hazards Radio (NWR) broadcasts continuous weather information. The system is also used to broadcast warnings for serious weather conditions and other emergency information. The National Weather Service in Phoenix broadcasts weather information and warnings 24 hours a day on NOAA Weather Radio Frequency 162.55 MHz, transmitting from an antenna on South Mountain~~The Phoenix National Weather Service office broadcasts weather information 24 hours a day on 162.55 MHz from its transmitting antenna located on South Mountain~~. During severe weather, the routine weather broadcasts are interrupted for special information such as weather warnings. The service also disseminates emergency warnings and information on natural and man-made emergencies, both pre- and post-incident, by incorporating the EAS into its broadcasts.

Arizona Health Alert Network (AZHAN)

Part of the Arizona Department of Health Services, Bureau of Public Health Emergency Preparedness, the AZHAN is a communications network between state and local public health agencies, healthcare providers, hospitals, and emergency management organizations.

Core Capabilities

All ESFs, including ESF #-15, support the following core capabilities as delineated in the National Response Framework (NRF): Planning, Operational Coordination, and Public Information and Warning.

Public Information and Warning

Public Information and Warning response is the core capability that ESF #15 most directly supports. The following will describe the objective of this response core capability and the critical tasks necessary to achieve the objective.

Objective: Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Critical Tasks:

- Inform all affected segments of society necessary, including accessible tools in multiple formats of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.
- Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the integration of recovery activities.

Organization and Assignment of Responsibilities

ESF Coordinator & Primary Department(s)

Communications Office (COM)

~~Communications Office~~COM provides overall coordination for ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments and members of the media~~.~~
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Ensure the ability to communicate via the City's website, including text, pictures, and live streaming or video by providing an alternate, back-up, or substitute website.
- ☐ Use city social media platforms~~(e.g., Facebook, Twitter, and Instagram)~~ to communicate important messages; provide messages in accessible formats (audio, text, Braille, and large print) when requested, utilizing up-to-date vendor/contract lists.
- ☐ Conduct initial public information activities from the EOC or other designated area.
- ☐ Gather information about the incident, the response, and the emergency information to be provided to the public.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC to provide the public with updated or new emergency information.
- ☐ Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts, in accordance with A.R.S. § 9-500.44(B) , and request that media ensure that the interpreter is visible in the frame. ~~utilizing the Press Conference Procedure Checklist in the Citywide Guidance.~~
- ☐ Disseminate media releases according to plans and procedures.
- ☐ Provide the media with regular briefings on significant events in a coordinated, complete, accurate, and timely manner.
- ☐ Monitor media reports for accuracy to identify items that may cause a misunderstanding of emergency instructions to the public or that misrepresent the response.
- ☐ Arrange use of an accessible facility for media briefings.
- ☐ Prepare graphic materials such as video or still photos (when available), make copies of news releases, and announce the time and place for the briefing in sufficient time to permit media coverage. Make best efforts to provide for sign-language or Spanish interpreter.
- ☐ Maintain a log of all media inquiries.
- ☐ Provide scripted messages to staff members and conduct staff briefings.
- ☐ Provide accessible information to the public via media outlets, the city's social media platforms and website (~~p~~Phoenix.gov), and the telephone number for inquiries regarding the incident.
- ☐ If ~~County~~ a JIC is activated, ~~provide~~ request ~~City~~ PIO liaisons from all involved city departments as well as from supporting external partners. ~~as requested and integrate coordinated messaging.~~

Supporting City Departments

Community and Economic Development Department

~~Community and Economic Development Department~~CEDD serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ To respond appropriately following an emergency, reprioritize goals and objectives to assist the community in getting people back to work and businesses open.
- ☐ Provide job screening, resumé review and preparation, interview skills workshop, and customized workshops and assessments for job seekers.
- ☐ Organize hiring events for job seekers and employers to fulfill their employment needs.
- ☐ Communicate with key partners including the Workforce Board, Greater Phoenix Economic Council, and Arizona Commerce Authority to assess business needs in the community.
- ☐ Provide an outreach and communications plan to reconnect with the top 100 businesses in Phoenix to offer employer assistance and provide resource information.

Equal Opportunity Department (EOD)

EOD serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.~~Ensure Maricopa County~~

~~compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.~~

Government Relations

Government Relations serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate and support the City Manager's Office, City Council and Mayors Office by engaging and representing the City in contacts with County, State, Federal and other outside partners.

~~Information~~Information Technology Services (ITS) Department

ITS serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Work with alert and warning departments (Phoenix Fire, Phoenix Police, Office of Communications and the Office of Emergency Management) to ensure alert systems are functioning and operational.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide personnel, equipment, supplies, and other resources necessary to assist in the distribution of information, including managing the City website.
- ☐ Assist with the distribution of approved information to the public using text messaging, email, the City website, or other systems.

Neighborhood Services Department (NSD)

NSD serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

~~Before an emergency:~~

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Support Communications Office (through ESF# 6: Mass Care, Emergency Assistance, Housing, and Human Services Annex) for any congregate care and/or shelter-in-place populations by assisting with information development, distribution, and onsite liaison as requested.
- ☐ Assist the Communications Office in providing information to the community through email messaging to neighborhood groups, nextdoor.com, and by going door-to-door.
- ☐ Assist in the notification of inhabitants of areas where the department is active in its daily operation.
- ☐ Provide onsite liaison as requested with congregate care operations as requested by the EOC.
- ☐ Provide employer seminars and workshops and provide information on available resources.
- ☐ Create job postings to link businesses with potential employees. Water Services Department

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assist the Communications Office with the distribution of public information related to mass care activities.

Office of Emergency Management (OEM)

OEM serves as a Supporting City Department, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ Activate the Emergency Operations Center (EOC), as needed.

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- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assist the Communications Office with the distribution of public information to include, protective measures, city services, and mass care activities.
- ☐ Activate and publish emergency notifications based on information and direction provided by on-scene incident command.

Water Services Department (WSD)

~~The Water Services Department~~WSD serves as a **Supporting City Department**, supporting ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ Conduct an annual check to ensure all phone lines are set up and operating properly with the assistance of ITS.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Maintain a staffing plan (including external resources) for the Disaster Hotline and review/update it semiannually.
- ☐ Provide approved and accurate information to the public about the emergency.
- ☐ Relay relevant information about the emergency reported by the public to the EOC.
- ☐ Forward questions from the public to the EOC for response and provide follow-up as needed.
- ☐ Provide statistical information on calls and public concerns to the EOC.
- ☐ In coordination with PIO, monitor media reports for new information to provide to the EOC and identify inaccurate information in reports for PIO to take corrective action.

All City Departments

All City Departments may support ESF #15 by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide the City Communications Office with support during emergencies as requested.
- ☐ Maintain a file of information released during an emergency.
- ☐ Prepare in advance related information for specific hazards that City lead departments would release to the public during an emergency.

- ☐ Ensure effective communications to the whole community by sharing public information in multiple venues, alternate formats, and with adaptive devices or assistive technology, when necessary.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports ESF #15 for the City of Phoenix by doing the following:

- ☐ Provide the City of Phoenix PIO with support during emergencies as requested.
- ☐ Ensure effective communications to the whole community by sharing public information in multiple venues, alternate formats, and with adaptive devices or assistive technology, when necessary. State

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department Emergency and Military Affairs (DEMA) supports ESF #15 for the City of Phoenix by doing the following:

- ☐ State officials are responsible for the release of emergency public information (EPI) on the response of state government to the event. Arizona Department of Emergency and Military Affairs (DEMA), in conjunction with the Governor's Office, will normally be the lead state agency in the coordination and release of EPI for a state disaster. However, in certain situations, a Joint Information Center (JIC) may be utilized that would involve both state and local government.

Federal

The Federal Emergency Management Agency (FEMA) and other agencies not explicitly covered in this annex may have authorities, resources, capabilities, or expertise required to support External Affairs Annex (ESF #15) activities. These agencies may be requested to support ESF #15 activities as needed.

Private Sector and Community-Based Organizations

Community-Based Organizations and Private Agency Resources

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- ☐ Participate in the Joint Information System (JIS) or Joint Information Center (JIC) as appropriate.
- ☐ Aid the EOC Public Information Officer.
- ☐ Aid and/or personnel for language interpretation and translation activities.
- ☐ Provide advice on message content to best reach department clients.
- ☐ Provide advice on content and presentation of information in a culturally sensitive manner.
- ☐ Provide personnel, equipment, supplies, and other resources necessary to assist in the distribution of information.
- ☐ Provide the Lead PIO with frequent updates as to efficacy of public information activities.
- ☐ Distribute approved information to the public using text messaging, email, or other systems.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Disaster Recovery Framework
- National Response Framework
  - ESF #15 – External Affairs

State

- A.R.S. §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. §11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. §41-5202. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP)
  - ESF #15 – External Affairs

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- ~~City of Phoenix Communications Department Emergency Operations Plan, 2016~~
- City of Phoenix Contract #: 147846-0 – Cooperative Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- ~~Citywide Guidance for Effective Communications~~

- A.R. 1.32: Media Relations Policy
- A.R. 2.38: Social Media and Networking

Other

- Web Content Accessibility Guidelines (WCAG) ~~2.0 AA~~.

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Appendix A: Arizona Broadcasting Accessibility Guidelines

Published July 2, 2018

Arizona Broadcasting Accessibility Guidelines

Deaf populations have historically struggled to gain access to information in their daily lives, a struggle which is exacerbated during disasters and emergencies. Approximately 25,000 Arizona residents are culturally Deaf and their primary language is American Sign Language (ASL). Arizona has taken steps to ensure that these individuals receive critical information in an accessible and timely manner.

Accessible communication legislation
Effective August 3, 2018, government entities at the municipal, county and state level are required, per A.R.S. § 9-500.41, A.R.S. § 11-269.20, and A.R.S. § 41-5202, to ensure that communications with persons with disabilities, including online communications and emergency communications, are *equally as effective* as communications with persons without disabilities pursuant to the Americans with Disabilities Act (ADA).

What to expect
There will be times, particularly in urgent/emergency situations, when the Governor, Emergency Managers, the local Sheriff's office or other similar officials will make public announcements with the presence of an American Sign Language interpreter. The following accessibility specifications are strongly recommended for public broadcasts. Following these recommendations is essential to ensure that Deaf residents receive urgent/emergency information in American Sign Language. Failure to deliver this information in an accessible manner can lead to loss of life or property.

Accessibility recommendations:

- Include the Official and the interpreter in the camera frame at all times. The interpreter must be visible on-camera during live broadcasts next to the Official.
- If there is a height difference, the camera level should be in the middle of both the Official's and the interpreter's eye levels to ensure that the audience can focus on both individuals.
- The camera frame should include at least a foot of space beyond the interpreter's outside shoulder. This will ensure that the interpreter's hand movements are fully visible and no portion of any sign is performed off-camera.
- The presentation of the interpreter on the intended display screen should be of sufficient size and resolution to show all movements of the full upper trunk together with arms, hands and fingers, shoulder, neck and all relevant facial movements and expressions.
- The people behind the camera must continually check the frame to ensure all the vital aspects are included and clear for the viewers: the Official and the interpreter should be in the middle of the frame with space available in the lower section of the frame for captioning.
- If any visual aids are utilized (maps, b-roll, etc), they must be shown simultaneously with the Official, the interpreter and captioning.

The above recommendations have been adapted from an official policy issued by the Governor of the State of Maryland. The original policy can be found at
https://odhh.maryland.gov/wp-content/uploads/sites/13/2016/01/Broadcasting_Memo_ODHH.pdf

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Support Annexes: An Overview

Introduction

Purpose

The Support Annexes describe functions that do not fit within the scope of the 15 ESF Annexes described above and identify how the City's departments, the private sector, nongovernmental organizations, and other key response partners coordinate to execute common support functions required during an incident. The actions described in the Support Annexes are not limited to types of incidents, but rather are overarching in nature and applicable to nearly every type of incident.

Support Annex List

Support Annex Name
Damage Assessment Support Annex
Emergency Public Warning Support Annex
Population Protection Support Annex
Sheltering Support Annex
Volunteer Management Support Annex

Organization and Assignment of Responsibilities

Primary City Departments

A Primary City Department is a City entity with significant authorities, roles, resources, or capabilities during an incident. Support Annexes may have multiple primary agencies, and the specific responsibilities of those agencies are articulated within the relevant Support Annex.

Supporting City Departments

Supporting City Departments are those City entities with specific capabilities or resources that support the primary agency during an incident.

Strategic Partners

Strategic Partners are agencies outside of the City of Phoenix; these partners may include, but are not limited to, other government partners, non-profit organizations, Voluntary Organizations Active in Disaster (VOADs), community groups, and public/private-sector entities with specific capabilities or resources that support the primary agency in executing the mission.

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~~Annex Development and Maintenance~~

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~~Annex Review and Maintenance~~

~~The Office of Homeland Security and Emergency Management (OOHSEM) will coordinate a review of Support Annexes: An Overview and all five Incident Annexes for a major revision once every three years. Major revisions are considered revisions which significantly alter or establish new policy. All major revisions to the plan will be approved by the City Manager. Minor revisions may be approved by the OHSEM Director.~~

~~New versions of the plan will be disseminated to all stakeholders. The plan has been determined to be a secure document and is only released to the public upon request and approval of OHSEM, or authorized agent.~~

~~The plan, after being revised, will be made available to all Primary and Support City departments for review and comment. The annex will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon adoption by the City Council.~~

~~The plan will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon approval by the City Manager. It is the responsibility of OHSEM to provide any necessary updates and to ensure the plan is published and disseminated appropriately.~~

Event Critique and After-Action Reporting

All Support Annexes will be reviewed at least annually by OHSEM. Necessary updates will be published and disseminated immediately. After an exercise, drill, actual emergency, technological changes, or changes in departments, revisions affecting emergency response may be made to this plan.

An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the Emergency Operations Center (EOC) or Tactical Operations Center (TOC) at the discretion of the Emergency Management Coordinator of the City Manager's Office. The City's OHSEM will coordinate the inclusion of any corrective action items into the plan.

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework

State

- State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City

- City of Phoenix Emergency Operations Plan (EOP)

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Damage Assessment Support Annex

Key Response Agencies

Primary City Departments	~~Office of Homeland Secrutiy and Emergency Management (OSHEM)~~Office of Emergency Management (OEM)
Supporting City Departments	Community Assistance Program (CAP) Community Emergency Response Team (CERT) Community and Economic Development Department (CEDD) Human Services Department (HSD) Neighborhood Services Department (NSD) Office of Public Health (OPH) Parks & Recreation Department (PRD) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Planning and Development Department (PDD) Public Transit Department (PTD) Public Works Department (PWD) Street Transportation Department (STD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency and Military Affairs (DEMA) **Private Sector and Community-Based Organizations** American Red Cross Arizona Public Service (APS) Salt River Project (SRP)

Introduction

Purpose

The Damage Assessment Support Annex provides guidance on performing the damage assessment function to determine the extent of damage within the City of Phoenix. It is the process of gathering data that provides the size and magnitude of the incident, areas where assistance is needed, what types of assistance are needed, and the economic and social disruption caused by the incident. Damage assessment is essential because it

supports the need for an emergency declaration and is necessary for state and federal funding reimbursements.

Scope

This annex applies to all City departments and pertains to the assessment of damage of both City-owned and privately-owned facilities and structures.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.
- The State of Arizona requires jurisdictions to identify an Applicant Agent whose role is to apply for emergency reimbursement funds from the Arizona Department of Emergency and Military Affairs (DEMA). The Applicant Agent also serves as a liaison between the City of Phoenix and DEMA on such matters. City of Phoenix Resolution 20794 formally approves the City of Phoenix Emergency Management Director as the Applicant Agent for DEMA. The resolution allows for the City of Phoenix to be reimbursed from the State of Arizona for expenditures incurred from disasters when funds are available for the event(s).

Situation

Generally, the City of Phoenix has the capability to respond successfully to most emergency situations. If necessary, it can request support from surrounding communities; the county, state, and federal governments; and the private sector. Assistance may be available from the state and federal governments when specific conditions are met. Timely submittals of accurate preliminary damage assessment reports are of utmost importance.

Damage assessment is critical as following an emergency or disaster, they provide an evaluation of the extent and impact of damage to infrastructure in your community. It is essential for guiding response and recovery efforts, securing financial assistance, and ensuring public safety. Damage assessments provide essential information for a potential emergency declaration, and if needed a request for support from the State and Federal governments. Damage assessments provide information necessary for the FEMA Public Assistance program, Individual Assistance (IA) and Small Business Administration (SBA).

Each federal program can provide critical support to the local community during the recovery to a major disaster.

The ~~D~~damage assessment process is ~~often~~ separated into two ~~categories~~phases: ~~preliminary~~ initial damage assessment (I~~P~~DA) and ~~detailed~~ preliminary damage assessment (~~D~~PDA). I~~P~~DA begins immediately after the incident and sometimes may begin before the incident has finished. At a minimum, I~~P~~DA information provides an overview of the incident, an assessment of the impact on the community, as well as the basis for declaring an emergency beyond what the City can manage with its own resources. The City of Phoenix is responsible for completing the IDA and submitting it to DEMA with a request for the PDA. A P~~D~~DA is a more thorough investigation of the impact of a disaster and provides validation of the I~~P~~DA and is conducted jointly by FEMA, DEMA and the City of Phoenix~~.~~

I~~P~~DA information can come from multiple levels and sources: city (Fire, Street Transportation, Public Works, Law Enforcement); county (Flood Control District, Environmental Services, Transportation); state (Public Safety, Transportation), and federal (Forest Service, Armed Forces). Damage assessment information can also come from other reports such as City 9-1-1 dispatch centers or incident logs.

Planning Assumptions

- Pre-incident identification of critical facilities and structures is important in identifying and prioritization of response and recovery activities once an incident occurs.
- If an incident is larger than what City damage assessment teams can handle in a reasonable time, then damage assessment teams from the county or state can be requested to work in coordination with City assets to conduct a timely assessment.
- All damage assessment data will be given to the City of Phoenix Applicant Agent for compilation into a comprehensive report.

Concept of Operations

General

The Emergency Management Director, serving as the Applicant Agent for the City of Phoenix, will coordinate damage assessment activities. In coordination with City field forces, the Applicant Agent will coordinate the necessary pre-event planning and will be responsible for collecting the damage assessment data after an incident.

Damage assessment information will be sent to Maricopa County Department of Emergency Management (MCDEM). As appropriate, the damage assessment will be included to support a request for an emergency declaration. The damage assessment should include cost estimates and disaster impact data, including impacts on the public entities' physical, economic, and financial losses. In addition, damage assessment

information should include specific damage sites and facilities, maps detailing the disaster sites, and any specific information that will be useful for IPDA teams. The information will be collected and transmitted to the supporting departments within the first 12–36 hours following an incident.

Pre-Event Planning

Pre-event planning is necessary for performing a coordinated and timely assessment once an actual emergency occurs. This planning includes identifying support departments prior to an incident, coordinating with and training identified staff from both the primary and support departments in conducting assessments, and identifying critical facilities and structures.

Examples of critical facilities include:

- Wastewater and water treatment facilities
- Schools
- Libraries
- Medical facilities
- Nursing homes
- Bridges
- Dams
-

Tasks

The Applicant Agent, assisted by the support agencies, will ensure the following **preparedness and mitigation activities** are completed before and reviewed after an emergency event:

- ☐ Involve local, county, state, and tribal government representatives, and private-sector organizations in pre-event planning activities.
- ☐ ~~Establish procedures for integration of pre-incident planning and risk assessment with post-incident recovery and mitigation efforts.~~
- ☐ Establish procedures for integration of pre-incident planning and risk assessment with post-incident recovery and mitigation efforts.
- ☐ Develop standard operating guidelines delineating appropriate department participation, as well as resources available that consider the differing technical needs for risk assessment and statutory responsibilities by hazards. Plans include scaling to appropriate levels of staffing and coordination based on the nature and size of the incident.
- ☐ In coordination with other ESFs, as appropriate, use predictive modeling and loss estimation methodology to ascertain vulnerable critical facilities; identification of critical facilities will determine recovery priorities.
- ☐ Provide early identification of projects to be quickly implemented, especially those relating to critical facilities based on existing local and state plans.

- ☐ In collaboration with the state, assign staff for preliminary damage assessment teams; such teams will identify and document economic impact, losses avoided due to previous mitigation, and new priorities for mitigation in the incident-affected area.

The Applicant Agent, assisted by the support agencies, will ensure the following **response and recovery activities** are completed before and during an emergency event, and reviewed after the event:

- ☐ Coordinate resolution of policy and program issues; determine/identify responsibilities for recovery activities; provide a vehicle to maintain continuity in program delivery among departments and agencies; and ensure follow-through of recovery and hazard mitigation efforts with state, local, and tribal governments, and other involved parties.
- ☐ Coordinate the following activities as appropriate to address key issues for catastrophic incidents: incident housing and permanent housing, contaminated debris management, decontamination and environmental restoration, restoration of public facilities and infrastructure, restoration of the agricultural sector, and short- and long-term community recovery.

Teams

Teams will be formed and trained to conduct damage assessment. The Damage Assessment Teams augment the collection process by providing a door-to-door detailed assessment. This ~~detailed~~ preliminary damage assessment (~~D~~PDA) is usually conducted after the emergency response phase has been concluded. The ~~DDA~~PDA will verify the accuracy of the I~~P~~DA, refine estimates of monetary losses, and provide detailed information to be used in planning for the recovery phase.

Minimally, these teams will be composed of at least two members. If the individuals are from the same department, the senior member will be the team leader. If individuals are from different departments, the City of Phoenix Emergency Operations Center (EOC) Planning Section Chief will designate the team leader.

Each team will be furnished with a hand-held 800 MHz radio to communicate with the EOC. If enough radios are not available, the team will be equipped with a cellular telephone.

These teams are responsible for completing the following reports:

- **Damage Assessment Work Sheet**, **Public**. Used to record and report observations concerning damage to large areas. It is of a general nature to acquire an immediate estimate of overall damage.
- **Damage Assessment Work Sheet, Private**. Used to record damage and to obtain other information concerning private residences. Each damaged residence will be recorded on a separate work sheet.

- ~~**Preliminary Damage Assessment, Potential Sub-Grantee, FEMA Form 90-135.** Used to request federal public assistance.~~

Where more expeditious reporting is required, radio or telephone may be used to call in summarized data, using the reference section numbers of the respective damage assessment work sheets.

Departments may choose to utilize Geographic Information System (GIS) products to support the damage assessment function. All departments will provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC. ~~or the Planning and Development Department (PDD).~~

Organization and Assignment of Responsibilities

Primary City Department(s)

Office of ~~-~~ Emergency Management (OEM)

O~~HS~~EM leads damage assessment by doing the following tasks:

- ☐ At a city level, coordinate the necessary pre-event planning and will be responsible for collecting the Damage Assessment data after an incident.
- ☐ OEM Director to serve as the Applicant Agent for DEMA, allowing the City of Phoenix to be reimbursed from the State of Arizona for expenditures incurred from disasters when funds are available for the event(s).
- ☐ Coordinate the collection, assembly, and submission of damage assessments for the City of Phoenix.
- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

Supporting City Departments

Community Assistance Program (CAP)

CAP supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

Community Emergency Response Team (CERT)

CERT supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

Community Economic and Development Department (CEDD)

CEDD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Support the damage assessment process, specifically information and connection to the business sector.

Human Services Department (HSD)

HSD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

Neighborhood Services Department (NSD)

NSD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

Office of Public Health (OPH)

OPH supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ If needed, coordinate with Maricopa County Public Health and Environmental Services Department to deploy environmental health specialists to assess potential disease outbreak risks in affected areas.

- ☐ If requested, submit public health impact data to the Damage Assessment coordinator in the EOC for inclusion in overall disaster assessment.

Parks and Recreation Department (PRD)

PRD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

Phoenix Fire Department (PFD)

PFD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~

Phoenix Police Department (PPD)

PPD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~

Planning and Development Department (PDD)

PDD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~

~~Assemble City damage assessments and submit report to OHSEM.~~

Public Transit Department (PTD)

~~Public Transit Department~~PTD supports damage assessments by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~

Public Works Department (PWD)

~~Public Works Department~~PWD supports damage assessment by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~**Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).**~~

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports damage assessment by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~**Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).**~~

Water Services Department (WSD)

~~Water Services Department~~WSD supports damage assessment by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.

~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~

All City Departments

All City Departments support damage assessment by doing the following:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide field personnel, if requested, to participate in the damage assessment teams. Provide all collected information to the Damage Assessment coordinator in the EOC.
- ☐ ~~Provide "windshield" assessments collected by field employees to the Damage Assessment coordinator in the EOC or the Planning and Development Department (PDD).~~
- ☐ As requested, provide personnel to serve on damage assessment teams.

Strategic Partners

County

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports damage assessment by doing the following:

- ☐ At a county level, coordinate the necessary pre-event planning and will be responsible for collecting the Damage Assessment data after an incident.
- ☐ Collect and submit damage assessment information to DEMA.
- ☐ Maintain communication with the City of Phoenix EOC if activated.

State

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports damage assessment by doing the following:

- ☐ At a state level, coordinate the necessary pre-event planning and will be responsible for collecting the Damage Assessment data after an incident.
- ☐ Collect damage assessment information for submission to the Governor to support emergency declarations.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports damage assessment by doing the following:

- ☐ Provide information for damage assessment as appropriate.
- ☐ Maintain communication with the City of Phoenix EOC if activated.

Arizona Public Service (APS)

APS supports damage assessment by doing the following:

- ☐ Provide information for damage assessment as appropriate.
- ☐ Maintain communication with the City of Phoenix EOC if activated.

Salt River Project (SRP)

SRP supports damage assessment by doing the following:

- ☐ Provide information for damage assessment as appropriate.
- ☐ Maintain communication with the City of Phoenix EOC if activated.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Federal Emergency Management Agency (FEMA) Local Damage Assessment Toolkit
- National Response Framework

State

- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Phoenix City Code, Chapter 11
- Resolution 20794, A Resolution Approving the City of Phoenix Emergency Management Director as the Applicant Agent for the Arizona ~~Division~~ Department of Emergency Management.

~~Attachments: Relevant Forms~~

~~Damage Assessment Work Sheet, Public~~

~~Team Members:~~	
~~Area Assigned:~~	
~~Date/time of observation~~	
~~1. GENERAL OBSERVATIONS~~	
~~a. Limits of disaster area:~~	
~~b. Major disaster agents:~~	
~~c. Location and description of hazards to personnel:~~	
~~d. Location and description of dangerous conditions requiring accelerated response:~~	
~~2. DISASTER VICTIMS~~	
~~▪ Estimated homeless:~~	
~~b. Estimated injured or ill:~~	

c. Estimated deceased:	
3. HEALTH AND SANITATION (Description of problem)	
a. Water:	
b. Wastewater:	
c. Disease:	
d. Vector Control:	
4. PUBLIC WORKS (Affected areas, estimated outage times, and damages)	
a. Electricity:	
b. Water:	
c. Wastewater:	
d. Natural Gas:	
e. Telephone:	
5. FARMS AND RANCHES (Number destroyed, major or minor damage, and dollar estimates)	
a. Buildings:	

~~b. Crops:~~	
~~c. Poultry/Livestock:~~	
~~6. PLANNING AND DEVELOPMENT DEPARTMENT (Number usable, unusable, or destroyed, to include estimated dollars)~~	
~~a. Homes:~~	
~~b. Mobile Homes:~~	
~~c. Apartments:~~	
~~d. Commercial:~~	
~~e. Industrial:~~	
~~f. Governmental:~~	
~~7. SUPPLIES, EQUIPMENT, PERSONAL PROPERTY (Damage estimates in dollars)~~	
~~a. Personal property:~~	
~~b. Commercial equipment and supplies:~~	

~~c. Industrial equipment and machinery:~~	
~~d. Agricultural equipment:~~	
~~e. Government equipment:~~	
~~8. TRANSPORTATION ROUTES~~ ~~(Location, type, and cause of closure, to include estimated time to open)~~	
~~a.~~	
~~b.~~	
~~c.~~	
~~d.~~	
~~e.~~	
~~9. TRANSPORTATION FACILITIES AND VEHICLES~~ ~~(Location, non-operational < 8 hours or non-operational > 8 hours and estimated damage)~~	
~~a. Railroads:~~	
~~b. Rolling Stock:~~	
~~c. Commercial Stock:~~	

~~Damage Assessment Work Sheet, Private~~

~~DATE OF EVENT:~~	
~~ASSESSMENT DATE:~~	
~~JURISDICTION (Check One):~~	▪ ~~City of:~~ _____ ▪ ~~Maricopa County (Unincorporated Area)~~
~~TYPE OF EVENT (Check One):~~	▪ ~~Flash Flood~~ ▪ ~~Earthquake~~ ▪ ~~Flood~~ ▪ ~~Thunderstorm~~ ▪ ~~Tornado~~ ▪ ~~Wind~~ ▪ ~~Fire~~ ▪ ~~Other:~~ _____
~~OWNER/OCCUPANT INFORMATION:~~	
~~Name:~~	
~~Address:~~	
~~Telephone Number:~~	
~~OWNER CONTACT INFORMATION (If Different Than Above):~~	
~~Name:~~	
~~Address:~~	

~~Telephone Number:~~	
~~STRUCTURE INFORMATION~~	
~~Type of Structure (Check One):~~	☐ ~~S – Single Family Dwelling~~ ☐ ~~M- - Mobile Home~~ ☐ ~~A – Apartment~~ ☐ ~~B – Business~~
~~Building Damage (Check One):~~	☐ ~~3 - Destroyed (Not Repairable)~~ ☐ ~~2 – Major (Need Repair)~~ ☐ ~~1 – Minor (Habitable)~~ ☐ ~~0 – No Damage~~
~~Content Damage (Check One):~~	☐ ~~3 - Destroyed (Not Repairable)~~ ☐ ~~2 – Major (Need Repair)~~ ☐ ~~1 – Minor (Habitable)~~ ~~0 – No Damage~~

Structural Damage (Check Appropriate):	□ Walls & Ceilings o Collapsed o Blown In/Blown Out o Water Damaged □ Roof o Collapsed o Truss Damage o _____% Shingles Missing □ Foundation o Shifting On o Shifting Off □ Chimney o Collapsed o _____% Damaged □ Siding o _____% Missing/Damaged

Other Damage (Check Appropriate):	Windows Broken? ☐ Yes ☐ No Insulation Damaged? ☐ Yes ☐ No Furniture Damaged? ☐ Yes ☐ No Appliances Damaged? ☐ Yes ☐ No Awnings Damaged? ☐ Yes ☐ No (see next page) Flooring Damaged? ☐ Yes ☐ No Pipes Ruptured? ☐ Yes ☐ No Septic System Impacts/Damage? ☐ Yes ☐ No

	~~Well Impacts/Damage?~~ ☐ ~~Yes~~ ☐ ~~No~~
~~Additional Information~~ ~~(Fill in appropriate):~~	~~Flood Water Depth:~~ ~~_____~~ ~~Number of Floor Levels:~~ ~~_____~~
~~TYPE OF USAGE:~~	
~~Check appropriately:~~	☐ ~~Primary Residence~~ ☐ ~~Seasonal Home~~ ☐ ~~Recreational Vehicle~~ ☐ ~~Other:~~ ~~_____~~
~~INSURANCE INFORMATION:~~	
~~Check appropriately:~~	~~Homeowners Insurance?~~ ☐ ~~Yes~~ ☐ ~~No~~ ~~Flood Insurance?~~ ☐ ~~Yes~~ ☐ ~~No~~
~~REMARKS~~	

~~FEMA Form 90-135~~

U.S. DEPARTMENT OF HOMELAND SECURITY EMERGENCY PREPAREDNESS AND RESPONSE DIRECTORATE **PRELIMINARY DAMAGE ASSESSMENT - POTENTIAL SUBGRANTEE**							TEAM	Team Leader Initials/Date
PUBLIC ENTITY/POTENTIAL SUBGRANTEE INFORMATION								
PUBLIC ENTITY/POTENTIAL SUBGRANTEE			CONTACT & TELEPHONE NO.					POPULATION
COUNTY/PARISH			ADDITIONAL CONTACT(S) & TELEPHONE NO(s)					
SITE ESTIMATE SUMMARY								
CATEGORY		**CRITICAL FACILITIES AND OTHER DAMAGES**	**INSPECTED**		**PROJECTED**		**TOTAL**	
			# of Sites	**Estimated Cost**	**# of Sites**	**Estimated Cost**	**# of Sites**	**Estimated Cost**
EMERGENCY WORK								
A	Debris							
B	Emer. prot. meas.							
		Emergency Work sub-total						
PERMANENT WORK								
C	Roads and bridges							
		sub-total						
D	Water control facilities							
		sub-total						
E	Buildings and equipment							
		sub-total						
F	Utilities							
		sub-total						
G	Rec./other							
		Permanent work sub-total						
		TOTAL						

FEMA Form 90-135, JUN 03 *Continue on the reverse side.*

DISASTER IMPACTS
List detours/critical facilities damaged.
Describe any health and safety issues.
Did previous state or local hazard mitigation measures reduce otherwise eligible costs? *(If yes, please explain)*
Comments:

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Emergency Public Warning Support Annex

Key Response Agencies

Primary City Departments	Office of Emergency Management (OEM) Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Aviation Department (AVN) Communications Office (COM) Equal Opportunity Department (EOD) Information Technology Services Department (ITS) Office of Public Health (OPH) ~~Phoenix Fire Department (PFD)~~
Strategic Partners	**County** Maricopa Association of Governments (MAG) Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Health Services (ADHS) Arizona Department of Public Safety (DPS) **Federal** National Weather Service (NWS) Federal Emergency Management Agency (FEMA) **Private Sector and Community-Based Organizations** Arizona Public Service (APS) Salt River Project (SRP)

Introduction

Purpose

The Emergency Public Warning Annex details the City's responsibilities for public warnings and notifications response. This annex can be used in conjunction with other plans designed for the protection of the population.

This annex has been developed to meet the following objectives:

- Identify and describe the actions that will be taken to initiate/disseminate the initial notification that a disaster or threat is imminent or has occurred (e.g., Wireless Emergency Alerts (WEA), Reverse 911, Emergency Alert System ([~~[~~EAS)]~~]~~ ~~activation~~, door-to-door warnings, sirens, cable/TV messages).

- Describe the use of emergency notification levels (e.g., heat emergencies, HAZMAT incidents, nuclear power plant incidents).
- Identify and describe the actions that will be taken to alert individuals with sensory or cognitive disabilities and others with access and functional needs in the workplace, public venues, and in their homes.
- Include EAS message templates for identified hazards.

Scope

This annex supports the City of Phoenix Basic Emergency Operations Plan (EOP) and applies to all City departments, organizations, and personnel with public warning and notification responsibilities.

Public warnings and notifications will be disseminated to the public when there is a perceived threat, immediate threat, or impending incident. Warnings will be inclusive, notifying the public of danger and directing the public on what immediate actions to take by utilizing multiple public warning assets described in this annex.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, ~~nongovernment~~non-government, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Emergency incidents occur with either advance warning, such as approaching storms, or with no advance warning, such as a hazardous materials spill. The public will be provided with accessible messaging on protective actions to take in response to the emergency.

To alert the greatest possible audience at risk in an emergency requires the use of multiple systems and methods to accomplish the following:

- Capture the public’s immediate attention, regardless of their location or the time of day.
- Ensure important safety actions are communicated to the whole community, including people with disabilities and others with access and functional needs.

The City of Phoenix utilizes multiple, accessible, and redundant warning and notification systems capable of reaching the diverse population of people with disabilities and others with access and functional needs. Consistent and active involvement with the community in all aspects of planning will ensure that the City's accessible notification systems continue to improve and reach the whole community.

Available channels will determine the method for communicating with the whole community, including people with disabilities and others with access and functional needs; those with sight or hearing impairments; and unique populations like schools, nursing homes, hospitals, etc. The location and accessibility status of reception and care centers, evacuation centers, and disaster shelters will be included in public announcements. These centers will offer services such as back-up power and refrigeration for medicines.

Should the situation require the alerting, warning, or evacuation of the public, Phoenix Public Information Officers (PIOs) will utilize all communication channels available (e.g., audio, visual, text, etc.) to notify the whole community, as well as unique populations that will need specific attention, such as schools, hospitals, managed care facilities, group homes, residential or congregate facilities, etc.

Clear and timely information will be provided so that the public can make decisions about what steps they need to take to ensure their safety. This information will include formats for languages other than English, for people with disabilities and others with access and functional needs, and for other unique populations.

As hazard specifics become known, considerations for emergency warning include the following:

- The best communications tools for the situation
- The appropriate message contents
- The optimum format for each message
- The most effective times for releasing each message

Effective emergency messaging requires communication of the nature, extent, and expected impact of a hazardous incident, as well as clear, concise, and decisive information concerning appropriate protective measures and actions that should be taken by the public. The timely and coordinated use of public warnings can reduce the impact to ~~citizens~~community members.

In general, the City of Phoenix relies on public safety departments—including the City of Phoenix Police Department (PPD), Fire Department (PFD), and other partner agencies (e.g., National Weather Service)—to notify the ~~initiate~~ City of Phoenix Office of Emergency Management (OEM) ~~notification~~ of an emergency incident or event. ~~to the City of Phoenix Office of Homeland Security and Emergency Management (OHSEM).~~

Planning Assumptions

- The National Weather Service (NWS) periodically issues severe weather information as an advisory, watch, or warning. The same emergency condition levels will be used by the City of Phoenix when notifying the public of the severe weather information.
- This annex addresses initial emergency messaging to the public and first responders. Additional information about the incident will be provided by other means, including traditional and social media. *See ESF#15:~~the~~ External Affairs Annex ~~(ESF #15)~~ for more information.*
- When an incident occurs suddenly and the situation evolves rapidly, information ~~will~~ may be incomplete or unconfirmed.
- ~~While every effort has been made to ensure the reliability of the notification systems the City uses, the successful delivery of messages is heavily dependent on external networks and providers outside the City's control.~~
- The City of Phoenix utilizes both internally operated and external network delivery systems when providing notifications to the community. The City of Phoenix will ensure, to the best of its ability, the reliability of these notification systems.
- The City utilizes ~~the regional Community Emergency Notification System (CENS)~~multiple mass notification systems, to include the Wireless Emergency Alert system in partnership with ~~operated by~~ the Maricopa County Department of Emergency Management (MCDEM). When an emergency alert is required, the City OEHSEM contacts the County to activate and distribute a WEA.~~on a 24/7 basis to issue emergency alerts.~~
- Public warning and notifications will meet accessibility standards from the Web Content Accessibility Guidelines (WCAG). ~~2.0 AA.~~
- All printed public education material produced to support this annex for distribution to the public shall be available in accessible formats.
- All Palo Verde Nuclear Generating Station (PVNGS) emergency warnings will be centrally coordinated through MCDEM. The use of Unusual Event, Alert, Site Area Emergency, and General Emergency Classification Levels in providing warning to the public will only be used for emergencies occurring at the PVNGS. (NOTE: The City of Phoenix is located fewer than 50 miles from PVNGS). *For more information, please refer to the Palo Verde Generating Station (PVNGS) Incident Annex.*
- Various factors influence the public's response to an emergency message:
  - Interpretation of message. There will be variations in how people understand the message, leading to different interpretations and responses.
  - Previous experiences. Often people will rely on their previous experiences with the hazard to determine what actions they initially take (or do not take).
  - Observations. Individual responses to warnings vary, but most people will seek some form of confirmation. For example, some people will look for environmental cues while others will seek to contact trusted sources.

- Perception of risk/proximity. People tend to make a rapid assessment of the relative safety of their location. If their perception of personal risk is high, people will act quickly. If their perception is low, they may delay acting.
- Length of residency. Tourists and newcomers to the area lack knowledge of local hazards and the history of local disasters, so they will react differently.

- Each communication mode has different limitations. For example, messages sent via some forms of social media ~~(e.g., TwitterX)~~ ~~are~~ may be limited ~~to 140~~to certain number of characters. Additionally, ~~most~~ wireless carriers do not ~~guarantee the timely delivery of text messages, nor do they~~ guarantee text messages will be received at all. The public's ability to receive voicemails and emails ~~will~~ may be disrupted if networks are compromised by outages or high traffic volumes.

Concept of Operations

General

It is essential that emergency warnings and notifications reach the largest portion of the population possible. The City of Phoenix attempts to reach as many people as possible using a variety of communication tools and methods. The City will follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community. *For additional information, see the ~~both~~ ESF #15: External Affairs Annex. ~~and Citywide Guidance for Effective Communications.~~*

The lead entity to initiate emergency notification to City officials, affected jurisdictions, City departments, and the public is the Phoenix Police Department (PPD) with support from the Phoenix Fire Department (PFD).

Objectives

The primary objective of the City's public notification system is to notify key officials of emergency situations and to disseminate timely and accurate warnings and instructions to the population at risk from the threat or occurrence of an emergency. Rapid dissemination and delivery of warning information and instructions may provide time for ~~citizens~~ members of the community to take action to protect themselves and their property. When the PPD and/or PFD receive information of an emergency, multiple notification and warning systems will be used to alert the public.

Operations

The City's actions to provide timely and accurate emergency notifications to City officials and the public are as follows:

- Coordination of inter-jurisdictional warning
- Dissemination of local public warning
- Use of early warning and notification resources

For events with advance warning, alert and notification phases illustrate that an emergency exists, threatens health and safety, and provides protective action recommendations.

Alert Phase

Upon notification, PFD, ~~or~~ PPD and/or OEM will alert the appropriate City departments, affected jurisdictions, and support departments to relay known information and to establish coordination and feedback channels.

- PFD, ~~or~~ PPD and OEM ~~is~~are the primary department~~s~~ to ensure all pre-incident coordination of personnel, resources, and facilities are identified and incorporated into each system identified as public warning assets. They may delegate a primary department responsibility, as appropriate, per each system identified below.

~~**PPD will identify the appropriate support agencies, per each system.**~~

Notification Phase

PFD, ~~or~~ PPD and/or OEM will notify the appropriate governmental departments of impending emergency events or situations as follows:

- Pass reports of significant or severe weather or flooding to the Emergency Management ~~Coordinator~~Duty Officer.
- Pass reports of terrorist or suspected terrorist activities to the local office of the Federal Bureau of Investigation (FBI) and to the Arizona Department of Public Safety (DPS).

Coordination of Inter-Jurisdictional Warning

Warning is a two-part function: first, learning of the hazard or threat of hazard and second, alerting officials and the public.

Each municipality has established a local warning point (LWP) in its community to receive and disseminate emergency information and warnings. The LWP receives notification of actual or potential emergency situations from a variety of sources, including federal and state agencies, local officials, businesses, industries, the news media, and the public. The systems by which warnings may be received by the LWP are described below.

The PPD Communications Center, the LWP for the City of Phoenix, will verify and disseminate pertinent information to specific local officials, City departments, and other jurisdictions as necessary. The center is also the Public Safety Answering Point (PSAP) within the City of Phoenix and for Maricopa County and as such, operates on a 24-hour basis.

The center provides routine emergency call reception and dispatch services and utilizes the following inter-jurisdictional warning systems:

- ~~NAWAS (~~National Warning System~~)~~ - NAWAS
- ~~NLETS (~~National Law Enforcement Telecommunications System~~)~~

Warning messages are periodically received and generally fall into the following two categories:

- Warning messages pertaining to potential natural hazard events, such as flooding or severe weather, that could affect the City
- Informational messages pertaining to events that are occurring in other areas of the City
- *Guidelines for communicating with other public safety agencies can be found in ~~established by two methods: interagency crosspatch and interagency channels. For more information on procedures, see~~ PPD Operational Orders 8.3.*

Dissemination of Local Public Warning

- In the initial stages of an emergency, the PPD will, within the limits of its delegated authority, determine if a warning should be issued, formulate a warning, and disseminate it.
- When the City Emergency Operations Center (EOC) has been activated, the EOC Director will normally determine the nature, content, and timing of emergency messages. Depending on the nature of the warning message, the LWP will execute the warnings by activating the appropriate warning system. The City Public Information Officer (PIO) will disseminate emergency public information to local media sources.
- For time-sensitive warnings, public safety departments are authorized to initiate public warnings immediately.
- The systems described below will be used to issue warnings and instructions to the public. To facilitate dissemination of warnings and public instructions, a set of scripted warning messages and public information messages suitable for use in likely emergency situations has been developed by and are stored with the authorize departments. Emergency alert messages shall be in accessible and multiple formats to reach the whole community.

Utilizing Early Warning and Notification Resources

Each public safety department will issue emergency warning information as necessary depending on the situation. However, incidents that require City Emergency Operations Center (EOC) activations are usually large-scale and require a great deal of emergency information coordination. Therefore, the EOC Director or City Public Information Officer (PIO) will have final approval for message content, timing, and delivery methods. The following paragraphs describe the City's public warning assets and use.

National Warning System (NAWAS)

NAWAS is the civil defense system used to disseminate warnings from the Federal Emergency Management Agency (FEMA) Operations Center to warning points in each state. It is a 24-hour nationwide, dedicated, multiple-line telephone warning system used to disseminate civil emergency warnings; it links federal agencies and the states. Because NAWAS is a voice-only system that is not particularly suited for disseminating lengthy messages, it is not used for warnings daily.

National Weather Service All Hazards Radio (NWR)

NWR broadcasts continuous weather information. The system is also used to broadcast warnings for serious weather conditions and other emergency information. The Phoenix National Weather Service office broadcasts weather information 24 hours a day on 162.55 MHz from its transmitting antenna located on South Mountain. During severe weather, the routine weather broadcasts are interrupted for special information such as weather warnings. The service also disseminates emergency warnings and information on natural and man-made emergencies, both pre- and post-incident, by incorporating the Emergency Alert System (EAS) into its broadcasts.

Red Flag Alerts

Red Flag Warnings are official warnings issued by the National Weather Service to indicate that critical fire weather conditions are either occurring now or will shortly. When hot, dry and windy conditions combine with dry vegetation/fuel conditions (i.e. High, Very High, or Extreme Fire Dangers). Specifically,

- Strong winds, generally sustained at 25 mph with gusts above 35 mph
- Low relative humidities, generally less than 15 percent
- Warm temperatures
- Dry vegetation/fuel conditions

Integrated Public Alert & Warning System (IPAWS)

IPAWS is a modernization and integration of the nation's alert and warning systems. IPAWS integrates the EAS, Wireless Emergency Alerts (WEA), the National Weather Service Radio, and other public alerting systems from a single interface.

Emergency Alert System (EAS)

The EAS is the national public warning system that requires broadcasters, satellite digital audio service and direct broadcast satellite providers, cable television systems, and wireless cable systems to provide communications capability to the President of the United States during a national emergency. The City will use EAS to deliver emergency information to the public; EAS will be used to augment all other means of public warning

and notification. This information will be broadcast to the regional area and is not a targeted alerting system.

Local media voluntarily translates all EAS messages into Spanish. To disseminate an EAS message, the City of Phoenix will request activation of the EAS system throughcontact the Maricopa County Department of Emergency Management (MCDEM) on its 24-hour line at 602-273-1411 and make the request by providing the title, name, and political subdivision. Have the text prepared for the emergency action notification. The city EOC will Mmaintain documentation on any EAS activation, including date, time, and emergency message or notification.

Wireless Emergency Alerts (WEA)

WEA allow public responders to notify citizens in specific geographic areas of an impending threat to safety. The system will generate a message by sending a message from cell towers around the emergency to wireless phones and other enabled mobile devices.

Arizona Emergency Information Network (AZEIN)

The AZEIN is Arizona's online source for real-time emergency updates, preparedness and hazard information, and multimedia resources. *For more information, refer to http://https://ein.az.gov/. For more information, refer to* http://ein.az.gov.

~~Media Alert System~~

~~The media alert system is primarily used for notifying the public, via a limited number of media members, of events having an immediate impact affecting a significant population. The system allows for the simultaneous distribution of information from one source to subscribing media outlets and minimizes confusion by releasing accurate information in a timely manner.~~

~~The system is activated by the Arizona Department of Public Safety (DPS) at the request of certain authorized departments (e.g., City PIO), which access DPS via telephone. During severe weather, the Phoenix National Weather Service disseminates information about weather watches and warnings on this system.~~

Maricopa County Warning Radio Net (47.66 MHz)

The radio net may be used to disseminate emergency information to all cities and other organizations on the net. Radios are located at the offices of the Maricopa County Department of Emergency Management (MCDEM) as well as the County EOC and in ~~each~~ many municipal Dispatch Center.

Flood Control District of Maricopa County

The Flood Control District Operates a 24-hour rain, stream, and weather gauge network that provides "real-time" internet-based information to ~~MCDEM and other~~ agencies about rainfall, floods, and weather conditions. ~~in the County.~~

~~The Community Emergency Notification System (CENS)~~Reverse 911 System

~~The Maricopa Association of Governments (MAG) operates the CENS.~~ The Reverse 911 (R911) system can notify those living or working near the scene of an emergency and provide them with information and any required emergency instructions. The system has the capability to:

- Rapidly notify by telephone via ~~, utilizing 9-1-1 telephone records,~~ registered cell phones, land lines and/or voice-over internet protocol phones
- ~~Notify~~ Notifications are based on the address provided by the recipient during registration.
- Record the message in the necessary languages

- Detect TTY equipment that will bypass the voice-recorded portion when a TTY or TDD is detected
- ~~Call back if the line is busy or if there is no answer (waits five minutes before a second call back is made)~~

The system will be used to broadcast emergency warnings and notifications, including all-clear messages to residents, or to update residents as necessary. The ~~CENS~~ R911 Alert System shall be activated to assist in emergency community notifications regarding:

- Imminent threat to life or property
- Disaster notification
- Endangered persons (children or adults)
- Evacuation notices
- Any notification to provide emergency information to a defined community, including but not limited to the above examples

The system is utilized only for emergency notifications and should not be used for routine information not related to an emergency.

Wireless Emergency Alerts (WEA)

The Wireless Emergency Alert system delivers critical warnings and information to the public through their mobile devices. The system will be used to broadcast emergency messages for situations that pose immediate threats to public safety. The system will generate a message by sending a message from cell towers around the emergency to wireless phones and other enabled mobile devices. These alerts are automatically enabled on compatible mobile devices and do not require registration. The system has the capability to:

- Send geographically targeted alerts to all compatible mobile devices in the affected area
- Provide alerts in both English and Spanish languages
- Issue distinctive alert tones and vibration patterns that distinguish them from regular notifications

WEA messages are limited to either 90 or 360 characters, based on provider, and include essential information about the emergency and recommended protective actions.

Commercial Radio and TV Broadcasting and Local Cable Systems Stations

Emergency warnings and information are disseminated to the public in accordance with the procedures contained in the State of Arizona Emergency Alert System operational plan and the Maricopa/Pinal County local area Emergency Alert System Plan.

Changeable Message Signs (CMS)

CMS are electronic billboards that display messages that can be changed or edited digitally. The boards may be used to provide emergency warnings, directions, and other important information.

Email Distribution Lists

Email distribution lists maintained and updated regularly are used to warn the public of disaster. These lists are comprised of important stakeholders and officials throughout the City. The City EOC will utilize these lists to reach a wider audience through the forwarding nature of emails. These lists can be utilized in virtually any emergency where public warning is available and necessary.

~~Red Flag Alerts~~

- ~~Red Flag Alerts are issued using a database by the Phoenix Fire Department (PFD) when fire-related dangers are imminent or expected. These early warnings are distributed to those who have self-registered; this is an opt-in system that requires registration. However, Red Flag Alerts are also posted to the National Weather Service (NWS), all local news and weather TV stations, and the City's website.~~ Dry vegetation/fuel conditions

Social Media

City departments use social media to communicate with the public during ordinary and crisis situations. Early warnings and mass notifications will be distributed via already established social media channels.~~, such as Facebook, Twitter, and YouTube.~~

Traditional Media

All departments and agencies within the City of Phoenix, as well as supporting county and state agencies, use traditional media. Traditional media, such as newspapers, television interviews, press releases, etc., will continue to be used in times of crisis or perceived crisis. Each form of traditional media is controlled and monitored by each individual department/agency distributing the communication.

- All departments included in this annex may use traditional media to reach the public in times when early notifications and warnings are necessary.
- All early warnings distributed through these means are owned by the distributing party and each is responsible for content therein.

Websites

Websites allow for departments and agencies to post unlimited emergency information. The City department websites shall be accessible and meet standards included in Web Content Accessibility Guidelines (WCAG ~~2.0~~). These websites will post emergency information; provide maps and directions to shelter locations and pick-up points; and feature links to additional information sources.

It is the policy of the City of Phoenix that all public information materials (videos, press releases, information packets, PHX TV, ~~PHX11~~ Phoenix Newsroom,~~TV,~~ reports, etc.) will be developed with inclusionary messaging, meaning that City information will be provided in accessible formats and integrate the needs of persons with disabilities.

The City will follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community. ~~The Citywide Guidance for Effective Communications establishes best practices for communicating information that the whole community can understand and use.~~ In addition, ~~this~~ the City will ~~guidance also identifies the~~ use ~~of~~ auxiliary aids and services (e.g., ASL interpreters, Communications Access Real-Time Translation (~~[~~CART~~]~~), etc.) in accordance with A.R.S §9-500.44, ~~that the City must provide~~ to effectively communicate ~~to~~ w persons with disabilities.

Hospital and Health Care Notifications

Hospital and health care facilities are notified by the Maricopa County Department of Public Health via their emergency notification system, administered by the Arizona Department of Health Services.

Notification to Schools, Designated Government Departments, and Designated Businesses

In addition to all–hazards weather radios, calls will be made from the City of Phoenix to schools alerting them of any potential danger. Calls will also be placed to designated government departments and businesses.

Palo Verde Nuclear Generating Station (PVNGS)

The PVNGS has installed an Emergency Siren Alerting System in the 10-mile radius around the plant to serve as an early warning system for the residents living nearby. In the event of an emergency at the plant, the sirens will sound to alert residents to turn their radios and televisions to local Emergency Alert System (EAS) stations for instructions from government officials. Methods other than the sirens may be used. These methods may include but are not limited to siren and loudspeaker announcements and door-to-door notifications by local law enforcement personnel or other government agencies. Direct phone calls to homes or cell phones may be made through the ~~Community Emergency Notifications Systems (CENS)~~ activation of the Wireless Emergency Alert

system, which is designed to rapidly notify an affected area of an emergency by sending a recorded message through the phone system.

Maricopa County Department of Emergency Management (MCDEM) monitors, tests, and activates the outdoor warning siren system within the 10-mile Emergency Planning Zone (EPZ) surrounding the PVNGS. The system is used to alert the public in the EPZ that an emergency has occurred at Palo Verde.

Route Altering and Door-to-Door Warning

Route altering and door-to-door notifications are conducted based on time, scope, and complexity of the incident. Door-to-door notifications may be required to notify residents in a localized emergency. Phoenix Police Department (PPD) and Phoenix Fire Department (PFD) personnel will conduct an initial assessment to determine if it is safe for personnel to enter the affected areas. In addition, PPD will utilize knowledge of specialty officers (e.g., community action, multi-housing, or school resource officers, and police chaplains) to gather information on special demographic needs of the affected area. *See PPD Operational Order 9.8 for more information on these procedures. See also the appropriate PFD SOP.*

Route altering is accomplished with sirens, air horns, and public address system loudspeakers affixed to apparatus to deliver warning information or emergency instructions. This method is accomplished by emergency personnel such as PPD and PFD by slowly driving through the neighborhood.

~~Door-to-door notifications may be required to notify residents in a localized emergency. When conducting door-to-door notifications, the following procedures should be followed to ensure that all citizens, including people with disabilities and others with access and functional needs, receive the notifications:~~

- ~~Shine a flashlight in windows during both day and night notifications.~~
- ~~Use attention-getting methods such as vibration or movement (e.g., using the butt of an axe or baton to concuss a door, porch, wall, window, etc.).~~
- ~~If possible, flick the light switch on and off when entering an area or room to gain residents' attention. Talk with neighbors to determine if anyone is likely to be in the residence or if a person with a disability may reside in the residence.~~
- ~~Force entry to conduct a sweep of the residence if necessary.~~
- ~~Make use of alternative communication procedures including pictograms, white boards, writing on paper, smart phone apps, etc.~~

Community Disaster Preparedness Education

The ResilientPHX Program serves as the cornerstone of the City of Phoenix comprehensive emergency management strategy, embodying the city's commitment to creating a prepared and resilient community. This innovative program recognizes that true resilience begins with an informed populace with the knowledge, skills, and resources to navigate emergencies effectively. ResilientPHX empowers residents to become active participants in their own safety and community well-being by fostering a culture of preparedness that extends beyond traditional government response mechanisms.

ResilientPHX addresses the fundamental need for accessible emergency information across Phoenix's diverse population. All educational materials are developed with inclusivity as a guiding principle, ensuring that critical preparedness information is available to residents regardless of language preference, disability status, or technological access.

ResilientPHX provides transparent education about the capabilities and limitations of government assistance during large-scale emergencies, helping residents understand how critical individual preparedness is. The program balances this self-reliance message with robust information about accessing essential services, creating a comprehensive understanding of the emergency management ecosystem.

~~**An integral part of a public warning system is educating the public on how to be prepared for a disaster, how warnings will be issued to them, what to do when warnings have been issued, and how to keep themselves and family members safe during and after an emergency. The City shall include in its emergency preparedness programs information as to how the City can assist all citizens, including people with disabilities and others with access and functional needs, during a disaster. The City shall also include information as to how citizens must prepare for themselves and in what situations the City may not be able to assist during a disaster. All material will be provided in understandable and useable formats, including Braille, large print, audio, pictures, and other languages as needed.**~~

Organization and Assignment of Responsibilities

The roles and responsibilities of city, county, state, and federal governments to provide early warning and notifications to City officials and the public are summarized in the following sections. Departments and agencies assigned responsibilities in this annex are accountable for developing and maintaining ~~statements of purpose~~standard operating procedures (SOPs) that cover their respective responsibilities.

Primary City Department(s)

Office of Emergency Management (OEM)

OEM leads Emergency Public Warning by doing the following tasks:

- ☐ Use all the tools listed below and/or coordinate with the appropriate department to distribute early warnings and notifications to the public that pertain to public safety, and other situations that may require the community to take protective actions.
  - o Reverse 911 (R911)
  - o Wireless Emergency Alerts (WEA)
  - o Emergency Alert System (EAS)
  - o Email distribution lists
  - o Traditional media

- Website
- Social media platforms

Phoenix Fire Department (PFD)

PFD leads Emergency Public Warning by doing the following tasks:

- ☐ Use all the tools listed below and/or coordinate with the appropriate department to distribute early warnings and notifications to the public that pertain to public safety, and other situations that may require the community to take protective actions.
  - Reverse 911 (R911)
  - Email distribution lists
  - Traditional media
  - Website
  - Social media platforms

Phoenix Police Department (PPD)

PPD leads Emergency Public Warning by doing the following tasks:

- ☐ Use all the tools listed below and/or coordinate with the appropriate department to distribute early warnings and notifications to the public that pertain to public safety, and other situations that may require the community to take protective actions.
- ☐ ~~Use all the tools listed below to distribute early warnings and notifications to the public that pertain to public safety, crime, civil unrest, and other situations related to police response.~~
  - ~~Community Emergency Notification System (CENS)~~Reverse 911 (R911)
  - Email distribution lists
  - Traditional media
  - Website
  - ~~Facebook~~
  - ~~Twitter~~
  - ~~YouTube~~Social media platforms
  - ~~o~~

Supporting City Departments

Aviation Department (AVN)

AVN~~Aviation Department~~ supports emergency public warning by doing the following:

- ☐ Use all the tools listed below to distribute early warnings and notifications to the public that pertain to issues concerning the airport and its property. This may include threats of terrorism, public health, general safety concerns, and traffic accidents and/or incidents both in air and on the ground, among others.
  - Email distribution lists
  - Traditional media

- Website
- Social media platforms

- ~~Facebook~~
- ~~Twitter X~~

Communications Office (COM)

COM~~Communications Office~~ supports emergency public warning by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide public information as needed through all available media, ensuring accessible messaging.
- ☐ Establish a Joint Information System (JIS) and Joint Information Center (JIC) as needed to support the EOC and on-site Incident Command with public information processes.
- ☐ Coordinate messaging from involved departments to ensure consistency.
- ☐ Submit an After-Action Report to the City Manager's office through O~~HS~~EM.

Equal Opportunity Department (EOD)

EOD supports emergency public warning by doing the following:

- ☐ Provide Disability and Access and Functional Needs (DAFN) Technical Specialist to support the Emergency Operations Center (EOC) when activated for population protection operations.
- ☐ Work closely with the Communications Office to ensure accessible messaging throughout the incident response and recovery.

Office of Public Health (OPH)

OPH Health supports emergency public warning by doing the following tasks:

- ☐ If requested, send representatives to the EOC.
- ☐ Support planning and operation functions and inform and direct public health strategies.
- ☐ Support the implementation of strategies related to disease surveillance, monitoring and reporting.
- ☐ Assist in the assessment and creation of public health emergency communications and messaging
- ☐ Provide guidance on creating and disseminating tailored messaging for vulnerable, hard to reach, and at-risk populations such as elderly individuals who may lack access to electronic devices.
- ☐ Support public health communication and information strategies.
- ☐ Coordinate with outside agencies including MCDPH, AHCCCS, and MCESD and Regional Behavioral Health Authority.

~~Phoenix Fire Department (PFD)~~

~~PFD supports emergency public warning by doing the following tasks:~~

~~Use all the tools listed below to distribute early warnings and notifications to the public that pertain to concerns related to fire hazards. This includes but is not limited to Red Flag Alerts, evacuations during wildfires, heavy rains that could result in flooding and mudslides, anticipated excessive heat waves, and anticipated cold weather.~~

~~Facebook~~

~~Twitter~~

~~YouTube~~

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports emergency public warning by doing the following:

- ☐ ~~Manage the Community Emergency Notification System (CENS) and i~~Issue emergency alerts when required and requested by City of Phoenix O~~HS~~EM.
- ☐ Coordinate all Palo Verde Nuclear Generating Station (PVNGS) emergency warnings.
- ☐ Manage Radio net radios located in the offices of MCDEM.

Maricopa County Sheriff's Office (MCSO)

MCSO supports emergency public warning by doing the following:

- ☐ Serve as the County Warning Point.

State

The State Emergency Response and Recovery Plan (SERRP) describes the roles and responsibilities assigned to state agencies during a response effort. State government

agencies will assist in providing emergency notifications and early warning messaging in local jurisdictions upon request.

Arizona Department of Health Services (ADHS)

ADHS supports emergency public warning by doing the following:

- ☐ Provide technical assistance in credible warning dissemination where biological or chemical agents are suspected.

Arizona Department of Public Safety (DPS)

DPS supports emergency public warning by doing the following:

- ☐ Function as the State Warning Point, for receiving alerting and warning information, including suspected acts of terrorism, and for relaying such information to Arizona Department of Emergency and Military Affairs (DEMA) and local governments.

Federal

National Weather Service (NWS)

NWS supports emergency public warning by doing the following:

- ☐ Responsible for preparing and issuing statements, advisories, watches, warnings, and Nowcasts about any severe weather or flooding in Arizona. Each office is responsible for a County Warning Area (CWA).

Federal Emergency Management Agency (FEMA)

FEMA supports emergency public warning by doing the following:

- ☐ Responsible for the activation of the National Warning System (NAWAS) to alert states of the potential for an actual attack upon the United States or its territories.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Response and Disaster Recovery Framework

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. §41-5202; Communications; accessibility&

- A.R.S. §11-269.25. ~~Communications; accessibility; e~~Emergency response interpreters.
- A.R.S. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
  - Palo Verde Generating Station (PVGS) Incident Annex
  - Emergency Support Function (ESF) #15: External Affairs Annex
- City of Phoenix Communications Department Emergency Operations Plan, 2016
- City of Phoenix Contract #: 147846-0 – Cooperative Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.05E: Evacuation Sector
- City of Phoenix Police Department (PPD) Operations Orders:
  - 8.3: Communications Procedures
  - 9.8: Mass Influx/Evacuation Plan

- ~~**Citywide Guidance for Effective Communications**~~

Other

- Web Content Accessibility Guidelines (WCAG) ~~2.0 AA~~.

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Population Protection Support Annex

Key Response Agencies

Primary City Departments	Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Communications Office (COM) Equal Opportunity Department (EOD) Human Services Department (HSD) Office of Emergency Management (OEM) Office of Environmental Programs (OEP) Office of Public Health (OPH) Parks and Recreation Department (PRD) Street Transportation Department (PTD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Animal Care and Control (MCACC) Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County Department of Transportation (MCDOT) Maricopa County Sheriff's Office (MCSO) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Health Services (ADHS) Arizona Department of Public Safety (DPS) Arizona Department of Transportation (ADOT) **Federal** Federal Emergency Management Agency (FEMA) **Private Sector and Community-Based Organizations** American Red Cross (ARC) Arizona Voluntary Organizations Active in Disaster (AZVOAD) Local School Districts The Salvation Army Valley Metro

Introduction

Purpose

The City of Phoenix is responsible for protecting lives and property through planning and mitigation prior to the occurrence of a disaster and by use of city resources during and after a disaster. This annex outlines the management of community protective actions specific to evacuation and shelter-in-place. It provides strategies, procedures, and organizational structures for implementation during a coordinated evacuation or shelter-in-place response in the City of Phoenix.

Scope

Most evacuations will be local in scope, and actions will be initiated following a decision by the Incident Commander (IC) and/or the local governing body. This annex is applicable to City departments and agencies that are participating and responding to an evacuation and/or shelter-in-place incident. The operations described are designed to be scalable. They can be used during incidents requiring evacuation of a geographic area as small as a few city blocks or as large as an entire section of the City.

This annex may be implemented when the City issues population protection orders to shelter in place or evacuate from hazardous conditions, or when the City receives evacuees from another jurisdiction.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix is exposed to many hazards, all of which have the potential for disrupting communities, causing damage, and producing casualties. Flooding, severe winds, wildfire, and dam inundation were identified as the most plausible hazards that could require an evacuation or shelter-in-place response for several communities within the City of Phoenix. ~~(See 2015 Maricopa County Multi-Jurisdictional Hazard Mitigation Plan for more information.)~~

Planning Assumptions

- All city, county, state, and federal processes, procedures, and protocols reflected or referenced in this document are current as of the annex's approval date.
- Only departments that have a role in evacuation and shelter-in-place are in this document.
- In any disaster, primary consideration is given to the preservation of life. Additionally, time and effort must be given to meet critical life-sustaining needs.
- After a catastrophic incident, damage control and disaster relief are required from the state and federal government, other local governments, and private organizations.
- The City will request, and Maricopa County will coordinate, regional resources under the State of Arizona Emergency Response and Recovery Plan (SERRP).
- Local municipalities and tribal jurisdictions are responsible for developing their own evacuation plans.
- Vital infrastructure (e.g., utilities, roads and bridges, railways, and communications) could be compromised. Re-establishment of these vital resources will be critical. See ESF #1: Transportation Annex ~~(ESF #1)~~ and ESF #2: Communications Annex ~~(ESF #2)~~ for more information.
- When there is sufficient warning of a significant threat, many individuals who are not at risk will self-evacuate or evacuate before an order has been given.
- The City will utilize GIS mapping systems to identify special consideration facilities such as schools, nursing homes, hospitals, long-term care, etc., to make appropriate accommodations for evacuation assistance. ~~See Residential and Congregate Facilities section, below, for more information.~~
- Stranded motorists will present significant problems during an evacuation situation.
- The option to initiate an evacuation will normally require greater lead-time to implement than the option of shelter-in-place.
- Most evacuees will use their personal vehicles to evacuate. Transportation will need to be provided to transportation-dependent evacuees and people with disabilities.
- The timing of an evacuation directive will be determined by the circumstances of the event.

- Most people at risk will evacuate when officials recommend, they do so. Some individuals will refuse to evacuate, regardless of the event.
- Evacuation operations, including routes and resources, will need to be coordinated with one or more jurisdictions.
- Mass evacuation will cause evacuees to cross-jurisdictional boundaries, requiring a regional response. Certain County and State resources, such as roadways, highways and interstates will be used during ~~localized~~ evacuations and will therefore require coordination with the County and State.
- People with disabilities and others with access and functional needs have additional considerations during the evacuation process. These include:
    - Additional notification time to prepare for an evacuation.
    - The need to evacuate with durable medical equipment (DME), consumable medical supplies (CMS), medication, and service animals.
    - Accessible transportation resources for accommodation.
    - Accessible messaging and warnings are received and understood.
    - Service animals will be evacuated with their owners.
- Certain populations will not leave without their pets. Hurricane Katrina demonstrated that many individuals would refuse to evacuate without their pets. The Pets Evacuation and Transportation Standards Act (PETS), an amendment to the Stafford Act, sets the planning requirements for pets. ~~(See Maricopa County Animal Health Plan.)~~
- Shelters will be established and operated in a coordinated effort with neighboring jurisdictions to provide temporary housing for displaced evacuees. City shelters will provide equal access for all programs and services. See ESF #6 Mass Care~~, Emergency Assistance, Housing, and Human Services~~ Annex ~~(ESF #6)~~ and the Sheltering Support Annex for more information.

Concept of Operations

Population protection measures maximize life safety during disasters by providing guidance to the public and providing government support for shelter-in-place or evacuation operations. This annex will follow basic protocols set forth in the City of Phoenix Basic Plan, the Phoenix Regional Fire standard operating procedures (SOPs), and Phoenix Police Department (PPD) Operational Orders that dictate who is responsible for an evacuation/in-place sheltering effort and how resources will be requested and coordinated. The overall objectives of providing population protection measures include the following:

- Provide initial notification, updates, and re-entry communications that are inclusive to the public.
- Expedite the movement of persons from hazardous areas.

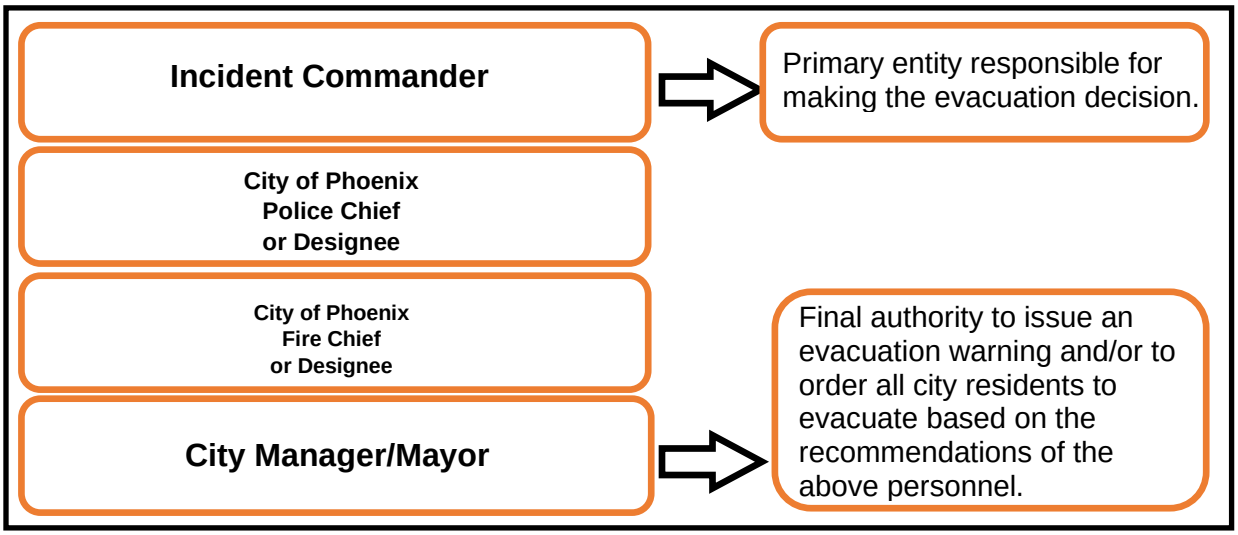
- Provide for accessible transportation and functional needs support services (FNSS) to appropriate transportation pick-up points, evacuation points, and shelters.
- Accommodate the needs of people with disabilities and others with access and functional needs during an evacuation and/or shelter-in-place operation.
- Control evacuation traffic.
- Institute access control measures to prevent unauthorized persons from entering vacated or partially vacated areas.
- Ensure the safe repopulation of the evacuated areas.
- Conduct decontamination activities when necessary.

The lead entity for population protection operations is the Phoenix Police Department.

Authority

The decision to shelter-in-place or evacuate will normally be made at the local level by field command and in accordance with existing plans and protocols. The authority to impose all necessary regulations to preserve the peace and order of the city, town, or unincorporated areas of Maricopa County is set forth in A.R.S. §26-311 Local Emergency; Power of Political Subdivisions; State Department Assistance.

In cases of immediate life safety, the following may call for immediate shelter-in-place or evacuation protective measures of the affected area.



- Upon activation, PPD will also serve as the Emergency Operations Center (EOC) Law Enforcement (LE) Branch; its director will report to the EOC Operations Section Chief.
- The LE Branch will activate appropriate staff and partner agencies/organizations.
- On large-scale evacuations, a branch-level position will be necessary in the City EOC. Sectors will also need to be established and report to the Evacuation Branch

Officer. Depending on the type of incident, the Evacuation Branch Officer will be either PPD or the Phoenix Fire Department (PFD).

Operations

Depending upon the scope and type of disaster, population protection may include hazard identification, authority, and coordination across multiple levels of government, effective public notification, and resource management. The sections below illustrate important components of the City's robust shelter-in-place and evacuation operations. The components are the following:

- Advance notice versus no-notice situations
- Coordinating population protection operations
- Gathering and distributing public information
- Residential and congregate facility support
- Critical transportation support
- Access control, security, re-entry, and repopulation

Advance Notice Versus No-Notice Situations

Advance notice situations occur when information becomes available about a potential incident, and the factors that may require in-place sheltering or an evacuation are known in advance. Decision-makers have time to collect the information they need to determine whether an evacuation should be ordered and, if so, the best way to carry it out.

No-notice situations happen when little or no advance warning of the incident occurs. No-notice situations can be small- or large-scale, and they can happen anywhere at any time. Responders will have very limited time to prepare, plan, and coordinate before protective actions begin. The table below illustrates what City responders will face during a no-notice incident that could greatly influence the response.

No-Notice Considerations	
Limited Readiness Phase	The limited time between the precipitating incident and a no-notice evacuation means that there will be little or no Readiness Phase. The lack of a Readiness Phase means that responders will be forced to rely on their existing capabilities, experience, and level of preparation.
Limited Information	There will be no time for a thorough assessment to take place before decision-makers have to decide if and how they will implement an evacuation.

Flexibility and Compromise	In the immediate aftermath of a little- or no-notice incident, responders likely will need to conduct an evacuation under less-than-ideal circumstances due to the time criticality inherent to life- saving/sustaining situations. This means that although officials will conduct the evacuation to the best of their abilities, efforts may still fall short of their expectations because of the challenges posed by no-notice evacuations.
Feasibility of Tactics	Operations may involve a wide range of methods, in particular the adjustment of traffic signal timing, closure of highway on-ramps and off-ramps in key locations, and the institution of contra flow on some roadways. All these tactics, however, require time, effort, and, in many cases, specialized systems and resources to implement, and may not be available to support an evacuation immediately following a no-notice incident.
Shelter-in-Place	Decision makers must recognize that there are situations in which the timeframes dictated by a no-notice incident do not allow for evacuations, or that evacuations may put the affected population at greater risk. They must weigh the dangers of telling populations to shelter-in-place against the known or unknown risks of evacuating in the immediate aftermath of an incident.
Consideration of Contaminants	Some incidents that lead to evacuation generate associated hazards that can contaminate people, vehicles, and structures. The nature of the contaminants will vary with the nature of the incident and its cause, and different contaminants may require different approaches to exposure, decontamination, and treatment.
Compromised Infrastructure	Large-scale incidents may have significant impacts on critical infrastructure elements, rendering them damaged or otherwise unusable. Disaster scenarios, such as severe earthquakes and major explosions, involve large areas of destruction that may encompass the systems and resources needed to execute an

	evacuation. Vulnerable infrastructure often includes components of both the transportation network and the assets that are needed to coordinate and manage the evacuation effort.
Limited Resources	The effective execution of an evacuation and sheltering effort requires a significant number of diverse resources. Different assets and tools are needed at different stages of the operational phases, each with their role in the overall process.
Behavioral Issues	Evacuees and responders will likely behave differently in a no-notice incident scenario than they would after an incident with advance notice. Anxiety and confusion will be generated by the uncertainty of the situation, the sense of acute risk, and the need to react quickly to developing incidents.

Shelter-in-Place

"Shelter-in-place is the term used for taking immediate shelter in your home or current location. The City may issue an emergency shelter-in-place warning for several reasons, including but not limited to the following:

- A hazardous materials release for which actions such as sealing up windows and doors may be necessary.
- An active shooter or active threat situation (may also be known as “lockdown”).
- Inclement weather, such as a severe storm or tornado, which may require sheltering in place but away from windows.

Shelter-in-Place Hazardous Materials

A hazardous chemical spill or release may cause an immediate threat to life, health, and the environment. A shelter-in-place warning may be issued in the area of immediate danger to the public. Sheltering-in-place for a hazardous materials event is usually required for a short time until the situation is mitigated.

Emergency public warnings will be issued in accordance with the Emergency Public Warning Annex. Warnings will include directions to the public, including the following:

- Immediately go indoors and bring family and pets.
- Close all exterior windows and doors.
- Turn off air conditioning or air handling systems.

- Use tape to seal windows and doors to prevent chemicals from entering the building.
- Continue to monitor local and social media for additional information.

Once the incident is stabilized and the area is deemed safe, the City shall issue an "all clear" message to the public.

Shelter-in-Place Active Shooter (Lockdown)

The City may issue an active shooter warning. The alert will be issued to warn ~~citizens~~ community members to evacuate, hide, and shelter in place (lockdown) if they are unable to evacuate.

See Emergency Public Warning Support Annex for additional information about communication during a lockdown.

Shelter-in-Place Storms

Severe storms or tornadoes may require a shelter-in-place warning to the public. The warning is issued when it is safer to stay indoors than to attempt to evacuate. The length of time required to shelter in place is dependent on the nature of the weather event.

Emergency public warnings will be issued in accordance with the Emergency Public Warning Support Annex. Warning information will be dependent on the speed and nature of the event, but will include the following directions to the public:

- Seek a small interior room or hallway with no windows if possible.
- Stay away from windows, doors, and outside walls.
- Stay in the center of the room.
- Avoid large-span rooms, such as cafeterias and gymnasiums.
- Monitor local media and social media for updates.

Some weather events will allow enough advance notice to provide additional information to the public, including:

- Alerting the public about the need for adequate stocks of water, food, medicine, and other life-sustaining medical supplies and equipment.
- Announcing the City hotline number where people with disabilities can obtain additional information and assistance.

If the shelter-in-place warning is required for a period of 72 hours or more, it may become necessary to implement the community wellness checks to ensure that people with disabilities and others with access and functional needs who remain in their homes are provided necessary assistance.

The City understands that preparations need to be made to check on people who are sheltering-in-place, especially people with disabilities and others with access and functional needs, as some individuals with disabilities or those who have chronic medical conditions rely on life-sustaining services, equipment, and medications. *For additional*

information, see the Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.02B: Emergency Power Outage Plan.

If the Incident Commander initiates appropriate actions to shelter in place, the City Emergency Operations Center (EOC) will coordinate community wellness checks. These response teams will evaluate resident needs and assist in obtaining essential items, such as power, food, medications, supplies, etc.

The City Public Information Officer (PIO) and the Disabilities, Access, and Functional Needs (DAFN) Technical Specialist in the EOC will develop a public messaging campaign to inform residents on the proper way to reach the City for assistance. The City will follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community.

For additional information, see both ESF #15: External Affairs Annex and ~~Citywide Guidance for Effective Communications.~~Emergency Public Warning Support Annex.

The City will establish a phone bank team/hotline to handle each request to provide the best response for the City and the requesters.

The Incident Commander may choose to order shelter-in-place recommendations when there is insufficient time to evacuate the public or there is an elevated exposure risk to the ~~citizens~~ community (e.g., no-notice). ~~*See Phoenix Regional Fire Statement of Purpose for more information.*~~

Evacuation

Evacuations require a coordinated effort by public safety agencies, government officials, the media, and the affected population.

The City of Phoenix is responsible for evacuation operations that fall within its borders, whether for the evacuation of its public or in support of evacuees arriving from another jurisdiction. Evacuation operations outside of the City will be under the policies and management of that jurisdiction.

The City's primary objective is to evacuate people in harm's ways as well as the provision of essential services during evacuation operations. All communities are vulnerable to hazards that could require them to evacuate some or all the City's population. The City's evacuation procedures require advanced planning because there are critical elements that can change at the time of an incident. Some of those elements include the following:

- Those who make the decision of when and what areas to evacuate
- Those who have the legal authority to issue an evacuation
- Automotive/pedestrian routes that could be used to move evacuees away from harm
- Multiple notification systems to instruct people about who should evacuate
- Availability of accessible transportation resources

Evacuation Considerations

Determinations regarding the specifics of any actions involving an evacuation (locations affected, length of time, protective actions, etc.) will be made on a case-by-case, on-demand basis. Evacuation considerations include the following:

- Advance-notice versus no-notice incident
- Area that requires evacuation
- Nature and speed of the threat
- Wind speed and direction
- Evacuation on foot or by vehicle
- Routes for self-evacuation and mass transportation
- Resource availability (specifically for a no-notice incident)
- Evacuation needs for people with disabilities and others with access and functional needs, including accessible messaging, accessible transportation pick-up locations if used, availability of accessible mobility transport resources, and activation of the emergency hotline/phone bank to handle requests for evacuation assistance. *See the ESF #15: External Affairs Annex ~~(ESF #15)~~ for more information regarding the emergency assistance hotline.*
- Pre-designated and accessible types of embarkation hubs as needed (e.g., welcome/information points, community centers, and reception centers) that are familiar to the community
- The expectation of evacuating individuals with disabilities with their respective caregivers, durable medical equipment (DME), services animals, medications, etc.

~~Evacuation Levels~~Ready, Set, Go Program

The Ready, Set, Go program is a three-tiered emergency preparedness and evacuation framework designed to help communities respond effectively to escalating emergencies. The program creates a clear, progressive system that helps residents understand the severity of an incident and take appropriate action. During the "Ready" phase, residents are encouraged to prepare emergency supplies and stay informed as the city manages the incident with minimal outside assistance. The "Set" phase indicates a heightened threat level where resources beyond city capabilities are required, evacuations may be necessary, and the Emergency Operations Center is activated. The final "Go" phase represents a major emergency requiring immediate evacuation, significant regional and state resources, and full activation of city, county, and state Emergency Operations Centers. This graduated approach helps ensure both officials and residents respond appropriately as emergency conditions evolve, ultimately improving public safety during critical incidents.

~~MINOR~~READY	~~▪ Requires support by the City with little to no outside assistance~~ ~~▪ Does not trigger City or County EOC activation~~Residents should prepare for potential evacuation by gathering emergency

	supplies, creating a family community plan, and staying informed. ▪ Pre-evacuation advisory
~~MODERATE~~SET	~~▪ Exceeds or is likely to exceed routine City capabilities and resources~~ ~~▪ Requires outside resources and coordination assistance~~ ~~▪ Includes evacuations that are long-term or cross jurisdictional borders~~ ▪ ~~Requires partial or full City EOC activation~~Residents should be prepared to evacuate at a moment's notice; gather essential items, medications, and important documents ▪ Stay aware of the latest news and information from public safety officials.
~~MAJOR~~GO	~~▪ Requires significant outside resources including regional and state assistance~~ ▪ ~~Requires partial or full City, County, and State EOC activation~~Immediate evacuation order. ▪ Danger in the area is imminent and life threatening. ▪ Follow instructions from emergency personnel.

Evacuation Timing

Timing and the progression of the threat are important components for emergency response and evacuation demand estimation. The time of year and day of week determine the estimates of different types of evacuees, such as residents, workers, tourists, and students. Time of day influences how the evacuation notices can be issued, the types of evacuees, and dispersion of the resident population. For instance, ~~citizens~~ members of the community cannot be notified of the evacuation order by television if it is the middle of the night. Nighttime evacuation scenarios can assume that most people will be at home, whereas daytime evacuations involve greater dispersion of the household. ~~Usually the worst-case time-of-day scenario for a downtown area is between 11 AM and noon.~~ Time-of-day also influences the amount of background traffic (non-evacuees) that will be present in the network and their origins and destinations.

These evacuations are also in the context of either a notice evacuation where sufficient planning time exists to warn ~~citizens~~ the community and to implement a plan effectively, or a no-notice evacuation where circumstances require immediate implementation of contingency plans.

Evacuation Routes

Evacuation routes will be determined based on the location and extent of the hazard/threat and the locations of the evacuation points. Evacuation routes should include as many pre-designated, major transportation routes as possible.

Evacuation routes can be coordinated across jurisdictional boundaries. In such cases, the City EOC and/or Phoenix Police Department (PPD) will coordinate with the County EOC, and other jurisdictions and agencies as required.

Important roadway characteristics and factors that should be considered when selecting an evacuation route include the following:

- Shortest route to the designated evacuation points/destination areas
- Maximum capacity
- Ability to increase capacity and traffic flow using traffic control strategies
- Maximum number of lanes that provide continuous flow through the evacuation area
- Availability of infrastructure to disseminate real-time conditions and messages to evacuees enroute, such as changeable message signs
- Current road restrictions due to construction, roadwork, or other road closures.
- Minimal number of potentially hazardous points and bottlenecks (e.g., bridges, tunnels, lane reductions)
- Minimal barriers for pedestrian access, not just automotive access (e.g., roadsides without sidewalks, non-accessible routes without curb cuts, ramps that would be problematic for wheelchairs)

Traffic conditions must be monitored along evacuation routes, and operational adjustments should be made as necessary to maximize throughput. These adjustments may include the identification of alternate evacuation routes.

Embarkation Hubs

Embarkation hubs are safe, congregate care, environmentally protected facilities utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event. Evacuation points are pre-selected, accessible, and designated by the Incident Commander (IC) during evacuation operations and include reception centers, community centers, and welcome/information centers. The purpose of these areas is to provide short-term basic needs to evacuees, such as food, water, and functional needs support services (FNSS) for those who may request additional support. In addition, they provide a safe area to gather while minimizing the impact of traffic on emergency responders.

The City EOC will support the IC and work with City departments to coordinate the necessary supplies, equipment, and personnel to operate the designated embarkation hubs. In addition, the IC will work with the Disability Unit under the Mass Care Branch to ensure that FNSS is provided at these points. If the EOC is not activated, the IC will

coordinate with dispatch to acquire assistance from the City's Community Assistance Program (CAP) to fulfill evacuee requests for accommodation.

Some evacuation point locations are also designated accessible shelter locations, which will be utilized if longer-term care and shelter is required.

For more information regarding the provision of mass care services during an evacuation, refer to the ESF #6: Mass Care Annex ~~(ESF #6)~~.

Critical Transportation Support

Privately owned automobiles will be the primary mode of transportation utilized during evacuation efforts. However, not all ~~citizens~~ community members have access to personal vehicles; some utilize government-provided public transportation to evacuate from an area threatened or affected by a disaster. Accessible transportation resources will be required during an evacuation. The City is prepared to accommodate the evacuee, along with his or her service or support animals and household pets. The Public Transit Department (PTD) currently holds a lending bus agreement with the Regional Public Transit Authority (RTPA) to borrow several buses to satisfy the pressing need of the public. This agreement will be utilized to ensure that accessible transportation is readily available throughout the local response.

In addition, the City EOC will also request the use of school district buses for evacuation through the County EOC. Local and surrounding school districts have agreed to provide these transportation resources by entering the Arizona Mutual Aid Compact (AZMAC). The compact includes provisions for requesting transportation assistance from other states during disasters. The City is also a party to the AZMAC, as well as the multi-state Emergency Management Assistance Compact (EMAC). City-provided transportation resources are allocated as needed to support movement of critical transportation evacuees, including people with disabilities and others with access and functional needs. Through the County EOC, the City can also request state assistance with aircraft evacuations if needed. Aircrafts are deployed for specific missions, based on priority of need, and capacity is limited.

It is critical that appropriately equipped transportation be utilized to help evacuate all ~~citizens~~members of the community, including people with disabilities and others with access and functional needs. Transportation, such as lift-equipped buses and vans, will be employed to accommodate individuals with wheelchairs, electric scooters, or other mobility aids. PTD and Valley Metro buses and light rail vehicles are designed to be accessible to people with disabilities and to meet provisions of the Americans with Disabilities Act (ADA).

Accessible features on board these buses and trains include but are not limited to the following:

- Level boarding at all light rail stations
- Lift- or ramp-equipped buses

- Multiple onboard locations to safely secure mobility devices, such as wheelchairs and scooters
- Priority seating near all boarding doors, which is reserved for seniors and people with disabilities
- Onboard audio stop announcements on all buses and trains
- Operators who receive annual training and refreshers on assisting people with disabilities and others with access and functional needs

Staging Transportation Resources

Staging areas will be established to stage and manage transportation resources. Routine bus holding areas are a part of daily operations and have been established by PTD and Valley Metro. The Transportation Branch will coordinate these resources with the Bus Operations Control Center (BOCC) to dispatch the number of resources needed based upon bus operator availability.

It is critical that control of transportation resources be maintained, especially after evacuees are dropped off at the embarkation hubs, so drivers can be re-routed to other transportation points if needed. The City EOC and Incident Command Post (ICP) will maintain communications with the BOCC throughout the response to ensure transportation assets are utilized effectively. ~~Please refer to Attachment B: Transportation SOP for more information.~~

All PTD and Valley Metro frontline personnel, including bus and train operators and drivers, are required to receive job-related training regarding the ADA and their responsibilities for serving all passengers, including people with disabilities. This training includes sensitivity/operational ADA training (initial and annual refresher) to ensure they are proficient to transport persons with disabilities and others with access and functional needs. Duties include the operator responsibilities, transport of equipment and devices, and boarding/alighting assistance of passengers. All bus and train operators/drivers are monitored biannually to ensure training remains compliant based on program requirements.

The Phoenix Transit Enforcement Unit ~~(TEU)~~ will notify the BOCC that police escorts will be provided to protect and maintain control over transportation resources. If the City EOC is activated, the Transportation Branch may request additional security from the Law Enforcement ~~(LE)~~ Branch under Operations.

Transportation Pick-Up Points

During an evacuation, the Incident Commander (IC) and the Transportation Branch will identify accessible transportation pick-up points to collect people who lack transportation and/or need accessible transportation and transport them to designated embarkation hubs (i.e., temporary safe zones) or to the safe zone if near the event.

The City will prioritize the use of recreation centers, transit centers, and/or park-and-ride locations for transportation pick-up points based on their proximity to major arteries and physical buildings.

For example, transit centers have been designed in accordance with the requirements of the ADA and have accessibility features that include the following:

- A level path of travel between all station entrances and platforms
- High-color contrast, textured strips along the edge of each train platform to indicate the platform edges for people who are blind or visually impaired
- Fare vending machines ~~(FVM)~~ which include Braille, raised print, audible speech and other features designed to enable people who are blind or visually impaired to independently purchase and validate tickets and passes
- Audible pedestrian signals ~~(APS)~~ at all signalized intersections serving light rail stations to facilitate safer use of the system by all passengers, including people who are blind or visually impaired

- Other planning considerations and potential options for support include ride-sharing services, Non-emergency medical transportation and private sector ride sharing services.

Animal Transportation

Household Pets

Ensuring the transportation, care, and sheltering of animals is an important factor in evacuation planning and operations. Many people will refuse to evacuate their homes if they cannot take their pets with them. Therefore, it is imperative that evacuation coordination addresses pet evacuation and sheltering procedures to protect both human and animal health and safety.

In response to the aftermath of Hurricane Katrina, the Pets Evacuation and Transportation Standards (PETS) Act of 2006 was passed; it amends the Stafford Act. The PETS Act requires evacuation plans to consider the needs of individuals with household pets and service animals, prior to, during, and following a major disaster or emergency.

The Maricopa County Department of Animal Care and Control (MCACC) and the Arizona Humane Society have plans to transport and shelter pets during a County-declared disaster. The following protocols apply to the evacuation of household pets:

- Register household pets in association with their owner for more effective reunification. Photograph the owners and their household pet and place the photo on the pet's carrier or cage as an additional form of identification.
- If facility infrastructure allows, set up this process in an outside area so that the animals do not enter the facility.
- Once MCACC takes control of the animals, provide relief, water, and emergency veterinary care; vaccinate the animals; and microchip them.

- Put household pets into temporary carriers or cages and transport them to animal shelters on designated pet evacuation vehicles.
- If appropriate facilities are available, place household pet shelters adjacent to or near the shelter housing the household pet's owners.
- Residents who do not have access to vehicles will need to secure their pets in cages or carriers as they arrive at the transportation points. This strategy places responsibility upon individual owners; it will require a public education component that informs the public that carriers, cages, or trailers will be required for pet evacuations and recommends that pet owner's microchip their animals for identification purposes. MCACC officers will work with animal services agencies and volunteers to develop an animal tracking methodology. ~~*For more information, refer to the Maricopa County Animal Health Plan.*~~

Service Animals

Service animals are defined as dogs that are individually trained to do work or perform tasks for people with disabilities. Service animals are allowed to be transported with their owners/handlers during evacuations as they do daily. They are also permitted to be in all places that serve the public if the animal is not out of control or otherwise posing a direct threat to the health and safety of individuals (i.e., temporary shelters). All frontline personnel and bus/rail operators will comply with the standards and procedures identified in the Valley Metro Service Animal Policy, which reflects Title II of the ADA.

Comfort/Emotional Support Animals

Companion, comfort, and therapy animals will not be transported during an evacuation unless they can be stowed within an enclosed pet carrier that fits on the customer's lap or on the floor beneath the customer's seat. Dogs whose sole function is to provide comfort or emotional support do not qualify as service animals under the ADA. The MCACC and the Arizona Humane Society have plans to provide trailers and cages to support the movement of animals that cannot be boarded on transportation vehicles during evacuations. In these cases, MCACC will track and take the animals to the evacuation points, to the shelters (if known), or to an animal shelter so that the owner can later pick up their animal after the emergency has passed.

Access Control and Security

Once an area is evacuated, it must be kept clear for the safety and security of responders. In addition, individuals must be kept out of hazardous areas. Perimeter control is normally accomplished by establishing access control points, roadblocks, or road closures, supplemented by suitably equipped mobile patrols.

Perimeter Security and Access Control

Access control points are established to provide limited access to individuals authorized to carry out legitimate activities. Access control points include staffed checkpoints,

roadblocks, or road closures to establish outer and inner perimeter controls. The outer perimeter control will be used to provide information and reduce sightseeing traffic. The inner perimeter control will function to restrict traffic to emergency response vehicles and personnel only. When possible, law enforcement personnel will also conduct periodic patrols within the secured areas to deter theft and looting of abandoned residences.

The Law Enforcement ~~(LE)~~ Branch is responsible for providing personnel at designated transportation pick-up points, staging areas, and embarkation hubs for security and crowd control, as well as to deter criminal activity. When necessary, the Law Enforcement Branch can request mutual aid from the Maricopa County Sheriff through standard EOC processes.

The City EOC will identify an administrative process to determine the qualifications of licensed professionals and to assess their background and legitimacy. This process is critical to ensuring that essential services to people with disabilities and others with access and functional needs are provided (i.e., personal assistance services) ~~[PAS] providers)~~ during tiered re-entry/repopulation operations and allowed through security check points 24/7.

Re-entry

Re-entry will be initiated by the Incident Commander/Unified Command of the Incident Management Team (IMT), with the support of the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Director, the City EOC Director, and the Operations Section Chief at the City EOC. In most cases, the City EOC will remain activated until full re-entry is complete. If the City EOC has been deactivated, the Incident Commander or the Liaison Officer of the IMT will initiate re-entry procedures.

The Incident Commander will designate a Re-Entry Coordinator; the Operations Section Chief of the City EOC will coordinate with and support the Re-Entry Coordinator. The Re-Entry Coordinator is responsible for coordinating the re-entry procedures with all involved agencies and ensuring effective communication with assistance from the Disabilities, Access, and Functional Needs (DAFN) Technical Specialist. Priorities for re-entry include the following:

- Safety
- Security
- Damage assessment
- Restoration of services
- Communication of information

The impacted area must be thoroughly assessed to ensure that normal operations have been restored and that it is safe for residents to return. This also includes the prioritization of restoring essential services that integrate the needs of people with disabilities and others with access and functional needs, such as restoration of power, debris removal, accessible paths of travel, mass transit, health services, etc.

This assessment will include verification of the following:

- Structures and trees are deemed safe.
- Damage and safety assessments have been completed.
- There are no leaking or ruptured gas lines or downed power lines.
- Water and sewer lines have been repaired.
- Search and rescue operations have been completed.
- There are no hazardous materials that can threaten public safety, or appropriate warnings of these hazardous materials have been issued.
- Water has been deemed safe or appropriate warnings have been issued.
- Major transportation routes are passable, and debris has been removed from public right-of-way.
- There is no threat to public health and safety and other significant hazards have been eliminated.

Tiered Process

Re-entry/repopulation operations are based on an efficient tiered process that the City will utilize to bring the population back into the City or evacuated area as soon as living conditions are sustainable. The tiered system will be in place to inform first responders, authorized personnel, media, and residents who will be allowed into the evacuated areas prior to the areas being formally cleared for repopulation.

The tiered re-entry process is composed of the following three levels:

- **Tier One:** The system first allows emergency services, major utility companies, and predesignated government staff and contractors.
- **Tier Two:** Next allowed are assessment teams representing major companies and employers.
- **Tier Three:** Residents are the final group allowed to return.

Examples of recommended personnel allowed back into the evacuated areas should initially be limited to the following:

- Emergency service and public works personnel
- Utility companies engaged in restoring utility services
- Contractors restoring damaged buildings, clearing roads, and removing debris
- Commercial vehicles delivering food, essential supplies, life support equipment, personal support services (e.g., caregivers of people with disabilities), construction supplies, and other related materials
- Media representatives

The public will be notified of tiered returns through the inclusive notification measures previously mentioned in this annex, including the City website, emergency broadcast radio, television, press releases, informational phone lines such as 2-1-1 Arizona, community briefings, and informational updates at shelters.

Transportation resources will be required to return evacuees needing accessible transportation assistance from embarkation hubs and/or shelters to their communities. The transportation resources will need to be coordinated with the City EOC. Traffic management plans identifying preferred re-entry routes will need to be established to direct the return of evacuees to their communities.

When people are cleared to return to their homes, it is possible that people with disabilities may not be able to enter their homes, especially if required ramps or other means of access have been destroyed. Therefore, short-term housing that can accommodate the needs of people with disabilities will be identified. Potential sites could be hotels or motels, apartment buildings, or portable trailers with ramps. It is also important that these temporary housing sites are in proximity to necessary support networks.

In addition, community wellness checks will be conducted to evaluate needs and assist residents in obtaining essential items such as power, food, medications, supplies, transportation for health care, etc.

If multiple jurisdictions are part of the re-entry process, the City EOC will be responsible for making the determination that re-entry has been completed for its jurisdiction, and promptly informing the County EOC. Following confirmation from all affected jurisdictions that the re-entry process is complete, the County EOC will notify every local EOC in the affected area of the date and time of completion.

Public Information

Any measures taken for population protection will require communication with the public. Message contents and the method of delivery must be determined prior to dissemination based upon the hazard and protective actions. Multiple forms of messaging will be used to notify the public of an existing protective action. The City utilizes a range of accessible communication dissemination resources to ensure it is inclusive to the population, including people with disabilities and others with access and functional needs.

See the Emergency Public Warning Support Annex and the ESF #15: External Affairs Annex ~~(ESF#15)~~ for more information about inclusive messaging.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

PFD leads population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Serve in UC and/or Evacuation Branch as the primary or support department, depending on the type of evacuation.
- ☐ Initiate and follow the Incident Command System (ICS) for management of operations, personnel, and logistical support.

- ☐ Perform search and rescue and emergency medical and disaster management operations as requested.
- ☐ Support evacuation and/or shelter-in-place operations, when necessary, in coordination with UC and the EOC.
- ☐ Assess the affected areas and determines the appropriate response and needs of the operation.
- ☐ Perform decontamination efforts where requested by UC or the EOC.
- ☐ Coordinate all transportation efforts to include transport requests, staging of resources, and patient tracking.
- ☐ Coordinate fire-related services established within the EOC.
- ☐ Maintain financial tracking of all costs associated with the operation and recovery efforts.
- ☐ Provide a daily situational summary of all fire activities related to the incident.
- ☐ Provide a Public Information Officer (PIO) to address media and messaging related to the incident. The PIO will coordinate with Disabilities, Access, and Functional Needs (DAFN) Technical Specialist to ensure messages are inclusive within the City EOC. The PIO can be assigned to work with the City PIO within the Joint Information Center (JIC) if activated.
- ☐ Assist in the evacuation of residents in affected areas, including those with disabilities and access and functional needs, and notifies the City EOC of their destination.
- ☐ *For additional roles, refer to PFD SOP M.P. M.P. 201.05E: Evacuation Sector.*

Phoenix Police Department (PPD)

PPD leads population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Serve in Unified Command (UC), Law Enforcement (LE) Branch, and/or Evacuation Branch as the primary or support department, depending on the type of evacuation.
- ☐ Identify the geographic boundaries of the emergency area.
- ☐ If not already established, establish an Incident Command Post (ICP).
- ☐ Provide security for the evacuated area, with emphasis on the protection of essential facilities.
- ☐ Issue and/or coordinate the public warning information via the ~~Community Emergency Notification System (CENS~~Reverse 911 System~~)~~. *(See the Emergency Public Warning Support Annex for more information.)*
- ☐ Establish evacuation routes.
- ☐ Control access to and from affected area.
- ☐ Provide traffic control in and near the affected area.~~ (See Traffic Patrol and Enforcement Plan, Section 6, for more information.)~~

- ☐ Coordinate with the Bus Operations Control Center (BOCC) and/or with the City Emergency Operations Center (EOC) to provide available accessible transportation.
- ☐ Coordinate with the City EOC on selecting accessible transportation pick-up points and providing functional needs support services (FNSS) and resources for people with disabilities and others with access and functional needs.
- ☐ Provide an orderly and safe return plan (re-entry) to the affected areas.

Supporting City Departments

Communications Office (COM)

~~Communications Office~~COM supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide public information as needed through all available media, ensuring accessible messaging.
- ☐ Establish a Joint Information System (JIS) and Joint Information Center (JIC) as needed to support the EOC and on-site Incident Command with public information processes.
- ☐ Coordinate messaging from involved departments to ensure consistency.
- ☐ Submit an After-Action Report to the City Manager's office through O~~HS~~EM.

Equal Opportunity Department (EOD)

EOD supports population protection by doing the following:

- ☐ Provide Disability and Access and Functional Needs (DAFN) Technical Specialist to support the Emergency Operations Center (EOC) when activated for population protection operations.
- ☐ Work closely with Communications Office to ensure accessible messaging throughout the incident response and recovery.

Human Services Department (HSD)

HSD supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate emergency shelter operations for disaster evacuees.
- ☐ Use existing ADA-compliant structures as shelter sites whenever possible.
- ☐ Create temporary sheltering facilities when appropriate.
- ☐ Coordinate with supporting agencies and other City departments to provide FNSS, food, water, mobile kitchens, and personnel to support mass care operations.
- ☐ Contact the Maricopa County Animal Care and Control (MCACC) and Arizona Humane Society to implement plans to provide relief to domestic animals, assurance of their care, search for their owners, and provisions for sheltering while their owners are in congregate shelter or embarkation hubs.

- ☐ Mass Care Branch personnel will contact other departments as appropriate to collect and maintain information on evacuees if applicable.

Office of Emergency Management (OEM)

OEM supports population protection by doing the following:

- ☐ Activate the Emergency Operations Center (EOC) and necessary Emergency Support Functions (ESFs) as appropriate.
- ☐ Activate the mass notification system to distribute public alerts to the affected geographical area utilizing multiple modalities, such as door-to-door notifications and the Emergency Alert System (EAS) and Wireless Alert System (WEA) through the Integrated Public Alert Warning Systems (IPAWS).
- ☐ Provide a liaison officer to the Incident Command Post (ICP) when necessary.
- ☐ Contact other city, county, state, and federal agencies as necessary.
- ☐ Maintain information sharing and situation updates within the City EOC.
- ☐ Lead the City's EOC operations, if activated, because of the incident.

Office of Environmental Programs (OEP)

OEP supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ~~Coordinate with Mass Care Branch to monitor food-handling operations at established temporary shelters and/or mass feeding locations.~~

Office of Public Health (OPH)

OPH supports population health by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate with Mass Care Branch to monitor health and safety concerns, communications, and impacts.
- ☐ Liaison with Maricopa County Department of Public Health on preventative health services, including control of communicable diseases.

Parks and Recreation Department (PRD)

~~Parks and Recreation Department~~PRD supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Support Mass Care Branch with mass care operations.
- ☐ Coordinate with PPD and the City EOC on providing warning notifications to and evacuation of the public in City park facilities.

- ☐ Coordinate with the IC and/or Mass Care Branch to provide access to and maintenance of ADA-compliant facilities to support evacuation operations (e.g., embarkation hubs and shelters).

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Send a representative to the Incident Command Post (ICP).
- ☐ Set up and maintain roadblocks and any other equipment needed to control traffic in and around the evacuated area.
- ☐ Coordinate with PPD on identifying and updating safe transportation routes that are free from damage and debris.
- ☐ Set temporary bus stops and staging areas for transportation resources, if needed.

Water Services Department (WSD)

~~Water Services Department~~WSD supports population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Ensure personnel, materials, and power generators are available.
- ☐ Upon request, send supervisory personnel to the City EOC.
- ☐ Assist other City departments in the accomplishment of their emergency functions.

All City Departments

All City Departments support population protection by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Serve on damage assessment and/or mitigation teams as requested.
- ☐ Provide personnel to temporarily support recovery activities as requested by the City EOC. *See ESF #14: Long-Term Community Recovery Annex ~~(ESF #14)~~ for more information.*

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many county departments are the primary agency responsible for providing certain services to the City. Those county departments are listed in the following section, along with the services they are responsible for providing in the event of an incident requiring an evacuation and/or shelter-in-place.

Several Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related

services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Animal Care and Control (MCACC)

Maricopa County Animal Care and Control supports population protection response for the City of Phoenix by doing the following:

- ☐ Implement plans to provide relief to domestic animals, search for their owners, and make provisions for their care and sheltering while their owners are in congregate shelter or embarkation hubs.
- ☐ Coordinate with the City to provide shelter, registration, and decontamination services for service animals and household pets arriving at the shelter with their owners.

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports population protection response for the City of Phoenix by doing the following:

- ☐ Activate the County EOC to support larger-scale evacuations.
- ☐ Maintain close coordination with City's OEM and other departments or organizations involved in evacuation.
- ☐ Coordinate requests for critical resources and mutual aid from county departments and regional partners.

Maricopa County Department of Public Health (MCDPH)

Maricopa County Department of Public Health (MCDPH) supports population protection response for the City of Phoenix by doing the following:

- ☐ Establish preventative health services, including the control of communicable diseases.
- ☐ Provide epidemiological surveillance, case investigation, and follow-up.
- ☐ Assist in the inspection and operation of shelters.
- ☐ Support the provision of medical services during mass care operations.

Maricopa County Department of Transportation (MCDOT)

Maricopa County Department of Transportation (MCDOT) supports population protection response for the City of Phoenix by doing the following:

- ☐ Coordinate resources needed to restore and maintain transportation and infrastructure.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports population protection response for the City of Phoenix by doing the following:

- ☐ Provide on-site direction and control of local emergencies in unincorporated areas of the county.
- ☐ Control traffic on the county's roadway system.
- ☐ Provide security for vital government emergency facilities and essential private facilities in unincorporated areas.

State

The State of Arizona Emergency Response and Recovery Plan (SERRP) describes the roles and responsibilities assigned to state agencies during an evacuation effort. State government agencies will assist in traffic control on state or federal highways and in local jurisdictions upon request. The State Emergency Operations Center (SEOC) may be activated to provide direction, control, and resource assistance.

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports population protection response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.
- ☐ Assume operational responsibility if the evacuation involves other states according to the Southwestern Caucus Interstate Civil Defense and Disaster Compact.
- ☐ Maintain documentation of all operational expenses.

Arizona Department of Health Services (ADHS)

Arizona Department of Health Services (ADHS) supports population protection response for the City of Phoenix by doing the following:

- ☐ Assist county health departments in providing medical services during mass care operations. See the ESF #6: Mass Care Annex ~~(ESF #6)~~ for more information.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports population protection response for the City of Phoenix by doing the following:

- ☐ Assist local jurisdictions with traffic control and security of the evacuated area.
- ☐ Coordinate with the Arizona Department of Transportation (ADOT) on implementing Emergency Highway Traffic Regulation (EHTR) procedures.

Arizona Department of Transportation (ADOT)

Arizona Department of Transportation (ADOT) supports population protection response for the City of Phoenix by doing the following:

- ☐ Assist local jurisdictions with access control resources by providing and maintaining designated roadblocks as requested.
- ☐ Coordinate with City/County EOC for transportation support.

- ☐ Coordinate with City/County EOC on restoration/recovery of transportation infrastructure.

Federal

The overall responsibility for evacuation and/or shelter-in-place rests with local government. However, when local and state capabilities are no longer sufficient to deal with the incident response, the Governor will request assistance from the federal government. As a result, the President may declare a major disaster, and the National Response Framework (NRF) may be activated.

Per the NRF, emergency support functions (ESFs) provide the structure for coordinating federal inter-agency support to local, state, and tribal governments, or to federal departments and agencies, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

Federal Emergency Management Agency (FEMA)

Federal Emergency Management Agency (FEMA) supports population protection response for the City of Phoenix by doing the following:

- ☐ Serve as the ESF #5 Coordinator under the NRF.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

American Red Cross (ARC) supports population protection response for the City of Phoenix by doing the following:

- ☐ Coordinate with the City EOC. The HSD will serve as the Mass Care Branch in the City EOC to provide mass care operations during evacuations such as provision of food and water at designated evacuation points.
- ☐ Provide liaison personnel to the City EOC when requested.
- ☐ Provide care to ~~citizens~~residents, including people with disabilities and access and functional needs, to include immediate emergency shelter, feeding, clothing, safe and well/evacuation registration, welfare inquiry, triage, and first aid.
- ☐ Administer individual and family services for persons requiring support because of the disaster.
- ☐ Assist individuals and families in recovering from the disaster, to include unmet needs, casework services, medical and nursing care, occupational supplies, and equipment.
- ☐ Provide mental health assistance to disaster evacuees.
- ☐ Assist in providing or coordinating for the feeding of emergency workers and evacuees.

Arizona Voluntary Organizations Active in Disaster (AZVOAD)

Federal Emergency Management Agency (FEMA) supports population protection response for the City of Phoenix by doing the following:

- ☐ Coordinate emergency assistance through non-governmental organizations (NGOs) within Maricopa County (e.g., faith-based organizations and community-based organizations).
- ☐ Provide coordination of care, shelter services, and agency representation at the City EOC, as necessary

Local School Districts

In addition to providing school facilities that would serve as temporary shelters, all school districts have a key resource in their ADA-compliant/wheelchair capable school bus fleets. In times of emergency, school districts ~~will~~ may be called upon to provide these vehicles to help with emergency evacuations.

The City EOC will follow the AZMAC procedures for requesting assistance ~~*(i.e., Resource Request Form, Appendix A under the agreement)*~~ to utilize these resources during an emergency. ~~*Refer to AZMAC Agreement for more information.*~~

The Salvation Army

The Salvation Army supports population protection response for the City of Phoenix by doing the following:

- ☐ Provide feeding support during mass care operations.
- ☐ Provide financial counseling, bedding, lodging, clean-up kits, and other assistance needs.
- ☐ Provide liaison personnel to the City EOC when requested.
- ☐ Provide congregate care to the whole community's disaster evacuees and displaced persons, to include shelter, feeding, clothing, medical care, registration, and welfare inquiry.
- ☐ Administer individual and family services for persons requiring support because of personal disaster.
- ☐ Assist individuals and families in recovering from the disaster, to include casework services, repair coordination, furnishings, and occupational supplies (e.g., steel toe boots).
- ☐ Coordinate with HSD, Red Cross, MCDPH, and other partners to provide refurbished durable medical equipment.
- ☐ Assist in providing for the feeding of emergency workers and evacuees.

Valley Metro

Valley Metro supports population protection response for the City of Phoenix by doing the following:

- ☐ Valley Metro is the public transportation provider and the Community Transportation Coordinator ~~(CTC)~~. In addition, as the CTC, Valley Metro

coordinates transportation for Medicaid and the Transportation Disadvantaged ~~(TD)~~ program in compliance with the ADA.

- Valley Metro does not fall under any city or county jurisdiction; it is an independent government organization. Transportation resources include drivers and vehicles that are wheelchair-mobility-device accessible. In time of emergency, Valley Metro may be called upon to provide accessible transportation for emergency evacuations. Resources include buses, drivers, and vehicles that are wheelchair/scooter accessible.
- Operates Light Rail Operations Control Center (ROCC).

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Americans with Disabilities Act of 1990, as amended.
- National Disaster Recovery Framework
- National Incident Management System
- National Response Framework
  - Mass Evacuation Incident Annex
- Pets Evacuation and Transportation Standards Act of 2006
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288.

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. §11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. §41-5202. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Animal Health Plan.
- Maricopa County Emergency Evacuation Strategy Plan
- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
  - Palo Verde Generating Station (PVNGS) Incident Annex

    - Emergency Support Function (ESF) #15: External Affairs Annex
- City of Phoenix Communications Department Emergency Operations Plan, 2016
- City of Phoenix Contract #: 147846-0 – Cooperative Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.02B: Emergency Power Outage Plan
- PFD SOP M.P. M.P. 201.05E: Evacuation Sector
- City of Phoenix Police Department (PPD) Operations Orders:
    - 8.3: Communications Procedures
    - 9.8: Mass Influx/Evacuation Plan

- ~~**Citywide Guidance for Effective Communications**~~

Other

- Web Content Accessibility Guidelines (WCAG) ~~2.0 AA~~.

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Sheltering Support Annex

Key Response Agencies

Primary City Departments	Human Services Department (HSD) Equal Opportunity Department (EOD) Parks and Recreation Department (PRD) Office of Emergency Management (OEM)
Supporting City Departments	City Manager's Office (CMO) Community Assistance Program (CAP) Community Emergency Response Team (CERT) Communications Office (COM) ~~City Manager's Office (CMO)~~ Housing Department (HOU) Neighborhood Services Department (NSD) ~~Office of Emergency Management (OEM)~~ Office of Public Health (OPH) Phoenix Convention Center (PCC) Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Public Transit Department (PTD) All City Departments
Strategic Partners	**County** Maricopa County Animal Care and Control (MCACC) Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County ~~Department of Environmental Services~~Environmental Services Department (MCESD) ~~Maricopa County Department of Public Health (MCDPH)~~ **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Health Services (ADHS) Arizona Humane Society (AHS) **Private Sector and Community-Based Organizations** American Red Cross (ARC) The Salvation Army

Introduction

Purpose

The Sheltering Support Annex details the City of Phoenix's responsibilities for managing emergency shelter operations. This annex should be used in conjunction with other plans that detail related mass care operations, such as animal sheltering and mass feeding. This annex is applicable to all locations and to all agencies, organizations, and personnel with mass care and sheltering responsibilities. Organizations, operational concepts, responsibilities, and procedures during a mass care and sheltering event are defined within this annex.

The annex describes the provisions that have been made to ensure disaster survivors receive the appropriate services when at a mass care shelter. This annex meets the following objectives:

- To describe a coordinated mass care and sheltering system compliant with the National Incident Management System (NIMS) and relevant city, county, state, and federal laws.
- To coordinate human and animal response and recovery activities, which include basic medical treatment, care, and sheltering.

Scope

This annex is limited to the operational-level detail of emergency traditional shelter operations and describes how the City will activate and manage an emergency shelter until transitioning it to the American Red Cross and/or how the City will coordinate with and/or support the American Red Cross in providing emergency shelters services. The operational details described in this annex are applicable to both small-scale and catastrophic incidents.

This annex is applicable to all City of Phoenix departments with Emergency Operation Center (EOC) responsibilities, other departments with essential resources, and departments assigned a role in sheltering operations.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.

- The general population includes people with disabilities and others with access and functional needs.

Situation

The Human Services Department (HSD) is the lead agency responsible for coordinating shelter operations during a disaster. The American Red Cross (ARC) serves as the primary support agency responsible for operating shelter facilities.

This annex addresses both catastrophic and non-catastrophic events requiring sheltering operations. In a smaller event, the ~~Incident Commander (IC) in the field~~City of Phoenix will contact Red Cross directly to coordinate sheltering. The Red Cross will identify the most appropriate shelter location based on the population impacted, availability, and accessibility. All shelter facilities will meet accessibility requirements per the Americans with Disabilities Act (ADA). Facilities pre-identified by the Red Cross include schools, community centers, and City facilities. If the Red Cross anticipates the need to open ~~opening~~ a City-owned facility to serve as a shelter location, the Red Cross will coordinate with the Office of~~—~~ Emergency Management (OEM) Director~~, and/or appropriate department point of contact.~~

In the event the Red Cross is immediately unavailable to open a shelter, perhaps due to local Red Cross resources being deployed to another catastrophic incident, the City will assume responsibility for opening the shelter(s). To ensure a seamless transition from City management to Red Cross management, the City will follow all Red Cross shelter operation guidelines to the extent possible while ensuring accessibility is maintained within the shelter.

Planning Assumptions

- This annex was created to integrate the concepts and structure defined by the State of Arizona Response and Recovery Plan (SERRP), National Incident Management System (NIMS), and the National Incident Command System (ICS).
- Widespread damage ~~will~~ may necessitate the relocation of victims and the need for sheltering operations.
- Some victims will go to shelters; others will find shelter with friends and relatives. Some will stay with or near their damaged homes.
- Shelters will have to be opened with little notice. Until Red Cross personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.
- ~~Essential public and private services will continue during sheltering and mass care operations. However, for a major evacuation that generates a~~During a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters ~~will~~ may have to be curtailed.
- Volunteer organizations that normally respond to emergencies ~~will~~ may assist in sheltering and other mass care operations.

- There ~~will~~ may be a significant percentage of the impacted community ~~with access and functional needs~~ that will require functional needs support services (FNSS) to maintain their independence in the shelter setting and/or benefit from mass care response operations.
- Some individuals and families ~~will~~ may be deprived of normal means of obtaining food, clothing, shelter, and medical needs.
- Individuals ~~will~~ may become separated from their support system, family members, and caregivers and will need assistance locating each other.

Concept of Operations

EOC Activation

~~In the case of a major or catastrophic event,~~Due to the incident, the Emergency Operations Center (EOC) ~~will~~ may be activated, and the Mass Care Branch will expand beyond standard operations. The HSD Director or his/her designate is the identified Director of the EOC's Mass Care Branch. The Mass Care Branch also includes positions representing and staffed by the following:

- City of Phoenix Parks and Recreation Department
- Arizona Humane Society
- Equal Opportunity Department (EOD)
- American Red Cross (ARC)
- The Salvation Army

Shelter Evaluation, Activation, and Setup

Site Evaluation

All pre-identified shelter facilities are assessed during shelter planning by representatives from ARC, HSD, ~~Parks and Recreation Department~~PRD, ~~and~~ O~~HS~~EM, and EOD. Assessments are conducted using the Department of Justice (DOJ) Emergency Shelter Checklist; barriers to accessibility are noted with a plan for permanent or temporary modifications. In instances where the City cannot make permanent modifications (i.e., schools or community centers), temporary modifications will be made, such as a wheelchair accessible ramp. O~~HS~~EM maintains a list of all shelter facility results, accessibility barriers, and modifications required; copies are provided to HSD, ~~Parks and Recreation Department,~~ PRD, EOD and Red Cross annually. ~~Additionally, a Tiered Shelter Matrix includes the shelter facilities ranked by accessibility:~~

- ~~Tier 1 includes shelters that are readily accessible and can be opened without modifications.~~
- ~~Tier 2 shelters require some modifications.~~
- ~~Tier 3 shelter facilities are inaccessible and should not be used as shelters.~~

For more information, ~~see City of Phoenix Shelter Assessment Standard Operating Procedure.~~ see ESF #6: Mass Care Annex, the Sheltering Support Annex, the Mass Care Sheltering Handbook and associated sheltering standard operating procedures (SOP).

Shelter Activation

Shelter activation in City-operated shelters:

- After determining that a shelter needs to be activated in the City, O~~HS~~EM will coordinate with HSD and ~~Parks and Recreation Department~~PRD to determine shelter location based on mass care sheltering needs (i.e., size and proximity to disaster and associated services.)
- Upon activation, ~~Parks and Recreation Department~~PRD and EOD will use the Shelter Quick Check Survey to determine that ADA accessibility remains viable prior to receiving evacuees.

Shelter Set-up

HSD is responsible for ensuring shelters are appropriately set up to be accessible for residents and that facilities are functional.

Shelter Operations

Shelter Registration, Intake, and Assessment

Shelter staff using the American Red Cross - Shelter Intake Form and the City of Phoenix Shelter Accommodation Request Form will register shelter residents. Both forms will be used to identify the functional needs support services (FNSS) that may be needed by the person being registered to maintain his/her independence and to ensure that he/she receives access to all services and activities while in the shelter setting. Once completed, the City of Phoenix Shelter Accommodation Request Form will be submitted to the ~~Shelter Disability,~~ EOC Disability Access ~~,~~ and Functional Needs (DAFN) ~~Coordinator~~Technical Specialist, who, in coordination with the Shelter Manager, will address the request via resources on-site~~, who in coordination with the Shelter Manager will address the request via resources on site~~ or through the Emergency Operations Center (EOC) logistics process.

Shelter Logistics

Mass care logistical support and services will follow standard procedures for EOC resource requests. When the EOC is not activated, Shelter Managers, including Red Cross Shelter Managers, will submit resource requests directly to the OEM Director. When the EOC is activated, Shelter Managers will submit resource requests through the EOC Mass Care Branch. Red Cross Shelter Managers will route resource requests through the Red Cross Regional Disaster Operations Center to ensure the use of all readily available Red Cross resources. If necessary, Red Cross ~~headquarters~~ will forward requests they are unable to fill internally to the EOC Mass Care Shelter Branch to fulfill the resource request.

The City, if needed, will provide necessary ~~maintains agreements~~ for shelter equipment items including but not limited to cots, linens, tents, tables, chairs, generators, light towers, portable showers, toilets, and hand-wash stations, as well as resources such as durable medical equipment (DME), consumable medical supplies (CMS), medical staffing, and personal assistance services (PAS). The City will coordinate with local non-governmental organizations or procure, following established procurement purchasing processes, to outfit the shelter with the necessary equipment. Additionally, the City will coordinate service support through existing internal capacity or when necessary, through contract support. Services include laundry, waste management, construction (temporary modifications), biohazard waste services, custodial services, etc. *For more information about shelter logistics processes, ~~see the City of Phoenix Mass Care and Sheltering Logistics Standard Operating Procedures.~~ see ESF #6: Mass Care Annex, the Sheltering Support Annex, the Mass Care Sheltering Handbook and associated sheltering standard operating procedures (SOP).*

Feeding Services

If the shelter is managed by the Red Cross, ~~Upon opening a shelter, the Red Cross~~they will ~~rely~~ provide all shelter guests~~on~~ with food options in accordance with their Standard Operating Procedures. ~~donated food from pre-determined food establishments to feed shelter guests.~~ As shelter operations grow, Red Cross ~~will~~ may requests~~coordinate~~ support ~~with~~ from the Arizona Voluntary Organizations Active in Disasters (VOAD) includes partners, such as The Salvation Army, to expand feeding services. When necessary, Red Cross will alert the EOC Mass Care Branch that feeding services support is needed at the shelter. If the shelter location is managed by the City of Phoenix or if requests for feeding services support is received by the Red Cross, the City of Phoenix will follow its standard operating procedures for mass feeding operations. Large-scale feeding operations may require the support of experienced non-governmental organizations (NGOs), such as the Red Cross and The Salvation Army (TS). Red Cross, TSA, and partner organizations will coordinate with the Mass Care Branch within the EOC to find mass feeding community partners or vendors who can provide and support large-scale feeding operations. The EOC Mass Care Branch will coordinate with the Logistics Section to activate the necessary food service contracts.

The DAFN Coordinator will work with the Shelter Manager and Food Services Manager to ensure that dietary restrictions, medically necessary diets, and feeding support for people with disabilities are met. If necessary, the DAFN Coordinator will notify the EOC Mass Care Branch of any unmet needs.

~~Food service in all locations will include three meals a day, beverages, and snacks.~~ Shelter staff will be responsible for providing servers in the shelters. The Shelter Manager will ensure the food service area is set up to meet the needs of all shelter residents, including ensuring an accessible set up. Shelter staff will ensure that food meets the dietary requirements of people with medical needs, disabilities, and access and functional needs. *For more information about feeding services in shelters, see ESF#6: Mass Care*

Annex, the Sheltering Support Annex, the Mass Care Sheltering Handbook and associated sheltering standard operating procedures (SOP).~~refer to the City of Phoenix Emergency Operations Plan (EOP) Feeding Appendix and the City of Phoenix Sheltering Handbook.~~

Feeding Operation Status Updates

Kitchen and/or shelter staff ~~feeding sites~~ will provide the Mass Care Branch Director at the EOC a daily count of the number of meals prepared and distributed, number of fixed and mobile feeding sites/routes, and the projected number of meals required. In addition, uncooked food product quantity consumption rates and resupply requests should be considered and coordinated with onsite logistics planning efforts for future meal plans. Shelter Managers will provide the Mass Care Branch with information related to any supply or logistic problems, or significant anticipated changes.

Transportation Services

Transportation (including accessible assets) resources will be provided for shelter residents when necessary. When the EOC is not activated, Red Cross ~~Shelter Managers will~~may need to request transportation ~~resources~~ assistance ~~directly~~ from the ~~Public Transit Department~~City of Phoenix. When necessary, the Shelter DAFN Coordinator will request and coordinate transportation assistance for people with disabilities who require accessible transportation resources. *For more information about how the City provides transportation services to shelter residents, see ~~the~~ ESF #1: Transportation Annex and Population Protection Support Annex.~~ and the City of Phoenix Transportation Coordination Standard Operating Procedure.*

When the EOC is activated, both Red Cross and City Shelter Managers will request transportation assets through the EOC Mass Care Branch. ~~using the Transportation Request Form. (~~The Mass Care Branch will coordinate with the Transportation Branch to dispatch the most appropriate transportation assets. The Shelter DAFN Coordinator will ensure adequate transportation resources are available for people with disabilities and others with access and functional needs. When necessary, the Shelter Manager may appoint a Transportation Coordinator who will work with the DAFN Coordinator.

Individuals in shelters will be provided with accessible messaging information regarding shelter transportation resources. Shelter staff is responsible for information sharing in the shelter environment and for identifying multiple communication strategies.

Transportation resources to assist an impacted population during a major event are expected to require additional resources outside of the City of Phoenix. ~~EOC coordination with surrounding counties/operational areas and Maricopa County Department of Emergency Services (MCDEM) mutual aid assets can be acquired.~~ The City EOC Transportation Branch and City of Phoenix Public Transit Department will be the central point for determining any mutual aid needs to address operational priorities.

Safety and Security

Law enforcement and/or private security resources will provide for the safety and security of individuals in and around a shelter site; this includes disaster survivors and staff. In addition to the traditional law enforcement issues that arise with any large gathering and at large venues, shelter site safety and security personnel will face additional issues.

Public safety is the responsibility of the City of Phoenix Police Department (PPD). Additional sources of security include private or contract security.

Public safety responsibilities include the following:

- Implement and oversee public safety and security operations in and surrounding a mass care site.
- Coordinate with site management ~~for~~ on site security concerns and needs.
- Coordinate with ~~local law enforcement and/or~~ private or contract security officers for security personnel, shift schedules (regular time and overtime), and specific skill sets (e.g., traffic control), if needed.
- Coordinate traffic control plans with the Transportation Branch.
- Manage and control security of a mass care or shelter site environment, shelter population and staff, and assets and supplies stored at critical staging areas.

If the EOC is activated, the Mass Care Branch will inform the Law Enforcement Branch of the location of a shelter and any general concerns (such as known issues with the evacuating population). The Law Enforcement Branch will determine who to send to provide security. Security resources may include PPD or notification of appropriate patrol officers that a shelter is opened in their area.

~~If the EOC is not activated, the Red Cross representative at the Incident Command Post (ICP) will notify the law enforcement agency representative at the ICP of security needs and concerns at the shelter site. Law enforcement at the ICP will contact the PPD or other law enforcement resources as appropriate to provide a suitable level of security at the shelter site.~~

If additional security is needed, the Shelter Manager will request security resources through the Mass Care Branch in the EOC. The Mass Care Branch will coordinate with the Law Enforcement Branch in the EOC to ensure the coordination and deployment of resources will be sufficient. If the EOC is not activated, the Shelter Manager will notify the O~~HS~~EM Director of the need for additional security resources. The O~~HS~~EM Director will request additional security from the PPD.

Security personnel should be present at all City-supported shelters. Bag screening stations, metal detectors, magnetometers, and other security procedures or devices may be used as necessary and available.

Traffic Management

Security and/or law enforcement are responsible for executing the traffic management plan to address ingress, egress, and access of transportation modes and traffic around the facility or site.

All traffic management plans will be site- and incident-specific and may be changed based on the needs or situation at the facility.

Shelter traffic management plans should include information regarding the following:

- Control of an outer perimeter, including surrounding streets leading to the facility
- Designated arrival and drop-off points
- Ingress and egress areas
- Disaster survivor arrival and departure
- Supplies, deliveries, and personnel
- Donation redirection to donation sites
- Volunteer redirection to Red Cross or other organizations accepting spontaneous volunteers
- Parking for transportation modes
- Checkpoints for re-direction to other locations of unauthorized people to prevent traffic congestion around the facility
- Tow truck services for obstructing cars (pre-staged or on call)
- Vehicle traffic and vehicle directional signage

Weapons

Persons utilizing City of Phoenix designated shelters during an emergency will not be permitted to possess deadly weapons. Those who arrive at a shelter location with a ~~deadly~~ weapon will be required to remove the weapon and have it placed in temporary storage pursuant to A.R.S 13-3102.01. People who refuse to comply with the weapon policy will not be allowed to remain at the shelter.

Criminal Activity

Criminal activity of any nature should be reported to and handled by sworn law enforcement officers. For medical and law enforcement emergencies, personnel should contact 9-1-1 and site security, safety, or medical personnel. In the event of an interruption of cell phone service or impacted 9-1-1 service, emergency notifications may be made through the Mass Care Branch from emergency communications channels.

Registered Sex Offenders

Shelter Managers in City-operated shelters will follow the same policy regarding registered sex offenders as the Red Cross. Per the 2013 American Red Cross Sheltering Handbook, incoming shelter residents will be asked the question, “Are you required by law to register with any state or local government agency for any reason?” If the shelter resident checks “yes,” the individual will be directed to the Shelter Manager. The Shelter Manager will then determine if the shelter resident is a registered sex offender and notify local law enforcement. The individual will confine his/her activities to a location away from other shelter residents until local law enforcement arrive. Law enforcement will either provide guidance in safely housing the individual in the shelter or help arrange alternative accommodations in another location. If law enforcement recommends allowing the registered sex offender to remain in the shelter, the Shelter Manager will arrange for the individual to stay in an area separate from other shelter residents and follow law enforcement guidance on ensuring the safety of other shelter residents.

Communications/Public Information

Communications and public information include both face-to-face communications in the shelter and providing shelter-related information to the public.

Within shelter sites, communication to residents may be executed in the following ways:

- Shelter Manager will assigns personnel to disseminate information to shelter residents. This information must be processed into a clear, accessible, and concise message to be delivered to shelter residents. This includes signage, as well as person-to-person communications.
- The Public Information Officer (PIO) should coordinate regularly with the Shelter Manager and if activated the City EOC, prior to making public announcements in the shelter.
- Bulletin boards will be displayed in key traffic areas throughout shelters to display relevant information.
- Ensure all communications follow culturally and linguistically appropriate standards.
-
- Auxiliary aids and services necessary to meet the communication needs of all persons in the shelter will be made available. All information will be in accessible formats for people with disabilities and others with access or functional needs. Information support in a shelter includes but is not limited to:

- Translators for other languages and sign language interpreters
- Use of pictograms and infographics will be created and shared
- Way-finding guidance for individuals who are blind or have low vision
- Specific briefings to individuals who have difficulty understanding group announcements or head of household meetings to ensure that transportation information is effectively shared
- Signs with large print, braille, or images
- Assistance in filling out or reading forms

All shelter workers will complete training on communicating with and assisting people with disabilities and others with access and functional needs. Shelter workers, such as those performing intake and registration, will make any necessary accommodations to communicate with people, including using interpreter services, smart phone aps, hand-held white boards, and pictograms/infographics. When necessary, the Shelter Manager and DAFN Shelter Coordinator will submit a City of Phoenix Shelter Accommodations Request Form indicating additional communication services or auxiliary aides are necessary.

At the EOC, requests for auxiliary aids and services will be directed to Mass Care Branch Director. The EOC will activate current contracts or establish new contracts when needed to ensure that inclusionary and accessible messaging is provided throughout the response. The Mass Care Branch will coordinate with the City's Communications Office to ensure that responding public information officers receive technical assistance as needed from the DAFN Technical Specialist. ~~At the EOC, requests for auxiliary aids and services will be directed to the Crisis Communications Team under the Lead PIO. The team is comprised of City personnel under the Communication Department that will receive technical assistance as needed from the DAFN Technical Specialist. The Crisis Communications Team will activate current contracts when needed to ensure that inclusionary and accessible messaging is provided throughout the response. Interpretation and Communication Access Real-time Translation (CART) services will be obtained using the Interpreting Services Request Form and the CART Services Request Form.~~During an emergency situation, community members who would need interpreting services, CART services or other ADA accommodations to access and receive city services would to make the request to the City’s Equal Opportunity Department, DAFN Officer, or to the City’s Emergency Call Center, if activated.

Ultimately, the Shelter Manager is responsible for ensuring that multiple accessible, redundant, effective communication strategies are available to support people with disabilities and others with access and functional needs.

Shelter-related information, such as location, hours, available services, and accessibility will be provided ~~to citizens~~ via established public information channels and the policies and procedures described in the External Affairs Annex (ESF #15.)

Shelter Reporting

Red Cross Shelter Managers will report their shelter status to the EOC daily. Shelter Managers at City-managed sites will report shelter status to the Mass Care Branch Director at the EOC (if open) once every 24 hours after the midnight count is completed. The shelter status report will include, at a minimum, the following information for each shelter:

- Shelter site name
- Location (street name, number, cross street, ZIP code)
- Estimated capacity
- Number of people sheltered (sleeping over) during reporting period
- Total number of people sheltered to date
- Number of new registrations during the reporting period (normally the last 24 hours)
- Shelter Manager's name
- Phone number, radio frequency, or other contact method
- Current facility status (open, closed, stand-by)
- Meals fed in past 24 hours
- Animal shelter co-located. (yes/no)
- Summary of critical support needs, including functional resource needs

If a shelter nears maximum capacity, the shelter will notify the Mass Care Branch Director of "full" status. The Shelter ~~Manger~~ Manager, in coordination with the onsite DAFN Coordinator, will also provide ~~the written copies of~~ the Daily Shelter ADA Checklist directly to the DAFN Technical Specialist ~~and DAFN Unit Leader~~. This information includes accessibility barriers and affiliated corrective actions, resource requirements for people with disabilities and others with access and functional needs, and unmet needs reflecting the same.

Health and Medical Services

Individuals in mass care settings may require support for health and medical needs. In City-operated shelters, when necessary, contract medical staff (e.g., registered nurses) will provide and/or coordinate access to medical services for individuals with medical needs or those who require medical assistance related to FNSS. Health and Medical services will be conducted in a designated area of the shelter. This may include such things as ensuring prescriptions are filled, medication administration, minor wound care, o~~O~~xygen~~2~~ oversight, etc. When necessary, such as during large scale sheltering operations, City Emergency Medical Services (EMS) may assign an EMS unit to assist with evaluating and/or assessing individuals experiencing acute onset of signs/symptoms of illness. If an EMS unit is not assigned, 9-1-1 will be contacted. When necessary, DME and/or CMS will be provided to individuals impacted by the disaster. The provision of DME and CMS will be coordinated through the City EOC in City-operated shelters. To meet DME and CMS needs, the City will use cached resources, utilize existing vendor contracts, or purchase equipment or supplies from local vendors. ~~A vendor list is maintained by OHSEM and readily available to the City EOC Logistics Section when~~

~~necessary. When local resources are exhausted, caches of DME maintained by the Arizona Division of Emergency and Military Affairs (DEMA) and Arizona Department of Health Services (AZDHS) can be accessed through standard EOC logistical processes.~~ *For more information about standard EOC logistical processes, see ESF #7: Resource Support Annex.*

In Red Cross managed shelters and when available, Red Cross ~~Disaster Health Services~~ volunteers will provide basic first aid and coordinate access to medical services, serving only within the limits of their license and levels of comfort. The acquisition of DME and/or CMS will follow standard Red Cross processes, first using resources in the local Phoenix-area Red Cross caches, ~~then regional Red Cross resources, and~~ then partner organizations. Regardless of EOC activation, the Red Cross may request through City O~~HS~~EM any DME, CMS, or other supplies, services, and/or equipment to ensure the inclusion, safety, and independence of people with disabilities and others with access and functional needs.

Behavioral Health Services

Mercy ~~Maricopa~~ Care is the Regional Behavioral Health Authority (RBH~~HB~~A) for Maricopa County and will coordinate the mental and behavioral health needs for City-run shelters in coordination with the Mass Care Branch in the City EOC. Mercy ~~Maricopa~~ Care behavioral health resources include mobile ~~psych care~~behavioral health and crisis response teams. The Red Cross will coordinate behavioral health resources for Red Cross shelters using internal resources and will be supported by Mercy ~~Maricopa~~ Care as needed.

The City of Phoenix Fire Department Community Assistance Program (CAP) can also be available to provide crisis intervention, victim advocacy, accessible transportation assistance and behavioral health services. The CAP program collaborates with external partners to provide comprehensive care.

Public Health

The City of Phoenix Office of Public Health will be lead facilitator for overseeing public health services as part of the shelter operations. The Office of Public Health will work directly with the Maricopa County Department of Public Health (MCDPH), which is one of many strategic partners for the provision of public health services. During shelter operations, MCDPH provides disease surveillance and directs the implementation of any control or preventative measures. In addition, during any shelter operations that involves feeding services, the Office of Public Health will coordinate with the Maricopa County Environmental Services Department (MCESD) to ensure that the required inspections are completed.

~~**Department (The Maricopa County Department of Public Health (MCDPH) functions in a preventative role by providing disease surveillance, control measures, and environmental health support. When necessary, MCDPH will conduct**~~

~~epidemiological investigations during shelter operations. MCDPH resources can be requested through the Maricopa County EOC.~~

Reunification

The Red Cross ARC still maintains Reunification services through their 1-800 line, during any disaster event concerned individuals can call into 1-800-Red-Cross to report a reunification need.~~"Safe and Well" process will be used to collect, receive, and report information about the status of survivors or the deceased.~~

If an unaccompanied minor is identified in a shelter, staff will assume temporary care and immediately escort the minor to an access-controlled, highly visible shelter location for ongoing monitoring and safeguarding until reunification with a legal parent and/or caregiver. Additionally, the Shelter Manager will notify the EOC Mass Care Branch to coordinate with the Law Enforcement Branch~~. or with the OEM Liaison to contact Maricopa County Department of Children and Family Services staff to take the minor(s) into protective custody.~~

Animal Health and Sheltering

Household Pets

The Arizona Humane Society is the lead agency on sheltering household pets. It has developed pet shelter plans to support the provisions outlined in the Pets Evacuation and Transportation Standards (PETS) Act of 2006. In coordination with the Red Cross, every effort will be made to co-locate pet and human shelters.

Service Animals and Emotional Support Animals

Service animals who accompany shelter residents will be allowed into the shelter and must be allowed to always stay with their owners. Per the ADA, service animals are dogs or miniature horses that have been trained to perform tasks for people with disabilities. Under the ADA, service animals must be harnessed, leashed, or tethered, unless these devices interfere with the service animal's work or the individual's disability prevents the use of these devices. In that case, the individual must maintain control of the animal through voice, signal, or other effective controls. A service animal will be permitted to accompany its handler anywhere other members of the public are permitted to go, including areas where food is served and most areas where medical care is provided.

People with service animals may arrive at the shelter without the necessary supplies (e.g., dog food, leashes, food bowls, etc.) Shelter staff will address the needs like other resource gaps. Shelter staff will work to provide the service animal with the necessary supplies using existing resources and, when necessary, will submit a resource request to the City EOC Mass Care Branch. Additionally, shelter staff will establish a relief area in an accessible location. The Shelter DAFN Coordinator will ensure the needs of people with service animals are addressed and may coordinate the provision of these resources if necessary.

Allergies and fear of animals are not valid reasons for denying access or refusing service to people using service animals. When a person who is allergic to dog dander or other animal dander and a person who uses a service animal must spend time in the same room or facility, such as at a general population shelter, they both will be accommodated by assignment, if possible, to different locations within the room or different rooms in the facility.

An emotional support animal is a companion animal that provides therapeutic benefit, such as alleviating or mitigating some symptoms of the disability, to an individual with a mental or psychiatric disability. Emotional support animals typically include dogs and cats, but this may include other animals. To be prescribed an emotional support animal by a physician or other medical professional, the person seeking such an animal must have a verifiable disability. To be afforded protection under United States federal law, a person must meet the federal definition of disability and must have a note from a physician or other medical professional stating that the person has that disability and that the emotional support animal provides a benefit for the individual with the disability. An animal does not need specific training to become an emotional support animal.

In the United States, federal protection against housing discrimination is afforded to mentally disabled persons under two federal statutes: Section 504 of the Rehabilitation (Section 504) and the Federal Fair Housing Amendments Act of 1988 (FHAA). These statutes, and the corresponding case law, create the general rule that a landlord cannot discriminate against disabled persons in housing, and if a reasonable accommodation will enable a disabled person to equally enjoy and use the rental unit, the landlord must provide the accommodation. Persons with disabilities may request a reasonable accommodation, such as a waiver of a "no pets policy," for any assistance animal, including an emotional support animal, under both the FHAA and Section 504. The City of Phoenix's position on emotional support animals is to treat them as the equivalent of service animals in that they must be harnessed, leashed, or tethered, or under the control of their handler, and must be housebroken. However, unlike service animals, emotional support animals will not be limited to dogs and cats. The admittance of emotional support animals other than dogs or cats will be made on a case-by-case basis by the Shelter Manager.

A service animal or emotional support animal will be excluded from a shelter if its behavior is a direct threat to the health and/or safety of people and the handler does not take effective action to control it and/or the animal is not housebroken. In the event this occurs, shelter staff will provide the person with a disability or access and functional need the opportunity to obtain goods and/or services without the animal's presence.

Case Management

Personal and family disaster information will be collected at the shelter or at sites such as ~~Recovery Information Centers (RICs~~Community Assistance Center (CAC). Red Cross

and HSD case managers will assist residents in shelters throughout the sheltering support process; as transition to recovery occurs, emphasis on these support services increases. Disaster survivors may need assistance working with online resources, telephone accessed services, Federal Disaster Recovery Centers (DRCs), Red Cross's reunification programs ~~Safe and Well program~~, and access to Long-Term Recovery Group (LTRG) services/programs.

Coordination with the Federal Emergency Management ~~Department~~ Agency (FEMA) Voluntary Agency Liaisons (VALs) will be critical during transition to recovery. During a declared event, FEMA (through the VALs) will set up programs that help the community recover through available federal programs. As transition to recovery occurs, shelters close, and programs are reduced, dependence on accessing the federal programs may increase. Directing disaster victims to the federal programs through public education and other voluntary organizations will be a key role in transition to recovery.

Demobilization of Shelters

Shelters will remain operational until such time that the community has recovered and is able to accept residents back into individual housing or until shelter residents have secured alternate temporary housing. The demobilization of shelters is the responsibility of the Red Cross and HSD and will be coordinated back through the Mass Care Branch, Red Cross~~ed Cross Disaster Operations Center~~, and the EOC. Resources and assets assigned to shelters will be returned to their respective owners, contracts will be closed out, and documentation will be filed with each respective agency/organization.

Organization and Assignment of Responsibilities

Primary City Department(s)

Equal Opportunity Department (EOD)

EOD serves as a Primary City Department for sheltering by doing the following tasks:

- ☐ Provide the Disability and Access and Functional Needs (DAFN) Coordinator to shelters and DAFN Technical Specialist to support the Emergency Operations Center (EOC) when activated for mass care operations.

Human Services Department (HSD)

HSD serves as a Primary City Department for sheltering by doing the following tasks:

- ☐ Provide emergency shelter operations for disaster victims. Utilize facilities that have a completed shelter assessment on file. If no pre-assessed facilities are available, coordinate with OEM, Red Cross, PRD, and EOD to ensure the completion of the quick shelter survey prior to the opening of the shelter. ~~Use existing structures as shelter sites whenever possible.~~
- ☐ If necessary, ~~Create~~coordinate with OEM and if activated, the EOC if the need for temporary sheltering ~~facilities~~facilities arise~~when appropriate~~. Coordinate with lead

and support departments to provide mass care services, food, water, mobile kitchens, and personnel to support mass care needs.

- ☐ Upon opening, the Shelter Manager will ~~designate~~ request a ~~qualified individual as the~~ Disability Access and Functional Needs (DAFN) Coordinator for the shelter.
- ☐ ~~Provide for feeding disaster victims and emergency workers.~~
- ☐ Provide personnel to staff the shelter.

~~Equal Opportunity Department (EOD)~~

~~EOD serves as a Primary City Department for sheltering by doing the following tasks:~~

~~Provide Disability and Access and Functional Needs (DAFN) Coordinator to shelters and DAFN Technical Specialist to support the Emergency Operations Center (EOC) when activated for mass care operations.~~Office of Emergency Management (OEM)

OEM serves as a Primary City Department for sheltering by doing the following tasks:

- ☐ Activate Emergency Operations Center (EOC) as appropriate.
- ☐ Coordinate with the Human Services Department, Finance Department and, if activated, the EOC to ensure feeding services have been provided to disaster victims and emergency workers at activated shelter locations.
- ☐ Coordinate with the American Red Cross (ARC), HSD, the Office of Public Health, the Office of Heat Response and Mitigation, the Office of Homeless Solutions and the City of Phoenix Parks and Recreation Department, as appropriate, to identify appropriate shelter locations.
- ☐ Coordinate with Arizona Humane Society and Maricopa County Animal Care and Control to identify animal shelter locations.
- ☐ Support mass care operations by filling resource requests for supplies and equipment, including functional needs support services.

☐ ~~———~~

Parks and Recreation Department (PRD)

~~Parks and Recreation Department~~PRD serves as a Primary City Department for sheltering by doing the following tasks:

- ☐ In coordination with HSD, O~~HS~~EM, and the American Red Cross, conduct accessibility assessments of shelter facilities using the Department of Justice (DOJ) ~~Chapter 7 Addendum 3~~: ADA Checklist for Emergency Shelters.
- ☐ If available and approved by City Manager's Office, ~~O~~open and staff designated ~~department~~ city facilities for Red Cross Shelter operations, per established agreement, or for City shelter operations.~~(s), per established agreement.~~

- ☐ Provide personnel to staff the shelter.

Supporting City Departments

City Manager's Office (CMO)

CMO supports sheltering by doing the following tasks:

- ☐ Request additional staff from City departments to fill vacant shelter staffing positions.

Community Assistance Program (CAP)

CAP supports sheltering by doing the following tasks:

- ☐ Provide crisis intervention for shelter residents, as needed.

Community Emergency Response Team (CERT)

CERT serves as a Support Entity for emergency sheltering by performing the following tasks:

- ☐ Assist with shelter setup and organization under the direction of authorized shelter management personnel.
- ☐ Support shelter registration processes by helping shelter residents complete intake forms and directing them to appropriate areas within the facility.
- ☐ Assist with meal distribution and feeding operations for shelter residents under the guidance of designated feeding coordinators.
- ☐ Provide emotional support and basic crisis intervention for shelter residents experiencing stress or anxiety.

Communications Office (COM)

~~Communications Office~~COM supports sheltering by doing the following tasks:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide public information as needed through all available media, ensuring accessible messaging.
- ☐ Establish a Joint Information System (JIS) and Joint Information Center (JIC) as needed to support the EOC and on-site Incident Command with public information processes.
- ☐ Coordinate messaging from involved departments to ensure consistency.
- ☐ Submit an After-Action Report to the City Manager's office through ~~OH~~O~~S~~EM.

Housing Department (HOU)

~~Housing Department~~HOU supports sheltering by doing the following tasks:

- ☐ Coordinate with the EOC regarding housing needs and issues of residents in city-owned properties.
- ☐ Provide personnel to staff the shelter.

Neighborhood Services Department (NSD)

NSD supports sheltering by doing the following tasks:

- ☐ Assist Public Information Office with the distribution of public information related to shelter locations and other mass care activities.
- ☐ ~~Provide personnel to staff the shelter.~~

Office of Public Health (OPH)

OPH supports sheltering by doing the following tasks:

- ☐ If requested, send representatives to the EOC.
- ☐ Support planning and operation functions and inform and direct public health strategies.
- ☐ Support the implementation of strategies related to disease monitoring and reporting.
- ☐ Assist in the assessment of potential mass care locations, including shelters, and cooling centers.
- ☐ Support public health communication and information strategies.
- ☐ Coordinate with outside agencies including MCDPH, AHCCCS, and MCESD and Regional Behavioral Health Authority.

~~Office of Emergency Management (OEM)~~

~~OEM supports sheltering by doing the following tasks:~~

~~Activate Emergency Operations Center (EOC) as appropriate.~~

~~In coordination with Phoenix Fire Department (PFD) and Maricopa County Public Health, determine location and type of points of distribution (PODs) based on needs analysis, population density, and current methods of commodity distribution.~~

~~Along with strategic partners, coordinate the activation of closed PODs based on public need, types of resources needed, infrastructure capability, and availability of resources.~~

Phoenix Convention Center (PCC)

PCC supports sheltering by doing the following tasks:

- ☐ In coordination with HSD, OEM, and the American Red Cross, conduct accessibility assessments of shelter facilities using the Department of Justice (DOJ): ADA Checklist for Emergency Shelters.
- ☐ If available and approved by City Manager's Office, open and staff designated city facilities for Red Cross Shelter operations, per established agreement, or for City shelter operations.

Phoenix Fire Department (PFD)

PFD supports sheltering by doing the following tasks:

- ☐ Determine if decontaminate ion of evacuees prior to shelter entrance is needed and provide resources and oversight in the decontamination process.
- ☐ Establish and provide a transportation sector to manage and track emergency transportation until a medical coordinator is available.

Phoenix Police Department (PPD)

PPD supports sheltering by doing the following tasks:

- ☐ Provide security and traffic direction as needed for shelter facilities. and activities.
- ☐ Coordinate with contract security staff to provide security and traffic direction as needed.
- ☐ Support and coordinate care for unaccompanied children at activated shelters,

Public Transit Department (PTD)

Public Transit DepartmentPTD supports sheltering by doing the following tasks:

- ☐ Provide and coordinate the use of transit buses and personnel necessary to support mass care operations.

All City Departments

All City departments support sheltering by doing the following tasks:

- ☐ Provide personnel to staff shelters as requested by the City Manager's Office.

Strategic Partners

County

Maricopa County Animal Care and Control

Maricopa County Animal Care and Control supports the City of Phoenix by doing the following:

- ☐ Implement plans to provide relief to domestic animals, search for their owners, and make provisions for their care and sheltering while their owners are in congregate shelters or reception centers.

- ☐ Work with partners to develop procedures for the collection, housing, and care of unclaimed household pets and eventual reunification with their owners if possible. Livestock issues will be coordinated through ESF #11: Agriculture and Natural Resources and the Arizona Department of Agriculture via the State Emergency Response and Recovery Plan (SERRP).

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports the City of Phoenix by doing the following:

- ☐ Serve as primary agency for ESF #6 for Maricopa County.

Maricopa County ~~Department of Environmental Services~~Environmental Services Department

Maricopa County ~~Department of Environmental Services~~Environmental Services Department supports the City of Phoenix by doing the following:

- ☐ Conduct sanitation inspections.
- ☐ Review public health needs inspection and report.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports the City of Phoenix by doing the following:

- ☐ Monitor for disease outbreaks and other health-related problems among shelter residents.
- ☐ Conduct epidemiologic investigations as appropriate.
- ☐ Facilitate and support shelter residents' access to pharmaceuticals.
- ☐ Coordinate request to the Arizona Department of Health Services (ADHS) Bureau of Behavior Health for the activation of the Statewide Contract.
- ☐ Facilitate access to behavioral health services by requesting the activation of statewide behavioral health contract and/or agreement with Mercy Maricopa.

State

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.
- ☐ Maintain a cache of shelter support equipment, including accessible durable medical equipment (DME) and supplies for use during shelter operations

Arizona Department of Health Services (ADHS)

ADHS supports the City of Phoenix by doing the following:

- ☐ Maintain a cache of shelter support equipment, including accessible durable medical equipment (DME) and supplies for use during shelter operations.

- ☐ Activate the Regional Behavioral Health Authority (RBHA) to respond and support those with behavioral health needs.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC the City of Phoenix by doing the following:

- ☐ Participate in drills and exercises to evaluate mass care and shelter response capabilities, as well as the evacuation and care of the whole community
- ☐ Comply with all applicable federal, state, and local laws in their shelter, feeding, and other operations.
- ☐ Coordinate with primary department to provide mass care services, food, water, and personnel to support mass care needs.
- ☐ With the assistance of Maricopa County Animal Care and Control and the Arizona Humane Society, will collaborate and support the provisions outlined in the Pets Evacuation and Transportation Standards (PETS) Act of 2006. Will ensure providing for the care of household pets of individuals at Red Cross shelters and ensure the inclusion of authorized service animals within the general shelter operation.
- ☐ Shelter facility surveys will be conducted for all shelters in the county, with results entered by the Red Cross into the National Shelter System database and updated annually for those identified as “preferred” or “key” shelter locations.
- ☐ Maintain a cache of shelter support equipment, including accessible DME and supplies for use during shelter operations.
- ☐ Facilitate the use of shelter support equipment from the DEMA and ADHS caches to support Red Cross shelter operations when necessary.
- ☐ Establish a disaster welfare tracking system for disaster victims registering at local authorized shelters.
- ☐ Prepare for potential evacuations and care of the whole community.
- ☐ Participate in drills and exercises to evaluate mass care and shelter response capability, as well as evacuation and care of the whole community.

The Salvation Army

The Salvation Army supports the City of Phoenix by doing the following:

- ☐ Provide food, water, mobile kitchens, and personnel to support mass care needs.
- ☐ Provide financial counseling, food boxes, bedding, lodging, clean-up kits, and other assistance needs.
- ☐ Provide emotional and spiritual care.
- ☐ Prepare for potential evacuation and care of the whole community.
- ☐ Participate in drills and exercises to evaluate mass care and shelter response capability, as well as the evacuation and care of the whole community.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Americans with Disabilities Act of 1990, as amended.
- Bill Summary & Status, 109th Congress (2005–2006), S. AMDT.4615. Library of Congress.
- DOJ Chapter 7 Addendum 3: ADA Checklist for Emergency Shelters.
- FEMA Guidance on Integration of Functional Needs Support Services for General Population Shelters.
- FEMA Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans.
- FEMA, Guide for All-Hazard Emergency Operations Planning (State and Local Guide (SLG 101).
- Homeland Security Presidential Directive-5 (HSPD-5).
- Mass Evacuation Incident Annex to the National Response Framework. Department of Homeland Security.
- National Incident Management System.
- National Infrastructure and Protection Plan.
- National Response Framework. Department of Homeland Security.
- Pets Evacuation and Transportation Standards Act of 2006
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, November 1988, amended April 2013.
- U.S. DOT Emergency Response Guidebook

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. § 11-269.25. Communications; accessibility; emergency response interpreters.
- A.R.S. § 13-3102.01. Storage of deadly weapons
- A.R.S. § 41-5202. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Evacuation Strategy Plan, Report, July 2004.
- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
  - Emergency Support Function (ESF) #6: Mass Care Annex
- City of Phoenix Communications Department Emergency Operations Plan, 2016
- City of Phoenix Contract #: 147846-0 – Cooperative Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- City of Phoenix Shelter Assessment Standard Operating Procedure
- City of Phoenix Transportation Coordination Standard Operating Procedure
- ~~Citywide Guidance for Effective Communications~~

Other

- Web Content Accessibility Guidelines (WCAG) ~~2.0 AA~~.

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Volunteer Management Support Annex

Key Response Agencies

Primary City Departments	Volunteer PHX - City Manager's Office (CMO) ~~(CMO)~~
Supporting City Departments	Communications Office (COM) Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health **Private Sector and Community-Based Organizations** American Red Cross (ARC) Hands-On Greater Phoenix The Salvation Army

Introduction

Purpose

The Volunteer Management Annex was designed to coordinate the application of resources during times of disaster. It does not direct any individual or private community volunteer organizations' policies concerning gifts or donations. Individual organizations will operate under their own administrative protocols.

Scope

The City of Phoenix recognizes that disasters, especially those occurring with little or no warning, create a need to coordinate donations of goods, money, and volunteer/voluntary services. When circumstances warrant, a united and cooperative effort by private voluntary organizations, volunteer groups, and the donor community is necessary for the successful management of donations campaigns and relief supplies.

This annex was designed to coordinate the application of resources during times of disaster. It does not direct any individual or private community volunteer organizations' policies concerning gifts or donations. Individual organizations will operate under their own administrative protocols.

The City of Phoenix encourages involvement in government through volunteerism. Many department services are enhanced and provided with great cost savings because of the time and talent generously given by ~~the citizens of~~ Phoenix community members.

More than ~~3~~20,000 volunteers improve the community by participating in volunteer programs sponsored by departments citywide. The citywide Volunteer ~~Program Manager in~~PHX Office, a function of the City Manager's Office, is responsible for working with all City departments to help promote ~~his or her~~the department's volunteer programs, recruit volunteers, secure additional resources, and streamline policies and procedures. Volunteer ~~coordinators~~ liaisons in each department are responsible for the coordination of day-to-day operations with volunteers. A wide variety of service opportunities exist for individuals and groups. Volunteer service enables the City to improve the lives of its ~~citizens~~ community members by providing essential services and desired amenities, as well as to foster civic engagement through service.

During disasters of all sizes, the public and organizations not trained in disaster response or affiliated with a community group prior to an incident will spontaneously offer their time and skills in response to the emergency. These spontaneous volunteers and organizations are often incorporated into response efforts. This section outlines the procedures for utilizing spontaneous, unaffiliated volunteers and organizations during an emergency. If the situation allows, the procedures may be activated before the emergency occurs.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.
- Per Phoenix City Code Chapter 2-27 (Background checks; fingerprints), "each current and prospective City employee, contract employee and volunteer who is required or allowed as a condition of employment to provide services directly to children or vulnerable adults shall submit a full set of fingerprints to the City to conduct a criminal background check for the purpose of determining whether the person has been convicted of a crime that bears upon the person's fitness to have responsibility for the safety and well-being of children and vulnerable adults."

Situation

The City of Phoenix will receive many offers of assistance of human resources from community groups and volunteer departments in response to emergencies. Those volunteer departments that are normally involved in disaster response have been

requested to incorporate those individuals and organizations that wish to spontaneously volunteer into their department's programs.

Planning Assumptions

- Local departments will perform tasks under their own authority, as applicable, and coordinate these tasks with the City of Phoenix.
- Most volunteers who offer to help will be affiliated with a local community department or organization.
- All printed educational materials produced to support this annex for distribution to the public will be available in accessible formats.
- Volunteers and service program members who have pre-disaster training and are affiliated with a government agency or non-government organization such as the American Red Cross (ARC) will report to their respective agencies or organizations at the time of a disaster.
- Spontaneous, unaffiliated volunteers will need to be effectively coordinated. If not effectively managed, spontaneous volunteers can prove detrimental to relief efforts. Spontaneous, unaffiliated volunteers arriving at a disaster site can jam distribution channels, overwhelm government and voluntary agencies, and interfere with response and recovery efforts.
- An incident may cause disruption to the City of Phoenix's critical infrastructure, including energy, technological communication failures, road damage to major thoroughfares, and public safety hazards. Volunteer coordination may be hindered for at least 24-48 hours after an incident.
- This annex does not supersede the plans, policies, or procedures of voluntary organizations, nor does it affect offers of donations/volunteer assistance directly to specific voluntary agencies.

Concept of Operations

General

This plan does not supersede any policies regarding the City of Phoenix volunteer management procedures. ~~Any volunteer management program at the city or tribal level remains the responsibility of those jurisdictions.~~

The Volunteer PHX Office~~City Manager's Office (CMO)~~ will assume overall responsibility for coordinating City volunteer resources during an emergency or disaster event. In close cooperation with the Phoenix Emergency Operations Center (EOC), the Chief Service Officer, the function head managing the National Service and Volunteer PHX Office under the City Manager's Officer, will serve as the Volunteer Program Manager. ~~In close cooperation with the Phoenix Emergency Operations Center (EOC), the Chief Service~~

~~Officer, the National Service and Volunteerism Function Head under the City Manager's Office, will serve as the Volunteer Program Manager.~~

The Volunteer PHX Office,~~Program Manager will be responsible~~ in coordination with the Phoenix EOC, will ~~to~~ open and operate a Volunteer Reception Center that will register and assign spontaneous volunteers and organizations. Support organizations include, but are not limited to:

- Maricopa County Community Organizations Active in Disaster (MCCOAD)
- Maricopa County Public Health – Medical Reserve Corps
- Member organizations of the Arizona Voluntary Organizations Active in Disaster (AZVOAD).
- Fire Department Community Emergency Response Team (CERT) Volunteers and Police Department Citizens Offering Police Support (C~~.~~O~~.~~P~~.~~S~~.~~) volunteers.
- Hands-On Greater Phoenix through the Maricopa County Department of Emergency Management (MCDEM).

All spontaneous volunteers will be directed to Hands-On Greater Phoenix, a nonprofit organization that coordinates with other community-based organizations to identify where volunteers are needed most. ~~Hands-On Greater Phoenix will establish and operate a volunteer reception center.~~ Once volunteers are registered and credentialed to the ~~extent possible, Hands-On Greater Phoenix will refer the volunteers~~greatest extent possible, Hands-On Greater Phoenix will refer them to ~~the~~ one of the community-based organizations involved in the response. Hands-On Greater Phoenix will manage all partnerships with other community-based organizations prior to and during the disaster response. Partner community organizations that receive the volunteers will manage their own just-in-time training, background check (if applicable), and identification processes.

The location of the volunteer reception center and any other important volunteer-related information will be distributed through established public information channels, including City social media sites, websites, and press releases. *For more information about the City's plans to distribute public information see ESF #15: External Affairs Annex. ~~(ESF #15).~~*

Volunteers duly enrolled or registered for services in a local emergency, state of emergency, or state of war emergency in carrying out, complying with, or attempting to comply with, any regulations issued pursuant to Arizona Revised Statute Title 26, Chapter 2 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 as officers and employees of the state and its political subdivisions performing similar work.

Organization and Assignment of Responsibilities

Primary City Department(s)

Volunteer PHX - City Manager's Office (CMO)

The ~~City~~ Volunteer PHX Chief Service Officer~~Manager's Office~~ leads City volunteer management by doing the following tasks:

- ☐ Coordinate the operation of Volunteer Reception Centers (VRC).
- ☐ Coordinate with local and state Volunteer Coordinating Teams ~~(VCTs)~~.
- ☐ Coordinate with the City Public Information Officer (PIO) on public service announcements, press releases, and other media-related support.
- ☐ Monitor feedback from incoming volunteers.

Supporting City Departments

Communications Office (COM)

COM~~Communications Office~~ supports City volunteer management by doing the following:

- ☐ Disseminate information about volunteering in Phoenix using the established accessible public information sharing procedures.

Phoenix Fire Department (PFD)

PFD supports City volunteer management by doing the following:

- ☐ Provide coordination for activation of Community Emergency Response Team (CERT) volunteers if requested.
- ☐ Provide coordination for activation of the PFD's Crisis Response Team if requested.

Phoenix Police Department (PPD)

PPD supports City volunteer management by doing the following:

- ☐ ~~Provide coordination for~~Coordinate the activation of Citizens Offering Police Support (COPS) volunteers if requested.

Strategic Partners

County

Maricopa Department of Emergency Management (MCDEM)

MCDEM supports volunteer management for the City of Phoenix by doing the following:

- ☐ Assume overall responsibility for coordinating county volunteer resources during emergency/disaster response operations.
- ☐ In close cooperation and with the support of the City of Phoenix, serve as the Primary Agency to open and operate Volunteer Reception Centers that register and assign spontaneous volunteers and organizations.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

American Red Cross (ARC) supports volunteer management for the City of Phoenix by doing the following:

- ☐ Prepare, train, and exercise with established volunteer base.
- ☐ Coordinate use of Red Cross volunteers.
- ☐ Credential and provide just-in-time training to spontaneous volunteers.

Hands-On Greater Phoenix

Hands-On Greater Phoenix supports volunteer management for the City of Phoenix by doing the following:

- ☐ ~~Establish and operate~~Support and staff a volunteer reception center.

The Salvation Army

The Salvation Army supports volunteer management for the City of Phoenix by doing the following:

- ☐ Prepare, train, and exercise with established volunteer base.
- ☐ Coordinate use of volunteers.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Disaster Recovery Framework
- National Response Framework

State

- Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.
- A.R.S. § 11-269.25. Communications; accessibility; emergency response interpreters.

- A.R.S. § 26-308. Military Affairs and Emergency Management, Chapter 2, Article 1.
- A.R.S. § 41-1758.01. Fingerprinting division; powers and duties.
- A.R.S. § 41-5202. Communications; accessibility; emergency response interpreters.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Operations Plan (EOP)
  - Annex B: Volunteer and Donations Management

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
  - Basic Plan
- City of Phoenix Contract #: 147846-0 – Cooperative Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- ~~Citywide Guidance for Effective Communications~~
- Phoenix City Code Chapter 2-27: Background checks; fingerprints.

Other

- Web Content Accessibility Guidelines (WCAG) ~~2.0 AA.~~

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Incident Annexes: An Overview

Introduction

Purpose

While this EOP has been developed as an all-hazards planning document some hazards may require unique considerations. To that end, the Incident Annexes supplement the basic plan to identify critical tasks particular to specific natural, technological, and human caused hazards. ~~identified in the City's most current Threat, Hazard Identification, and Risk Assessment (THIRA).~~ The Incident Annexes identify more detailed actions for each hazard through the pre-incident, response, and recovery phases of an incident.

Incident Annex List

Incident Annex Name
Air Quality Incident Annex
Civil Disturbances Incident Annex
Common Carrier ~~Accidents~~ Incident Annex
Cyber Incident Annex
Electrical Power Outages Incident Annex
Excessive Heat Emergencies Incident Annex
Fire and Explosions Incident Annex
Mass Fatality Incident Annex
Palo Verde Generating Station (PVGS) Incident Annex
Pandemic or High Consequence Infectious Disease (HCID) Incident Annex
Severe Weather and Floods Incident Annex
Sky Harbor Incident Annex
Terrorism and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incident Annex

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Organization and Assignment of Responsibilities

Primary City Departments

A Primary City Department is a City entity with significant authorities, roles, resources, or capabilities during an incident. Incident aAnnexes may have multiple primary agencies, and the specific responsibilities of those agencies are articulated within the relevant Incident Annex.

Supporting City Departments

Supporting City Departments are those City entities with specific capabilities or resources that support the primary agency during an incident.

Strategic Partners

Strategic Partners are agencies outside of the City of Phoenix; these partners may include, but are not limited to, other government partners, non-profit organizations, Voluntary Organizations Active in Disaster (VOADs), community groups, and public/private-sector entities with specific capabilities or resources that support the primary agency in executing the mission.

~~Annex Development and Maintenance~~

~~Annex Review and Maintenance~~

~~The Office of EmergencyHomeland Security and Emergency Management (OHSEM) will coordinate a review of Incident Annexes: An Overview and all 13 Incident Annexes for a major revision once every three years. Major revisions are considered revisions which significantly alter or establish new policy. All major revisions to the plan will be approved by the City Manager. Minor revisions may be approved by the OHSEM Director.~~

~~New versions of the plan will be disseminated to all stakeholders. The plan has been determined to be a secure document and is only released to the public upon request and approval of OHSEM, or authorized agent.~~

~~The plan, after being revised, will be made available to all Primary and Support City departments for review and comment. The annex will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon adoption by the City Council.~~

~~The plan will also be submitted to the Maricopa County Department of Emergency Management (MCDEM) upon approval by the City Manager. It is the responsibility of OHSEM to provide any necessary updates and to ensure the plan is published and disseminated appropriately.~~

Event Critique and After-Action Reporting

All Incident Annexes will be reviewed at least annually by OHSEM. Necessary updates will be published and disseminated immediately. After an exercise, drill, actual emergency, technological changes, or changes in departments, revisions affecting emergency response may be made to this plan.

An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the Emergency Operations Center (EOC) or Tactical Operations Center (TOC) at the discretion of the Emergency Management Coordinator of the City Manager's Office. The City's OHSEM will coordinate the inclusion of any corrective action items into the plan.

Authorities and References

Federal

- National Disaster Recovery Framework
- National Response Framework

State

- State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City

- City of Phoenix Emergency Operations Plan (EOP)

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Air Quality Incident Annex

Key Response Agencies

Primary City Departments	Office of Emergency Management (OEM) Office of Environmental Programs (OEP)~~City Manager's Office (CMO)~~ Phoenix Fire Department (PFD)
Supporting City Departments	Office of Emergency Management (OEM) ~~Office off Homeland Security and Emergency Management (OHSEM)~~Office of Public Health (OPH) City Manager's Office (CMO) All City Departments
Strategic Partners	**County** Maricopa County Air Quality Department (MCAQD) Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency and Military Affairs (DEMA) Arizona Department of Environmental Quality (ADEQ)

Introduction

Purpose

The purpose of this hazard-specific annex is to ensure City conformance with Arizona Revised Statutes during a declared Air Quality Emergency.

Scope

This annex applies to all City departments. All City departments are responsible for maintaining Continuity of Operations (COOP) plans.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.

- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix, along with the surrounding metropolitan area, has been designated as nonattainment for several criteria air pollutants by the U.S. Environmental Protection Agency (EPA). The area is in serious nonattainment for particulate matter less than 10 microns (PM10), moderate nonattainment for ozone (which may be downgraded to serious), and is in the process of being classified as nonattainment for particulate matter less than 2.5 microns (PM2.5). The area is in attainment for the remaining criteria air pollutants: carbon monoxide (CO), lead, nitrogen dioxide (NO_2), and sulfur dioxide (SO_2).~~as a serious nonattainment area for ozone, carbon monoxide (CO), and particulate matter (PM 2.5 and PM 10).~~

Ozone is most likely to reach an unhealthy level on calm days during the summer when the temperature is warm and there is an abundance of sunlight. PM10 can reach an unhealthy level at any time of the year during high wind conditions. However, it is more likely during the summer monsoon season between June 15th and September 30th during dust storms. PM2.5 is most likely to reach an unhealthful level on calm days during the winter, when a temperature inversion forms that traps cold air and pollutants near the surface combined with an increase in woodburning and/or fireworks, which is most commonly leading up to and after the following holidays: Christmas Eve, Christmas Day, New Years Eve, New Years Day, and Fourth of July.

~~Carbon monoxide is most likely to reach an unhealthful level in the metropolitan area on calm days during the winter, when a temperature inversion forms that traps cold air and pollutants near the surface. Ozone is most likely to reach an unhealthful level on calm days during the summer when the temperature is warm. Particulate matter is most likely to reach an unhealthful level at any time of the year during calm or windy conditions.~~

The Maricopa County Air Quality Department and the Arizona Department of Air Quality (ADEQ) monitor ~~all~~ six~~three~~ pollutants (ozone, PM10, PM2.5, CO, NO_2, and SO_2) daily~~carbon monoxide, and particulate matter) daily~~. This information is used by ADEQ to make daily forecasts of ozone, PM10, and PM2.5 levels for the coming evening and the next day and issue High Pollution Advisories (HPA) when levels are expected to exceed the federal health standard and cause potential health impacts to the community.~~forecasts of pollution levels for the coming evening and the next day.~~

Other localized air quality hazards are possible that would require an immediate emergency response. These can include, but are not limited to, accidental hazardous gas release, local wildfires, industrial fires, large windblown dust storms, volcanic ash resulting from eruption of Northern Arizona, New Mexico, California or US Pacific West

volcanoes. These events will require localized emergency response and will likely also impact residents.

Each incident is unique, and no two incidents would be identical so response will be decided for each incident on a case-by-case basis. Factors may include expected duration of the incident, the cause and contaminants involved in the incident, population impacts, rate of spread of the incident, and meteorological parameters (wind speed and direction, temperature, expected rainfall, etc.), and availability of equipment and response personnel.

Under certain circumstances, the Governor may declare an Air Quality Emergency. Arizona Revised Statutes (A.R.S. §) Section 49-465(b) states: "If the Governor declares that an emergency exists, the Governor shall prohibit, restrict or condition the employment schedules for employees of this state and its political subdivisions, and on a voluntary basis only, may encourage private employers to develop similar work rules to restrict vehicle emissions during Air Quality Emergencies. Any unscheduled leave that an employee of this state and its political subdivisions is required to take because of this prohibition shall be leave with pay."

Planning Assumptions

- During a localized air quality emergency, the City of Phoenix Fire Department will provide guidance on potential evacuation or emergency response in coordination with ADEQ.
- During a staten air quality emergency, the Governor may also restrict work schedules of government employees and encourage private employees to participate in the limitations as well.
- Under A.R.S. §section 49-465(B), any unscheduled leave that the government employee is required to take because of this prohibition shall be leave with pay.

Concept of Operations

General

The Maricopa County Air Quality Department or the Arizona Department of Environmental Quality (ADEQ) will issue a High Air Pollution Advisory when air pollution in the metropolitan area is forecast to reach a pre-determined level that exceeds the federal health standard. is forecast to reach a pre-determined level. Under such an advisory, the public is encouraged to eliminate activities that contribute to air pollution (ex: encouraged to use public transit, fuel vehicles after dark, avoid idling, etc.) and a mandatory residential wood burning restriction goes into effect. During HPAs, use of leaf blowers is prohibited. Additionally, reducing trips and carpooling is strongly encouraged through the Trip Reduction Programto voluntarily eliminate activities that increase air pollution, and a mandatory wood burning restriction goes into effect. No action is required

~~by City government, although carpooling is strongly encouraged through the Trip Reduction Program, which has a network of 200 employers that are notified during an advisory or emergency.~~

If the threat to the public's health appears to be significant,~~particularly serious,~~ the Director of ADEQ may recommend that the Governor declare an Air Quality Emergency. If the Governor concurs with this recommendation, the Governor will declare an Air Quality Emergency and may invoke a plan to release certain state and local government employees earlier in the day to reduce the level of air pollution generated during the evening rush hour. For localized air quality emergencies, such as chemical release or wildfires, the local Fire Department may issue mandatory evacuations or limit access to specific areas in coordination with ADEQ.

If the Governor declares an Air Quality Emergency and invokes the plan to release certain government workers early, the Arizona Department of Emergency and Military Affairs (DEMA) will notify the Maricopa County Department of Emergency Management (MCDEM). MCDEM will then notify the ~~County Manager's Office~~ City of Phoenix Office of Emergency Management who will notify the City Mangers Office. and each of the communities in the non-attainment area of the Governor's order.

City Response to an Air Quality Emergency

The City Manager's Office will notify elected officials and department directors. Each department director will then call his/her reporting employees and request that they implement their department Air Quality Emergency or Continuity of Operations ~~/ Government~~ (COOP~~/COG~~) plans. ~~These pre-determined plans designate "non-critical" employees who should be released from work early.~~

As a general guideline, employees who are not responsible for protecting the health and safety of the public are ~~required~~ recommended to be sent home early when an Air Quality Emergency is declared. Department directors will notify affected employees and direct that they leave for home at staggered times.

Employees who leave early will be directed to drive directly home (unless they must pick up children from day care or make stops for their carpools) and then remain home. In addition, they will be asked, to the extent possible, to telework during the remaining work hours.

To help prevent the possibility of another Air Quality Emergency the following day, affected employees will be asked to carpool or ride the bus to work if possible. Employees who sometimes telework may be asked to do so on the following day.

The City of Phoenix Emergency Operations Center (EOC) may or may not be activated to accomplish the objectives to support an Air Quality Emergency incident. ~~*For more information see the Maricopa County Emergency Operation Plan (EOP).*~~

Localized Air Quality Emergency

Localized Air Quality Emergencies that impact city residents will require coordination with the City of Phoenix Fire Department and other supporting department as well as communication with county and state agencies. These incidents also will require immediate response to ensure the safety and well-being of the community. Emergency response determination will be made by local officials in coordination with appropriate city departments.

Monitoring may not be available depending on location and the air pollutant, other situational criteria will need to be used to make response decisions. Considerations for emergency response may include the hazardous characteristics of the pollutant released, the quantity released, the wind speed and direction, the location of impacted vulnerable populations, and topographic impacts.

The City of Phoenix Fire Department will identify boundaries for a “hot zone” for the incident area and surrounding impacted areas. Response should be made to limit public exposure and minimize the impact of hazardous air contaminants.

If evacuations are required, residents in the immediate area will be notified of the need to evacuate. *For more information on evacuations and emergency notifications see, Emergency Public Warning Support Annex and the Population Protection Support Annex.*

Personal Protective Equipment

Personal Protective Equipment (PPE) needs will vary based on the type of Air Quality Emergency and the corresponding air concern. Wildfire smoke and dust related emergencies can utilize N95 masks and respirators to effectively mitigate health risks. N95 masks are commonly used in response to Air Quality concerns and are easier for residents to acquire and repurpose. However, other emergencies, such as those related to chemical releases, will not be appropriate to use commonly available masks and there is limited PPE available. In those cases, residents will have to be evacuated to areas outside the hot zone.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

PFD leads the City's response to air quality incidents by doing the following tasks:

- □ Assess the situation and coordinate with appropriate city departments and external support agencies during the emergency response.
- □ Provide evacuation orders based on situational need
- □ Respond to potential fire danger and fire suppression

Office of Emergency Management (OEM)

OEM leads the City's response to Air Quality Emergencies by doing the following:

- ☐ Activate Emergency Support Functions (ESFs) as needed.
- ☐ Activate Emergency Operations Center (EOC) as appropriate.
- ☐ Aid with accessing COOP plans to support operations.

Office of Environmental Programs (OEP)

OEP leads the City's response to Air Quality Emergencies by doing the following:

- ☐ Monitor local air quality conditions in coordination with the Maricopa County Air Quality Department and ADEQ.
- ☐ Coordinate with regulatory agencies that provide technical expertise regarding air pollution levels, potential health impacts, and recommended mitigation measures, including the Arizona Department of Environmental Quality, Maricopa County, and/or the Arizona Department of Health Services.
- ☐ Assist in developing public messaging about air quality conditions, health risks, and recommended actions. When HPA Days are anticipated and/or during MCAQD's winter season, Burn Cleaner, Burn Better Campaign OEP will increase communication methods about how residents and employees can implement behavior changes to reduce air pollution.
- ☐ Advise the City Manager's Office on the environmental impacts of air quality emergencies and recommended response actions.
- ☐ Maintain communication with regional and state environmental agencies during air quality emergencies.

~~Office of Homeland Security and Emergency Management (OHSEM)~~

~~Office of Homeland Security and Emergency Management (OHSEM) supports City response to Air Quality Emergencies by doing the following:~~

- ~~☐ Activate Emergency Support Functions (ESFs) as needed.~~
- ~~☐ Activate Emergency Operations Center (EOC) as appropriate.~~
- ☐ ~~Aid with accessing COOP plans to support operations.~~

~~City Manager's Office (CMO)~~

~~The City Manager's Office leads City response to air quality incidents by doing the following tasks:~~

- ~~☐ Notify elected officials and department directors about the Air Quality Emergency.~~
- ~~☐ Review all pertinent City plans (e.g., Continuity of Operations (COOP), Continuity of Government (COG) plans) that would support operations.~~
- ~~☐ Determine which employees, if any, should leave early and/or remain at home the following day.~~
- ~~☐ Recommend actions to reduce the number of outside meetings (e.g., telephone conference).~~

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Supporting City Departments

City Manager's Office (CMO)

The CMO supports the City's response to air quality incidents by doing the following tasks:

- ☐ Notify elected officials and department directors about the Air Quality Emergency.
- ☐ Review all pertinent City plans (e.g., Continuity of Operations (COOP), Continuity of Government (COG) plans) that would support operations.
- ☐ Determine which employees, if any, should leave early and/or remain at home the following day.
- ☐ Recommend actions to reduce the number of outside meetings (e.g., telephone conference).

Office of Public Health (OPH)

OPH supports the City's response to Air Quality Emergencies by doing the following:

- ☐ Assess potential public health impacts of air quality emergencies and provide recommendations to City leadership.
- ☐ Identify vulnerable populations at higher risk during air quality emergencies and develop targeted outreach strategies.
- ☐ Develop and distribute health advisories and educational materials regarding air quality-related health risks.
- ☐ In coordination with the City Human Resource Department's Safety Officer, provide guidance to City departments on appropriate protective measures for employees during air quality incidents.

All City Departments

Directors from all City departments support air quality incident response by doing the following:

- ☐ Maintain a listing of department personnel who are subject to the provisions of the Governor's order.
- ☐ Notify affected employees.

Strategic Partners

County

Maricopa County Air Quality Department (MCAQD)

Maricopa County Air Quality Department supports air quality incident response for the City of Phoenix by doing the following:

- ☐ Issue a High Air Pollution Advisory when air pollution in the metropolitan area is forecast to reach a pre-determined level.

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports air quality incident response for the City of Phoenix by doing the following:

- ☐ Maintain communication with the City of Phoenix EOC if activated.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports air quality incident response for the City of Phoenix by doing the following:

- ☐ Maintain communication with the City of Phoenix EOC if activated.

Arizona Department of Environmental Quality (ADEQ)

Arizona Department of Environmental Quality (ADEQ) supports air quality incident response for the City of Phoenix by doing the following:

- ☐ Issue a High Air Pollution Advisory when air pollution in the metropolitan area is forecast to reach a pre-determined level.
- ☐ If the threat to the public's health appears to be particularly serious, the Director of ADEQ may recommend that the Governor declare an Air Quality Emergency.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Response Framework

State

- Arizona Revised Statutes (A.R.S.) Section 49-465(b)

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Continuity of Operations (COOP) Plans

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Civil Disturbances Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Police Department (PPD)
Supporting City Departments	City Manager's Office (CMO) Communications Office (COM) Equal Opportunity Department (EOD) Human Services Department (HSD) Law Department, City Attorney's Office Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Phoenix Fire Department (PFD) Phoenix Municipal Court (PMC) Public Transit Department (PTD) Public Works Department (PWD) Street Transportation Department (STD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Sheriff's Office (MCSO) **State** Arizona National Guard (ANG)

Introduction

Purpose

The purpose of the Civil Disturbances Annex is to establish the procedures necessary to restore law and order and to protect life and property in the event of a civil disturbance within the City of Phoenix.

Scope

The Civil Disturbances Annex applies to all departments that have an identified role during either a planned event ~~(Phase 1~~) or a civil disturbance event ~~(Phase 2)~~ within the City of Phoenix. The City of Phoenix Police Department (PPD) shall serve as the primary agency for these types of events and will receive support as identified within this annex and/or associated statements of purpose (SOPs).

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Civil disturbances are organized or spontaneous group activities that disrupt the peace and threaten life, health, property, or legally constituted authority. Civil disturbances have occurred in nearby communities and may occur in the City of Phoenix with little or no warning. Terrorist activities may take the form of or include civil disturbances.

For additional information on response to terrorism, see the Terrorism and CBRNE Incident Annex.

The Phoenix Police Department (PPD), acting under direction of the City Manager, is responsible for preserving the peace and suppression of any civil disturbances, including demonstrations and unlawful acts ranging from passive disobedience to mass insurrection within the incorporated boundaries of the City.

Upon declaration of a local emergency, the Mayor will govern the City by proclamation pursuant to the Charter of the City of Phoenix, City Code Chapter 11.

Planning Assumptions

Civil disturbances can be accompanied by other criminal activities such as vandalism, arson, looting, sabotage, sniping, or bomb threats. The PPD's Emergency Alert and Mobilization Plan provides for the eventual commitment of personnel and equipment from the Police Department, the Maricopa County Sheriff's Office, the Arizona Department of Public Safety, the Arizona National Guard, and other local police departments.

- Well-organized guerrilla-type actions can be expected to be directed toward governmental agencies, public utilities, or public transportation.
- Civil disturbances can erupt from a peaceful gathering with little or no warning.
- The major tactics by dissident elements in civil disturbances can be expected to consist of vandalism, arson, bombing, looting, sabotage, and sniping.
- People with disabilities and others with access and functional needs often rely upon infrastructure for operation of durable medical equipment (DME) and familiar routes of travel in daily routines. Debris on sidewalks and in roadways, as well as appropriate signage, etc., may affect ~~citizens~~ community members with vision and

mobility impairments. Debris removal planning and accessible transportation routes will include those considerations and routes as necessary.

Concept of Operations

General

The City Manager will assume control of all civil disturbance operations and will prescribe responsibilities and operational procedures pertinent to each department and to participating agencies.

The City of Phoenix Police Department (PPD) is responsible for preserving the peace, suppressing civil disorder, and performing law enforcement functions in the City of Phoenix. PPD is responsible for notifying City officials and authorized to provide mutual aid support to the City upon request of the Mayor. Upon official declaration of a local emergency, the Mayor assumes responsibility for actions taken to control civil disturbances within the corporate limits of the City, including demonstrations and unlawful acts ranging from passive disobedience to mass insurrection.

The plan will consist of two phases or conditions. Civil disturbances may spontaneously occur during a planned peaceful event or may spontaneously occur due to a significant event.

Phase I: Planned Event

Notification of a pending or active civil disturbance of a non-violent nature. Phase I is designed to handle a partial commitment of resources to cope with the situation or to prepare the organization for Phase II alert. PPD will be the responsible department for initial execution of Phase I.

PPD officials shall:

- Develop an Incident Action Plan (IAP) for the event.
- Depending on the size and scope of the event, consider establishing an on-scene command post.
- Notify mutual aid partners of the event.
- Monitor the event for developing situations.

Phase II: Civil Disturbance Occurrence

When the disturbance is serious enough to require the application of massive counter measures or the situation becomes too critical for current resources to control, the execution of Phase II will be at the direction of the City Manager. Upon declaration of a local emergency, the Mayor will assume execution authority for further actions in this phase.

Operational control and direction under Phase I are retained at pre-identified locations within the proximity of the event as the Emergency Operations Center (EOC) is on stand-

by. Situational awareness will be provided to elected government officials and the Adjutant General of the Arizona National Guard (ANG).

The EOC will coordinate and provide overall direction under Phase II. The EOC will be activated for direction and control of support departments and coordination of efforts. Once City resources have been fully mobilized, notifications will commence to heads of State government, the Adjutant General of the ANG, the Maricopa County Sheriff's Office (MCSO), and other local law enforcement departments.

PPD will direct and control localized operations from the on-scene command post and coordinate with other departments as necessary. All operations will be carried out using National Incident Management System (NIMS) and Incident Command System (ICS).

See also Emergency Support Function (ESF) #13: Public Safety and Security Annex and ESF #15: External Affairs Annex.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Police Department (PPD)

~~Phoenix Police Department (PPD)~~PPD serves as the **Primary City Department** for civil disturbances. PPD is tasked with the following during response to such incidents:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Initiate Phase I of this plan and notify the City Manager.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools. *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ Collect and disseminate information and intelligence.
- ☐ Coordinate with courts and the City Prosecutor for required initial court appearance within 24 hours of arrest.
- ☐ Establish and maintain close liaison with state, county, and local law enforcement agencies.
- ☐ Furnish liaison personnel to other departments as required.
- ☐ Furnish a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.
- ☐ As appropriate, notify the Mayor and City Manager that Phase II should be initiated.
- ☐ Identify and maintain a list of critical facilities that may be vulnerable to civil disturbances.

Supporting City Departments

City Manager's Office (CMO)

The ~~The City Manager's Office~~CMO supports City response to civil disturbance incidents through the following tasks:

- ☐ Control City resources in support of the operational mission.
- ☐ Liaise and coordinate with state, local, and private organizations.
- ☐ Notify City departments of the situation.
- ☐ Initiate the emergency mobilization of resources.
- ☐ Support ESF #13: Public Safety and Security operations at the EOC as required.

Communications Office (COM)

~~The Communications Office~~COM supports City response to civil disturbance incidents through the following tasks:

- ☐ Obtain information about the civil disturbance from the PPD Public Information Officer (PIO) and other sources.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

~~The Equal Opportunity Department (EOD)~~EOD supports City response to civil disturbance incidents through the following tasks:

- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs.

~~☐ **Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.**~~

Human Services Department (HSD)

HSD~~Human Services Department (HSD)~~ supports City response to civil disturbance incidents through the following tasks:

- ☐ Establish contact with the City EOC and advise on community activity.
- ☐ Keep lines of communications open with community leaders.

Law Department, City Attorney's Office

The City's Attorney's Office supports City response to civil disturbance incidents through the following tasks:

- ☐ Advise on legal matters related to civil disturbances.
- ☐ Have a representative present in the courts to authorize all City charges.
- ☐ Prepare emergency declarations and proclamations.

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

~~The Office of Homeland Security and Emergency Management (OHSEM)~~OEM supports City response to civil disturbance incidents through the following tasks:

- ☐ Activate ESF #13: Public Safety and Security and other ESFs as appropriate.
- ☐ Activate the Emergency Operations Center (EOC) as appropriate.
- ☐ Develop a schedule for staffing, supporting, and operating the EOC from activation to stand-down.

Office of the Mayor and City Council

The Office of the Major and City Council supports civil disturbance incidents through the following tasks:

- ☐ Establish policy and issue emergency legislation and declarations in coordination with the City Council.
- ☐ Represent the City when negotiations take place with leaders of the civil disturbance.
- ☐ Request mutual aid support if the situation so dictates.
- ☐ Be prepared to establish policy and pass emergency legislation as required to suppress any civil disturbance or disorder affecting the City of Phoenix.
- ☐ Meet with community leaders to negotiate differences, formulate accessible official public relation releases, and request state assistance.

Phoenix Fire Department (PFD)

~~Phoenix Fire Department (PFD)~~PFD supports civil disturbance incidents through the following tasks:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate fire suppression strategy with the EOC and the command officer at the scene during Phase II.
- ☐ Coordinate dispatch policies with the EOC during Phase II.

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- ☐ Assume special assignments as determined by the Fire Department representative at the EOC during Phase II.
- ☐ Assign fire investigators in teams to coordinate activities with the Phoenix Police Department (PPD) relating to arson.

Phoenix Municipal Court (PMC)

~~Phoenix Municipal Court~~PMC supports civil disturbance incidents through the following tasks:

- ☐ Expand court operations to expedite the processing of the increased number of cases presented for hearing because of a civil disturbance.
- ☐ Provide, if possible, a temporary accessible location where court functions will occur.
- ☐ Provide court clerical personnel to assist the City in preparing charges as required.

Public Transit Department (PTD)

~~Public Transit Department~~PTD supports civil disturbance incidents through the following tasks:

- ☐ Alert department and contract personnel of hazardous conditions.
- ☐ Coordinate with regional transit partners to include Valley Metro.
- ☐
- ☐ If requested, send liaison personnel to the EOC.
- ☐ Direct the termination or redirection of public transportation services if the situation warrants and as directed by the City Manager.
- ☐ In coordination with the PPD, ensure the availability of personnel, material, and equipment.
- ☐ Assist other City departments as needed in the accomplishment of their emergency functions, such as providing accessible transportation for cooling stations, mass care shelters, community assistance centers~~recovery information centers~~, transporting personnel, and evacuation. *All school districts have a key resource in their Americans with Disabilities (ADA)-compliant and wheelchair-capable school bus fleets. In times of emergency, school districts will be called upon to provide these vehicles through the Arizona Mutual Aid Compact (AZMAC) agreement to assist the City with public evacuations and transportation support.* The City will also ensure accessible transportation for reentry/return operations.
- ☐ Establish task priorities in coordination with the PFD and/or PPD.
- ☐ Provide and coordinate the use of transit equipment and personnel needed in the emergency area.
- ☐ Provide accessible transportation to pre-designated accessible pick-up points to transport individuals needing to evacuate as per department procedures.
- ☐ Provide a department PIO to supplement and coordinate passenger information press releases with the EOC PIO, utilizing the Press Conference Procedure

Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

Public Works Department (PWD)

~~Public Works Department~~PWD supports civil disturbance incidents through the following tasks:

- ~~☐ Provide security at all water treatment plants, pumping stations, lift stations, and reservoirs with the assistance of PPD and outside contractors as necessary.~~
- ☐ Provide domestic water by whatever means possible to areas in which normal service has been disrupted.

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports civil disturbance incidents through the following tasks:

- ☐ Provide debris clearance to ensure accessible public right-of-way. Ensure debris removal plan ~~in Phase 2 incidents are~~ is communicated to the public using appropriate, inclusionary methods and messaging.
- ☐ Assist in providing barricades for riot control.
- ☐ Maintain barricades affected by rioters when safe to do so.
- ☐ Assist in traffic control and evacuation, as necessary.
- ☐ Coordinate debris clearance and removal on City roads, sidewalks, curb ramps, landings, crosswalks, access ramps, street crossings, and other pedestrian access routes to ensure accessible public rights-of-way.
- ☐ Provide accommodations for transportation, current roadway, bridge, culvert, traffic signals, and sign information.
- ☐ Provide ongoing internal communications and coordination.
- ☐ Activate approved traffic control plan.
- ☐ Advise on closing and restricting of streets.
- ☐ Coordinate with other departments, divisions, and agencies in selecting detour routes.
- ☐ Ensure alternative pedestrian circulation path requirements apply when pedestrians are diverted off the existing pedestrian circulation path network due to temporary closures.
- ☐ Advise on traffic signal and sign matters.

Water Services Department (WSD)

WSD~~Water Services Department~~ supports civil disturbance incidents through the following tasks:

- ☐ Provide security at all water treatment plants, pumping stations, lift stations, and reservoirs with the assistance of PPD and outside contractors as necessary.

- ☐ Provide domestic water by whatever means possible to areas in which normal service has been disrupted.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes. Strategic Partners

Strategic Partners

County

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports civil disturbance incidents through the following tasks:

- ☐ When appropriate, support law enforcement response.

State

Arizona National Guard (ANG)

Arizona National Guard (ANG) supports civil disturbance incidents through the following tasks:

- ☐ Deploy, as directed and following a formal requested through the State, the National Guard Reaction Force ~~(NGRF)~~ for site security, roadblocks, and checkpoints, and/or civil disturbance control to support law enforcement response

~~An After-Action Report/Improvement Plan (AAR/IP) must be completed after a formally declared emergency. An AAR/IP may be completed following any activation of the Emergency Operations Center (EOC) or Tactical Operations Center (TOC) at the discretion of the Emergency Management Coordinator of the City Manager's Office. The City's OHSEM will coordinate the inclusion of any corrective action items into the plan.~~

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives

    - HSPD-5: Management of Domestic Incidents
- Presidential Policy Directives
    - PPD-8: Homeland Security
- National Response Framework

State

- Arizona Mutual Aid Compact (AZMAC)
- Arizona State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP)
    - Terrorism and CBRNE Incident Annex
- City of Phoenix Police Department (PPD) Operations Orders 9.3: Civil Disturbance Response Plan

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Common Carrier ~~Accidents~~ Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Fire Department (PFD)
Supporting City Departments	Aviation Department (AVN) Phoenix Police Department (PPD) Public Transit Department (PTD) Public Works Department (PWD) Street Transportation Department (STD) All City Departments
Strategic Partners	**State** Arizona Department of Public Safety (DPS) **Federal** National Transportation Safety Board (NTSB)

Introduction

Purpose

The purpose of the Common Carrier Incident Annex is to ensure an effective and rapid response to a common commercial carrier ~~accident~~ incident to minimize loss of life, expedite recovery efforts and to provide appropriate control and security of the incident site.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a common carrier ~~accident~~incident. Common ~~C~~carrier ~~Accidents~~ incidents are categorized as aircraft, trucks, or buses and are covered separately.

For information specific to managing emergency incidents that may occur at Sky Harbor International Airport, please see the Sky Harbor Incident Annex.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range

of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Common carriers, defined as aircraft, trucks and buses, transport people and goods above and through the City of Phoenix by air and roads. Regardless of their nature or location, commercial carrier ~~accidents~~ incidents can involve local, state, and federal agencies. Due to this involvement and the immediacy of the control problem, it is imperative that City officials be cognizant of their role as well as the responsibilities of other concerned agencies.

Planning Assumptions

- A common carrier ~~accident~~ incident may occur in the City of Phoenix involving an aircraft, truck, bus, or other commercial vehicle.
- There ~~will~~ may be survivors requiring extrication, on-site treatment, and emergency transportation. Secondary effects of fire and disruption of gas, water, and electrical distribution in the immediate vicinity ~~will~~ may occur. Hazardous materials (HAZMAT) may be involved and appropriate
- HAZMAT response measures will have to be taken. *See ~~Emergency Support Function (ESF)~~ F #10: Oil and Hazardous Materials Response Annex for additional information.*
- *It is possible a common carrier ~~accident~~ incident could necessitate activation of plans around mass fatalities; for additional information on mass fatality incident response, see the Mass Fatality Incident Annex.*

Concept of Operations

General

Common carrier ~~accidents~~ incidents are categorized below as aircraft, trucks, or buses and are covered separately. Additional response procedures used in dealing with each category are addressed. Phoenix Fire Department (PFD) and the Phoenix Police Department (PPD) will direct and control from the on-scene command post and coordinate with other departments as necessary. PFD will be responsible for notifying City officials. All operations will be carried out using National Incident Management System (NIMS) and Incident Command System (ICS).

Major issues that must be addressed will include accessible emergency warning notifications, multiple injuries and fatalities, perimeter security and evacuation of ~~citizens~~ those in the immediate area. The on-scene Incident Commander may request activation of the Emergency Operations Center (EOC) if additional support or resources are needed.

The EOC Manager will coordinate accessible transportation and shelters as needed.

Aircraft ~~Accidents~~Incidents

Central Arizona is in a zone of converging commercial, military, and general aviation traffic. The proximity of Phoenix Sky Harbor International Airport and other nearby airfields could require an emergency response to an aircraft ~~disaster~~incident.

If a crash site involves a military aircraft, the wreckage site may become, at the responding military authority's request, federal property until the site is released by that authority. The military on-scene commander will assume on-scene responsibility.

Automatic and mutual aid agreements will be implemented as soon as it is apparent that effective response to the disaster will be beyond the capability of ~~the~~ City resources and/or if the crash site is near or crosses jurisdictional boundaries.

For information specific to managing emergency incidents that ~~may~~ occur at Sky Harbor International Airport, please see the Sky Harbor Incident Annex.

Phoenix Fire Department (PFD) Tasks in the Event of Aircraft ~~Accident~~Incident

The Phoenix Fire Department (PFD) will establish an on-scene command post in conjunction with the Phoenix Police Department (PPD) and assume the primary responsibility for on-site management of any off-airport air crash incidents and will coordinate on the following tasks:

- ☐ Notify the FAA's Albuquerque Air Route Traffic Control to request a temporary flight restriction over the crash site, if required.
- ☐ If a military aircraft is involved, notify Luke Air Force Base (AFB).
- ☐ If helicopter support is needed, request support from the Department of Public Safety (DPS).
- ☐ Establish and provide a transportation sector to supervise regular and improvised ambulances until a medical coordinator is available.
- ☐ Notify the medical examiner ~~at~~ if there are fatalities.
- ☐ As soon as possible, forward the following information to the Maricopa County Department of Emergency Management, or if activated, the Maricopa County Emergency Operations Center (EOC):
  - The location of the ~~accident~~incident.
  - The number of injuries or deaths, if known.
  - Whether the aircraft is military or civilian; if military aircraft is involved and not previously notified, contact~~, notify~~ Luke AFB.
  - The type of aircraft (passenger, cargo, helicopter).
  - The best available ingress and egress routes for emergency vehicles.
  - Any additional assistance required (law enforcement, fire, medical, military, etc.).

Aviation Department Tasks in the Event of Aircraft ~~Accident~~Incident

Phoenix Sky Harbor International Airport, Phoenix Deer Valley Airport, and Phoenix Goodyear Airport~~, Phoenix-Mesa Gateway Airport~~

- ☐ Activate the Aviation Department Emergency Operations Center (AEOC) and coordinate with the City's Emergency Operations Center (EOC).
- ☐ If any major airline incident is on or near the Aviation Department property, the Aviation Department will establish Unified Command with Police and Fire Departments. Aviation will assume Aviation Command (AVCOM).
- ☐ The AEOC and AVCOM will support the on-scene Command with all available Aviation Department resources.
- ☐ Offer/Provide Aviation Department First Responder personnel to support on-scene command.

Bus ~~Accidents~~Incidents

Buses and coaches transiting the City of Phoenix roadways are subject to motor vehicle ~~accidents~~incidents. Response procedures to ~~accidents~~ incidents involving large numbers of individuals are the same as regular road ~~accidents~~incidents, except for increased logistics problems involved with the transportation of greater numbers of victims. If the bus is part of the City Public Transit or Valley Metro fleet, ~~N~~notify the City of Phoenix Public Transit Department.~~Federal Aviation Administration (FAA) Operations Center of the accident if it has not already been reported. If necessary, request the FAA to restrict air traffic over the scene by calling Phoenix Terminal Radar Control (TRACON).~~

DPS will oversee on-scene operations when the location of the incidents~~accident is~~ is on a state or federal highway. Response procedures include, but are not limited to, activation of Emergency Support Function (ESF) #10 (Hazardous Materials), ESF #4 (Fire Services), ESF #13 (Public Safety), and others as needed.

Truck Incidents~~Accidents~~

~~C~~Commercial and private trucks transiting the City of Phoenix are subject to vehicle incidents~~accidents~~. Response procedures to incidents involving~~accidents involving~~ trucks are like other vehicular road incidents~~accidents~~, except for an increased potential for these vehicles to carry hazardous materials and the resulting increased possibility of hazmat spills. The Department of Public Safety (DPS) will oversee on-scene operations when the location of the incident is~~accident is~~ on a state or federal highway.

Response procedures include, but are not limited to, activation of Emergency Support Function (ESF) #10 (Hazardous Materials), ESF #4 (Fire Services), ESF #13 (Public Safety), and others as needed.

Hazardous Materials or Contaminated Debris

Office of Environmental Programs (OEP) field operations will not provide cleanup, containment, transportation, and/or disposal of any hazardous materials or contaminated debris. If this need arises, contact a licensed HAZMAT disposal company to provide cleanup, containment, transportation and/or disposal of hazardous materials and contaminated debris.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

Phoenix Fire Department (PFD) serves as a **Primary City Department** for common carrier ~~accidents~~ incidents. PFD is tasked with the following:

- ☐ Send a designated representative with radio communications to the EOC when activated.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ In coordination with PPD, recommend evacuation from the disaster area when deemed advisable.
- ☐ Assign search and rescue teams to search for and remove casualties from the incident ~~crash~~ scene.
- ☐ Request automatic aid assistance from other fire departments, as required.
- ☐ If a mass casualty situation exists, notify the Phoenix Fire Regional Dispatch Center, which will, through established procedures, activate the Maricopa County Medical Alerting System to put local area hospitals on alert.
- ☐ Establish and provide a transportation sector to supervise regular and improvised ambulances until a medical coordinator is available.
- ☐ Recall off-duty personnel, as appropriate.

Supporting City Departments

Phoenix Police Department (PPD)

PPD supports City response to Common Carrier incidents through the following tasks:

- ☐ Send a ~~knowledgeable~~ designated representative with radio communications to the EOC when activated.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Report findings from survey of ~~crash~~ incident scene and damaged areas immediately to the City Manager (or EOC if activated) with recommendations on required mobilization of resources.

- ☐ If necessary, recall off duty personnel and mobilize police reserves.
- ☐ Ensure that emergency vehicles responding to the crash site have well defined and maintained ingress and egress routes that will enable them to reach and exit the scene without unnecessary delay.
- ☐ Determine the need for evacuation, in consultation with the PFD, and establish evacuation assembly areas until mass care facilities can be arranged.
- ☐ Prepare situation reports for the EOC on a regular basis.

Public Transit Department (PTD)

PTD supports City response to Common Carrier incidents through the following tasks:

- ☐ Alert department and contract personnel of hazardous conditions.
- ☐ Send, if requested a designated representative to the EOC to advise on capabilities and to coordinate departmental activities.
- ☐ ~~If requested, send liaison personnel to the EOC.~~
- ☐ Provide accessible vehicles at designated evacuation sites to transport individuals to be evacuated.
- ☐ Direct the termination or redirection of public transportation services if the situation warrants and as directed by the City Manager.
- ☐ Ensure availability of personnel, material, and equipment in coordination with PPD.
- ☐ Assist other City departments as needed in the accomplishment of their emergency functions such as providing accessible buses for cooling stations, personnel transportation, and evacuation.
- ☐ Establish task priorities in coordination with the Fire/Police Department(s).
- ☐ Provide and coordinate the use of transit equipment and personnel needed in the emergency area.
- ☐ Provide an information officer to supplement and coordinate passenger information press releases with the City's Public Information Officer (PIO).

Public Works Department (PWD)

PWD supports City response to Common Carrier incidents through the following tasks:

- ☐ ~~Provide~~ Send, if requested a ~~knowledgeable~~ designated representative to the EOC to advise on capabilities and to coordinate departmental activities.
- ☐ Conduct debris clearance operations that does not contain hazardous materials or contaminated debris, as requested by Police (does not include components of aircraft or other elements of crash scene).

Street Transportation Department (STD)

STD supports City response to Common Carrier incidents through the following tasks:

- ☐ Send, if requested a designated ~~Provide a knowledgeable~~ representative to the EOC to advise on capabilities and coordinate departmental activities, and other personnel as needed.
- ☐ Assist PPD in traffic control and evacuation.
- ☐ Assist Public Works Department in debris clearance that does not contain hazardous materials or contaminated debris.

All City Departments

- ☐ Send, if requested a designated ~~Provide a knowledgeable~~ representative to the EOC to advise on capabilities and to coordinate departmental activities as needed.
- ☐ If the department or its employees participate as an element of the emergency response, an after-action report will be submitted to the City Manager.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

State

Arizona Department of Public Safety (DPS)

DPS supports incident response for the City of Phoenix by doing the following:

- ☐ Coordinate response to common carrier incident ~~accident~~ where appropriate with PPD.

Federal

National Transportation Safety Board (NTSB)

NTSB supports incident response for the City of Phoenix by doing the following:

- ☐ Investigate and report on aviation ~~accidents and~~ incidents, certain types of highway crashes, pipeline incidents, and railroad incidents~~accidents~~.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Federal Family Assistance Plan for Aviation Disasters
- National Response Framework

State

- State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix Emergency Operations Plan (EOP), Emergency Support Function (ESF) #1: Transportation Annex
- City of Phoenix EOP, ESF #6: Mass Care Annex
- City of Phoenix EOP, Mass Fatality Incident Annex
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 202.17: Aircraft Emergencies
- PFD SOP M.P. 205.13: Sky Harbor Airport Response Aviation Emergencies
- PFD SOP M.P. 205.13A: Goodyear Airport Response
- PFD SOP M.P. 205.13B: Deer Valley Airport Response
- PFD SOP M.P. 205.13C: Glendale Airport Response
- PFD SOP M.P. 205.14: Foam Unit Response – Off Airport
- PFD SOP M.P. 205.15: Freeway Response
- Phoenix Police Department (PPD) Operations Orders 6.5: Traffic Accident Investigation

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Cyber Incident Annex

Key Response Agencies

Primary City Departments	Information Technology Services (ITS) Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Phoenix Police Department (PPD)
Supporting City Departments	Aviation Department (AVN) Phoenix Fire Department (PFD) All City Departments
Strategic Partners	**State** Arizona Counter Terrorism Information Center (ACTIC)

Introduction

Purpose

The Cyber Incident Annex is intended to raise the level of cyber security incident and emergency readiness, response and recovery for all Information Technology and Critical Control systems within the City.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a cyber security incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

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Situation

The City of Phoenix may be the target of a cyber-attack directed at eroding public confidence in the ability of government to protect the population or directed at simple disruption of government or economic/commercial operations.

All city end-users are responsible for familiarizing themselves and complying with all city administrative regulations, policies, procedures, and standards dealing with information security.

Planning Assumptions

- Cyber-attacks occur with or without warning.
- Vulnerabilities exist despite sophisticated technologies that mitigate many cyber-attacks.
- An organized cyber-attack has the potential to debilitate critical infrastructure, communications, the economy or national security.

Concept of Operations

The response to and recovery from a cyber incident must consider existing challenges to the effective management of significant cyber incidents and the resulting physical effects of such cyber incidents and of cyber consequences of physical incidents. Such consideration allows resources to be appropriately channeled into resolving identified challenges. Identifiable challenges include:

- **Management of Multiple Cyber Events**: The occurrence or threat of multiple cyber incidents may significantly hamper the ability of responders to adequately manage the cyber incident. Strategic planning and exercises should be conducted to assist in addressing this problem.
- **Availability and Security of Communications**: A debilitating infrastructure attack could impede communications needed for coordinating response and recovery efforts. A secure, reliable communications system is needed to enable local government, public and private-sector entities to coordinate efforts if routine communications channels are inoperable.
- **Availability of Expertise and Surge Capacity**: The City of Phoenix will ensure that sufficient technical expertise is developed and maintained within the agencies to address the wide range of ongoing cyber-attacks and investigations. In addition, the ability to surge technical and analytical capabilities in response to cyber incidents that may occur over a prolonged period must be planned for, exercised, and maintained.
- **Coordination with the Private Sector Partners:** Cyberspace is generally leased and is largely owned and operated by the private sector; therefore, the authority of our local government to exert control over activities in cyberspace is limited.

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City of Phoenix Information Technology Services (ITS)

Information Technology Services (ITS) is responsible for the confidentiality, integrity and availability of information systems and resources within the City. ITS shall develop and maintain a Cyber Response Plan and Disaster Recovery Plan in preparedness for response to and recovery from a significant cyber incident.

ITS has implemented citywide policies and standards that address internet access, security, and other related policies.

ITS has internal continuity of operations and emergency response plans. These documents address specific essential functions, personnel, and emergency actions required to maintain the essential functions required to keep the City of Phoenix government operational.

ITS maintains monitoring to detect malicious code, intrusion and cyber-attacks that can negatively impact the city's enterprise information technology capabilities.

When a cyber incident is identified every effort should be made to determine the severity to ensure appropriate decisions are made and actions taken to respond in a coordinated manner most effectively. ITS will categorize the incident based on the Severity Categories and Incident Categories described in the Information Technology Standard Operating Procedures (Information Security Procedure s1.13.1).

City of Phoenix Emergency Operations Center (EOC)

In the event of an actual or suspected Cyber Security Incident Information Technology Services will be the lead organization to respond and mitigate the damage done to city computer resources. Depending on the severity of the cyber incident, the city's Emergency Operations Center may activate to help coordinate information management (Public and Internal). resource management and assist impacted departments in activation of their Continuity of Operations (COOP) efforts, thus ensuring Continuity of Government.

The level of EOC activation may range from Monitoring ~~as a virtual EOC~~ to a Level 1 activation with an emergency declaration. The level of activation will be based on the assessment of the cyber incident by the Information Technology Cyber Security Incident Response Team (CSIRT), as well as recommendations provided by the Chief Information Security Officer (CISO) and Chief Information Officer (CIO) in conference with the Director of the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM).

CSIRT Response Levels ~~and EOC Activation Levels~~

CSIRT Response Level	Description
Level 1	Alert or combination of alerts indicating critical impact to multiple City departments, Critical Infrastructure, systems, or services Lack of immediate intervention will likely result in a compromise of the city network, system or application, or significant risk to public safety, negative financial or reputations impact.
Level 2	Alert or combination of alerts indicating critical impact to one City department, system, or service. Lack of immediate intervention will likely result in a compromise of the City network, system or application, or some risk of financial or reputational impact.
Level 3	Alert or combination of alerts enterprise-wide alerts that do not place City departments, systems, applications, or services in immediate risk, but may pose unacceptable risk or delay multiple departments' important services if not dealt with in a timely fashion.
Level 4	Alert or combination of alerts that do not place City departments, systems, or services in immediate risk, but may pose unacceptable risk, delay a single department's important services if not dealt with in a timely fashion.

Organization and Assignment of Responsibilities

Primary City Department(s)

Information Technology Services (ITS)

~~Information Technology Services (ITS)~~ITS serves as a **Primary City Department** for cyber incidents. ITS is tasked with the following before, during, and after a cyber incident:

- ☐ Maintain a method of information technology oversight in the form of IT Governance.
- ☐ Provide indications and warnings of potential risks, threats, vulnerabilities, and attacks.
- ☐ Provide technical assistance to department technology staff
- ☐ Analyze cyber threats, vulnerabilities, exploits, attack methodologies and mitigation strategies.
- ☐ Provide information sharing to include best practices, investigative information, coordination of incident response, and incident mitigation.
- ☐ Lead the City in coordination of recovery from a cyberattack.
- ☐ Assist in the investigations, forensics analysis, and prosecution of incidents and attacks.
- ☐ Identify and define cyber incident leads, resources (equipment and Subject Matter Experts (SME) assignments) and command structure.
- ☐ Implement and maintain the cyber incident response action plan and organizational assignments, organizational assignments.
- ☐ Defend against cyber-attacks.

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

~~Office of Homeland Security and Emergency Management (OHSEM)~~OEM serves as a **Primary City Department** for cyber incidents. O~~HS~~EM is tasked with the following before, during, and after a cyber incident:

- ☐ Provide Emergency Management Coordinator for incident management and coordination of resources.
- ☐ Coordinate communications with other agencies.

Phoenix Police Department (PPD)

~~Phoenix Police Department (PPD)~~PPD serves as a **Primary City Department** for cyber incidents. PPD is tasked with the following before, during, and after a cyber incident:

- ☐ Lead investigations, forensics, and crime analysis of cyber security incidents.

Supporting City Departments

All City Departments

All City Departments are tasked with the following to provide support before, during, and after a cyber incident:

- ☐ Maintain membership in information technology oversight in the form of IT Governance.
- ☐ Defend against cyber attacks
- ☐ Analyze and mitigate cyber vulnerabilities, exploits, and attack methodologies.
- ☐ Provide information sharing to include investigative information, coordination of incident response, and incident mitigation.
- ☐ Assist the City in recovery from cyber incidents.
- ☐ Actively participate in cyber incident response exercises.
- ☐ Actively monitor security controls on enterprise and control networks as appropriate
- ☐ Report security events and incidents to the City Help Desk/Service Delivery Coordination (SDC) when they occur.

Strategic Partners

State

Arizona Counter Terrorism Information Center (ACTIC)

Arizona Counter Terrorism Information Center (ACTIC) supports cyber incident response for the City of Phoenix by doing the following:

- ☐ Leverages thousands of diverse informational sources to provide early warning of incidents at the local, regional, and state levels.
- ☐ Provide the City of Phoenix with a higher level of preparedness by disseminating focused, relevant incident alerts.
- ☐ Share early, reliable, and consistent incident information about situations that might affect City of Phoenix.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection
  - HSPD-23: Cybersecurity Policy
- National Cyber Incident Response Plan
- National Mitigation Framework

- National Protection Framework
- National Response Framework
- National Security Presidential Directives
  - NSPD 38: National Strategy to Secure Cyberspace
  - NSPD-54: Cybersecurity Policy
- Presidential Policy Directives
  - PPD-20: U.S. Cyber Operations Policy
  - PPD-41: U.S. Cyber Incident Coordination

State

- Arizona State Emergency Response and Recovery Plan (SERRP), Cyber Incident Annex
- Arizona Statewide Information Security, Statewide Policy 8240: Incident Response Planning

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- Administrative Regulation (A.R.) 1.96: Critical Control Systems Security Management
- Cyber Security Incident Response Plan

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Electrical Power Outages Incident Annex

Key Response Agencies

Primary City Departments	Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)
Supporting City Departments	Community Emergency Response Team (CERT) Human Services Department (HSD) Information Technology Services (ITS) Office of the Mayor Office of Public Health (OPH) All City Departments
Strategic Partners	**County** Maricopa County Department of Public Health (MCDPH) Maricopa County Environmental Services Department **Private Sector and Community-Based Organizations** Arizona Public Service (APS) Salt River Project (SRP)

Introduction

Purpose

The purpose of the Electrical Power Outages Incident Annex is to provide guidance in the recovery from large-scale or extended power outages that have the potential to impact public health and safety.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to an electrical power outage incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.

- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The primary providers of commercial electrical power in the City of Phoenix are Salt River Project (SRP) and Arizona Public Service (APS). Because the major electric utilities in the western states are interconnected through an extensive grid system operated by the Western Electricity Coordinating Council (WECC), the failure of a major transmission line in a location well outside of the state could result in power outages or power curtailment in Phoenix.

A lack of adequate generation and transmission capabilities in certain areas might also cause shortages. While this interconnectivity increases the number of ways in which a power failure could occur, it also increases the options available for the restoration of power.

Local thunderstorms, particularly during the summer monsoon season, can produce widespread power failures in the Phoenix Metropolitan area. Environmental factors, such as excessive summer heat, can have a significant effect on electrical demands in Phoenix and the surrounding area.

Electric utilities that are members of WECC, including those in Arizona, categorize energy emergencies into three alert levels:

- Energy Emergency **Alert 1** means all available resources are in use. The utility has no reserves beyond the minimum requirement, and there is a concern that it may not be able to sustain its required operating reserves. All non-firm wholesale energy sales are curtailed.
- Energy Emergency **Alert 2** means load management procedures are in effect. At this point, the utility makes appeals to the public to reduce energy use, initiates voltage reductions on the system, and curtails interruptible loads through a voluntary curtailment program.
- Energy Emergency **Alert 3** means a firm load interruption is imminent or in progress.

When a firm load interruption is required (Energy Emergency Alert 3), APS and SRP both use involuntary curtailments to protect the electric utility grid. When involuntary curtailments occur, circuits are de-energized across the entire service area to meet the load shortage. These outages last approximately 20 – 30 minutes then the outage is rotated to another circuit. This process repeats itself until power demands fall to the point where power can be restored throughout the utility's service area. Critical infrastructure including hospitals, water treatment plants, and 9-1-1 dispatch centers are not included in involuntary curtailments. ~~When a firm load interruption is required (alert 3), Arizona~~

~~Public Service (APS) and SRP will both employ the use of involuntary curtailments in the form of "rolling blackouts" rather than risking further degradation of the electric utility grid.~~

~~When rolling blackouts occur, service will be cut off to circuits servicing one or more predetermined areas, each of which contains approximately 750 homes or their equivalent. These outages will generally last approximately 20 minutes to one hour for each disconnected circuit. As service is restored to areas that just experienced the blackout, it is then interrupted to another set of areas. This process repeats itself until power demands fall to the point at which power can be restored throughout the utility's service area. The utilities have identified such critical infrastructure as hospitals, water treatment plants, and 9-1-1 dispatch centers. The circuits servicing those facilities will not be taken off-line during rolling blackouts.~~

Planning Assumptions

- If a power outage is large enough to warrant opening the City of Phoenix Emergency Operations Center (EOC), but not large enough to affect other cities, the electrical provider ~~will~~ may be asked to send a representative to the City of Phoenix EOC. The representative will keep the City up to date on power restoration efforts through contact with the utility's EOC.
- ~~If a power outage is large enough to affect multiple jurisdictions, the electrical provider may send a representative to the County or State EOC, and the City EOC will receive updates from the County or State EOC.~~
- Traffic management plans may need to be developed for intersections with traffic signals in affected areas. Traffic signals will operate as four-way stops during power outages per Arizona state law.
- A prolonged power outage occurring during a heat advisory, excessive heat watch, or excessive heat warning ~~will~~ may increase the number of individuals requiring assistance, straining City resources.
- Because some telephone systems rely on electric power, access to the 9-1-1 system may be limited in affected areas.
- Locally owned water companies that rely on wells may be unable to pump potable water.
- Water treatment facilities may be unable to operate at full capacity, or even operate at all.
- Utility companies ~~have~~ may ~~provided~~ provide dry ice to customers during extended power outages. ~~in the past and can be expected to do so during future situations of a similar nature.~~

- ~~City of Phoenix's Continuity of Operations Plan (COOP) determines which critical functions of the City of Phoenix government would continue to operate.~~

Concept of Operations

General

Notification of a significant power outage will come from the utility company. The utility representative will provide the Emergency Operations Center (EOC) information regarding anticipated impacts to the affected population. Generally, the EOC will not be activated when power outages or curtailments occur, unless an outage is expected to last for an extended period and/or affect a major portion of the City. The City of Phoenix will direct and control its emergency operations and manage its resources. If city resources are totally committed, County support may be available.

The Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM), at the direction of the Emergency Management Director (or designee), will maintain and test all communications systems in the EOC, including the computer system local area network when the EOC is activated. Contingency plans for EOC power and technology are contained in the Fire Department Contingency Plan. There are redundant generators for the EOC.

~~The EOC Finance/Administration Section under the Incident Command System (ICS) will coordinate fiscal and administrative requirements and determine the necessary financial support for the City EOC.~~

Mass Care Operations

If an extended power outage occurs during an excessive heat advisory, a life-threatening situation can occur for a large segment of the population, particularly the elderly. When necessary, the City may identify additional cooling centers for members of the public affected by the power outage, especially when an outage occurs during extended periods of high heat. When necessary, the City will establish commodity points of distribution (PODs) to distribute ice, water, food, and other commodities. Arizona Public Service (APS) & Salt River Project (SRP) may also distribute dry ice to residents in extended power outages. *For more information, see the Excessive Heat Incident Annex of the EOP.*

Utility Medical Programs

APS and Salt River Project (SRP) both have Utility medical programs that provide registered customers with advance notice of planned outages in their neighborhoods. They are not associated with involuntary curtailments or any other extended power outages. ~~APS and Salt River Project (SRP) both have programs that identify persons who rely on electrically operated medical devices in their homes.~~ These persons have been advised to procure battery-powered backups to meet power needs during short-term power outages, particularly those associated with rolling blackouts. In the event of an extended power outage, the City will establish mass care shelters to meet the access and functional needs, including power needs, of those who require such

services. *For more information about the City sheltering plan, see ~~Emergency Support Function (ESF) #6: Mass Care Annex~~, the Sheltering Support Annex, ~~and~~ the Mass Care Sheltering Handbook and associated sheltering standard operating procedures (SOP).*

Public Information

The City of Phoenix Communications Office will be coordinated with when~~P~~ public notifications ~~issued~~ are being issued by City departments~~, Maricopa County Department of Public Health, Maricopa County Environmental Services Department, APS, and all other response partner entities,~~. External partners who are publishing public notifications effecting City of Phoenix community members should coordinate with the appropriate City of Phoenix Department and the Communications Office. The City will follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive and accessible to the whole community.

~~will be distributed by the City of Phoenix Communications Department in accordance with the Citywide Guidance for Effective Communications.~~ *For more information about the distribution of public information during disasters, see the ~~Early~~ Emergency Public Warning Support Annex and the ESF#15: External Affairs Annex ~~(ESF # 15)~~.*

If necessary, the ~~Public Works Department~~City will establish an information hotline to inform the public of services available and, to the extent possible, the status of power restoration efforts. The hotline will be staffed by both English- and Spanish-speaking call takers. A language line will be available in instances where the caller speaks a language other than English or Spanish. Hotline call operators will receive training on how to receive relay service calls, including teletypewriter (TTY) and Video Relay Service (VRS) phone calls.

Organization and Assignment of Responsibilities

Primary City Department(s)

Office of Emergency Management (OEM)

OEM serves as a **Primary City Department** ~~for~~ and is tasked with the following before, during, and after an electrical power outage incident:

- ☐ Ensure that the provisions of this annex are implemented.
- ☐ Activate and manage the Emergency Operations Center (EOC) when warranted by outage scale or duration.
- ☐ Coordinate with utility providers (APS and SRP) to receive regular updates on outage status and restoration efforts.
- ☐ Establish communication channels with County and State EOCs for multi-jurisdictional incidents.
- ☐ Coordinate deployment of city resources in response to power outage impacts.
- ☐ Coordinate with all Supporting City Departments and Strategic Partners throughout the incident.

Supporting City Departments

Community Emergency Response Team (CERT)

CERT supports electrical power outage response for the City of Phoenix by doing the following:

- Conduct wellness checks during outages.
- Assist with staffing and operations at designated recovery or community centers.
- Support setup and operation of commodity Points of Distribution (PODs).
- Assist with the distribution of water, ice, and other necessities.

Human Services Department (HSD)

HSD supports electrical power ~~outages~~ outage response for the City of Phoenix by doing the following:

- ~~Responsible~~ Primary department assigned to ESF #6: Mass Care and coordinates ~~for~~ mass care operations for the City of Phoenix~~, including sheltering and mass feeding services.~~
- In coordination with the Equal Opportunity Department (EOD), ~~E~~ensure all mass care services are accessible to people with disabilities and others with access and functional needs.
- Coordinate with all other necessary city departments, including but not limited to the Office of Emergency Management, Office of Heat Response and Mitigation, and external partners,~~Coordinate with the County and American Red Cross~~ to establish and operate cooling centers in accessible facilities.

Information Technology Services (ITS) Department

ITS supports electrical power ~~outages~~ outage response for the City of Phoenix by doing the following:

- Because of the possibility of a technological crisis caused by power interruptions to computer systems in City offices, Information Technology Services, if requested, ~~should~~ send representatives ~~to both the Operations and Planning sections~~ of the EOC.

Office of Heat Response and Mitigation (OHRM)

OHRM supports electrical power outage~~s~~ for the City of Phoenix by doing the following:

- Coordinate the City of Phoenix's participation in the regional Heat Relief Network through the identification of cooling centers and hydration stations (including those

with backup power resources) and ensure associated roles and responsibilities are known throughout the organization.
- ☐ Maintain an inventory of heat response resources (e.g., water, ice, portable coolers) available from City of Phoenix departments.
- ☐ Monitor and synthesize available research regarding the potential public health consequences of a concurrent heat wave and power failure.
- ☐ Identify necessary improvements to the City's Heat Response Plan to maximize community resilience during concurrent heat waves and power failures.

Office of the Mayor

The Mayor is tasked with the following to support an electrical power outage incident:

- ☐ Declare a local emergency if deemed necessary.

Office of Public Health (OPH)

~~The Office of Public Health~~OPH supports this incident response for the City of Phoenix by doing the following:

- ☐ Send representatives to EOC.
- ☐ Support planning and operation functions, inform and direct public health strategies.
- ☐ Coordinate with MCDPH, to ensure implementation of public health response.
- ☐ Support public health communication and dissemination of public health related impact including but not limited to:
  - Temperature related illness due to lack of heating/cooling
  - Food borne illness / contamination due to disruptions in electricity.
  - Disruptions in healthcare access
  - Physical injury
  - Carbon monoxide ~~poisining~~poisoning due to improper use of generators
- ☐ Partner with agencies supporting public health and medical services for the City of Phoenix.
- ☐ Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments.

All City Departments

All City Departments ~~is~~ are tasked with the following to support an electrical power outage incident:

- ☐ Provide a knowledgeable representative to the EOC to advise on capabilities and to coordinate departmental activities as needed.
- ☐ If the department or its employees participate as an element of the emergency response, an after-action report will be submitted to the City Manager.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa County Air Quality Department (MCAQD)

Maricopa County Air Quality Department supports electrical power outages response for the City of Phoenix by doing the following:

- ☐ Increase air quality monitoring to determine whether the use of generators has increased pollution levels.
- ☐ Issue public warnings if necessary.
- ☐

Maricopa County Department of Public Health (MCDPH)

MCDPH supports electrical power outages response for the City of Phoenix by doing the following:

- ☐ Monitor for disease outbreaks and other health-related problems in areas that have experienced extended periods without refrigeration or interruption of sanitation services.
- ☐ Monitor for increased morbidity and mortality.
- ☐

Maricopa County Environmental Services Department (MCESD)

Maricopa County Environmental Services Department supports electrical power outages response for the City of Phoenix by doing the following:

- ☐ Monitor cooling centers for proper sanitation and food handling procedures.
- ☐ Monitor wastewater treatment and disposal facilities.
- ☐ Test drinking water supplies for both private and public systems.
- ☐ Check regulated facilities, such as restaurants and grocery stores, for evidence of food spoilage.
- ☐ Provide general sanitation advice to the public.

Private Sector and Community-Based Organizations

Arizona Public Service (APS)

APS supports electrical power outages response for the City of Phoenix by doing the following:

- ☐ May provide liaisons to the EOC.
- ☐ Restore energy systems.
- ☐ Regulate utility usage in times of shortages, as appropriate.

- ☐ In conjunction with the EOC Operations Section, determine priorities among users if adequate utility supply is not available to meet all essential needs.
- ☐ When extended power outages occur in APS service areas, administer public service announcements to inform the public of dry ice distribution points for those without power.
- ☐ During extended power outages, APS, if requested would provide representatives to participate in walking teams for door-to-door wellness checks.

Salt River Project (SRP)

SRP supports electrical power outages response for the City of Phoenix by doing the following:

- ☐ May provide liaisons to the EOC when necessary.
- ☐ Restore energy systems.
- ☐ Regulate utility usage in times of shortages, as appropriate.
- ☐ In conjunction with the EOC Operations Section, determine priorities among users if adequate utility supply is not available to meet all essential needs.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Centers for Disease Control (CDC) Public Health Emergency Response Guide For State, Local, and Tribal Public Health Directors Version 2.0 April 2011.
- National Response Framework.

State

- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Operations Plan (EOP).

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.02B: Emergency Power Outage Plan
- PFD SOP M.P. M.P. 201.05E: Evacuation Sector

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Excessive Heat Incident Annex

Key Response Agencies

Primary City Departments	Communications Office (COM) Office of Emergency Management (OEM) Office of Heat Response and Mitigation (OHRM) Office of Public Health (OPH) ~~Office of Homeless Solutions (OHS)~~ ~~Phoenix Fire Department~~ ~~Office of Emergency Management (OEM)~~ ~~Phoenix Public Library~~
Supporting City Departments	~~Community and Economic Development Department~~ Human Resources Department (HRD) Human Services Department (HSD) Office of Homeless Solutions (OHS) ~~Office of Emergency Management (OEM)~~ Office of the Mayor Phoenix Fire Department (PFD) Phoenix Police Department (PPD) Phoenix Public Library (PPL) Public Transit Department (PTD) Water Services Department (WSD) ~~Office of Homeless Solutions (OHS)~~ All City Departments
Strategic Partners	**County** Heat Relief Network – Maricopa Association of Governments (MAG) Maricopa Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) **Federal** National Weather Service (NWS) **Private Sector and Community-Based Organizations** American Red Cross (ARC) The Salvation Army

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Introduction

Purpose

The purpose of the Excessive Heat Emergencies Incident Annex is to describe emergency response activities and additional support required for excessive heat emergencies in the City of Phoenix that may not be covered elsewhere in the City of Phoenix Emergency Operations Plan (EOP).

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to an excessive heat incident. This includes all City departments.

Policies

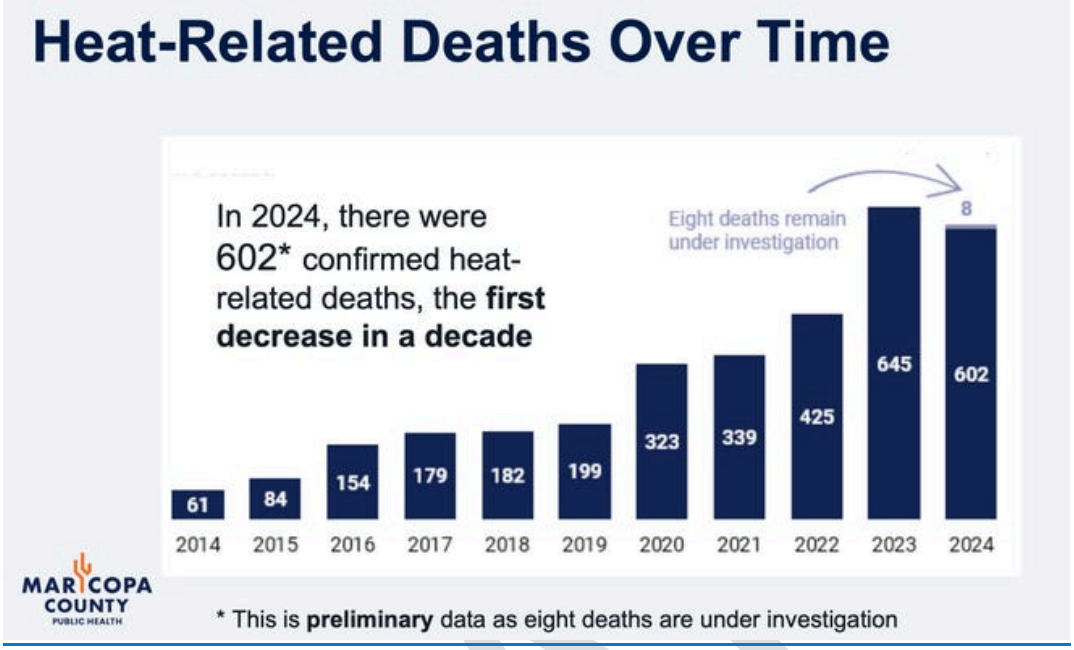
The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

Periods of prolonged excessive heat can result in life-threatening situations for a large segment of the population, particularly among elderly persons who do not have access to ~~air-conditioning~~air conditioning. See the below chart for heat-related deaths in Maricopa County between 2014 and 2024.

~~Documented cases of more than 100 fatalities have occurred in other U.S cities during the past few years because of prolonged heat waves.~~

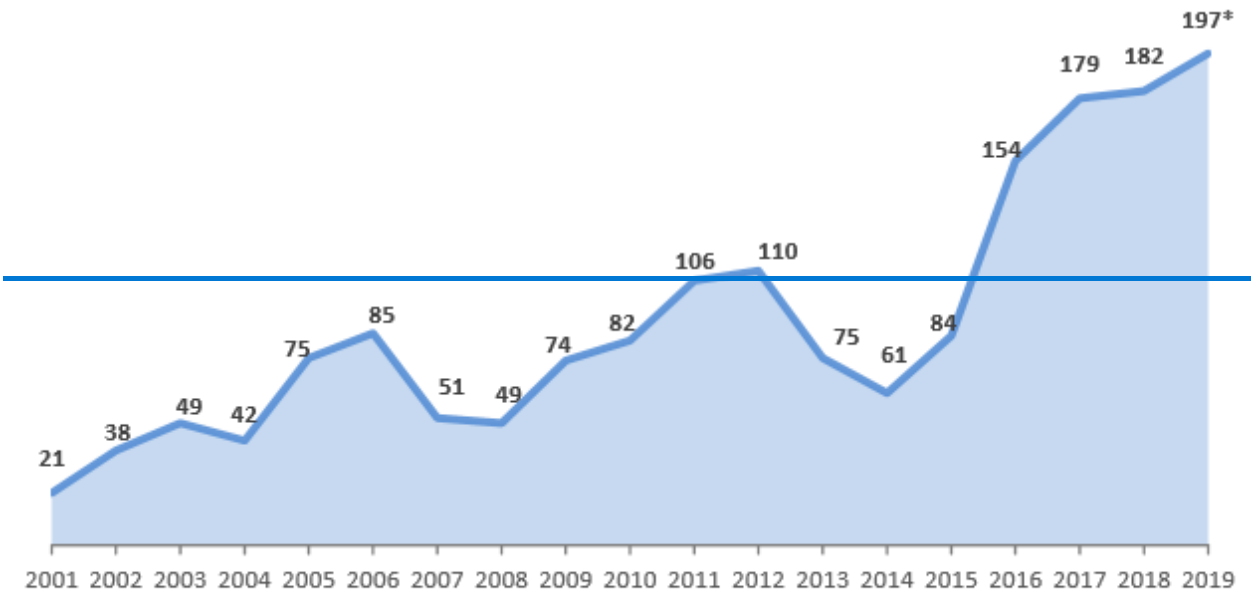


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Data Source: Maricopa County Department of Public Health and the Maricopa County Office of the Medical Examiners. Dated January 30, 2025

Heat-Associated Deaths by Year

Graph 1. There were 197 heat-associated deaths reported in 2019.



*3 cases pending

Data Sources: Maricopa County, Office of Vital Registration and Office of Medical Examiner; Arizona Department of Health Services, Office of Vital Registration

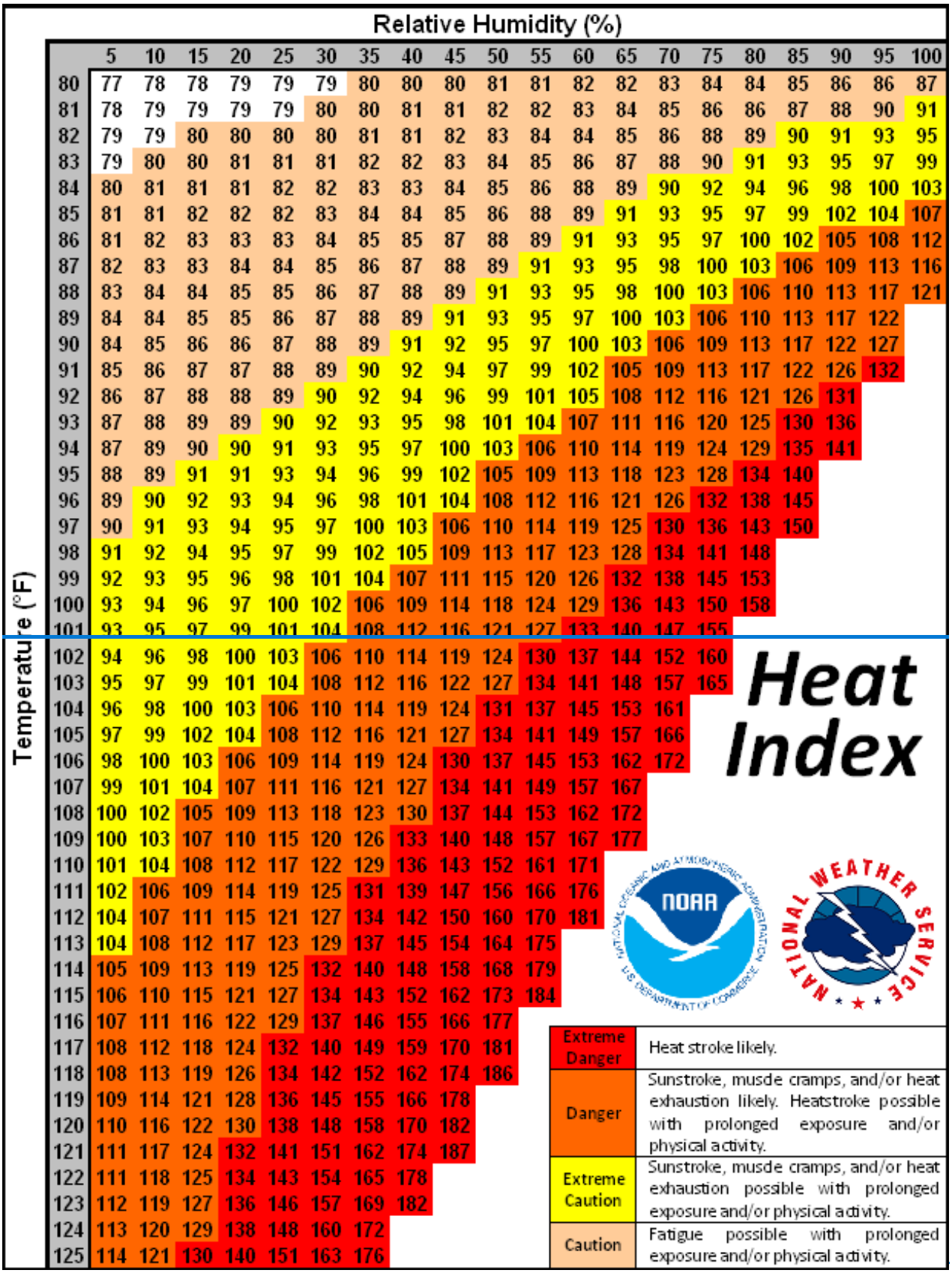
By recognizing a period of excessive heat in its developmental stages, the City can take actions that will enable residents to avoid life-threatening conditions. The NWS HeatRiskHeat Index tool can help maintain situational awareness during times of excessive heat.

The NWS HeatRisk system uses a color and number scale to forecast potential heat-related dangers within 24-hour periods. Each level on this scale identifies which population groups face the highest risk and provides specific recommendations for heat protection. This makes the HeatRisk system a valuable planning tool for approaching heat events and their associated hazards. The system generates daily risk values for locations nationwide, offering forecasts up to seven days in advance by utilizing the National Weather Service's high-resolution gridded forecast database. The NWS HeatRisk index is supplementary to official NWS heat products (heat advisory, extreme heat watch, and extreme heat warning) and is meant to provide risk guidance. See the table below for the NWS HeatRisk categories.

Category	Risk of Heat-Related Impacts
Green 0	Little to no risk from expected heat.
Yellow 1	Minor - This level of heat affects primarily those individuals extremely sensitive to heat, especially when outdoors without effective cooling and/or adequate hydration.
Orange 2	Moderate - This level of heat affects most individuals sensitive to heat, especially those without effective cooling and/or adequate hydration. Impacts possible in some health systems and in heat-sensitive industries.
Red 3	Major - This level of heat affects anyone without effective cooling and/or adequate hydration. Impacts likely in some health systems, heat-sensitive industries and infrastructure.
Magenta 4	Extreme - This level of rare and/or long-duration extreme heat with little to no overnight relief affects anyone without effective cooling and/or adequate hydration. Impacts likely in most health systems, heat-sensitive industries and infrastructure.

~~According to the National Weather Service, "the Heat Index is a measure of how hot it really feels when relative humidity is factored in with the actual the actual air temperature." The National Weather Service has developed a Heat Index table indicating the "Real Feel" temperature and the threats presented by as heat combined with humidity rises.~~

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Temperature (°F)	Relative Humidity (%)																			
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
80	77	78	78	79	79	79	80	80	80	81	81	82	82	83	84	84	85	86	86	87
81	78	79	79	79	79	80	80	81	81	82	82	83	84	85	86	86	87	88	90	91
82	79	79	80	80	80	80	81	81	82	83	84	84	85	86	88	89	90	91	93	95
83	79	80	80	81	81	81	82	82	83	84	85	86	87	88	90	91	93	95	97	99
84	80	81	81	81	82	82	83	83	84	85	86	88	89	90	92	94	96	98	100	103
85	81	81	82	82	82	83	84	84	85	86	88	89	91	93	95	97	99	102	104	107
86	81	82	83	83	83	84	85	85	87	88	89	91	93	95	97	100	102	105	108	112
87	82	83	83	84	84	85	86	87	88	89	91	93	95	98	100	103	106	109	113	116
88	83	84	84	85	85	86	87	88	89	91	93	95	98	100	103	106	110	113	117	121
89	84	84	85	85	86	87	88	89	91	93	95	97	100	103	106	110	113	117	122	
90	84	85	86	86	87	88	89	91	92	95	97	100	103	106	109	113	117	122	127	
91	85	86	87	87	88	89	90	92	94	97	99	102	105	109	113	117	122	126	132	
92	86	87	88	88	89	90	92	94	96	99	101	105	108	112	116	121	126	131		
93	87	88	89	89	90	92	93	95	98	101	104	107	111	116	120	125	130	136		
94	87	89	90	90	91	93	95	97	100	103	106	110	114	119	124	129	135	141		
95	88	89	91	91	93	94	96	99	102	105	109	113	118	123	128	134	140			
96	89	90	92	93	94	96	98	101	104	108	112	116	121	126	132	138	145			
97	90	91	93	94	95	97	100	103	106	110	114	119	125	130	136	143	150			
98	91	92	94	95	97	99	102	105	109	113	117	123	128	134	141	148				
99	92	93	95	96	98	101	104	107	111	115	120	126	132	138	145	153				
100	93	94	96	97	100	102	106	109	114	118	124	129	136	143	150	158				
101	93	95	97	99	101	104	108	112	116	121	127	133	140	147	155					
102	94	96	98	100	103	106	110	114	119	124	130	137	144	152	160					
103	95	97	99	101	104	108	112	116	122	127	134	141	148	157	165					
104	96	98	100	103	106	110	114	119	124	131	137	145	153	161						
105	97	99	102	104	108	112	116	121	127	134	141	149	157	166						
106	98	100	103	106	109	114	119	124	130	137	145	153	162	172						
107	99	101	104	107	111	116	121	127	134	141	149	157	167							
108	100	102	105	109	113	118	123	130	137	144	153	162	172							
109	100	103	107	110	115	120	126	133	140	148	157	167	177							
110	101	104	108	112	117	122	129	136	143	152	161	171								
111	102	106	109	114	119	125	131	139	147	156	166	176								
112	104	107	111	115	121	127	134	142	150	160	170	181								
113	104	108	112	117	123	129	137	145	154	164	175									
114	105	109	113	119	125	132	140	148	158	168	179									
115	106	110	115	121	127	134	143	152	162	173	184									
116	107	111	116	122	129	137	146	155	166	177										
117	108	112	118	124	132	140	149	159	170	181										
118	108	113	119	126	134	142	152	162	174	186										
119	109	114	121	128	136	145	155	166	178											
120	110	116	122	130	138	148	158	170	182											
121	111	117	124	132	141	151	162	174	187											
122	111	118	125	134	143	154	165	178												
123	112	119	127	136	146	157	169	182												
124	113	120	129	138	148	160	172													
125	114	121	130	140	151	163	176													

Extreme Danger	Heat stroke likely.
Danger	Sunstroke, musde cramps, and/or heat exhaustion likely. Heatstroke possible with prolonged exposure and/or physical activity.
Extreme Caution	Sunstroke, musde cramps, and/or heat exhaustion possible with prolonged exposure and/or physical activity.
Caution	Fatigue possible with prolonged exposure and/or physical activity.

~~**Power outages combined with excessive heat can be particularly serious in that they can deprive large segments of the population of access to air-conditioning in their homes.**~~

Planning Assumptions

- The National Weather Service (NWS) officially declares extreme weather conditions. ~~The Phoenix Forecast Office of the NWS will initiate alert procedures when the Heat Index is expected to exceed 105° - 110° for at least 2 consecutive days.~~
-
- Various segments of Phoenix's at-risk population may be impacted and may require cooling assistance, fluids, and transportation to temporary hydration and cooling facilities as well as assistance with utility bills or malfunctioning equipment.
- Coping with the extreme weather conditions may require coordinating the strategic efforts of various City of Phoenix departments in collaboration with volunteer civic organizations, individuals, community-based organizations, and outreach services, and responding Maricopa County departments. These departments work together to ensure education and service assistance contacts are available to as many at-risk individuals as possible. Prior to the NWS-designated excessive heat period or whenever deemed appropriate, the City of Phoenix will initiate a summer heat awareness educational campaign to clarify NWS terminology and to pass along appropriate public health mitigation information.
- Power outages combined with excessive heat can be particularly serious in that they can deprive large segments of the population of access to air-conditioning in their homes.

Concept of Operations

General

The National Weather Service (NWS) will issue heat-related messages based on four factors: temperature, humidity, sky coverage, and expected duration.

Activation of the Emergency Operations Center (EOC) may not be required to accomplish implementation of this section. However, coordination between the energy utility and the cooling site shelters may be necessary and may be accomplished by the City Office of Emergency ~~Homeland Security and~~ Management.

Upon receiving notice of an Excessive Heat Warning from the NWS, ~~the Maricopa County Department of Emergency Management (MCDEM) will notify the City of Phoenix; the Maricopa County Department of Public Health (MCDPH) will prepare heat emergency messages that will be accessible and in multiple formats, including detailed medical and~~

~~site assistance information. T~~the City of Phoenix may meet to review conditions and previous actions taken and to implement additional educational and departmental services as necessary.

Operations

During the extreme heat of summer months in Arizona, the City of Phoenix and Maricopa County region provide a network of accessible cool spaces to help residents find relief from dangerous temperatures. These resources are particularly crucial in an urban desert environment where heat-related illnesses and deaths remain a significant public health concern. These locations represent a collaborative effort between local government, community organizations, and businesses to protect vulnerable populations during periods of intense heat.

These cool spaces are categorized into three distinct types:

> **Hydration Stations:** Designated locations where people can access free drinking water, either through water fountains or distribution of bottled water.
>
> **Cooling Centers:** Air-conditioned facilities open to the public during defined hours, such as libraries, community centers, and community centers. These spaces provide a comfortable environment where residents can escape the heat.
>
> **Respite Centers:** Specialized facilities offering more comprehensive services beyond basic cooling, including extended hours, access to restrooms, seating areas, and sometimes additional support services like health checks or connections to social services.

The Office of Heat Response and Mitigation, Phoenix Fire Department, Office of Emergency Management, Office of Public Health, and Office of Homeless Solutions will maintain situational awareness of the heat risk to the community and if the City of Phoenix determines additional cooling or respite centers ~~cooling center~~ are needed, the following should be considered:

~~If the City of Phoenix determines a cooling center is needed, the following should be considered:~~

- Identify accessible ~~centers~~locations that will operate under extended hours to provide access to air-conditioning for populations who do not have access to air-conditioned an air-conditioned space or home~~s~~.
- Conduct wellness checks on ~~of senior~~ Phoenix residents when appropriate.
- ~~Operate Share, u~~Using established public messaging channels, ~~an~~ share information ~~hotline~~ to ~~direct people~~ the community on ~~the~~ cooling center resources. And regional information hotline (211). ~~to cooling centers if needed.~~
- Provide security and traffic direction for these facilities when required.

- Be prepared to provide accessible transportation to designated cooling sites for the populations who are without shelter resources or who cannot provide their own transportation.

Public Awareness and Educational Campaigns

The City of Phoenix is committed to a proactive public information program to prepare the public for the threat of a heat emergency. In coordination with strategic partners, the City of Phoenix will issue public educational materials to advise the public of heat emergency conditions, risks, and available services and the actions to take before, during, and after the period of risk.

~~The Office of Heat Response and Mitigation, Phoenix Fire Department, Office of Emergency Management, Office of Public Health and Office of Homeless Solutions~~The Human Services Department (HSD), through Maricopa Association of Governments (MAG), will identify community needs for cooling centers and activate them as appropriate. If necessary, the American Red Cross (ARC) and the Salvation Army (TSA) may support cooling station operations.

~~The Finance/Administration Section under the Incident Command System (ICS) will coordinate fiscal and administrative requirements and determine the necessary financial support for the EOC.~~

Organization and Assignment of Responsibilities

Primary City Department(s)

Communications Office (COM)

~~The City of Phoenix Communications Office~~COM serves as a **Primary City Department** and is tasked with the following before, during, and after an excessive heat incident:~~serves as a **Primary City Department** for and is tasked with the following before, during, and after an excessive heat incident:~~

- Coordinate public messaging about ~~provided~~ available cooling spaces and general heat awareness~~center services~~.
- Develop and distribute public information about cooling center locations, operating hours, and heat safety measures across established communication channels, including Phx.gov and social media platforms.
- Monitor social media for public concerns, misinformation, and emerging issues related to heat emergencies to inform communication strategy adjustments.

- ☐ Coordinate with the Office of Heat Response and Mitigation, Office of Public Health, Office of Homeless Solutions, Office of Emergency Management, Phoenix Fire Department, and Phoenix Public Library regarding extended hours and enhanced services at pre-identified centers.

Office of Emergency Management (OEM)

OEM serves as a **Primary City Department** and is tasked with the following before, during, and after an excessive heat incident:

- ☐ Advise City officials of the emergency actions.
- ☐ Coordinate with the Office of Heat Response and Mitigation, Office of Public Health, Office of Homeless Solutions, Phoenix Fire Department, Phoenix Public Library, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

Office of Heat Response and Mitigation (OHRM)

OHRM serves as a **Primary City Department** and is tasked with the following before, during, and after an excessive heat incident:

- ☐ Serve as technical experts on urban heat island effects and heat vulnerability.
- ☐ Distribute heat emergency information to appropriate City departments.
- ☐ Provide data analysis and mapping of heat risk areas to inform resource deployment during heat emergencies.
- ☐ Develop and update heat action plans incorporating lessons learned from each heat season.
- ☐ Support public communications with accurate technical information about heat risks and protective measures.
- ☐ Coordinate with the Office of Public Health, Office of Homeless Solutions, Office of Emergency Management, Phoenix Fire Department, Phoenix Public Library and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

Office of Public Health (OPH)

~~The Office of Public Health~~OPH ~~supports~~serves as a **Primary City Department** and is tasked with the following before, during, and after an excessive heat incident.~~ this incident response for the City of Phoenix by doing the following:~~

- ☐ If requested, ~~S~~send representatives ~~to the Incident Management Team (IMT) and~~to the EOC.~~.~~
- ☐ Support planning and operation functions, inform and direct public health strategies. Including but not limited to:
  - o Integrating Climate and Health data to inform decision making

- Coordinate with MCDPH~~,~~ to ensure implementation of public health response.

☐ Support public health communication and dissemination of public ~~health related~~health-related impact, including but not limited to:
- Substance u~~U~~se and ~~H~~heat messaging outreach
- ~~Vector borne~~Vector-borne/ ~~Mosquito borne~~Mosquito-borne diseases
- Heat illness identification and response education for the public

☐ Maintain situational awareness regarding heat-related illnesses and suspected overdose data.

☐ Coordinate with the Office of Heat Response and Mitigation, Office of Homeless Solutions, Office of Emergency Management, Phoenix Fire Department, Phoenix Public Library, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

~~Office of Homeless Solutions (OHS)~~
~~Phoenix Fire Department~~
~~Office of Emergency Management (OEM)~~
~~Phoenix Public Library~~

~~Human Services Department (HSD)~~

~~The Human Services Department (HSD) serves as a **Primary City Department** for and is tasked with the following before, during, and after an excessive heat incident:~~

☐ ~~Institute and coordinate non-emergency City of Phoenix assistance with County and non-city assistance service centers.~~
☐ ~~Coordinate the City response through the Heat Relief Network.~~
☐ ~~Identify accessible centers that will operate under extended hours to provide access to air-conditioning for at-risk populations who do not have air-conditioned homes. On a case-by-case basis, City of Phoenix centers may be returned to regular hours prior to termination of the emergency if demand does not warrant the extended hours. Request assistance from the American Red Cross and the Salvation Army as needed.~~
☐ ~~Conduct wellness checks of senior Phoenix residents during meal delivery to clients' homes.~~
☐ ~~Maintain a list of potential cooling center locations (e.g., community center, library) which have been assessed by HSD and PRD personnel using the Department of Justice Emergency Shelter Checklist.~~
☐ ~~Using the list of accessible cooling center locations, identify facility(s) that will operate under extended hours to provide access to air conditioning for at-risk populations who do not have air-conditioned homes. On a case-by-case basis, City of Phoenix centers may be returned to regular hours prior to termination of the emergency if demand does not warrant the extended hours.~~

- ~~Set up cooling centers in a manner that promotes inclusion and ensures accessibility for people with disabilities and others with access and functional needs. Request assistance from City EOC and/or OHSEM to remedy accessibility issues as needed.~~

Supporting City Departments

Human Resources Department (HRD)

~~Human Resources Department~~HRD supports excessive heat incident response for the City of Phoenix by doing the following:

- Distribute City of Phoenix heat guidance information for staff, supervisors, and management.
- Utilize field staff to monitor conditions of the population most likely to suffer during a prolonged excessive heat advisory (elderly, homebound).
- Use accessible city buses, passenger vans, and contractor vehicles to transport the affected population to designated cooling centers.

Human Services Department (HSD)

HSD supports excessive heat incident response for the City of Phoenix by doing the following:

- Conduct wellness checks of senior Phoenix residents during meal delivery to clients' homes.
- Coordinate with the Office of Heat Response and Mitigation, Office of Phoenix Fire Department, Office of Homeless Solutions, Office of Emergency Management, Phoenix Public Library, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.
-

Phoenix Fire Department (PFD)

PFD supports excessive heat incident response for the City of Phoenix by doing the following:

- Respond to emergency calls related to heat-related illnesses and provide immediate medical assistance.
- Assist with wellness checks during extended heat events.
- Support cooling center operations with emergency medical personnel when necessary.
- Train Fire personnel on heat illness recognition and appropriate response procedures.

- Coordinate with the Office of Heat Response and Mitigation, Office of Public Health, Office of Homeless Solutions, Office of Emergency Management, Phoenix Public Library, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

Phoenix Public Library (PPL)

PLL supports excessive heat incident response for the City of Phoenix by doing the following:

- Serve as cooling centers during regular business hours and extend hours at pre-identified locations when activated during extreme heat events.
- Provide access to water, restrooms, and air-conditioned spaces for the public seeking relief from the heat at identified centers.
- Ensure facilities remain accessible to all populations seeking heat relief.
- Coordinate with the Office of Heat Response and Mitigation, Office of Public Health, Office of Homeless Solutions, Office of Emergency Management, and Phoenix Fire Department, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

~~**Office of Emergency Management (OEM)**~~

~~OEM supports excessive heat incident response for the City of Phoenix by doing the following:~~

- ~~Distribute heat emergency information to appropriate City departments.~~
- ~~Collect information about actions taken by City departments.~~
  ~~Advise City officials of the emergency actions.~~

Office of Homeless Solutions (OHS)

OHS supports excessive heat incident response for the City of Phoenix by doing the following:

- Distribute water, cooling supplies, and heat safety information, as available and as part of normal established operations, to those who may be experiencing homelessness.
- Coordinate with service providers to determine shelter capacity during extreme heat events.
- Facilitate transportation for individuals experiencing homelessness to cooling centers and emergency shelters, as needed and able.
- Coordinate with the Office of Heat Response and Mitigation, Office of Public Health, Office of Emergency Management, Phoenix Fire Department, Phoenix Public Library, and the Communications Office regarding extended hours and enhanced services at pre-identified centers.

Office of the Mayor

Office of the Mayor supports excessive heat incident response for the City of Phoenix by doing the following:

- Declare a local emergency in the event an extended period of excessive heat results in extraordinary impacts when determined necessary.

Phoenix Police Department (PPD)

~~Phoenix Police Department (PPD)~~PPD supports excessive heat incident response for the City of Phoenix by doing the following:

- Provide security and traffic direction as needed for cooling centers and activities.
- Assume responsibility for evacuation operations when initiated by the Mayor.
- Assist individuals with access and functional needs and any other residents that need assistance in the evacuation process.
- Designate pick-up points for persons lacking transportation.

Public Transit Department (PTD)

~~Public Transit Department~~PTD supports excessive heat incident response for the City of Phoenix by doing the following:

- ~~Be prepared to provide as necessary water, medical assistance, and secure cooling stations in designated public access locations.~~
- Ensure accessible transportation to designated cooling sites for the populations who are without shelter resources or who cannot provide their own transportation will be provided. *All Public Transit vehicles are accessible.*

Water Services Department (WSD)

~~Water Services Department (WSD)~~WSD supports excessive heat incident response for the City of Phoenix by doing the following:

- May be requested to ~~operate~~ support an Information Hotline, providing the location of designated cooling centers, hours of operation, and availability of accessible transportation.

All City Departments

All City Departments support excessive heat incident response for the City of Phoenix by doing the following:

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- Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

- ~~Responsible for mass care operations, including sheltering and mass feeding services.~~
- ~~Ensure all mass care services are accessible to people with disabilities and others with access and functional needs.~~
  - ~~Coordinate with the County to establish and operate cooling centers in accessible facilities.~~

Strategic Partners

County

Heat Relief Network – Maricopa Association of Governments (MAG)

MAG supports this response for the City of Phoenix by doing the following:

- Coordinate regional mapping of locations that serve as a Heat Refuge, Hydration Station, ~~Donations Site~~donation site, Hydration Station & Heat Refuge, and/or Emergency Hydration Station.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports this response for the City of Phoenix by doing the following:

- Provide county-level support and coordination if requested and able.

Maricopa County Department of Public Health (MCDPH)

- Provide county-level support and coordination if requested and able.
  - ~~Compile, maintain, and distribute listings of cooling centers, hydration stations, and shelters established.~~

Maricopa County ~~Department of Environmental Services~~Environmental Services Department

Maricopa County ~~Department of Environmental Services~~Environmental Services ~~supports~~Department supports this response for the City of Phoenix by doing the following:

- Monitor cooling centers for proper sanitation and food handling procedures.

Federal

National Weather Service (NWS)

NWS supports this response for the City of Phoenix by doing the following:

- Issue excessive heat watches or warnings.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC may support this response for the City of Phoenix by doing the following:

- ☐ Support cooling center operations if requested and able.~~as able and as requested.~~
- ☐ Coordinate with support ~~departments~~ agencies (e.g., Salvation Army, Arizona Humane Society, etc.) to augment services as appropriate.
- ☐ Create temporary sheltering facilities when appropriate.
- ☐ Ensure Red Cross-operated facilities and provided services are accessible to the whole community.

The Salvation Army

The Salvation Army may support this response for the City of Phoenix by doing the following:

- ☐ ~~Ensure facilities and services are accessible to the whole community.~~
- ☐ Support cooling center operations if requested and able.
- ☐ Ensure The Salvation Army operated facilities and provided services are accessible to the whole community.
- ☐ ~~Provide emergency cooling centers operations.~~
- ☐ ~~Coordinate with support departments (e.g., American Red Cross, Arizona Humane Society, etc.) to augment services as appropriate.~~
- ☐ Coordinate with support ~~departments~~ agencies (e.g., American Red Cross, Arizona Humane Society, etc.) to augment services as appropriate.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Centers for Disease Control (CDC) Public Health Emergency Response Guide For State, Local, and Tribal Public Health Directors Version 2.0 April 2011.
- National Response Framework.

State

- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Operations Plan (EOP).

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of –Emergency Management, as amended.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.02B: Emergency Power Outage Plan

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Fire and Explosions Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Fire Department (PFD)
Supporting City Departments	City Manager's Office (CMO) Office of Emergency Management (OEM) Finance Department (FIN) Planning and Development Department (PDD) ~~Office of Homeland Security & Emergency Management (OHSEM)~~ Phoenix Police Department (PPD) ~~Planning and Development Department~~ All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency & Military Affairs (DEMA) Arizona Department of Forestry and Fire Management Fire Management Office (FMO) of the State Land Department

Introduction

Purpose

The purpose of the Fire and Explosions Incident Annex is to provide support for extraordinary fire and explosion emergencies, including wildland fires affecting or threatening the City. This annex applies only to extraordinary fire and explosion emergencies that exceed the normal response capabilities of the City of Phoenix and not as the result of bomb threats or terrorist activity.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a fire and explosions incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The Fire Management Office (FMO) of the Arizona State Land Department makes an annual assessment to determine state wildland fire conditions. Each spring, the Governor of Arizona declares a state of emergency to exist due to hazardous fire conditions throughout the state. The action frees emergency funds to suppress fires when it is determined that state or local government property is involved or that the lives and property of a considerable number of residents are endangered. The determination allows the FMO to arrange for the required assistance.

The City of Phoenix has the responsibility for any fire suppression activities within its boundaries.

Planning Assumptions

- Adequate firefighting personnel and equipment will be available for operations.
- Participating municipalities with fire departments will, through automatic and mutual aid agreements, assist the Phoenix Fire Department.

Concept of Operations

General

The Phoenix Fire Department (PFD) will establish a Unified Command Post and will assume responsibility for on-site management. The Phoenix Police Department (PPD) will provide control and security of the affected area. The City of Phoenix Emergency Operations Center (EOC) will be activated for incidents that are extraordinary fire and explosion emergencies.

Fires on state, county, and/or tribal land that threaten the City of Phoenix should be reported to the PFD and the Fire Management Office (FMO) of the State Land Department. PFD may suppress fires on state or county land when authorized by the FMO. PFD is also authorized by automatic aid agreements to suppress fires on land in the surrounding cities and fire districts that participate in the valley-wide Automatic Aid Consortium.

The Finance/Administration Section under the Incident Command System (ICS) will coordinate fiscal and administrative requirements and determine the necessary financial support for the City EOC.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

~~Phoenix Fire Department (PFD)~~PFD serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Establish an on-scene Unified Command Post and assume primary responsibility for on-scene management of the emergency.
- ☐ Request automatic aid assistance from other fire departments, as required.
- ☐ Request assistance from the FMO of the State Land Department for fires on state, county, or federal land adjoining the City of Phoenix, PPD.
- ☐ Alert the ~~citizens~~ community of areas that are likely to be affected.

Supporting City Departments

City Manager's Office (CMO)

CMO supports this incident response for the City of Phoenix by doing the following:

- ☐ Maintain contact with the City Public Information Officer (PIO) to ensure timely, inclusive, and accurate dissemination of information.
- ☐ Provide situation updates as received.

Finance Department (FIN)

~~Finance Department~~FIN supports this incident response for the City of Phoenix by doing the following:

- ☐ Coordinate fiscal and administrative requirements and determine the necessary financial support for the City EOC.

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM supports this incident response for the City of Phoenix by doing the following:

- ☐ Activate Emergency Support Functions (ESFs) as needed.
- ☐ Activate the Emergency Operations Center (EOC) as appropriate.
- ☐ Develop a schedule for staffing, supporting, and operating the EOC from activation to stand-down.

Office of the Mayor

The Mayor supports this incident response for the City of Phoenix by doing the following:

- ☐ Declare a local emergency if deemed necessary.

Phoenix Police Department (PPD)

PPD supports this incident response for the City of Phoenix by doing the following:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Prevent looting of damaged and evacuated areas.
- ☐

Planning and Development Department (PDD)

~~Planning and Development Department~~PDD supports this incident response for the City of Phoenix by doing the following:

- ☐ Inspect damaged buildings for structural integrity after any fire danger has been mitigated.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa County Department of Emergency ~~and Military Affairs~~ Management (MCDEM)

MCDEM supports this incident response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of emergency and/or recovery operations.

State

Arizona Department of Emergency & Military Affairs (DEMA)

DEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of recovery operations.

- ☐ Provide financial assistance through public and individual assistance programs and/or loans when appropriate.

Arizona Department of Forestry and Fire Management

Department of Forestry and Fire Management supports this incident response for the City of Phoenix by doing the following:

- ☐ Authorize Phoenix Fire Department (PFD) to suppress fires on state or county land when applicable.

Fire Management Office (FMO) of the State Land Department

FMO supports this incident response for the City of Phoenix by doing the following:

- ☐ Receive reports of fires occurring on state, county, or tribal lands which threaten the City of Phoenix.
- ☐ Authorize Phoenix Fire Department (PFD) to suppress fires on state or county land when applicable.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- FEMA Guide for All-Hazard Emergency Operations Planning (State and Local Guide.)
- National Incident Management System.
- National Response Framework.
- Presidential Preparedness Directive 8, “National Preparedness.”
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended.

State

- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- Arizona State Emergency Response and Recovery Plan (SERRP).
- Memorandum of Understanding with Arizona Chiefs Fire Association.

County

- Intergovernmental Agreements for Disaster and Emergency Management Services between Maricopa County and Participating Cities~~, 2018~~.
- Maricopa County Community Wildfire Protection Plan~~, April 2010~~.
- Maricopa County Emergency Management Resolution of 2011, latest version~~011~~.
- Maricopa County Emergency Operations Pl~~an~~an~~, November 2019~~.

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- City of Phoenix Contract #: 147846-0: Cooperative Purchasing Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.
- Street Transportation Department; Street Maintenance Bridges ~~and~~ & Dam Safety Plans.
- City of Phoenix, Maricopa County Community Wildfire Protection Plan~~, April 2010~~.
- Maricopa County Multi-Jurisdictional Hazard Mitigation Plans ~~(2009)~~; Jurisdictional Summary for the City of Phoenix.

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Mass Fatality Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Communications Office (COM) Community Assistance Program (CAP) Equal Opportunity Department (EOD) Human Services Department (HSD) Law Department Office of Emergency Management (OEM) Office of Public Health (OPH) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) Maricopa County Office of the Medical Examiner (OME) Maricopa County Public Fiduciary **State** Arizona Board of Funeral Directors and Embalmers Arizona Department of Emergency & Military Affairs (DEMA) Arizona Department of Health Services (ADHS) **Federal** Department of Defense (DOD) Mortuary Affairs Assistance Disaster Mortuary Operational Response Teams (DMORT) Federal Bureau of Investigation (FBI) National Transportation Safety Board (NTSB) **Private Sector and Community-Based Organizations** American Red Cross (ARC) Arizona Voluntary Organizations Active in Disaster (VOAD) Death Care Industry Maricopa County Community Organizations Active in Disaster (COAD) Mercy Care Regional Hospitals

Introduction

Purpose

This section sets forth the policies and concepts for response to a Mass Fatality incident within Maricopa County. A Mass Fatality event may occur at any time and thus necessitates planning for a surge ~~demand on~~in demand for fatality management services. This section has been developed using historical and theoretical events to formulate the baseline for fatality surge needs and realistic worst-case scenarios.

This section is consistent with the U.S. Department of Homeland Security's National Response Framework (NRF) and incorporates the ~~principles of the National Incident Management System (NIMS)~~National Incident Management System (NIMS) principles. The Mass Fatality Incident Annex encompasses the coordination of public health, medical, mental health services, and mortuary services during incidents resulting in casualties that exceed local resources. These functions are critical components of mass fatality management and response operations~~Emergency Support Function (ESF) #8. Public Health and Medical Services Annex of the NRF states that assistance to supplement state and local Mass Fatality resources will be coordinated by the Department of Health and Human Services (HHS), the Primary Department for ESF #8. The scope of ESF #8 includes: public health, medical, mental health services, and mortuary services, all of which have a role in Mass Fatality management~~.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a mass fatality incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

A Mass Fatality incident may occur at any time and presents unique demands and challenges to a portion or the entirety of the current fatality management system. This

section is designed to be applicable across a wide range of emergencies resulting in substantially increased fatalities over varying periods of time. It has been developed using historical and theoretical events to formulate the baseline for system operations and to project realistic worst-case scenarios.

The command and control of a Mass Fatality incident will depend on the type and scope of an incident. For example, an airplane crash with multiple fatalities will have different operational components compared to deaths resulting from a pandemic. The key assumptions and concept of operations comprehensively address the variety of responses appropriate to all Mass Fatality events.

For additional information on mass fatalities resulting from transportation incidents, see Common Carrier ~~Accidents~~ Incident Annex and Sky Harbor Incident Annex.

For additional information on mass fatalities resulting from a suspected act of terrorism, see Terrorism and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incident Annex.

For additional information on mass fatalities resulting from a public health emergency, see Pandemic or High Consequence Infectious Diseases (HCID) Incident Annex or the Excessive Heat Emergencies Incident Annex.

Planning Assumptions

- Mass Fatality Incident Management is the recovery, transportation, identification, appropriate processing, protection, and coordination of the disposition of ~~all~~ human remains in a mass fatality surge situation. To accomplish these goals, the Maricopa County ~~Medical Examiner's~~ Office of the Medical Examiner, with assistance from key response agencies, shall:
  - ☐ Participate in EOC discussions regarding p~~P~~revention of further risks to public and responder health in the process of managing fatalities (including staff and those coming to assist).
  - ☐ Provide on-site fatality assistance, coordinate transport and storage as necessary, establish victim identities and causes of death; preserve all property found on ~~or adjacent to~~ the bodies; collect and preserve items with evidentiary value that are found on the bodies then transfer these items to the investigating agency to maintain legal evidence for criminal or civil court action; release remains promptly to the next-of-kin, if possible.
  - ☐ Provide respect for those who have died and provide compassion and support for their survivors throughout the process.
  - ☐ Provide for appropriate record-keeping to meet legal and documentation requirements.
  - ☐ Participate in family briefings and organized press conferences or p~~P~~rovide timely and accurate ~~public~~ information to the PIO to keep the survivor community informed about all critical events throughout the process.

- The City of Phoenix ~~will/~~may lack enough personnel, equipment, and storage capacity to handle significant numbers of deceased victims, especially if remains are contaminated.
- Assistance from local, state, and federal governments may be required to assist in the search and recovery, transportation, tracking, removal, processing, and identification. In some scenarios, the availability of federal resources to respond may be non-existent.
- Large-scale emergencies may present unique logistical challenges with limited cold storage space, human remains pouches, personal protection equipment (PPE), and related fatality management supplies. In this scenario, mutual aid resources and federal assets will both be strained and likely not available.
- In certain scenarios, deaths may be dispersed over a large geographic area, lacking a defined incident site (e.g., biological, pandemic, etc.). This may necessitate private or public assistance in the transportation and storage of remains.
- Bottlenecks within the system may appear at any point of the process, depending on scope and nature of the incident. For example, local hospitals and mortuaries may not have additional morgue storage; the vital records system may exceed surge capacity to register deaths and issue final disposition permits; and the death care industry may exceed surge capacity to provide for final disposition of human remains.
- Regulatory restrictions may impede the system when an emergency is not declared. With a local, state, or federal declaration in place, there may remain the need to identify and modify certain legal and regulatory requirements.
- There could be significant disruption of publicly and privately-owned critical infrastructure that could impede a mass fatality response.
- A pandemic event will likely stress other government agencies, specifically in terms of continuity of operations and/or government.
- The need for accurate, sensitive, and timely public information can grow exponentially depending on the scope and nature of the event. The ability to deliver the information needed can also be challenged at one or any point of the system.
- For unidentified decedents, utilize the National Missing and Unidentified Persons System (NamUs). NAMUS is a national, centralized repository and resource center for missing persons and unidentified decedent records. Information for pediatric decedents should be entered into the National Center for Missing and Exploited Children's database.

Concept of Operations

General

The Maricopa County Office of the Medical Examiner (OME) takes jurisdiction of remains which meet A.R.S. §11-593 B. The OME is responsible for and in charge of these

decedent(s) and the release of remains for final disposition. ~~or release for all fatalities in Maricopa County~~. The City of Phoenix Emergency Operations Center (EOC) will coordinate the multi-agency response, resource allocation, and information management. In a surge event, the OME will notify the Maricopa County Department of Emergency Management (MCDEM) when resources are exceeded and discuss the need for Mass Fatality coordination. ~~MCDEM, acting as the non-medical/non-health coordinating department, has the responsibility to coordinate, manage, and provide information and resources in support of the OME.~~

MCDEM, acting as the non-medical/non-health coordinating department ~~has the responsibility to coordinate, manage~~, has the responsibility to coordinate, manage, and provide information and resources in support of the OME. ~~The Maricopa County Department of Public Health (MCDPH) is defined as the medical coordinating department.~~

If resource needs of Maricopa County are exceeded, the County will notify the state and request assistance. As defined in the State of Arizona Emergency Response Recovery Plan (SERRP), the Arizona Department of Emergency & Military Affairs (DEMA) has the responsibility to coordinate resource requests through State and Federal sources.

Each Primary and Support department shall develop and maintain department policies and complimentary Standard Operating Procedures (SOPs) in support of a Mass Fatality incident. The respective policies and Standard Operating Procedures (SOPs) should be included in an annual review to ensure that compatibility and integration are achieved. In addition, the integration of tribal health departments into the exercise and implementation of this plan is encouraged to ensure a comprehensive response to a Mass Fatality incident.

Reunification

Successful Reunification Operations

The success of reunification operations is dependent upon:

- Survivor access to communications to include telephone, cellular phones, and/or internet to connect with email, social media, and reunification systems.
- Seamless coordination and the ability to share information among agencies and organizations with reunification responsibilities for evacuees, children, displaced adults, missing persons, emergency welfare inquiries, medical patients (to include those in facilities and those evacuated), fatalities, and household pets and service animals.
- Timely and consistent public messaging to survivors and the public outside the disaster area on available reunification mechanisms.

For more information, see the City of Phoenix Family Reunification and Community Assistance Center Plan.

Community Assistance Centers

During and immediately following a mass fatality incident, the creation of a Community Assistance Center is necessary to assist family members in providing information and locating their injured or deceased loved ones, and to help with the grieving process. Setting up a Community Assistance Center early in the crisis shows the public that the situation is under control, despite the circumstances. Family assistance services must be easily accessible, well organized, and sensitive to the needs of the worried and distraught family members.

Whether operated by the Office of Homeland Security & Emergency Management (OHSEM) or MCDEM, Community Assistance Centers within the City of Phoenix will be in a facility that is accessible to all community memberspeople with disabilities impacted by the event. The City will provide accommodations (e.g., American Sign Language interpreter, language line, etc.) to people with disabilities and others with access and functional needs when requested. Processes and procedures which ensure inclusion and accessibility during mass care and shelter operations will apply during Community Assistance Center operations.

For more information, see ESF #6 Mass Care Annex and the Sheltering Support Annex. For more information, See alsosee the City of Phoenix Family Reunification and Community Assistance Center Plan. See also the City of Phoenix Reunification Plan which is currently in development. Maricopa Department of Emergency Management (MCDEM) is currently developing guidance documents for the Family Assistance Centers also referred to as Community Assistance Centers.

Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

Phoenix Fire Department (PFD)PFD serves as a **Primary City Department** for mass fatality incidents and is tasked with the following before, during, and after this incident:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other

communications tools. *See ~~Early~~ Emergency Public Warning Support Annex for more information.*

- ☐ Provide a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

Phoenix Police Department (PPD)

~~Phoenix Police Department (PPD~~PPD~~)~~ serves as a **Primary City Department** for mass fatality incidents and is tasked with the following before, during, and after this incident:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with the appropriate agencies and organizations to support the safety and needs of children separated from parents or legal guardians and parents or legal guardians seeking missing children during a disaster.
- ☐ Coordinate with the appropriate agencies and organizations for the temporary care and shelter of children.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools. *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ Provide a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

Supporting City Departments

Communications Office (COM)

COM~~Communications Office~~ supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Initiate the Joint Information System (JIS) and/or Joint Information Center (JIC) with appropriate City departments and strategic partners to ensure consistent messaging regarding the incident, information updates, and assistance.

- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD supports this incident response for the City of Phoenix by doing the following:

- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐
- ☐ Coordinate with Maricopa County to support accessibility needs for individuals with disabilities and others with access and functional needs. Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.
- ☐

Human Services Department (HSD)

HSD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel and strategic partners, obtaining regular updates and determining resource and coordination needs.
- ☐ Support the safety and needs of children separated from parents or legal guardians and parents or legal guardians seeking missing children during a disaster.
- ☐ Coordinate with the appropriate agencies and organizations for the temporary care and shelter of children. Confirm that background checks have been conducted and fingerprints collected for all individuals with access to unaccompanied minors.
- ☐ Support human services roles and functions, including reunification, in disaster response and recovery operations in accordance with defined roles and emergency preparedness plans.
- ☐

☐ **Facilitate the sharing of information across jurisdictional lines allowing children and families access to the services and support to which they are entitled.**

Office of Homeland Security and Emergency Management (OHSEM)

OHSEM supports this incident response for the City of Phoenix by doing the following:

- ☐ Activate Emergency Support Function (ESF) #6: Mass Care and other ESFs as appropriate.
- ☐ Activate Emergency Operations Center (EOC) as appropriate.
- ☐ Develop a schedule for staffing, supporting, and operating the EOC from activation to stand-down.
- ☐ If needed, ~~Serve~~request a liaison from ~~as a liaison for City of Phoenix to~~the Maricopa County Department of Emergency Management (MCDEM) to ensure regional coordination.~~to ensure coordination of City response is handled with adequate situational awareness and common operating picture.~~
- ☐ Facilitate the sharing of information amongst critical support partners, including local, county, state, federal and non-governmental partners.

Office of Public Health (OPH)

OPH supports this incident response for the City of Phoenix by doing the following:

- ☐ Send representative to Emergency Operations Center (EOC) as appropriate.
- ☐ Support public health messaging and information as needed.
- ☐ Provide guidance, direction, and support related to public health impacts.
- ☐ Assist in gathering information regarding patient status and data collection for reunification efforts.
- ☐ Coordinate and serve as liaison with MCDPH, and other public health partners.
- ☐ Assist in identifying vulnerable populations and inform strategies to increase health equity in response.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports this incident response for the City of Phoenix by doing the following:

- ☐ Collaborate and coordinate response with all pertinent agencies.
- ☐ Activate the ~~MCDEM~~ Maricopa County Emergency Operations Center, as appropriate.
- ☐ Make recommendations to the Board of Supervisors or their representative for a declaration of an emergency.
- ☐ Commence coordination of immediate county response and the movement of non-medical resources as appropriate.
- ☐ Assist with ~~needs~~ obtaining medical resources not available within the jurisdiction.
- ☐ Support the public information needs of the Office of the Medical Examiner.
- ☐ ~~Request~~ Provide support for the operations of a Family Assistance Center, ~~as and~~ if needed.
- ☐ Support and facilitate for any needed ancillary operations and/or facilities (e.g., casualty collection facilities).

Maricopa County Department of Public Health (MCDPH)

MCDPH supports this incident response for the City of Phoenix by doing the following:

- ☐ Activate the Public Health Department's Department Operations Center (DOC) as appropriate.
- ☐ Manage and coordinate communications and information to healthcare, mortuary, and other vested response partners.
- ☐ Assist in gathering information regarding patient status and data collection for reunification efforts.
- ☐ Monitor the public health situation if related to the event, taking actions as necessary.
- ☐ Expand to meet the needs of surge capacity related to vital records system and documentation.
- ☐ Manage federal department inquiries and coordination as they relate to public health issues and their associated fatalities (CDC, etc.).
- ☐ Staff the County EOC and JIC as needed.
- ☐ Commence coordination of immediate county response and movement of medical resources as appropriate.
- ☐ Serve as liaison to Maricopa County Office of the Medical Examiner (OME).

Maricopa County Office of the Medical Examiner (OME)

OME supports this incident response for the City of Phoenix by doing the following:

- ☐ Medically i~~I~~nvestigate fatalities that occur because of a disaster and aid in the identification of deceased persons, including children. ~~Verify~~ Determine the cause and manner~~identify and cause~~ of death.
- ☐ ~~☐~~ Conduct on-site fatality assessment, collect and secure property or evidentiary items on the remains for release to the investigating agency or the next of kin (NOK). ~~gather, and document evidence, manage personal property.~~

- ☐ Direct the collection of ante–mortem data by partner groups/agencies through extensive communication with families and other means. Data collection may include the following:
  - Physical description of the victim (e.g., approximate age, height, weight, gender, hair color)
  - Description of clothing and jewelry
  - Description of unique characteristics (e.g., tattoos, scars, birthmarks)
  - Dental records, medical records, implant or joint replacement serial numbers, and fingerprint records
  - DNA reference samples from the family members
- ☐ Provide identification ~~efforts~~results to~~Establish death notification procedures in coordination with~~ a team of law enforcement, mental health professionals, and spiritual support providers for death notifications.
- ☐ When a ~~deceased child~~decedent cannot be identified ~~by name~~, the OME will enter the decedent's information ~~pertaining to the child~~ (e.g., fingerprints, DNA, scars, marks, tattoos) into DOJ's National Missing and Unidentified Persons System (NamUs). ~~NamUs is a national, centralized repository and resource center for missing persons and unidentified decedent records. Information for pediatric decedents should be entered into the National Center for Missing and Exploited Children's database by law enforcement officials.~~
- ☐ Develop and maintain ~~of~~ a Maricopa County OME Mass Fatality Incident Plan.
- ☐ Coordinate or manage transportation of remains to an appropriate facility.
- ☐ Manage release of the remains or coordination of final disposition.
- ☐ Provide oversight and operation of ancillary sites designed to support a surge situation (e.g., collection site, temporary storage sites, ~~etc~~etc.).

Maricopa County Public Fiduciary

Maricopa County Public Fiduciary supports this incident response for the City of Phoenix by doing the following:

- ☐ Responsible for indigent burial program.
- ☐ Act as guardians, conservators and court-appointed personal representatives of persons and their estates in the absence of any other qualified/eligible appointees and as such are responsible for the coordination of final disposition.

State

Arizona Board of Funeral Directors and Embalmers

DEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Responsible for issuing/obtaining waivers/exemptions from Arizona Revised Statutes and the Arizona Administrative Code for licensees, such as funeral directors, cremationists, etc.

Arizona Department of Emergency & Military Affairs (DEMA)

DEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Activate support functions within the State Emergency Response and Recovery Plan (SERRP) as appropriate.
- ☐ Activate the State Emergency Operations Center (SEOC) and/or Joint Information Center (JIC) as appropriate.
- ☐ Advise the Governor as to the magnitude of the event and if necessary, request Governor's emergency declaration
- ☐ Support regional response and coordinate between regions if event involves multiple counties.
- ☐ Coordinate requests for resources as processed by the counties, including any federal assets.
- ☐ Support the operation of a Community Assistance Center to assist families, loved ones.

Arizona Department of Health Services (ADHS)

ADHS supports this incident response for the City of Phoenix by doing the following:

- ☐ Coordinate with DEMA on appropriate response.
- ☐ Support the management and coordination of communication and information to healthcare, mortuary, and other vested response partners.
- ☐ In conjunction with regional public health agencies, provide staff to the JIC.
- ☐ Support the operation of a Community Assistance Center to assist families, friends, and loved ones of decedents.
- ☐ Coordinate/manage licensed facility waivers.

Federal

Request for and coordination of these federal resources is handled only through the Arizona ~~Division~~ Department of Emergency Management, as requested, or dictated by event factors. This request may be done through an emergency declaration, although a declaration is not necessary to request such resources (see SERRP).

Department of Defense (DOD) Mortuary Affairs Assistance

DOD Mortuary Affairs units can provide support to domestic catastrophic incident response and recovery operations, when authorized by the Secretary of Defense. Services include search and recovery of remains and tentative remains identification. They can also set up a personal effects (PE) depot and assist morgue operations and temporary internment.

Disaster Mortuary Operational Response Teams (DMORT)

- ☐ Work within the Incident Command System (ICS) and National Incident Management System NIMS) established by local authorities to provide technical assistance and personnel to recover, identify, and process deceased victims.
- ☐ Assist with the following, as appropriate:

- ☐ Conduct victim identification.
- ☐ Conduct forensic dental pathology.
- ☐ Employ forensic anthropology methods.
- ☐ Conduct processing, preparation, and disposition of remains.

☐ Support the local medical examiner with the following, as appropriate:

- ☐ Augment existing local resources.
- ☐ Provide specialized personnel.
- ☐ Provide mobile morgue facility.
- ☐ Provide computer-based tools.
- ☐ Provide family support.

Federal Bureau of Investigation (FBI)

Federal Bureau of Investigation (FBI) supports reunification for the City of Phoenix by doing the following:

☐ Support the response through Victim Assistance Program.
☐ Deploy Victim Assistance Rapid Deployment Teams as appropriate.

National Transportation Safety Board (NTSB)

The Aviation Disaster Family Assistance Act was enacted in 1996 to assist local authorities in the coordination of victim identification and family assistance in the event of a major aviation accident. It tasks the NTSB with coordinating the efforts of the air carrier, local responders, and federal departments for the family assistance response. This includes coordination for the recovery and identification of victims and the release of accident investigation information to family members while at the accident location and during the investigative process.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports this incident response for the City of Phoenix by doing the following:

☐ Provide a liaison to the EOC when appropriate.
☐ Assist in the establishment and management of a Community Assistance Center when deemed appropriate.

Arizona Voluntary Organizations Active in Disaster (VOAD)

Arizona VOAD supports this incident response for the City of Phoenix by doing the following:

☐ Provide, through a whole community approach, coordination of services for:

- ☐ Mass and individual feeding.
- ☐ Mass and individual shelter.
- ☐ Donation and volunteer management support.
- ☐ Long-term recovery planning and support.

Death Care Industry

The Death Care Industry (funeral homes, crematories, and cemeteries) is a critical component in a mass fatality event. The Death Care Industry can:

- Provide supplemental morgue storage.
- Assist with transportation of human remains.
- Assist OME office operations with staff for such support duties as escorting bodies, transcribing case file data and collecting ante mortem data.
- Assist with grieving families and gathering information from families regarding final disposition wishes.
- Manage the final disposition of human remains

Mercy Care

~~**Regional Behavioral Health Authority (RBHA)**~~

Mercy Care is the Regional Behavioral Health Authority (RBHA), which can provide~~The RBHA~~ support ~~s reunification for the City of Phoenix~~ by doing the following:

- Ensure, as the Regional Behavioral Health Authority (R~~H~~BHA), access to high-quality behavioral health care for affected persons.

Regional Hospitals

Regional hospitals support reunification for the City of Phoenix by doing the following:

- Track patients using EM Track or another query system to identify missing persons.
- Ensure communication between other regional hospitals and vested response and recovery partners.
- Ensure patient-related information sharing between other regional hospitals and vested response and recovery partners.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Multi-Agency Reunification Services Plan Template
- National Response Framework.
- Presidential Preparedness Directive 8, “National Preparedness.”
- Post-Disaster Reunification of Children: A Nationwide Approach
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288)

- United States Code
  - U.S.C. 6 Section 774 – Reunification
  - U.S.C. 6 Section 775 – National Emergency Family Registry and Locator System

State

- Arizona Revised Statute (A.R.S.) §11-593, Reporting of certain deaths; autopsies; failure to report; classification
- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- Arizona State Emergency Response and Recovery Plan (SERRP).
- Memorandum of Understanding with Arizona Chiefs Fire Association.

County

- Intergovernmental Agreements for Disaster and Emergency Management Services between Maricopa County and Participating Cities., 2018.
- Maricopa County Emergency Operations Plan, November 2019.

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- City of Phoenix Contract #: 147846-0: Cooperative Purchasing Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.

Palo Verde Generating Station Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Communications Office (COM) Equal Opportunity Department (EOD) Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Street Transportation Department (STD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Health Services (ADHS), Bureau of Radiation Control Arizona ~~Division~~ Department of Emergency and Military Affairs (DEMA) **Private Sector and Community-Based Organizations** American Red Cross (ARC)

Introduction

Purpose

The purpose of this incident annex is to address an incident at Palo Verde Generating Station (PVGS). The PVGS is the largest facility designed for the peaceful use of nuclear power in the United States; it is licensed and inspected by the Nuclear Regulatory Commission (NRC). Planning guidance and acceptance criteria for NRC licenses require the state and local governments to develop Radiological Emergency Plans and Emergency Preparedness Procedures. These plans and procedures are outlined in Nuclear Regulation 0654 (NUREG-0654) and Federal Emergency Management ~~Department~~ Agency Radiological Emergency Preparedness 1 (FEMA REP 1).

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to an incident at Palo Verde Generating Station (PVGS). This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The Palo Verde Generating Station (PVGS) is the largest facility designed for the peaceful use of nuclear power in the United States; it is licensed and inspected by the Nuclear Regulatory Commission (NRC). Planning guidance and acceptance criteria for NRC licenses require the state and local governments to develop Radiological Emergency Plans and Emergency Preparedness Procedures. These plans and procedures are outlined in Nuclear Regulation 0654 (NUREG-0654) and Federal Emergency Management ~~Department~~ Agency Radiological Emergency Preparedness 1 (FEMA REP 1).

PVGS is a standardized triple-unit commercial nuclear power facility consisting of three identical pressurized water reactors and turbine generators. The plant is located 50 miles west of downtown Phoenix and approximately 45 miles from the City limits.

A joint State/County Offsite Emergency Response Plan has been developed to respond to an emergency or incident at PVGS. The Governor of the State of Arizona is responsible for State government operations and receives advice and assistance concerning emergency planning and operational matters from the Director, Arizona Department of Emergency and Military Affairs (AZDEMA). The Chairman of the Maricopa County Board of Supervisors has final responsibility for decision making at the county level, and the Maricopa County Department of Emergency Management (MCDEM) is responsible for the accomplishment of emergency response tasks. The Director of the Maricopa County Public Health Department is responsible for making the decision to issue potassium iodide (KI) to the public. Planning and coordination of emergency response tasks, as well as operational activities, are accomplished through the county staff at the MCDEM Emergency Operations Center (EOC).

~~The MCDEM~~Maricopa County Department of Emergency Management (MCDEM), as well as the Arizona Department of Emergency and Military Affairs (AZDEMA), Arizona Department of Public Safety (DPS), the Arizona Department of Health Services (ADHS) Bureau of Radiation Control, and the City of Buckeye, receive notification of an accident

or emergency at PVGS through the Notification Alert Network (NAN). Other county departments, such as Flood Control District, are recalled as needed. The State Emergency Operations Center (SEOC) is also activated simultaneously.

Planning standards outlined in NUREG-0654/FEMA REP 1 establish a 10-mile **Plume Exposure Pathway Emergency Planning Zone (EPZ),** around the plant. The planning basis for the size of the EPZ is determined on the Protective Action Guide (PAG), defined as the projected absorbed dose to individuals in the general population that warrants protective actions. Within the EPZ, shelter in-place and/or evacuation are the principle immediate protective actions to be taken for the public; reception and care centers are pre-established to shelter displaced individuals.

NUREG-0654 also establishes an **Ingestion Exposure Pathway Emergency Planning Zone (IPZ)** as a defined 50-mile radius from the facility within which food or potable water may become contaminated because of a release of radioactive materials. The principle protective actions to be taken generally concern agricultural products and may include impounding of foodstuffs, removal of surface soil contamination, and ensuring that animals do not graze on the open range within contaminated areas.

Four Emergency Classifications Levels (ECLs) are used to notify federal, state, and local officials, as well as response organizations, of an incident or accident at PVGS:

- **UNUSUAL EVENT** is the lowest classification; it indicates a minor problem has taken place and no release of radioactive material is expected.
- **ALERT** is the next higher classification level; it indicates a minor problem and small amounts of radioactive material could be released inside the plant.
- **SITE AREA EMERGENCY** is the next higher classification; it indicates a more serious problem is taking place. Small amounts of radioactive material could be released near the plant. If special action needs to be taken, sirens will be activated, and the Emergency Alert System (EAS) will be used to give protective action procedures.
- **GENERAL EMERGENCY** is the most serious of all emergency classifications; it warns that radioactive material could be released outside the plant site. Sirens will be activated to initiate protective action procedures, and information will be provided over the EAS.

Planning Assumptions

- The City of Phoenix is within the 50-mile IPZ and will be affected by an accident at PVGS.
- A major accident at PVGS will result in numerous inquiries to City officials regarding the status of the emergency.
- A major accident at PVGS will result in a great deal of fear and uncertainty among the populations of the City of Phoenix.
- A major accident at PVGS will require communication with the public regarding evacuation and protective actions.

Concept of Operations

General

Response procedures for an emergency at PVGS are detailed in the joint State/County Off-Site Emergency Response Plan. The plan describes the organization for emergencies, classifies emergencies, and defines and assigns off-site responsibilities and authorities.

In the event of an accident at PVGS that results in a release of radioactive materials to the environment, the primary response effort will be concentrated in, and resources committed to, the Plume Exposure Pathway Emergency Planning Zone (EPZ). As control is established and that concentration of effort reduced, response activities will concentrate on the ingestion exposure pathway, primarily in the area of plume travel, but also including areas outside the plume's path.

The Maricopa County Department of Emergency Management (MCDEM) will activate the County Emergency Operations Center (EOC) and will assume responsibility for the coordination of county response forces and volunteers. Prompt warning to the public of a radiological emergency is vital to assure that protective action instructions are received early enough to be implemented effectively. Maricopa County is responsible for warnings within the EPZ.

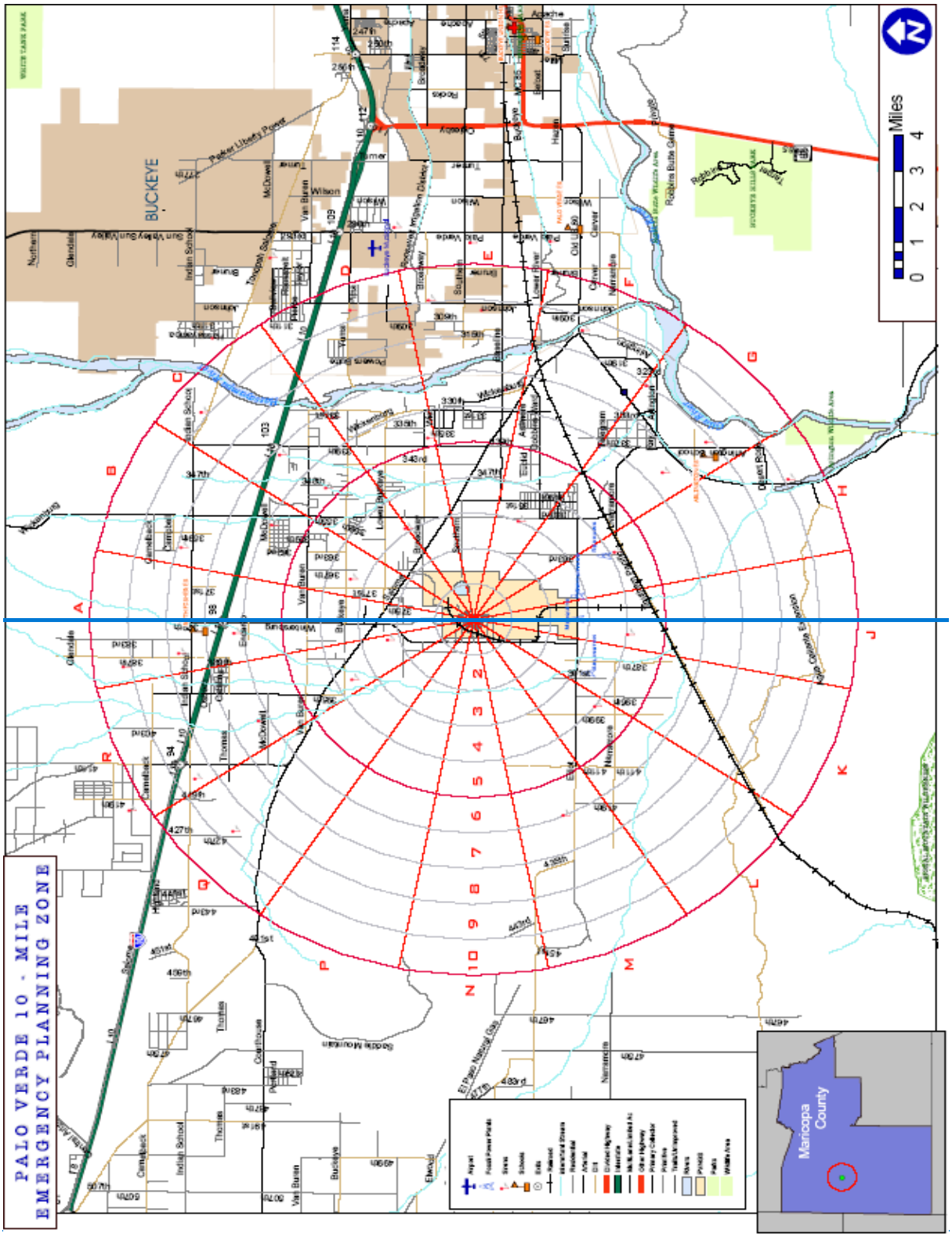
The Arizona ~~Division~~ Department of Emergency and Military Affairs (DEMA) will activate the State EOC by direction of the Governor and will assume coordination of state response forces and volunteers. The state element of operations directorate is responsible for activating the statewide system to issue warnings and public advisories for the protection of public health and control of contaminated materials throughout the Ingestion Exposure Pathway Emergency Planning Zone (IPZ).

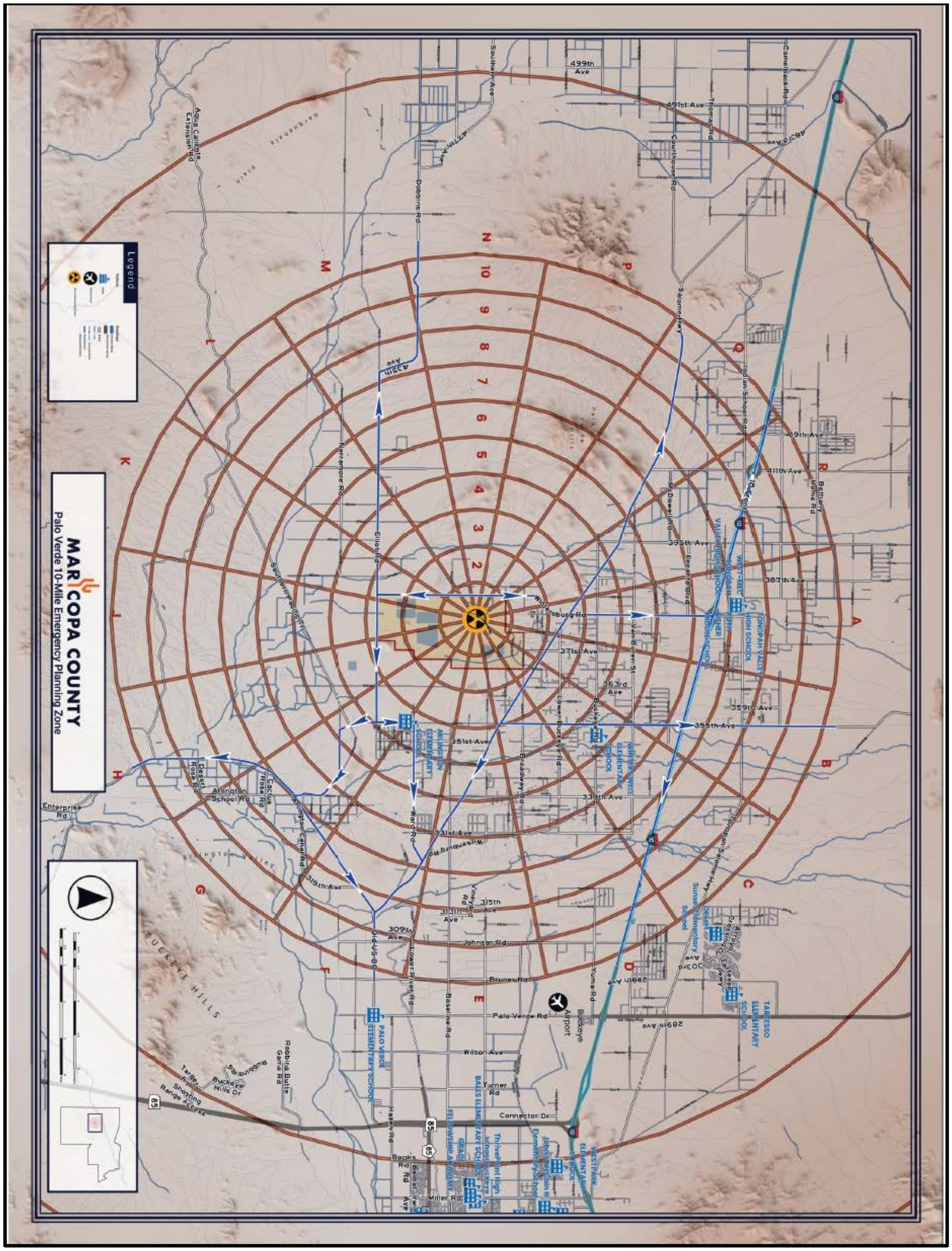
DEMA is responsible for the state government's Off-Site Emergency Response Plan and will coordinate state and local agencies' emergency actions. Arizona Department of Health Services, Bureau of Radiation Control ~~The Arizona Radiation Regulatory Agency (ARRA)~~ will evaluate the radiological hazards and recommend appropriate protective actions.

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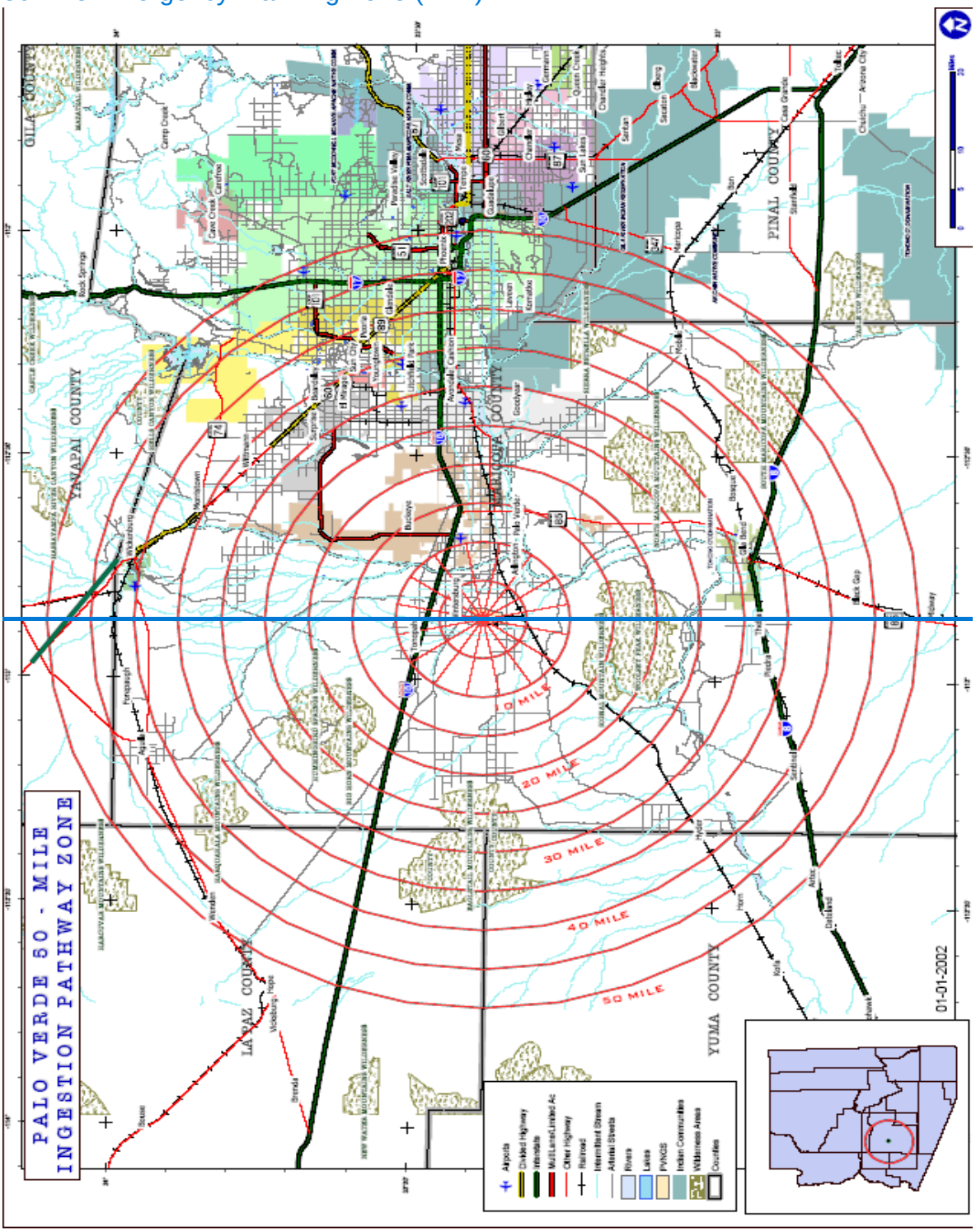
10-Mile Emergency Planning Zone (EPZ)

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EMERGENCY PLANNING ZONE
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Maricopa County


MARICOPA COUNTY
Palo Verde 10-Mile Emergency Planning Zone

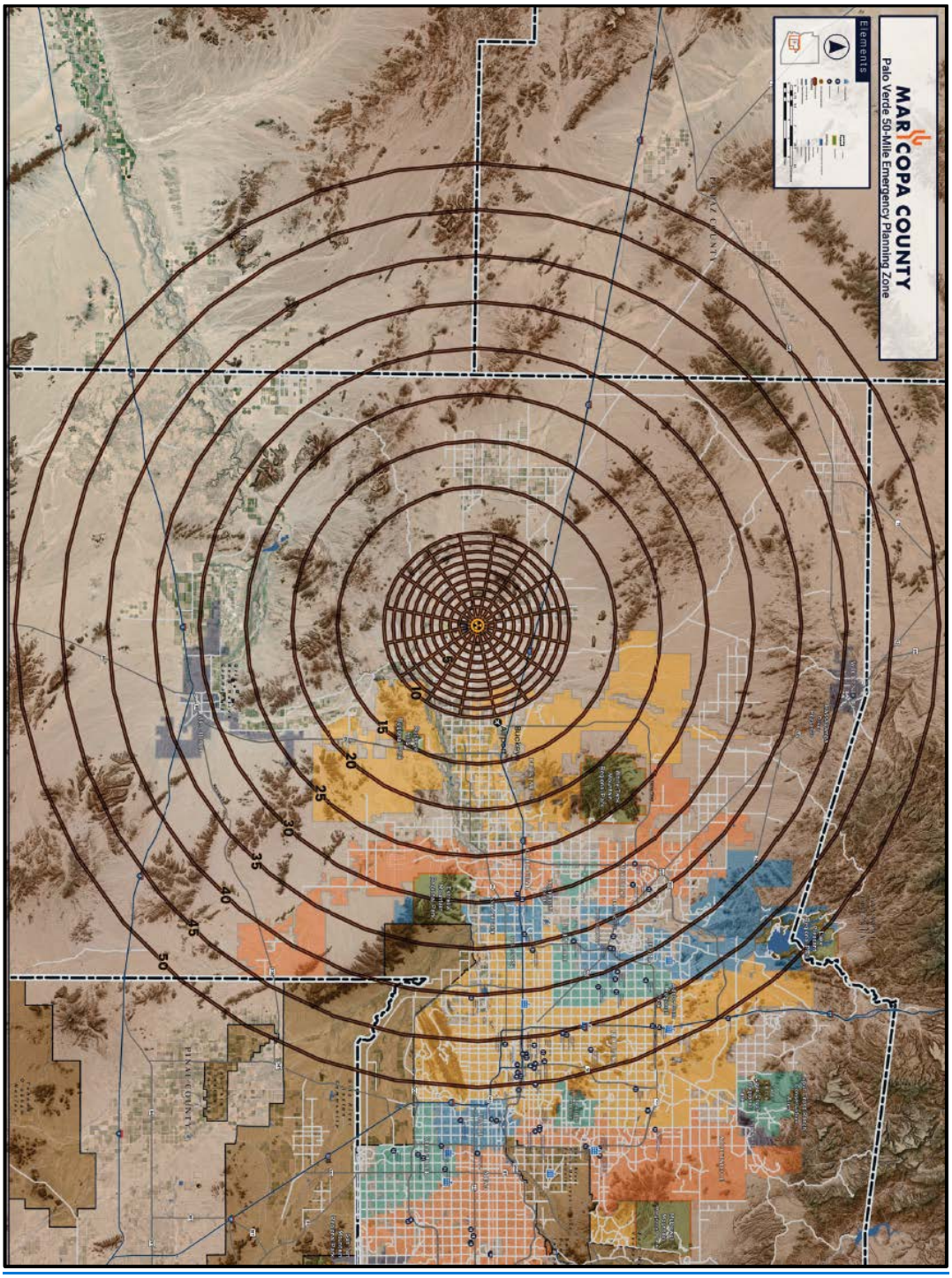
50-Mile Emergency Planning Zone (EPZ)



Planning Zone (EPZ)

50-Mile Ingestion Pathway Zone (IPZ)

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MARICOPA COUNTY
Palo Verde 50-Mile Emergency Planning Zone
Elements
10
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Organization and Assignment of Responsibilities

Primary City Department(s)

Phoenix Fire Department (PFD)

PFD serves as a **Primary City Department** and is tasked with the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools. *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ Establish and maintain close liaison with state, county, and local law enforcement agencies.
- ☐ Provide a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

Phoenix Police Department (PPD)

PPD serves as a **Primary City Department** and is tasked with the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools. *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ Provide a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

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Supporting City Departments

Communications Office (COM)

~~Communications Office~~COM supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Participate in activated ~~the~~ Joint Information System (JIS) and/or Joint Information Center (JIC) ~~–~~with Maricopa Department of Emergency Management (MCDEM) and Arizona Department of Emergency and Military Affairs (DEMA) to ensure consistent messaging.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD supports this incident response for the City of Phoenix by doing the following:

- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.

~~**Ensure Maricopa County compliance with the Americans with Disabilities Act (ADA) and other DAFN legal requirements.**~~

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM supports this incident response for the City of Phoenix by doing the following:

- ☐ Activate all necessary Emergency Support Functions (ESF's).~~Emergency Support Function (ESF) #6: Mass Care and other ESFs as appropriate.~~
- ☐ Activate the Emergency Operations Center (EOC) as appropriate.
- ☐ Develop a schedule for staffing, supporting, and operating the EOC from activation to stand-down.
- ☐ ~~Serve as a liaison for City of Phoenix to Maricopa Department of Emergency Management (MCDEM) to e~~Ensure coordination ~~of~~ with all responding city departments, county, state, federal, and non-governmental organizations. ~~City response is handled with adequate situational awareness and common operating picture.~~

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Assure the availability of personnel, equipment, and material.
- ☐ Dispatch personnel, equipment, and material to strategic locations in accordance with the situation and operations plans.
- ☐ Evaluate street and bridge conditions and make recommendations for their opening or closure. Close streets and bridges if such action is needed to protect life or property.
- ☐ Keep EOC informed of such actions.
- ☐ ~~Maintain a current status of City streets and bridges and keep the EOC informed of the situation.~~
- ☐ Limit access to roads in hazardous areas and assist the City Police Department with traffic control.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports this incident response by doing the following:

- ☐ Collaborate and coordinate response with all pertinent agencies.
- ☐ Activate the MCDEM Emergency Operations Center, as appropriate.
- ☐ Make recommendations to the Board of Supervisors or their representative for a declaration of an emergency.

State

Arizona Department of Emergency & Military Affairs (DEMA)

DEMA supports this incident response by doing the following:

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- ☐ Activate support functions within the State Emergency Response and Recovery Plan (SERRP), the State Emergency Operations Center (SEOC), and/or Joint Information Center (JIC) as appropriate.
- ☐ Advise the Governor as to the magnitude of the event and if necessary, request Governor's emergency declaration.
- ☐ Support regional response and coordinate between regions if event involves multiple counties.
- ☐ Coordinate requests for resources as processed by the counties, including any federal assets.

Arizona Department of Health Services (ADHS) Bureau of Radiation Control

ADHS Bureau of Radiation Control supports this incident response by doing the following:

- ☐ Responsible for statewide radiological health and safety program and for the enforcement of State rules and regulations for the control of ionizing and non-ionizing radiation.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports this incident response for the City of Phoenix by doing the following:

- ☐ Provide a liaison to the EOC when appropriate.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- National Response Framework.
- Presidential Preparedness Directive 8, "National Preparedness."
- Post-Disaster Reunification of Children: A Nationwide Approach
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288)

State

- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- Arizona State Emergency Response and Recovery Plan (SERRP).

County

- Intergovernmental Agreements for Disaster and Emergency Management Services between Maricopa County and Participating Cities~~, 2018~~.
- Maricopa County Emergency Operations Plan~~, November 2019~~.

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- City of Phoenix Contract #: 147846-0: Cooperative Purchasing Agreement Between the City of Phoenix and Arizona Interpreting Service, Inc.

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~~Pandemic or~~Pandemic and HCID Incident Annex

Key Response Agencies

Primary City Departments	City Manager's Office Human Resources Department (HRD) Office of Emergency Management (OEM) ~~City Manager's Office~~ ~~Office of Emergency Management (OEM)~~ Office of the Mayor Office of Public Health (OPH) Phoenix Fire Department (PFD)~~Human Resources Department~~
Supporting City Departments	Budget and Research Department (B&R) Communications Office (COM) Equal Opportunity Department (EOD) Finance Department (FIN) ~~Human Resources Department~~ ~~Phoenix Fire Department~~ Phoenix Police Department (PPD) Street Transportation Department (STD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) **State** Arizona Department of Health Services (ADHS)

Introduction

Purpose

The purpose of this incident annex is to ensure continuity of essential government services during a public health emergency by achieving pre-designed coordination among City departments and the elected and administrative authorities of the City of Phoenix.

The City of Phoenix is responsible for developing a ~~pandemic or~~pandemic and high consequence infectious disease (HCID) response plan to protect the health of its employees and their families as well as ensure the delivery of essential City services when faced with a severely reduced workforce and the disruption of services and supplies

essential to City operations. The City Continuity of Operations Plan (COOP) determines which critical functions of the City of Phoenix government would continue to operate

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a ~~pandemic or~~pandemic ~~–~~and HCID incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

According to the World Health Organization (WHO), “A pandemic is the worldwide spread of a new disease.” In past pandemics, viruses have spread worldwide within ~~months, and~~months and are expected to spread even more quickly given modern travel patterns as well as urbanization and overcrowded conditions in some areas. ~~There may be as little as one to six months warning before outbreaks begin in the United States.~~ Outbreaks are expected to occur simultaneously, preventing shifts in resources that commonly occur in other natural disasters. A~~n influenza~~ pandemic is considered a high-probability event, and some experts consider it to be inevitable.

The COVID-19 pandemic that emerged in late 2019 demonstrated how rapidly a novel pathogen can spread globally, disrupting healthcare systems, economies, and daily life. In modern urban environments like Phoenix, with extensive travel connections and densely populated areas, infectious diseases can spread with unprecedented speed and impact. Future pandemics may emerge with limited warning time, potentially allowing as little as one to six months before significant outbreaks occur in the United States.

Pandemic events are characterized by simultaneous outbreaks across multiple regions, preventing the resource-sharing and mutual aid that typically occurs during localized disasters. As demonstrated during COVID-19, healthcare capacity can be quickly overwhelmed, with demand for hospital beds, ventilators, personal protective equipment, and specialized staff exceeding available resources. Public health experts consider another pandemic to be a high-probability event requiring comprehensive preparedness.

In Arizona, a pandemic would likely result in numerous persons falling ill with the virus. The number of persons hospitalized would exceed the capacity of Arizona's healthcare institutions. ~~Additionally, the number of deaths due to such illness would rise above regular influenza seasonal rates.~~

Pandemic Influenza Planning

The Arizona Pandemic Influenza ~~Pandemic~~ Response Plan was developed to promote an effective and coordinated response, from Phase I through the Post Pandemic Phase. It is based on the U.S. Department of Health and Human Services (HHS) Pandemic Influenza Plan (2017) ~~(2005)~~ and the ~~the Pandemic Influenza Incident Appendix to the~~ State Emergency Response and Recovery Plan (SERRP). The response activities of the plan will be carried out in collaboration with the Arizona Department of Emergency and Military Affairs (DEMA), local health departments and other local, state, and federal agencies. ~~*Refer to the Maricopa County Emergency Operations Plan (EOP) Annex C "Pandemics" Hazard Specific Index, and/or the Arizona Pandemic Influenza Response Plan (2011) for details.*~~

The Centers for Disease Control and Prevention (CDC) Pandemic Intervals Framework (PIF) outline the progression of an influenza pandemic using six intervals. This PIF has been adopted by strategic planning partner and public health authority, the Maricopa County Department of Public Health. The framework is used to guide pandemic planning to inform public health actions. The following six intervals may vary depending on virus and public health response:

1. Investigation
2. Recognition
3. Initiation
4. Acceleration
5. Declaration
~~Preparation~~
6.

~~The WHO (international and national pandemic planning) has retained the use of a six-phased approach and grouped them, so they range from the absence of a new virus subtype to resolution of the pandemic. The phases are:~~

- ~~Phase 1-3 (Limited Human Spread)~~

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- ~~Phase 4 (Sustained Human-to-Human Spread)~~
- ~~Phase 5-6 (Widespread Human Infection or Pandemic)~~
- ~~Post-Peak~~
- ~~Post Pandemic~~

The Arizona Pandemic Influenza ~~Pandemic~~ Response Plan follows the WHO guidelines and the national HHS model of prescribing necessary activities and identifying responsible parties by the first three periods containing six phases *(see the Arizona plan for specific definitions of the phases)*. The main plan provides a general overview of the Arizona Department of Health Services (ADHS) response followed by subject-specific supplements.

Planning Assumptions

- A ~~pandemic or~~pandemic and HCID is likely to occur sometime in the future.
- A new virus subtype will likely emerge in a country other than the United States, although a novel strain could first emerge in the United States.
- Although there may be isolated pockets, the ~~pandemic or~~pandemic and HCID could affect all geographic areas of the state.
- When a ~~pandemic or~~pandemic and HCID incident occurs, vaccines and medicines will be in short supply and will have to be allocated on a priority basis.
- The federal government has assumed responsibility for devising a liability program for vaccine manufacturers and persons administering the vaccine.
- Arizona's temporary residents, winter visitors, migrant workers and tourists will create a potential vaccination target population of nearly double that of the permanent resident population.
- The emergency response element will require the substantial interaction of state and local departments in addition to the local health departments.
- City government will be severely affected by a ~~pandemic or~~pandemic and HCID incident; it is estimated that 20% to 30% of the City workforce ~~is likely~~may ~~to~~ be directly affected by the disease and additional employees are likely to need to stay home to care for sick family members. At the height of the ~~pandemic or~~pandemic and HCID incident, up to 40% of the workforce may be unavailable.
- Disruptions to community lifelines such energy (power & fuel), health and medical services, food, and transportation will likely occur because of staffing shortages in organizations providing such services.
- Deliveries of basic commodities such as fuel, groceries, etc., are likely to be severely disrupted due to a ~~pandemic or~~pandemic and HCID incident.
- Health care facilities will be overwhelmed and surged beyond their normal capacity.
- Mortuary services will be overwhelmed both at the public and private sector levels and immediate assistance from sources outside the County will be needed.

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Concept of Operations

General

All City departments will implement actions to deal with the ~~pandemic or~~pandemic and HCID incident and its effects. These actions will focus on two primary areas:

- Protecting the health of employees and their families.
- Ensuring the ability to provide essential services when faced with a severely reduced workforce and the disruption of services and supplies essential to operations.

Strategic National Stockpile (SNS)

In the event of a public health emergency, The City of Phoenix may receive Strategic National Stockpile (SNS) assets for dispensing to City of Phoenix employees and their families as outlined in an agreement with the Maricopa County Department of Public Health (MCDPH) (2013). Phoenix Fire Department (PFD) will assist the public health department in establishing and operating points of dispensing (PODs) sites as needed.

Continuity of Government (COG)

The City of Phoenix has identified essential functions in the context of a pandemic and High Consequence Infectious Disease (HCID), essential functions have been defined as any service that, if not delivered or interrupted for an extended period, may result in significant hardship or danger to members of the community or employees, or may significantly interfere with response or recovery operations.~~in the context of a pandemic or HCID. Essential functions have been defined as any service that, if not delivered or is interrupted for 12 weeks, may result in significant hardship or danger for citizens or employees, or may significantly interfere with response or recovery operations. A 12-week timeline was established to support a sustained response that would be required if multiple waves of pandemic or HCID occurred as suggested in federal guidance.~~

The City Manager will consult with the Mayor so policy duties can be performed to protect the health, safety, and welfare of the City of Phoenix *(see Basic Plan - Emergency Declaration Process).* A line of succession has been established to provide departmental authority if management becomes incapacitated. A state declaration and subsequent local proclamation would be expected in the later stages of a ~~pandemic or~~pandemic and HCID alert or outset of a federally declared ~~pandemic or~~pandemic and HCID. The City Manager will provide briefings to elected officials, staff, and the public as needed.

City government may implement special leave guidelines (e.g., sick and/or potentially contagious employees will be required to stay home during a ~~pandemic or~~pandemic and HCID) in accordance with City Personnel Rules to assure that essential City operations continue. The City may develop departmental/discipline strategies for each ~~pandemic~~

~~or~~pandemic and HCID threat level and other measures that will be utilized City wide. The City Manager will consult with the Mayor and Council, ~~The~~ Public Health Advisor, department directors, and others to implement measures to assure that essential operations continue in Phoenix.

Emergency Operations Center (EOC)

The City Emergency Operations Center (EOC) may be activated as appropriate. The City's Emergency Operations Plan (EOP) directs all disaster response and recovery activities for incidents occurring in the City of Phoenix.

The Emergency Management Director will receive updates from state and county public health/emergency management authorities. The City of Phoenix Public Health Advisor will receive regular updates from public health partners at the local and state level. The Terrorism Liaison Officers (TLO) may also be recipients of public health intelligence. The Emergency Management Director, TLOs, City of Phoenix Public Health Advisor and ~~and~~ the Phoenix Fire Chief ~~Maricopa County Sheriff's Commander~~ will meet and brief the City Manager about relevant ~~pandemic or~~pandemic and HCID intelligence.

The Finance/Administration Section under the Incident Command System (ICS) will coordinate fiscal and administrative requirements and determine the necessary financial support for the EOC.

~~Pandemic or~~Pandemic and HCID Strategies for Continuity of Government (COG)

General

Unlike other emergency situations, a ~~pandemic or~~pandemic and HCID epidemic could seriously disrupt an organization's operations for an extended period, lasting from months to several years. Therefore, both short-term and long-term strategies are necessary to manage the potential extent and duration of the impact.

Coordination and Collaboration for Pandemic and HCID Response

Multi-Agency Coordination Framework

Unlike isolated emergency incidents, a pandemic or High Consequence Infectious Disease (HCID) outbreak requires sustained, integrated response efforts across multiple jurisdictions and disciplines. The interconnected nature of these public health emergencies demands unprecedented coordination between local emergency management, public health departments, fire and EMS services, county government, state agencies, healthcare systems, and federal partners. This coordination is essential not only for immediate response but for maintaining critical operations throughout an extended crisis that may last months to years.

Effective pandemic response requires breaking down traditional operational silos that can impede information sharing, resource allocation, and consistent public messaging. The

COVID-19 pandemic demonstrated that fragmented approaches lead to inconsistent policy implementation, resource shortages, and public confusion. By establishing formal coordination mechanisms before an outbreak occurs, agencies can develop the relationships, protocols, and shared understanding necessary for rapid mobilization and sustained cooperation.

Local-state-federal alignment is equally vital, as regulatory authority, resource stockpiles, and specialized expertise exist at different governmental levels. Establishing clear communication channels, unified command structures, and predetermined resource request procedures prevents delays and confusion during periods of escalating case counts or evolving scientific understanding.

Nonpharmaceutical Interventions (NPIs)

Nonpharmaceutical Interventions (NPIs) are strategies for disease, injury, and exposure control. They include actions that persons and communities can take to help slow the spread of respiratory viruses (e.g., seasonal, and pandemic ~~influenza~~ viruses). These actions include personal protective measures for everyday use (e.g., staying home when ill, covering coughs and sneezes, and washing hands often) and communitywide measures reserved for pandemics and aimed at reducing opportunities for exposure (e.g., coordinated closures and dismissals of childcare facilities and schools and cancelling mass gatherings). When a novel virus with pandemic potential emerges, NPIs can be used in conjunction with available pharmaceutical interventions (antiviral medications) to help slow its transmission in communities, especially when a vaccine is not yet widely available. Given current vaccine technology, a pandemic vaccine might not be available for up to 6 months. NPIs can be used before a pandemic is declared in areas where a novel virus is detected and during a pandemic.

Recommendations on the Use of Personal, Community, and Environmental NPIs

The Centers for Disease Control and Prevention (CDC) developed the 2017 Community Mitigation Guidelines to Prevent Pandemic ~~Influenza~~, which guide the recommendations for ~~pandemic or~~pandemic and HCID incidents within this annex. These CDC guidelines provide evidence-based recommendations on the use of NPIs in mitigating the effects of a pandemic incident.

NPIs routinely recommended for prevention of respiratory virus transmission, such as seasonal influenza, include personal protective measures for everyday use (i.e., voluntary home isolation of ill persons, respiratory etiquette, and hand hygiene) and environmental surface cleaning measures (i.e., routine cleaning of frequently touched surfaces and objects). During a viral pandemic, these NPIs are recommended regardless of the pandemic severity level. Additional personal and community NPIs also might be recommended. Personal protective measures reserved for pandemics include voluntary home quarantine of exposed household members and use of face masks in community settings. Community NPIs might include temporary closures or dismissals of childcare facilities and schools with students in grades kindergarten through 12 (K–12), as well as

other social distancing measures that increase the physical space between people (e.g., workplace measures such as replacing in-person meetings with teleconferences or modifying, postponing, or cancelling mass gatherings)

Local decisions about NPI selection and timing involve consideration of overall pandemic severity and local conditions (1) and require flexibility and possible modifications as the pandemic progresses and new information becomes available. Updated recommendations on the use of NPIs to help slow the spread and decrease the impact of a viral pandemic are provided, as is information on the rationale for using each NPI as part of a comprehensive public health strategy for pandemic response and the appropriate settings and use for each NPI according to the severity of the pandemic.

Personal NPIs

NPIs that can be implemented by individual persons include the following:

- **Personal protective measures for everyday use:** These include voluntary home isolation of ill persons, respiratory etiquette, and hand hygiene.
- **Personal protective measures reserved for pandemics**: These include voluntary home quarantine of exposed household members and use of face masks in community settings when ill.

Personal Protective Measures for Everyday Use

Personal protective measures are preventive actions that can be used daily to slow the spread of respiratory viruses. These measures include the following:

- **~~Voluntary h~~Home isolation (i.e., staying home when ill or self-isolation):** Persons ~~with influenza~~experiencing symptoms should stay home for at least 24 hours after a fever or signs of a fever (chills, sweating, and feeling warm or flushed) are gone, except to obtain medical care or other necessities. To ensure that the fever is gone, patients' temperature should be measured in the absence of medication that lowers fever (e.g., acetaminophen or ibuprofen). In addition to fever, common ~~influenza~~ symptoms include cough or chest discomfort, muscle or body aches, headache, and fatigue. Persons also might experience sneezing, a runny or stuffy nose, sore throat, vomiting, and diarrhea.
- **Respiratory etiquette:** Persons cover coughs and sneezes, preferably with a tissue, and then dispose of tissues and disinfect hands immediately after a cough or sneeze, or (if a tissue is not available) cough or sneeze into a shirt sleeve. Touching the eyes, nose, and mouth should be avoided to help slow the spread of germs.
- **Hand hygiene:** Persons perform regular and thorough hand washing with soap and water (or use alcohol-based hand sanitizers containing at least 60% ethanol or isopropanol when soap and water are not available).

Personal Ppprotective Mmeasures Rreserved ffor Ppandemics

Personal protective measures for everyday use include the following:

- **Voluntary home isolation of ill persons (staying home when ill)**
- **Limiting social circles**
- **Respiratory etiquette**
- **Hand hygiene**

Personal protective measures reserved for pandemics include the following:

- **Voluntary Hhome quarantine of exposed household members until symptoms improve. (staying home for up to 3 days when a household member is ill)**
- **Use of face masks in community settings**

Community NPIs

NPIs that can be implemented by communities include the following:

- **School closures and dismissals:** These include temporary closures and dismissals of childcare facilities, K–12 schools, and institutions of higher education.
- **Social distancing measures:** These include measures for schools, workplaces, and mass gatherings.

School Closures and Dismissals

Preventing the spread of disease in educational settings among children and young adults reduces the risk for infection for these age groups and slows virus transmission in the community. Components of the strategy might include preemptive, coordinated school closures and dismissals implemented during the earliest stages of a pandemic before many students and staff members become ill.

In the event of a pandemic, state, and county public health authorities play an important role in protecting the school community and should establish and maintain partnerships with district and school leaders, school emergency operations planning teams, and local municipality leaders (e.g., mayors). Public health authorities are a credible source of information, have multiple (often free) resources available for information awareness campaigns, and provide guidance for increasing school response measures. Depending on the severity of the pandemic, these measures might range from everyday preventive actions to preemptive, coordinated school closures and dismissals.

Preemptive, coordinated school closures and dismissals might be implemented at childcare facilities, K–12 schools, and institutions of higher education. They are most likely to be implemented when an influenza pandemic is severe, very severe, or extreme. Secondary consequences include missed work and loss of income for parents who stay home from work to care for their children and missed opportunities to vaccinate school-

aged children rapidly unless other mechanisms are considered. Preemptive, coordinated dismissals can be implemented by the following facilities for the following reasons:

Facilities	Risk Factors Identified by CDC Research
Childcare facilities and K–12 schools	▪ Children have higher virus ~~influenza attack~~ infection rates than adults and are infectious for a longer period than adults. ▪ Viral transmission is common in schools and contributes to school absenteeism and parental absenteeism from work. ▪ The presence of school-aged children in a household is a risk factor for ~~influenza~~ virus infection in families.
Institutions of higher education	▪ ~~Influenza~~ Ooutbreaks on college and university campuses typically have high attack rates (44%–73%) and cause substantial morbidity. For example, during the 2009 H1N1 pandemic, influenza spread rapidly through a university campus within 2 weeks. ▪ ~~Influenza~~ Virus infection is more prevalent among residential students at boarding schools and colleges than among nonresidential students.

A school closure means closing a school and sending all the students and staff members home, whereas during a school dismissal, a school might stay open for staff members while the children stay home. Preemptive school dismissals can be used to disrupt transmission of ~~influenza~~ viruses before many students and staff members become ill. Coordinated dismissals refer to the simultaneous or sequential closing of schools in a jurisdiction. Thus, preemptive, coordinated school closures and dismissals can be used early during a~~n influenza~~ pandemic to prevent virus transmission in schools and surrounding communities by reducing close contact among the following groups:

- Children in childcare centers and preschools
- School-aged children and teens in K–12 schools
- Young adults in institutions of higher education

During a dismissal, the school facilities are kept open, which allows teachers to develop and deliver lessons and materials, thus maintaining continuity of teaching and learning, and allows other staff members to continue to provide services and help with additional response efforts. School closures and dismissals might be coupled with social distancing measures (e.g., cancelling sporting events and other mass gatherings) to reduce out-of-school social contact among children when schools are closed.

Social Distancing Measures

Social distancing measures can reduce virus transmission by decreasing the frequency and duration of social contact among persons of all ages. These measures are common-sense approaches to limiting face-to-face contact, which reduces person-to-person transmission and include the following:

- Dividing classes into smaller groups and creating opportunities for distance learning (e.g., via the internet or local television or radio stations)
- Telecommuting and remote-meeting options in workplaces
- Mass gathering modifications, postponements, or cancellations

Multiple social distancing measures can be implemented simultaneously. Although there is limited empirical evidence supporting the effectiveness of implementing any individual measure alone (other than school closures and dismissals), the evidence for implementing multiple social distancing measures in combination with other NPIs in a systematic approach is recommended based upon historical analysis.

Environmental NPIs: Environmental Surface Cleaning Measures

Environmental surface cleaning measures can help eliminate ~~influenza~~ viruses from frequently touched surfaces and objects, including tables, doorknobs, toys, desks, and computer keyboards. These measures involve cleaning surfaces with detergent-based cleaners or disinfectants that have been registered with the Environmental Protection Agency. Environmental surface cleaning measures include the following:

- Routine cleaning of frequently touched surfaces and objects in homes, childcare facilities, schools, and workplaces.

The goal should be to implement NPIs early enough and long enough to maximize effectiveness while minimizing economic and social costs to ensure that NPIs are commensurate to the pandemic severity.

Short-Term Continuity of Government (COG) Strategy

In the first 90 days of Continuity of Operations (COOP) activation, each department should, following their established department COOP delegations of authority and order of succession strategies, ~~-~~have the capacity to perform all mission-essential functions as defined in the department's COOP plan.

The department's functions may need to be performed with limited staff, and when little to no face-to-face contact is possible for an extended period. It is likely that a department and its staff will be significantly affected by illness or even death.

To prevent further spread, steps should be taken to limit employee contact. This can be done through social distancing, allowing employees to telecommute, and avoiding the use of shared equipment. Departments should ensure employees have the requisite equipment and protocols in place to work remotely [e.g., mobile computing equipment, Virtual Private Network (VPN) access, etc.)] should it become necessary for them to do so.

Environmental surface cleaning measures in all settings is encouraged to remove ~~influenza~~ viruses from frequently touched surfaces and objects. Additionally, personal protective equipment (PPE), in coordination and direction from the local Public Health Advisors, should be made available in work areas.

Examples of PPE that may be deemed appropriate include:

- ~~N95~~ Masks (ex. N95, procedural mask)
- Keyboard/Mouse Covers
- Hand Sanitizer
- Sanitizing wipes
- Tissues

As soon as possible, departments should transition to full operations. If full operations cannot be initiated within 90 days of COOP activation, departments should implement the long-term strategies described in this annex.

Long-Term Continuity of Government (COG) Strategy

Within 90 days of COOP activation, each department should have the capacity to perform all mission-essential functions when little to no face-to-face contact is possible for an extended period. A department and its staff will likely be significantly affected by illness or even death.

When developing its specific response to an epidemic, the City should consider these issues:

- Operations may be significantly impacted for months to several years.
- All departments and their personnel should be prepared to cooperate with appropriate public health personnel and recovery efforts.
- Because state and federal resources may be stressed during an epidemic, the City should be prepared to operate with only minimal support from state and federal agencies.
- The City should ensure that it has the capacity to perform its mission-essential functions for the first 90 days of COOP activation.
- If full operations cannot be restored within 90 days, the City should ensure that it has the capacity to perform other mission-essential functions as best it can.

Recovery

Recovery from an epidemic begins when the City determines that it has adequate staff and resources to resume normal operations. Once normal operations resume, the impact of the epidemic on the City's operations, staff, and other stakeholders should be assessed and an after-action evaluation of the response should be drafted. Such an evaluation can assist City departments in updating their continuity plans and any other relevant plans as appropriate.

Organization and Assignment of Responsibilities

Primary City Department(s)

Office of -Emergency Management (OEM)

OEM serves as a **Primary City Department** and is tasked with the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ Coordinate activities, communication, and the release of public information.

The Office of Public Health (OPH)

OPH serves as a Primary City Department and is tasked with the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain strategic partnership and communication with public health system partners including MCDPH and ADHS.
- ☐ Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency:

- ☐ Participate in the EOC.
- ☐ Lead the development and/or use of public health information for communication to employees and residents.
- ☐ Work with MCDPH and ADHS to coordinate activities, share information and inform planning.
- ☐ Coordinate activities, communication, and the release of public information.
- ☐ Provide direction, guidance, and support to internal departments to inform risk mitigation and planning.
- ☐ Provide strategic public health guidance and support to ~~the OHSEM, the~~the ~~-~~ City's Manager's Office, Mayor, and City Council.
- ☐ Work with MCDPH, PFD and other departments to collect and analyze data to inform planning and response activities that promote health and minimize risk.
- ☐ Identify vulnerable populations and inform strategies to increase health equity in response and equitable distribution of resources.
- ☐ Provide strategic leadership and guidance for city led vaccination and or dispensing efforts in coordination with MCDPH, PFD and OEM.
- ☐ Analyze and interpret current scientific evidence to provide situational awareness and inform planning, operations, and policy.
- ☐ Prepare key messaginge.
- ☐ Support the development and implementation of Isolation and Recovery centers as needed.
- ☐ Provide guidance, direction, and support to Human Resources Department for managing employee risk, case management and reporting.

Office of the Mayor

The Office of the Mayor serves as a **Primary City Department** and is tasked with the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If appropriate, declare a local emergency in the event a ~~pandemic or~~pandemic and HCID epidemic results in extraordinary impacts.
- ☐ Establish policy and issue emergency legislation and declarations in accordance with City Code.
- ☐ Represent the City when meeting with public health officials.
- ☐

Human Resources Department (HRD)

~~Human Resources Department~~HRD serves as a **Primary City Department** and is tasked with the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Track worker absenteeism related to symptoms of the viral ~~pandemic or~~pandemic and HCID.
- ☐ Serve as the pandemic liaison with the Phoenix Fire Department and state emergency management, regional and local emergency planning or emergency management representatives including local hospitals, business, and schools. Support departmental activities/responses as determined by City Manager.

Supporting City Departments

Phoenix Fire Department (PFD)

PFD supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Assist the public health department in establishing and operating points of dispensing (PODs) sites.
- ☐ Provide a department PIO to supplement and coordinate official news releases from the EOC PIO, utilizing the Press Conference Procedure Checklist as guidance to ensure individuals with disabilities are not denied physical or communication accommodations.

Budget and Research Department (B&R)

~~Budget and Research Department~~B&R supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Identify expenditure and resource impacts during a pandemic and HCID epidemic including where possible the economic impact of the incident on the budget. Coordinate with departments, the City Manager's Office and City Council to address needs and possible action.

~~During an emergency:~~

- ~~☐ If requested, send representatives to the EOC.~~
- ~~☐ Address budget and revenue needs during pandemic or HCID epidemic, including determining the economic impact of the incident on finances. (A pandemic or HCID epidemic can reduce revenues and increase emergency expenditures.)~~
- ☐

- ~~☐ Communications Office~~

~~Communications Office supports this incident response for the City of Phoenix by doing the following:~~

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Update employees of policy changes related to the ~~pandemic or~~pandemic and HCID epidemic (e.g., use of sick time, ill employees remaining home, etc.).
- ☐ Provide information for employees regarding protective measures, availability of vaccinations, Point-of-Dispensing (POD) locations, procedures and head-of-household forms, and any other relevant guidance provided by Centers for

Disease Control (CDC), Arizona Department of Health Services (ADHS), and/or Maricopa Department of Public Health (MCDPH).

- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Equal Opportunity Department (EOD)

EOD supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide a Disabilities Access and Functional Needs (DAFN) Technical Specialist to the City EOC to provide information and subject matter expertise to all EOC sections on DAFN-related issues and available resources.
- ☐ Facilitate communication between the EOC and area organizations providing services to people with DAFN.
- ☐ Ensure people with DAFN are properly considered in all EOC operations and all aspects of the incident response and recovery, including public messaging.
- ☐

Finance Department (FIN)

FIN supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.
- ☐
- ☐ Review existing contingency contracts for support services (such as auxiliary aids, personal assistance services) and essential response equipment as a critical pre-incident preparation.
- ☐ Ensure contracts for necessary support services (e.g., auxiliary aids and services, personal assistance services [PAS]) and durable goods necessary for disaster response are in place and reviewed annually.
- ☐ Consolidate and maintain a unified citywide inventory of buildings that meet Americans with Disabilities Act (ADA) accessibility requirements and have available supplies (e.g., consumable medical supplies [CMS]) and equipment (e.g., durable medical equipment [DME]) for disaster response and recovery.
- ☐ Establishes a stockpile of personal protective equipment (PPE) for employee use, including, but not limited to face masks, disposable gloves, surface sanitizing

supplies, hand sanitizers, etc., as well as a system for distribution of these supplies that provides needed PPE throughout the city to ensure protection of employees and visitors.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate with City department personnel to obtain needed emergency equipment, supplies, and services.
- ☐ Assist city departments in the emergency purchasing and contracting process during the period of the emergency. ~~Request approval for use of emergency purchasing and contracting requirements during the period of the emergency.~~ *See the City of Phoenix Administrative Regulation (AR) 3.10: General Procurement Procedures for additional information*
- ☐ Provide a general ledger for use by all departments to track all emergency expenditures.
- ☐ Establish staging areas for equipment/personnel in coordination with Operations Section Chief.
- ☐ Review requests and determine the most effective sources of supply and funding.
- ☐ Document and provide copies of all expenditures and charges to the EOC Finance Section.
- ☐ Coordinate with other ESF #7 team members for the following resource support concerns:
  - o Resources available through charitable/volunteer organizations.
  - o Services available from city, county, state, or federal departments for disaster survivors.
  - o Services available from city, county, state or federal departments for transportation and logistical support.
  - o ~~Research city, county, state, or federal funding available for resource support.~~
  - o

Phoenix Police Department (PPD)

PPD supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide security for emergency pharmaceuticals.
- ☐ Provide security and traffic control for point of distribution (POD) sites.
- ☐ Establish and enforce isolation and quarantine areas in conjunction with the Maricopa County Department of Public Health.

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- ☐ The Terrorism Liaison Officers (TLO) will liaise with statewide intelligence community and recipients of public health intelligence.

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide and set up barricades for points of distribution (POD) sites.
- ☐ Provide and set up barricades for isolation and quarantine areas as determined by public health authorities.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

Before an emergency:

- ☐ Maintain working relationships with Supporting/Primary City Departments.
- ☐ Develop and maintain appropriate departmental SOPs.

During an emergency:

- ☐ If requested, send representatives to the EOC.
- ☐ Activate Continuity of Operations (COOP) plans to ensure continuity of essential functions.
- ☐ Provide personal protective equipment (PPE) and resources to personnel when appropriate.
- ☐ Take steps to prevent the spread of flu or a HCID in the department.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports this incident response by doing the following:

- ☐ Activate the MCDEM Emergency Operations Center, as appropriate.
- ☐ Make recommendations to the Board of Supervisors or their representative for a declaration of an emergency.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports this incident response by doing the following:

- ☐ Recruit sentinel sites and other reporting sources as appropriate to the pandemic phase/level.
- ☐ Ensure timely and consistent reporting from sentinel sites and other reporting sources.
- ☐ Provide county surveillance information to state surveillance personnel; maintain regular communications with state surveillance personnel.
- ☐ Conduct additional primary surveillance as needed.
- ☐ Set-up and administer mass vaccination sites.
- ☐ Implement Isolation and Quarantine as needed.
- ☐

State

Arizona Department of Health Services (ADHS)

ADHS supports this incident response by doing the following:

- ☐ Monitor surveillance data for the state (on-going).
- ☐ Activate ADHS Emergency Response Plan, if not previously activated.
- ☐ Manage overall coordination of the public health and medical emergency response during a pandemic, to include coordination of all State medical support to communities.
- ☐ Disseminate ~~pandemic or~~pandemic and HCID epidemic status information to clinicians, local health departments, and other stakeholders.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Community Mitigation Guidelines to Prevent Pandemic Influenza, 2017.
- National Response Framework.
- Presidential Preparedness Directive 8, “National Preparedness.”
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288)

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State

- A.R.S. Title 36 - Public Health and Safety, Chapter 6, Article 9.
- Arizona Pandemic Influenza Response Plan.
- Arizona State Emergency Response and Recovery Plan (SERRP).

County

- Intergovernmental Agreements for Disaster and Emergency Management Services between Maricopa County and Participating Cities
- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix City Code Chapter 11: Office of Emergency Management, as amended.

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Severe Weather and Floods Incident Annex

Key Response Agencies

Primary City Departments	Office of Emergency Management (OEM) Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Communications Office (COM) Finance Department (FIN) Human Services Department (HSD) Office of the Mayor Office of Public Health (OPH) Parks and Recreation Department (PRD) Planning and Development Department (PDD) Public Transit Department (PTD) Public Works Department (PWD) Street Transportation Department (STD) Water Services Department (WSD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) **State** Arizona Department of Emergency and Military Affairs (DEMA) **Federal** Federal Emergency Management Agency (FEMA) National Weather Service (NWS) **Private Sector and Community-Based Organizations** American Red Cross

Introduction

Purpose

The purpose of this incident annex is to describe specific emergency response activities that may be required in the event of flooding caused by windstorms, thunderstorms, run-offs, and/or failure of flood-retarding structures (FRS) in the City of Phoenix.

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Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to severe weather and flood incidents. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix may be subjected to a variety of storm and/or flood situations with related property damage during any time of the year. Possible situations that may be encountered with this hazard are categorized as follows:

Windstorms

Usually characterized as straight-line winds capable of producing strong outflows up to and more than 100 miles per hour, with or without precipitation, often created by microbursts during severe thunderstorms. Windstorms are generally short-lived and frequently develop with little or no warning; they are generally more prevalent during the monsoon season (July-September). Windstorms without precipitation can create dust storms that pick up loose dirt and sand particles in such quantities as to considerably reduce visibility. Generally, dust storms move across the valley in a northwesterly direction and can give the appearance of solid walls of dust visible from considerable distance.

Thunderstorms

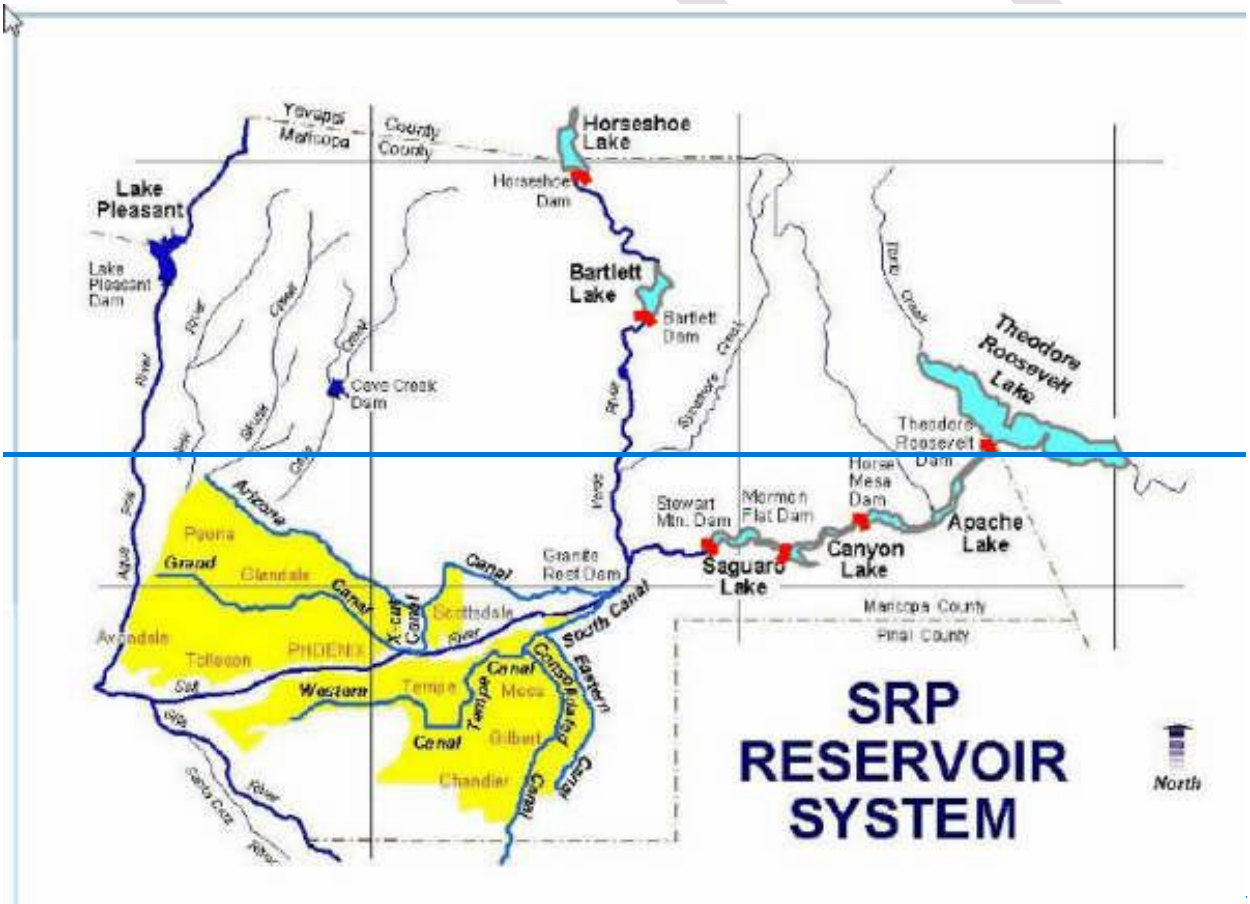
Thunderstorms have many of the same characteristics as windstorms, but they may also include tornadoes and lightning. Lightning may strike some miles from the parent cloud. Tornadoes can be imbedded in thunderstorm clouds and are commonly preceded by heavy rain and frequently by hail.

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Floods

Extensive rainfall and snowpack on the Salt River and Verde River watersheds, coupled with high water storage levels in the reservoirs, may require emergency water releases from the Salt River Project (SRP) reservoir system, endangering life, and property. Similar conditions on the Agua Fria River watershed, coupled with a high-water storage level in Lake Pleasant, could require emergency water releases by the Central Arizona Project from New Waddell Dam, resulting in dangerous flooding along the Agua Fria River.

The New River, which flows into the Agua Fria River south of Glendale Avenue, can contribute to flooding below the juncture of the New River and Agua Fria rivers. The Army Corps of Engineers and the Natural Resources Conservation Service have built several flood-retarding structures on rivers, creeks, washes, and other flood-prone areas in Phoenix, operated by the Flood Control District of Maricopa County. A failure of one of these structures, while extremely unlikely, could result in a level of flooding that greatly exceeds the flood threat that existed prior to construction.



City of Phoenix Street Transportation/Street Maintenance/Bridge and Dam Safety/Jurisdictional Dams—Emergency Action Plans were developed under the guidance of the Street Transportation Department ~~that are applicable to the 8 City-managed~~and are applicable to the 8 city-managed dams in the northern Phoenix

mountain preserve areas. The plans function as stand-alone documents, copies of the plans can be found with the Streets Transportation Department and the Office of Emergency Management. ~~and are added as an Appendix to the Phoenix Emergency Operations Plan and the Maricopa County Department of Emergency Management (MCDEM) Emergency Operations Plan (EOP).~~ The plans should be consulted for a description of the various FRS, their inundation areas, and the response plan for each structure. A copy of these procedures can be found in the City of Phoenix Emergency Operations Center (EOC).

Floods or water releases will result in blocked access to roads and bridges that will impede emergency response. Unbridged crossings will be closed, resulting in limited access that will cause isolation of some residents and impede emergency response to affected areas. A failure of one FRS, while extremely unlikely, could result in a level of flooding that greatly exceeds the flood threat that existed prior to construction.

Damage

Damage and problems that may result from windstorms, thunderstorms, and floods may include one or more of the following:

- Downed power lines
- Major power outages
- Telephone outages
- Structural damage, particularly to manufactured structures
- Fires and power surges caused by lightning strikes
- Road and street congestion due to traffic light outages
- Road and street closures/congestion due to flooding or debris
- Water and/or wastewater service disruption
- Traumatic injuries or death of ~~citizens~~ community members in severe instances

Planning Assumptions

- Major street and low-lying area flooding will require mobilization of City resources and coordination with outside departments to cope with evacuation, sheltering, transportation, damage assessment, and recovery.
- Severe storms will close unbridged crossings of the various river systems, resulting in limited ingress or egress to affected areas. Limited access will isolate population sectors and impede emergency response to this event.
- Storms or floods will result in blocked access of roads and bridges that will impede emergency response.
- Large-scale flooding situations will require accessible warning messages and accessible public information.
- Storms or floods will require evacuation of the public and mass care operations, including sheltering and feeding.
- A storm with strong winds will cause power outages of an indeterminable length, necessitating ~~implementation of the Electrical Power Outages Annex and the~~

~~Excessive Heat Emergencies Annex of this plan~~the implementation of the Electrical Power Outages Annex, and if the incident occurs during an extreme heat event, then the activation of the Excessive Heat Emergencies Annex of this plan. People with disabilities and others with access and functional needs are disproportionately impacted by power outages; appropriate follow up will be required to ensure their safety and security needs are met.

Concept of Operations

General

For typical storms with associated local flooding and wind damage, operations will be performed by normal City departments that routinely handle such emergencies. These departments will act independently within their normal operating procedures to address problems related to the emergency.

For large-scale disasters with major or catastrophic windstorm/thunderstorm/flood situations, the City of Phoenix Emergency Operations Center (EOC) will be activated. If activated, the EOC will assume overall coordination of emergency response operations within its jurisdiction, to include warning, evacuation, and security of the affected areas. All ESFs may be activated in response to a storm, a flood, or large-scale disasters.

Command

The Phoenix Fire Department (PFD) and/or the Phoenix Police Department (PPD) will establish and operate on-site command posts at locations where emergency operations are in progress. The PFD, PPD, Street Transportation Department, and any other departments involved in on-site operations or support will establish liaisons at the command posts. All departments and other organizations will control their emergency operations from their normal operational locations to the extent possible. Each department assigned tasks during storms or floods will use their standard operating procedures (SOPs) and checklists for responding to disaster situations in the City.

Related Mass Care Operations

The Human Services Department (HSD) is the lead agency for mass care operations and will coordinate with the American Red Cross and other City departments to provide shelter and feeding operations as needed.

The Parks and Recreation Department will support the HSD in mass care operations by providing accessible City-owned facilities for shelter operations as needed. The Parks and Recreation Department will ~~coordinate~~ work with the Equal Opportunity Department (EOD), Public Works Department (PWD), and other departments, as needed, to ensure modifications are made to City facilities ~~, and if needed,~~ to ensure they are accessible for people with disabilities and others with access and functional needs.

The Communications Office will provide accessible messaging to the whole community as indicated in the External Affairs Annex (ESF #15) and supporting standard operating procedures.

The Finance Department, under the Incident Command System (ICS), will coordinate fiscal and administrative requirements and will procure and distribute supplies other than medical supplies. The city may contract with private construction firms for the use of equipment and operations to assist in rescue and repair operations and will maintain accountability records on transactions to provide support for the EOC.

See ~~Emergency Support Function (ESF) #6: Mass Care Annex~~ and the Sheltering Support Annex for additional information on how related mass care operations will be addressed.

Emergency Declarations

If it is deemed necessary to declare a state of emergency without delay, the Mayor may, by proclamation, declare a local emergency to exist. Such action, however, shall be subject to confirmation by the City Council at its next meeting. In the event of a declared emergency, the City Manager or his or her designee shall act as the principal advisor or aid the Mayor.~~; and shall be empowered to assign a Director of Operations to the EOC~~ (City Code, and Chapter 11-3).

The City Attorney will draft necessary emergency documents (e.g., contracts, ordinances, proclamations, resolutions).

Organization and Assignment of Responsibilities

Primary City Department(s)

Office of ~~-~~Emergency Management (OEM)

~~Office of Emergency Management (OEM)~~OEM serves as a **Primary City Department** and is tasked with the following before, during, and after this incident:

- ☐ Develop and maintain situational awareness and common operating picture throughout the City.
- ☐ Determine the need for activation of the Sand Deployment Plan and notify appropriate departments.
- ☐ Coordinate departmental damage and situation reports; develop a Citywide Situation Report (SITREP) for each operational period.
- ☐ Make emergency notifications to City departments and staff as needed throughout the incident response and recovery.
- ☐ If needed, activate and staff the Emergency Operations Center (EOC) to support on-site Incident Command and ensure information and communication management throughout the City.

Phoenix Fire Department (PFD)

PFD serves as a **Primary City Department** ~~for~~ and is tasked with the following before, during, and after this incident:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Initiate or continue evacuation measures where appropriate.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. ~~Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools.~~ *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ In accordance with existing automatic/mutual aid agreements, secure support from adjoining cities.
- ☐ Provide the EOC with an initial assessment of the damage caused by the disaster and recommend actions to be taken. Consider initiation of Community Wellness Checks.
- ☐ After the disaster, submit an After-Action Report to the City Manager through O~~HS~~EM.

Phoenix Police Department (PPD)

PPD serves as a **Primary City Department** ~~for~~ and is tasked with the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with the City EOC's Public Information Officer (PIO) or Joint Information System (JIS) to warn the public of any potentially dangerous situations. ~~Public notification shall be inclusionary and accessible. In addition, door-to-door notifications may be required, including flashlights, pictograms, and/or other communications tools.~~ *See ~~Early~~ Emergency Public Warning Support Annex for more information.*
- ☐ Develop a strategy to control access to and prevent looting of damaged or evacuated areas of the City.
- ☐ Coordinate rescue efforts in the City in cooperation with the City of Phoenix Fire Department (PFD).
- ☐ Provide EOC security as needed.
- ☐ After the disaster, submit an After-Action Report to the City Manager through O~~HS~~EM.

Supporting City Departments

Communications Office (COM)

COMCommunications Office supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Provide public information as needed through all available media, ensuring accessible messaging.
- ☐ Establish a Joint Information System (JIS) and Joint Information Center (JIC) as needed to support the EOC and on-site Incident Command with public information processes.
- ☐ Coordinate messaging from involved departments to ensure consistency.
- ☐ Carry out duties identified in the Sand Deployment Plan upon its activation.
- ☐ Submit an After-Action Report to the City Manager's office through OHSEM.

Finance Department (FIN)

Finance DepartmentFIN supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Assist involved departments in maintaining the necessary records to document losses of City property and expenditures incurred during the disaster.
- ☐ Assist involved departments in presenting claims to City property insurance carriers.
- ☐ Prepare all storm-related and/or flood-related financial records for potential reimbursement and cost accounting.

Human Services Department (HSD)

HSD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Serve as the Emergency Support Function (ESF) #6: Mass Care Coordinator.
- ☐ When notified by OEM or the EOC and approved by the City Manager's office, Bbegin advance preparations for the possibility of mass care and shelter operations.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs. Appropriate personnel may include American Red Cross (ARC) and/or on-site City of Phoenix Shelter Team Manager(s).
- ☐ Coordinate with the Office of Emergency Management, the American Red Cross, the Parks and Recreation Department, and the Shelter Team Manager(s) to ensure advance preparations are complete.

- ☐ Initiate shelter and mass care operations in accordance with ESF #6: Mass Care Annex. ~~Coordinate American Red Cross and other appropriate departments to ensure a coordinated response to the situation.~~
- ☐ ~~Ensure recovery and reentry processes are coordinated to confirm the whole community (including people with disabilities and others with access and functional needs) has adequate programs and processes in place prior to reentry.~~
- ☐ After the disaster, submit an After-Action Report and Financial Report to the City Manager through O~~HS~~EM.

Office of the Mayor

The Mayor supports this incident response for the City of Phoenix by doing the following:

- ☐ ~~If~~ If appropriate, declare a local emergency.
- ☐

Office of Public Health (OPH)

~~The Office of Public Health~~OPH ~~support~~supports this incident response for the City of Phoenix by doing the following:

- ☐ Send representatives to the EOC.
- ☐ Support planning and operation functions, inform and direct public health strategies.
- ☐ Work closely with PFD to coordinate public health response, provide public health guidance and direction.
- ☐ Coordinate with MCDPH, to ensure implementation of public health response.
- ☐ Support public health communication and dissemination of public health related impact including but not limited to:
  - o Waterborne Diseases
  - o Vector borne Diseases
  - o Airborne illness i.e. Valley Fever
  - o Respiratory illnesses
  - o ~~o~~ Disruptions in healthcare access
  - o
  - o ~~o~~ Physical injury and drowning
  - o
- ☐ Work with agencies supporting public health and medical services for the City of Phoenix.
- ☐ Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments.

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~~Work with agencies supporting public health and medical services for the City of Phoenix.~~

~~• Provide direction, guidance, and support for public health response, coordinating with primary and supporting departments.~~

Parks and Recreation Department (PRD)

~~Parks and Recreation Department~~PRD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ When notified by OEM or the EOC and approved by the City Manager's office, begin preparations for the possibility of mass care and shelter operations. ~~Begin advance preparations in coordination with HSD for the possibility of mass care and shelter operations. Direction would come from the City Manager?~~
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Alert City Parks and Recreation Department personnel of the hazardous conditions and maintain communication with them throughout the event. ~~How would this process be handled. There are 900 staff, everbridge?~~
- ☐
- ☐ Direct the termination of non-essential City Parks and Recreation Department functions if the situation warrants and as the City Manager directs.
- ☐ In coordination with the EOC, ensure the availability of manpower, equipment, and material to meet response needs.
- ☐ Provide specialized and technical maintenance assistance for City Parks and Recreation and other City department facilities as needed.
- ☐ ~~Assist other City departments in the accomplishment of their emergency functions as appropriate. What City Departments are you referring too?~~
- ☐ Establish task priorities in coordination with the EOC.
- ☐
- ☐ After the incident, submit any requested information and completed storm report sitrep to the OEM for inclusion in the After-Action Report.~~After the disaster, submit an After-Action Report to the City Manager through OHSEM. Parks has not complete After Action Reports for emergency responses.~~
- ☐
- ☐ Carry out duties identified in the Sand Deployment Plan upon its activation.

Planning and Development Department (PDD)

~~Planning and Development Department~~PDD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Coordinate a comprehensive analysis of damage to buildings, roads, and other facilities in the affected area with assistance from the Public Works Department, Phoenix Fire Department, Phoenix Police Department, and Street Transportation Department. Report findings to the EOC.

Public Transit Department (PTD)

~~Public Transit Department~~PTD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Alert department and contract personnel of hazardous conditions.
- ☐ Provide accessible vehicles at designated sites to transport individuals to be evacuated as appropriate.
- ☐ Direct the rerouting or termination of public transportation services if the situation warrants and as directed by the City Manager.
- ☐ Coordinate with regional transit partners to include Valley Metro.
- ☐ Procure equipment and services from private contractors as needed.
- ☐ In coordination with the EOC, ensure the availability of personnel, material, and equipment.
- ☐ Establish task priorities in coordination with the EOC.
- ☐ Assist other City departments as needed in the accomplishment of their emergency support functions, such as providing accessible buses for cooling stations, personnel transportation, and evacuation.
- ☐ Provide and coordinate the use of transit equipment and personnel needed in the emergency area.
- ☐ Provide a Public Information Officer (PIO) to supplement and coordinate passenger information press releases with the City's PIO.
- ☐ After the disaster, submit an After-Action Report to the City Manager through ~~OHSEM~~OEM.

Public Works Department (PWD)

~~Public Works Department~~PWD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide direction to Public Works Department divisions/functions.
- ☐ Coordinate with all affected City departments.
- ☐ Assist and establish priorities with the Street Transportation Department to accomplish emergency support functions.
- ☐ Upon request of the Street Transportation Department, send liaison personnel to their operations center.
- ☐ Direct the termination of non-essential functions if the situation warrants and at the direction of the City Manager.
- ☐ Provide departments with emergency accessible transportation as required by the situation.
- ☐ Be available for consultation with emergency operations staff and have appropriate maps, charts, and other technical information readily available.
- ☐ Carry out duties identified in the Sand Deployment Plan upon its activation.
- ☐ After the disaster, submit an After-Action Report to the City Manager through the Office of Emergency Management.

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Support field Unified Command in the accomplishment of its emergency functions as directed.
- ☐ Alert all department personnel of impending hazardous conditions.
- ☐ Assure the availability of personnel, equipment, and material.
- ☐ Based on available information and for the city owned & operated flood structures, , provide flood potential predictions (areas and depths of water) and estimated floodwater arrival times to the EOC.
- ☐ Advise EOC staff of flood conditions as they occur through either the establishment of on-site observers or the coordination of on-site observers with appropriate departments. Coordinate with Flood Control District of Maricopa County observers and forecasters.
- ☐ Notify the EOC of the location of on-site observers in the event they need assistance or evacuation.
- ☐ When storm or flood magnitude and damage warrant, request the EOC contact the Maricopa County EOC to notify the U.S. Army Corps of Engineers, Los Angeles.
- ☐ Establish and maintain liaison through the EOC with SRP, MCDEM, the Flood Control District of Maricopa County, and utility companies.

- ☐ Requisition or procure emergency equipment and materials required to cope with the situation.
- ☐ When it appears the Street Transportation Department will be fully committed, alert the EOC.
- ☐ Ensure field offices are aware of the hazardous situation.
- ☐ Dispatch personnel, equipment, and material to strategic locations in accordance with the situation and operations plans.
- ☐ Assist other departments in the accomplishment of their emergency functions if workload permits.
- ☐ ~~Maintain a status of City streets and bridges and keep the EOC informed of the situation.~~Assess damage to City streets and bridges following an emergency and provide status updates on their status to the EOC to support response and recovery operations.
- ☐ Limit access to roads in hazardous areas and assist the City Police Department with traffic control.
- ☐ Evaluate street and bridge conditions and make recommendations for their opening or closure. If flood conditions warrant immediate actions, proceed with closure. Keep the EOC informed of such actions.
- ☐ Provide the EOC with an assessment of damage, required repairs including cost estimates, and the status of emergency repairs.
- ☐ Coordinate always with the City Public Works Department (PWD) and other divisions within the City Street Transportation Department.
- ☐ Make recommendations for emergency repairs to the transportation system, and coordinate emergency construction activities through the EOC as necessary. Work with Associated General Contractors for repairs as required.
- ☐ Carry out duties identified in the Sand Deployment Plan upon its activation.
- ☐ After the disaster, submit an After-Action Report to the City Manager through ~~OHSEM~~OEM.

Water Services Department (WSD)

~~Water Services Department~~WSD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Establish priorities for tasks in conjunction with the EOC.
- ☐ Keep the EOC informed of the situation and actions taken.
- ☐ Send personnel to the treatment plants, pump stations, and wells if necessary.
- ☐ Assist other City departments in the accomplishment of their emergency functions.
- ☐ Upon request of the Street Transportation Department, send personnel to the appropriate Street Maintenance Division field office.

- ☐ Assist other departments in the accomplishment of their emergency functions if workload permits.
- ☐ Correct any water or wastewater problems to ensure the treatment and delivery of water and the collection and treatment of wastewater.
- ☐ After the disaster, submit an After-Action Report to the City Manager through the Office of Emergency Management.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Although the City has no authority to assign responsibilities to county departments, many county departments are the primary agency responsible for providing certain services to the City. Those county departments are listed in the following section, along with the services they are responsible for providing in the event of an incident requiring an evacuation and/or shelter-in-place.

Several Maricopa County departments/agencies retain the existing primary agency responsibility and authority for providing City services. The City specifically relies on these departments/agencies to provide, as mandated, appropriate emergency/disaster-related services. The following Maricopa County departments are listed with their specific areas of authority and identified responsibility for response/recovery operations.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports this incident response for the City of Phoenix by doing the following:

- ☐ Provide support as requested from the City of Phoenix.
- ☐ Coordinate support requests received by the City of Phoenix with other county departments, including but not limited to the Maricopa County Department of Public Health, Environmental Services, Department of Transportation, etc.
- ☐ Coordinate with local jurisdictions.

State

The State of Arizona Emergency Response and Recovery Plan (SERRP) describes the roles and responsibilities assigned to state agencies during an evacuation effort. State government agencies will assist in traffic control on state or federal highways and in local jurisdictions upon request. The State Emergency Operations Center (SEOC) may be activated to provide direction, control, and resource assistance.

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of personnel and resources in support of the incident.
- ☐ Maintain a cache of shelter support equipment including accessible durable medical equipment and supplies for use during shelter operations.

Federal

The overall responsibility for this incident rests with local government. However, when local and state capabilities are no longer sufficient to deal with the incident response, the Governor will request assistance from the federal government. As a result, the President may declare a major disaster, and the National Response Framework (NRF) may be activated.

Per the NRF, emergency support functions (ESFs) provide the structure for coordinating federal inter-agency support to local, state, and tribal governments, or to federal departments and agencies, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

Federal Emergency Management Agency (FEMA)

FEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Serve as the ESF #5 Coordinator under the NRF.

National Weather Service (NWS)

NWS supports this incident response for the City of Phoenix by doing the following:

- ☐ Issue watches or warnings for severe weather and floods.

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports this incident response for the City of Phoenix by doing the following:

- ☐ Participate in drills and exercises to evaluate Mass Care and shelter response capabilities, as well as the evacuation and care of the whole community. The

American Red Cross will comply with all applicable Federal, State, and local laws in their shelter, feeding and other operations.

- ☐ Coordinate with support departments (e.g., Salvation Army, Arizona Humane Society, etc.) to augment services as appropriate.

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Americans with Disabilities Act of 1990, as amended. http://www.ada.gov/pubs/adastatute08mark.htm
- FEMA Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans., Version 2.0 (CPG 101 V3).
- Homeland Security Presidential Directive-5 (HSPD-5)
- Mass Evacuation Incident Appendix to the National Response Framework. Department of Homeland Security.
- National Incident Management System.
- National Infrastructure and Protection Plan.
- National Response Framework.
- Pets Evacuation and Transportation Standards Act of 2006.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
- National Continuity of Operations Plans and References.
- U.S. DOT Emergency Response Guidebook
- FEMA, Guide For All-Hazard Emergency Operations Planning (State and Local Guide (SLG 101).

State

- State Emergency Response and Recovery Plan (SERRP).

County

- Maricopa County Emergency Evacuation Strategy Plan.
- Maricopa County Multi-Jurisdictional Hazard Mitigation Plan.
- Maricopa County Emergency Operations Plan (EOP).

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 201.02B: Emergency Power Outage Plan
- PFD SOP M.P. M.P. 201.05E: Evacuation Sector
- PFD SOP M.P. 204.11: Water Rescue Operations

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Sky Harbor Incident Annex

Key Response Agencies

Primary City Departments	Aviation Department (AVN) Phoenix Fire Department (PFD) Phoenix Police Department (PPD)
Supporting City Departments	Communications Office (COM) Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM) Office of Public Health (OPH) Public Transit Department (PTD) All City Departments
Strategic Partners	**County** Maricopa County Department of Emergency Management (MCDEM) Maricopa County Department of Public Health (MCDPH) **State** Arizona Department of Health Service (ADHS) Arizona Department of Emergency and Military Affairs (DEMA) **Federal** Customs and Border Protection (CBP) Federal Aviation Administration (FAA) Federal Bureau of Investigation (FBI) National Transportation Safety Board (NTSB) National Weather Service (NWS) Transportation Security Administration (TSA) **Private Sector and Community-Based Organizations** American Red Cross (ARC) Commercial Airlines United Service Organizations (USO)

Introduction

Purpose

This annex details the City of Phoenix responsibilities for managing emergency incidents that may occur at Sky Harbor International Airport. This annex should be used in conjunction with other plans which detail related mass care operations, such as animal sheltering, mass feeding and case management services. This annex is applicable to all

locations and to all agencies, organizations, and personnel with mass care and sheltering responsibilities. Organizations, operational concepts, responsibilities, and procedures during a mass care and sheltering event are defined within this annex.

The annex describes the provisions that have been made to ensure that people receive appropriate services during an incident. This annex meets the following objectives:

- To describe a coordinated response that is compliant with the National Incident Management System (NIMS) and relevant City, County, State and Federal laws and meets the need of the public including people with disabilities and others with access and functional needs.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a Sky Harbor incident. This includes all City departments.

Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The skies above Phoenix experience a heavy volume of traffic from military, commercial carrier, and general aviation aircraft. Regardless of their nature or location, aircraft emergencies involve both local and federal agencies. Because of this involvement and the immediacy of the control problem, it is imperative that City personnel be cognizant of their department's role as well as the responsibilities of other concerned agencies.

Planning Assumptions

- This annex was created to integrate the concepts and structure defined by the State of Arizona Response and Recovery Plan (SERRP), the National Incident Management System (NIMS), and the National Incident Command System (ICS).
- Situations may occur at Sky Harbor in which communication and warning information is necessarily distributed to airport employees, vendors, and the public.

- Damage to Sky Harbor facilities, or other incidents may necessitate the relocation of victims and the need for evacuation and sheltering operations.
- Incidents such as hazardous materials release or active shooter incidents may necessitate a shelter-in-place response.
- Weather conditions, in Phoenix, or at the national level may require activation of the Stranded Passenger Plan.
- Following a crash, some survivors will go to hotels, shelters, or may find assistance with friends and relatives.
- The Aviation Department maintains detailed plans for response in the City of Phoenix Airport Emergency Plan (AEP) which will be activated for ~~any~~ various on-/off airport emergencies.

Concept of Operations

General

The Aviation Department is the lead agency responsible for response operations at Sky Harbor Airport. The Sky Harbor Airport Emergency Operations Center (AEOC) will coordinate with local public safety and/or the City of Phoenix Emergency Operations Center (EOC) when activated. Airport incidents occurring on Phoenix property handled in accordance with the City of Phoenix Airport Emergency Plan (AEP). ~~Off airport incidents handled according to the Common Carrier Accidents Incident Annex and operations plans outlined in the MERRP.~~

Sky Harbor Airport staff conducts planning and exercises in accordance with local, state, and federal guidelines. An Americans with Disabilities Act (ADA) coordinator is assigned to the airport and participates in the planning and exercises. The coordinator may also be assigned a role in the AEOC; and/or advise Command on issues regarding people with disabilities and others with access and functional needs. The Airport staff also works with the Arizona Statewide Independent Living Council in planning and exercises to provide procedural feedback. Additionally, the Airport coordinates with City of Phoenix ADA coordinator on policies and procedures. Specific roles and responsibilities are included in the City of Phoenix AEP in accordance with requirements stated in 14 C.F.R. Part 139.325 (Security Sensitive Information Document controlled under 49 C.F.R. Part 15 and 1520.

Public Information and Warning

Communications, public information, and emergency warning includes both the face-to-face communications as well as utilizing internal electronic communications capabilities. Sky Harbor Public Relations will be the lead agency to initiate immediate public warning and information within the airport and will coordinate information with the Office ~~Homeland Security and~~ Emergency Management (O~~HS~~EM).

All website and social media content shall meet WCAG ~~2.0 AA~~ requirements. All other public information shall follow established communication protocols in accordance with organizational procedures and guidelines to ensure their delivery is effective, inclusive

and accessible to the whole community. ~~conform to the "Citywide Guidance on Effective Messaging".~~ Whenever a press conference is conducted, the Communications Office shall ensure an American Sign Language (ASL) interpreter is present and that the interpreter is included in the camera frame.

Communications and warning notifications may be executed in the following ways:

- Assuming control of the flight arrival/departure information boards to provide virtual messaging. Information is provided on the Airport website to explain the visual paging system, and airport staff are directed to assist people with disabilities as needed by pointing out visual emergency messaging boards.
- Use of Wireless Emergency Alert (WEA) System by contacting the City of Phoenix ~~OHSEM~~OEM.
- The airport Communications Center maintains contracts to utilize translations services and sign language interpreters. The Aviation Department also has access to City of Phoenix services available through the City Communications Department
- Use of pen and paper to write instructions when necessary and use of pictograms to indicate emergency situations.
- Way-finding guidance for individuals who are blind or have low vision when they cannot see posted signage for transportation resources and activities.

Evacuations

Sky Harbor Aviation staff ~~are~~ and stakeholders (vendors, airlines, TSA, etc.) are encouraged~~required~~ to participate in Terminal Evacuation exercises and/or ~~T~~training ~~(computer based and classroom) and stakeholders (vendors, airlines, TSA, etc.) are provided train-the trainer materials. Regularly~~ Planning meetings may be~~scheduled meetings will be~~ conducted to ensure all parties are briefed on evacuation procedures and communicating with people with disabilities.

In the event a terminal evacuation is required, the Airport EOC will be activated and O~~HS~~EM will be notified of the incident and for any requested assistance. Airport Command will coordinate with Aviation personnel, stakeholders, vendors, and first responders to initiate the evacuation.

Additional wheelchair capacity is available through stakeholder airlines, if necessary, to assist in the evacuation. Any additional resources will be requested through ~~OHSEM~~OEM.

Evacuation chairs are available on-site at Sky Harbor airport and will be utilized by Phoenix Fire Department personnel to evacuate people with disabilities as necessary. An evacuation chair is located at each Sky Train Station (6~~4~~) location. These chairs are

available for use throughout the facility. Additionally, the on-site Phoenix Fire Department (PFD) resources will respond with two evacuation chairs.

If it is necessary to evacuate the public from the terminal, the evacuation sites have been identified as the Phoenix Airport Marriott (Family Assistance Center) and the Air National Guard Base (the Passenger Gathering Area).

Transportation to evacuation sites is available through the Transdev buses contract (normally used for Rental Car transportation) and all resources normally available through the City. A minimum of 20 6 Transdev buses, each with two wheelchair securement seats, are immediately available to initiate transportation. Additional buses will be made available as needed. *See Population Protection Support Annex for additional information regarding evacuations.*

Shelter-in-Place

Situations may occur that require short term sheltering-in-place operations within the airport terminal itself. These situations could be a result of short-term power failures, weather conditions, active shooter situations, or a hazardous materials event. The most frequent and likely event is weather delays caused either within the Phoenix area itself, or weather impacts from other regions causing flight delays and cancelations.

For short term shelter-in-place operations, the Airport will utilize cots available on-site, and or request additional resources through the City of Phoenix OHSEMOEM. Food and water are available on site and additional resources should not be required. If additional resources are required, they will be requested through OHSEMOEM.

Communications with the public regarding shelter-in-place will be as described above in Public Notification and Warning.

In the event a long-term shelter-in-place operation is deemed necessary, Sky Harbor Airport will coordinate all activities through OHSEMOEM. Long term shelter-in-place may require activation of the City of Phoenix Mass Care plans.

Service Animals

Per the ADA, service animals are dogs or miniature horses who have been trained to perform tasks for people with disabilities and will always accompany their owners including shelter in place and evacuation situations. Pet relief stations have been established through-out the airport grounds and within the terminals.

Safety and Security

The Phoenix Police Department and/or private security resources will provide for the safety and security of individuals in and around the airport. This includes disaster survivors and staff.

Public safety responsibilities include:

- ☐ Implement and oversee public safety and security operations in and surrounding a mass care site.
- ☐ Coordinate with site management for site security needs.
- ☐ Coordinate traffic control plans with the Transportation Branch.

Traffic Management

Security and/or law enforcement are responsible for executing the traffic management plan to address ingress, egress, and access of transportation modes and traffic around the facility or site.

All traffic management plans will be site and incident specific, and they may be changed based on the needs or situation.

Traffic management plans should include information regarding the following:

- Control of an outer perimeter, including surrounding streets leading to the airport or incident.
- Designated arrival and drop-off points
- Ingress and egress areas
- Disaster survivor arrival and departure
- Tow truck services for obstructing cars (pre-staged or on call)

Post-Disaster Family Assistance

Large scale airport incidents~~Situations~~ may occur that require the activation of the airports Post Disaster Family Assistance Plan (PDFA), which includes the utilization of various per-identified facilities. Such as a Friends and Relatives Center (FRC) in each of the ~~three~~ two airport terminals; a Passenger Gathering Area (PGA); a Passenger Reunification Area (PRA) and a Family Assistance Center (FAC). These facilities are designed to utilize local resources to organize and meet the immediate needs of survivors' friends, and family members of aviation crashes/incidents disaster victims, until the affected airline(s) activates its family assistance plan. This might be the result of an aircraft accident or disabled aircraft and passengers need to deplane and be brought to a holding area or a shelter-in-place order has been issued and passengers need to stay inside the terminals. Implementation of the PDFA plan could also be utilized for acts of terrorism, including active shooter incidents.

The following needs to be in place to accommodate passengers:

- Designate a large conference room area on the non-sterile side of the terminal.
- Phoenix Police Department provide security for the FRC.
- Phoenix Fire Department provide medical assistance for the FRC.
- Make sure area is not accessible to media and public.
- Determine need for translation services.
- Determine any need for special accommodations.
- Provide technical and sound equipment for briefings.

- Provide chairs and tables.

Airport personnel to assist with transition of family/friends from FRC to Airline Family Assistance Center.

Organization and Assignment of Responsibilities

Primary City Department(s)

Aviation Department (AVN)

~~Aviation Department~~AVN serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

- ☐ Activate the Airport Emergency Operations Center (AEOC) as appropriate.
- ☐ Provide timely, updated, and accessible warning notifications and information to passengers, employees, and stakeholders.
- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide a liaison to the City Emergency Operations Center (EOC) if required.
- ☐ Coordinate county, state, and federal resources.
- ☐ Coordinate with local volunteer agencies as appropriate.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Phoenix Fire Department (PFD)

PFD serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Phoenix Police Department (PPD)

PPD serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

- ☐ Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Coordinate with local law enforcement personnel, TSA, and federal law enforcement.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Supporting City Departments

Communications Office (COM)

~~Communications Office~~COM supports this incident response for the City of Phoenix by doing the following:

- ☐ Coordinate with Sky Harbor Public Information Office to provide information to the public.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM supports this incident response for the City of Phoenix by doing the following:

- ☐ Coordinate all resource requests from Sky Harbor International Airport.
- ☐ Coordinate all activities as necessary outside of the airport proper.
- ☐ Activate emergency plans and the EOC as required.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Office of Public Health (OPH)

OPH supports this incident response for the City of Phoenix by doing the following:

- ☐ Coordinate with Sky Harbor Public Information Office and Director's Office to provide public health communications information to the public and inform response strategies for employees and contractors.
- ☐ Coordinate activities and communications necessary in the event of a public health concern including but not limited to infectious disease, and communicable disease.
- ☐

Public Transit Department (PTD)

~~Public Transit Department~~PTD supports this incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.

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- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Provide support as requested from the City of Phoenix.
- ☐ Coordinate with local jurisdictions.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Maricopa County Department of Public Health (MCDPH)

MCDPH supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Provide support as requested from the City of Phoenix.
- ☐ Coordinate with local jurisdictions.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

State

Arizona Department of Health Service (ADHS)

ADHS supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of state personnel and resources in support of the incident.
- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Arizona Department of Emergency and Military Affairs (DEMA)

DEMA supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Assist in the coordination and/or provision of state personnel and resources in support of the incident.

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Federal

Customs and Border Protection (CBP)

CBP supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Federal Bureau of Investigation (FBI)

FBI supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

National Transportation Safety Board (NTSB)

NTSB supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

National Weather Service (NWS)

NWS supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Transportation Security Administration (TSA)

TSA supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Private Sector and Community-Based Organizations

American Red Cross (ARC)

ARC supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Participate in drills and exercises to evaluate Mass Care and shelter response capabilities, as well as the evacuation and care of the whole community. The American Red Cross will comply with all applicable Federal, State, and local laws in their shelter, feeding and other operations.

Commercial Airlines

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Commercial Airlines support Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

United Service Organizations (USO)

USO supports Sky Harbor incident response for the City of Phoenix by doing the following:

- ☐ Perform roles as identified in the Federal Family Assistance Plan for Aviation Disasters and the City of Phoenix Airport Emergency Plan (AEP).

Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Americans with Disabilities Act of 1990, as amended. http://www.ada.gov/pubs/adastatute08mark.htm
- Federal Family Assistance Plan for Aviation Disasters
- FEMA Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans, latest version.~~Version 32.0 (CPG 101 V32).~~
- FEMA, Guide For All-Hazard Emergency Operations Planning (State and Local Guide (SLG 101).
- Homeland Security Presidential Directive-5 (HSPD-5)
- Mass Evacuation Incident Appendix to the National Response Framework. Department of Homeland Security.
- National Incident Management System.
- National Infrastructure and Protection Plan.
- National Response Framework.
- Pets Evacuation and Transportation Standards Act of 2006.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
- National Continuity of Operations Plans and References.
- U.S. DOT Emergency Response Guidebook
- 49 United States Code (USC) Part 1136: NTSB Responsibilities
- 49 USC Part 41113: US Air Carrier Responsibilities (FAA Part 121 Operators
- 49 USC Part 41313: Foreign Air Carrier Responsibilities (FAA Part 129 Operators)

State

- State Emergency Response and Recovery Plan (SERRP).

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County

- Maricopa County Emergency Evacuation Strategy Plan.
- Maricopa County Multi-Jurisdictional Hazard Mitigation Plan.
- Maricopa County Emergency Operations Plan (EOP).

City of Phoenix

- City of Phoenix Airport Emergency Plan (AEP) for Sky Harbor International Airport.

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Terrorism and CBRNE Incident Annex

Key Response Agencies

Primary City Departments	Phoenix Police Department (PPD) Phoenix Fire Department (PFD)
Supporting City Departments	City Manager's Office (CMO) Communications Office (COM) Office of ~~Homeland Security &~~ Emergency Management (O~~HS~~EM) Street Transportation Department (STD) Public Works Department (PWD)
Strategic Partners	**County** Maricopa Department of Emergency Management (MCDEM) **State** Arizona ~~Division~~ Department of Emergency & Military Affairs (DEMA) Arizona Counter Terrorism Information Center (ACTIC) Arizona Department of Health Services (ADHS), Bureau of Radiation Control Arizona National Guard, 91st Civil Support Team **Federal** Environmental Protection Agency (EPA) Federal Bureau of Investigation (FBI) U.S. Department of Energy U.S. Department of Health and Human Services (DHHS) U.S. Department of Homeland Security (DHS) U.S. Department of Justice (DOJ)

Introduction

Purpose

The purpose of the Terrorism and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Incident Annex is to establish procedures necessary to support emergency response needs in the City of Phoenix.

Scope

This annex outlines the assignment of responsibilities and concept of operations for identified key response agencies responding to a terrorism and CBRNE incident. This includes all City departments.

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Policies

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- Emergency and disaster response services and activities will be accessible to the whole community. This plan is committed to the principle that it takes the full range of government, private, nongovernment, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- The general population includes people with disabilities and others with access and functional needs.

Situation

The City of Phoenix may be subjected to a terrorist incident with the primary purpose of destroying the public's confidence in the government's ability to protect the population. The objectives of terrorism distinguish it from violent acts aimed at personal gain, such as criminal violence. The intent of terrorism is to coerce or intimidate governments or societies through calculated use of violence or the threat of violence to instill fear. The goals of terrorism are generally political, religious, or ideological.

Tactics used by terrorists to obtain their goals may include bombing, arson, hijacking, kidnapping, creating ecological disasters, occupying a building, attacking facilities, sabotage, hostage taking, assassination, and perpetrating hoaxes. Terrorist methods may include conventional weapons or, for more effect, chemical, biological, radiological, nuclear, or explosive (CBRNE) devices or weapons.

This annex deals primarily with terrorist incidents using CBRNE devices or weapons, but it is adaptable to terrorist incidents using conventional weapons. In a terrorist incident, the area of operations could potentially span multiple political boundaries and involve numerous jurisdictions.

Planning Assumptions

- The FBI, as the lead agency for counterterrorism, will be able to prevent most terrorist incidents where legally possible, and to react effectively after incidents occur.
- The Arizona Counter Terrorism Information Center (ACTIC) coordinates homeland security efforts among federal, state, local, tribal, and border community agencies. Threat Liaison Officers (TLOs) work in coordination with the ACTIC to detect and deter terrorist activities. Additionally, through intelligence gathering, analysis and dissemination of information, emergency planning, and preparedness a capability is built to respond to and recover from a large-scale Weapons of Mass Destruction (WMD) event.

- Local law enforcement agencies have the capability to respond to suspected terrorist incidents and make the determination as to whether the incident should be classified as a terrorist act.
- Response to a CBRNE terrorism site closely resembles a response to a Hazmat situation with the following modifications:
- Law enforcement is the lead agency for terrorist incidents, but fire services are best equipped for Hazmat situations. Close coordination will be required. The precedence of law enforcement responsibilities may be displaced by significant health and safety issues.
    - The site control zone distances for some of the chemical agents may have a radius distance more than several miles.
    - Mass decontamination may be required before victims can be transported for medical attention.
    - Increased attention will be required to detect physiological clues about the nature of the hazard, and to recognize and react to signs and symptoms.
    - Biological agents may be difficult to diagnose until symptoms appear, which could result in delays of several days until the disease is detected.
    - Evacuating or sheltering in-place can provide protection from chemical and biological agents.
- The FBI has procedures in place to mobilize federal assets, including consequence management organizations at the first sign of a potential WMD crisis. Response time planning should be 6-12 hours.
- The Department of Energy and Department of Defense can provide, through the FBI, their Nuclear Emergency Search Team (NEST). The capabilities of NEST include measuring radiation, identifying radiation sources, identifying weapons, rendering nuclear weapons and devices to a safe condition, limiting radiation damage of an explosion if one has occurred, and decontaminating contaminated areas.
- The 91st Weapons of Mass Destruction Civil Support Team of the Arizona National Guard has a detection and response capability that can be employed in suspected terrorist events.

Concept of Operations

General

Terrorist incidents are unpredictable in scope and size and will require the activation of the City emergency response organization and Emergency Operations Center (EOC).

It is expected that several federal and State agencies will assist local authorities in responding to the incident.

- **Federal Bureau of Investigation (FBI)** of the Department of Justice (DOJ) is the lead agency and coordinator for crisis management response operations related to terrorist incidents within the United States.

- **U.S. Department of Energy**, the lead federal agency for radiological incidents, will implement the Federal Radiological Emergency Response Plan to coordinate radiological responses.
- **Bureau of Radiation Control** of Arizona Department of Health Services (ADHS) is the State lead agency in terrorist incidents involving nuclear material. They will assist in assessing the situation, developing protective action recommendations, coordinating the release of public information regarding the event, and serving as the primary State resource of technical information regarding the on-site conditions and off-site radiological effects.
- **U.S. Department of Health and Human Services (HHS)** is a supporting federal agency in terrorist incidents involving biological of chemical material. DHHS will assist in threat assessment, hazard detection and reduction, decontamination, public health support, medical support, and pharmaceutical support operations.
- **U.S. Environmental Protection Agency (EPA)** is a supporting federal agency in terrorist incidents involving hazardous materials as defined under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

During a terrorist incident, operational transition from crisis management to consequence management, and the corresponding shift in lead agencies may be complex. Transition could be immediate and clearly defined or both operations could overlap.

Crisis Management & Consequence Management

The overall response to a terrorist incident, whether domestic or international, includes two major components:

- **Crisis management response** involves measures to identify, acquire, and plan the use of resources to anticipate, prevent, mitigate, and/or resolve a terrorist threat or incident. This is implemented under the primary jurisdiction of law enforcement agencies at all levels of government.
- **Consequence management response** involves measures to alleviate the damage, loss, hardship, or suffering caused by emergencies. It includes measures to protect public health and safety, restore essential services, and provide emergency relief to affected agencies and organizations. It is implemented under the primary jurisdiction of the affected political subdivision with support from the federal government.

National Terrorism Advisory System (NTAS)

Homeland Security Presidential Directive 3 authorizes the development of the Homeland Security Advisory System, a comprehensive means to disseminate information regarding the risk of terrorist acts to federal, state, and local authorities, as well as to the public.

The National Terrorism Advisory System (NTAS) replaces the old, color-coded Terrorism Threat Advisory Scale. The NTAS alerts will include a clear statement on the nature of the threat, which will be defined in one of two ways:

- "Elevated threat" warns of a credible terrorist threat against the United States
- "Imminent threat" warns of a credible, specific, and impending terrorist threat against the United States.

Depending on the nature of the threat, alerts may be sent to law enforcement, distributed to affected areas of the private sector, or issued more broadly to the public through both official and social media channels. ~~including a designated U.S. Department of Homeland Security (DHS) webpage (www.dhs.gov/alerts), Facebook, and via Twitter @ntasalerts. NTAS alerts and posters will also be displayed in places such as transit hubs, airports, and government buildings.~~

NTAS threat alerts will be issued for a specific period and will automatically expire. Alerts may be extended if new information becomes available or as a specific threat evolves. ~~For more information see the Maricopa County Emergency Operations Plan.~~

91st Civil Support Team (CST)

The 91st Civil Support Team (CST) of the National Guard of Arizona is a highly trained organization identified to support local, state, and federal departments responding to an attack utilizing weapons of mass destruction. The Military Support Office of the Arizona National Guard Unit operationally controls the team.

The 91st CST is designed to provide support to civil authorities to identify chemical, biological, and radiological agents and substances, assess current and projected consequences, advise on response measures, and assist with appropriate requests for additional support.

The 91st CST provides rapid confirmatory analysis of chemical and radiological hazards, as well as presumptive identification of biological agents at a WMD incident. The 91st CST is not intended to replace the first responder, but it will augment local resources with special capabilities as the first military responder. The team integrates with the National Incident Management System (NIMS) in support of the local Incident Commander.

~~Requests for 91st CST (WMD) mission support for an actual or suspected WMD event are made as follows:~~

- ~~The Incident Commander contacts the Maricopa County Department of Emergency Management (MCDEM) directly (602-273-1411) and provides them with all available information on emergency conditions, the support requested, and points of contact. A local emergency declaration will be required. [NOTE: The team may also be formally requested through government emergency management channels to support deliberate stand by missions for major events or high-profile events.]~~

- MCDEM will contact the Arizona Division of Emergency Management. Local and county emergency declarations will be required to support the request for a state emergency declaration.
- Once the Governor approves the request, the Adjutant General will direct the team to deploy.

The team is on-call 24 hours, 7 days a week. The 91st CST can be enroute within 3 hours of notification. No cost is incurred to the State of Arizona or jurisdictional entities to utilize the CST. This team must be requested to respond.

Organization and Assignment of Responsibilities

General

Terrorist incidents are unpredictable in scope and size and will require the activation of the City emergency response organization and Emergency Operations Center (EOC). *Refer to Basic Plan: Direction and Control.*

It is expected that several federal and State agencies will assist local authorities in responding to the incident.

- **Federal Bureau of Investigation (FBI)** of the Department of Justice (DOJ) is the lead agency and coordinator for crisis management response operations related to terrorist incidents within the United States.
- **U.S. Department of Energy**, the lead federal agency for radiological incidents, will implement the Federal Radiological Emergency Response Plan to coordinate radiological responses.
- **Bureau of Radiation Control** of Arizona Department of Health Services (ADHS) is the State lead agency in terrorist incidents involving nuclear material. They will assist in assessing the situation, developing protective action recommendations, coordinating the release of public information regarding the event, and serving as the primary State resource of technical information regarding the on-site conditions and off-site radiological effects.
- **U.S. Department of Health and Human Services (DHHS)** is a supporting federal agency in terrorist incidents involving biological of chemical material. DHHS will assist in threat assessment, hazard detection and reduction, decontamination, public health support, medical support, and pharmaceutical support operations.
- **U.S. Environmental Protection Agency (EPA)** is a supporting federal agency in terrorist incidents involving hazardous materials as defined under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

During a terrorist incident, operational transition from crisis management to consequence management, and the corresponding shift in lead agencies may be complex. Transition could be immediate and clearly defined or both operations could overlap.

Primary City Department(s)

Phoenix Fire Department (PFD)

~~Phoenix Fire Department (PFD)~~PFD serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

- ☐ Dispatch Special Operations team and command post personnel to establish on-site control plan.
- ☐ Conduct operations at the scene with consideration to a contaminated environment and decontaminate victims before transport. Notify hospitals which patients were contaminated.
- ☐ Establish direct communication between EOC and on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Manage contamination for suspected contaminated persons and equipment.
- ☐ Rapidly remove injured persons from the incident scene following appropriate protocols.
- ☐ A terrorist incident location is a crime scene, and removal of material or persons from the area should be cleared through the Police Incident Commander.

Phoenix Police Department (PPD)

~~Phoenix Police Department (PPD)~~PPD serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:

Pre-Incident

- ☐ Identify potential terrorist capabilities and intentions as well as conduct an evaluation of general or specific vulnerabilities.
- ☐ Maintain liaison with State and federal law enforcement agencies that can provide information regarding potential or known terrorists, potential or expected targets, and methods normally used against these type targets.
- ☐ Develop a standard operating procedure to identify whether an incident is a terrorist act.

Post-Incident

- ☐ Ascertain whether the incident is a terrorist act. If the incident is identified as a terrorist act, initiate notification procedures necessary to activate the federal response.
- ☐ Establish an on-scene command post and, with support from the Fire Department, establish an on-site control plan.
- ☐ Recommend activation of the EOC as appropriate.
- ☐ Establish direct communication between EOC and on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.
- ☐ Control access to the affected area.
- ☐ Provide appropriate information to the public.
- ☐ Collect and disseminate information and intelligence.

- ☐ Provide law enforcement and security protection for the personnel and equipment of supporting units.
- ☐ Be prepared to secure the scene, awaiting specialized equipment if necessary. Federal response to a terrorist incident may take several hours.

~~Phoenix Fire Department (PFD)~~

~~Phoenix Fire Department (PFD) serves as a **Primary City Department** for and is tasked with the following before, during, and after this incident:~~

- ~~☐ Dispatch Special Operations team and command post personnel to establish on-site control plan.~~
- ~~☐ Conduct operations at the scene with consideration to a contaminated environment and decontaminate victims before transport. Notify hospitals which patients were contaminated.~~
- ~~☐ Establish direct communication between EOC and on-scene Incident Command, obtaining regular updates and determining resource and coordination needs.~~
- ~~☐ Manage contamination for suspected contaminated persons and equipment.~~
- ~~☐ Rapidly remove injured persons from the incident scene following appropriate protocols.~~
- ~~☐ A terrorist incident location is a crime scene, and removal of material or persons from the area should be cleared through the Police Incident Commander.~~

Supporting City Departments

City Manager's Office (CMO)

CMO supports City response to this incident through the following tasks:

- ☐ Control City resources in support of the operational mission.
- ☐ Liaise and coordinate with state, local, and private organizations.
- ☐ Notify City departments of the situation.
- ☐ Initiate the emergency mobilization of resources.

Communications Office (COM)

~~Communications Office~~COM supports this incident response for the City of Phoenix by doing the following:

- ☐ Obtain information about the civil disturbance from the PPD Public Information Officer (PIO) and other sources.
- ☐ Prepare accessible and timely news releases with assistance from the Disabilities Access and Functional Needs (DAFN) Technical Specialist in the City EOC.

Office of ~~Homeland Security &~~ Emergency Management (O~~HS~~EM)

O~~HS~~EM supports this incident response for the City of Phoenix by doing the following:

- ☐ At the direction of City Manager, activate the EOC and manage coordination efforts therein.
- ☐ Notify the Maricopa County Department of Emergency Management and request mutual aid if necessary.

Street Transportation Department (STD)

~~Street Transportation Department~~STD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide debris clearance to ensure accessible public right-of-way. Ensure debris removal plan in Phase 2 incidents are communicated to the public using appropriate, inclusionary methods and messaging.
- ☐ Assist in providing barricades for riot control.
- ☐ Maintain barricades affected by rioters when safe to do so.
- ☐ Assist in traffic control and evacuation, as necessary.
- ☐ Coordinate debris clearance and removal on City roads, sidewalks, curb ramps, landings, crosswalks, access ramps, street crossings, and other pedestrian access routes to ensure accessible public rights-of-way.
- ☐ Provide accommodations for transportation, current roadway, bridge, culvert, traffic signals, and sign information.
- ☐ Provide ongoing internal communications and coordination.
- ☐ Identify and deploy appropriate traffic control measures~~Activate approved traffic control plan.~~
- ☐ .
- ☐ Advise on closing and restricting of streets.
- ☐ Coordinate with other departments, divisions, and agencies in selecting detour routes.
- ☐ Ensure alternative pedestrian circulation path requirements apply when pedestrians are diverted off the existing pedestrian circulation path network due to temporary closures.
- ☐ Advise on traffic signal and sign matters.

Public Works Department (PWD)

~~Public Works Department~~PWD supports this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Perform duties as identified in ESF #3: Public Works Annex as required.

All City Departments

All City Departments support this incident response for the City of Phoenix by doing the following:

- ☐ If requested, send representatives to the EOC.
- ☐ Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- ☐ Provide support as outlined in the Basic Plan and applicable Emergency Support Function (ESF) annexes.

Strategic Partners

County

Maricopa Department of Emergency Management (MCDEM)

MCDEM supports this incident response for the City of Phoenix by doing the following:

- ☐ Contact DEMA regarding local and county emergency declarations to support the request for a state emergency declaration.

State

Arizona ~~Division~~ Department of Emergency & Military Affairs (DEMA)

DEMA supports this incident response for the City of Phoenix by doing the following:

- ☐ Assist in determination of need for state emergency declaration.

Arizona Counter Terrorism Information Center (ACTIC)

ACTIC supports this incident response for the City of Phoenix by doing the following:

- ☐ Operate on a 24/7 basis, providing both intelligence, investigative and technical support to state, local, tribal, and federal law enforcement agencies as well as other agencies critical to Arizona and the country's homeland security efforts.

Arizona Department of Health Services (ADHS), Bureau of Radiation Control

ADHS supports this incident response for the City of Phoenix by doing the following:

- ☐ Serve as the State lead agency in terrorist incidents involving nuclear material.
- ☐ Assist in assessing the situation, developing protective action recommendations, coordinating the release of public information regarding the event, and serving as the primary State resource of technical information regarding the on-site conditions and off-site radiological effects.

Arizona National Guard, 91st Civil Support Team

Arizona National Guard, 91st Civil Support Team supports this incident response for the City of Phoenix by doing the following:

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- Provide support to civil authorities identify chemical, biological, and radiological agents and substances, assess current and projected consequences, advise on response measures, and assist with appropriate requests for additional support.

Federal

Environmental Protection Agency (EPA)

EPA supports this incident response for the City of Phoenix by doing the following:

- Provide support for terrorist incidents involving hazardous materials as defined under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

Federal Bureau of Investigation (FBI)

FBI supports this incident response for the City of Phoenix by doing the following:

- Serve as lead agency and coordinator for crisis management response operations related to terrorist incidents.

U.S. Department of Energy

U.S. Department of Energy supports this incident response for the City of Phoenix by doing the following:

- Serve as the lead federal agency for radiological incidents, will implement the Federal Radiological Emergency Response Plan to coordinate radiological responses.

U.S. Department of Health and Human Services (DHHS)

DHHS supports this incident response for the City of Phoenix by doing the following:

- Provide support for terrorist incidents as defined under the National Response Framework.

U.S. Department of Homeland Security (DHS)

DHS supports this incident response for the City of Phoenix by doing the following:

- Provide support for terrorist incidents as defined under the National Response Framework.

U.S. Department of Justice (DOJ)

DOJ supports this incident response for the City of Phoenix by doing the following:

- Provide support for terrorist incidents as defined under the National Response Framework.

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Authorities and References

This section lists the authorities which allow this specific annex to be implemented and the references which aided the development of or support the implementation of this annex.

Federal

- Homeland Security Presidential Directives
  - HSPD-5: Management of Domestic Incidents
- Presidential Policy Directives
  - PPD-8: Homeland Security
- National Response Framework
  - Biological Incident
  - Nuclear/Radiological Incident
  - Terrorism Incident Law Enforcement and Investigation

State

- State Emergency Response and Recovery Plan (SERRP)

County

- Maricopa County Emergency Operations Plan (EOP)

City of Phoenix

- City of Phoenix City Code Chapter 11 Office of Emergency Management, as amended.
- City of Phoenix Emergency Operations Plan (EOP)
  - Civil Disturbances Incident Annex
- Phoenix Fire Department (PFD) Standard Operating Procedure (SOP) M.P. 206.01: Operations at Violent Incidents.
- PFD SOP M.P. 204: Special Operations – Hazardous Materials
- PFD SOP M.P. 207: Weapons of Mass Destruction
- Phoenix Police Department (PPD) Operations Orders 4.10.3.G: Terrorist Screening Center (TSC)
- PPD Operations Orders 9.1: Incident Command System
- PPD Operations Orders 9.4: Hazardous Materials Response
- PPD Operations Orders 9.6: Bomb Threats and Explosives
- PPD Operations Orders 9.7: Tactical Events Response Plan

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Attachment B

ORDINANCE G-

AN ORDINANCE AMENDING THE CODE OF THE CITY OF PHOENIX, ARIZONA, CHAPTER 11, SECTIONS 11-1 THROUGH 11-7, OFFICE OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT.

_____

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF PHOENIX as follows:

SECTION 1. That Chapter 11, OFFICE OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT, Sections 11-1 through 11-7 are amended to read as follows:

Sec. 11-1. Purpose and definitions.

Sec. 11-2. Maintaining an emergency management program and creating the Office of ~~Homeland Security and~~ Emergency Management.

Sec. 11-3. Powers and duties of the City Council, Mayor, and City Manager.

Sec. 11-4. Utilization of existing services and facilities.

Sec. 11-5. Emergency operations plan.

Sec. 11-6. Enforcement of regulations and proclamations.

Sec. 11-7. Penalty.

Sec. 11-1. Purpose and definitions.

A. *Purpose.* It is determined and declared to be necessary to maintain an Office of ~~Office of Homeland Security and~~ Emergency Management for the City of Phoenix to prepare for, respond to, recover from and mitigate against threatened or actual natural and human-caused emergencies or acts of terrorism.

B. *Definitions.*

Director means the individual designated by the City Manager to manage the coordination among emergency resources and with other governments. THE DIRECTOR HAS THE DAY-TO-DAY RESPONSIBILITY FOR THE CITY'S OFFICE OF EMERGENCY MANAGEMENT AND ITS ACTIVITIES. The Director is the liaison between the Emergency Operations Center and the Policy/Advisory Group.

~~*Emergency* means any local incident, whether natural or human-caused, which requires only local response to protect public health and safety, property, or harm to the environment.~~

Emergency Management means the preparedness, response, recovery, and mitigation activities necessary to respond to and recover from any disasters or emergencies.

Emergency Management Coordinator means the person who ASSISTS THE DIRECTOR WITH ~~has~~ the day-to-day FUNCTIONS OF THE ~~responsibility for the~~ City's OFFICE OF Emergency Management ~~Program~~ and ITS activities, SERVING AS THE SECONDARY OFFICIAL RESPONSIBLE FOR IMPLEMENTING EMERGENCY MANAGEMENT INITIATIVES UNDER THE DIRECTOR'S GUIDANCE.

~~Emergency Management Program means the development and coordination of plans, procedures, training, and exercising for emergency preparedness, mitigation, response, and recovery.~~

Emergency Operations Center (EOC) means a site from which City officials coordinate, monitor, and direct emergency response activities during an emergency.

Emergency O~~o~~perations P~~p~~lan (EOP) means a document that describes how people, property or the environment will be protected in an emergency situation; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in an emergency; and outlines how all actions will be coordinated.

GREAT EMERGENCY HAS THE SAME MEANING AS LOCAL EMERGENCY.

Local emergency IS AS DEFINED IN A.R.S. § 26-301 AS AMENDED. ~~means the existence of conditions of an emergency or of extreme peril to the safety of persons or property within the City that are or are likely to be beyond the control of the services,~~

~~personnel, equipment, and facilities of the City as determined by the City Council, which requires the combined efforts of the political subdivisions of the State of Arizona.~~

National Incident Management System (NIMS) means a system that provides a proactive approach guiding government agencies at all levels, the private sector and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

OFFICE OF EMERGENCY MANAGEMENT MEANS THE CITY OFFICE RESPONSIBLE FOR THE DEVELOPMENT AND COORDINATION OF PLANS, PROCEDURES, TRAINING, AND EXERCISING FOR EMERGENCY PREPAREDNESS, MITIGATION, RESPONSE, AND RECOVERY.

Policy/Advisory Group means the City Council, Fire Chief, Police Chief, Communications Director, City Attorney, EMERGENCY MANAGEMENT DIRECTOR, and City Manager.

Sec. 11-2. Maintaining an emergency management program and creating the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM).

The City of Phoenix Emergency Management Program is hereinafter called the Office of ~~Homeland Security and~~ Emergency Management (O~~HS~~EM).

A. *Office of ~~Homeland Security and~~ Emergency Management.*

1. O~~HS~~EM shall be under the supervision and control of the City Manager or designee.

2. O~~HS~~EM will manage the EOC, essential supporting offices and equipment necessary to coordinate and implement all aspects of emergency mitigation, preparedness, response, and recovery functions.

3. O~~HS~~EM shall:

a. Perform ~~any and~~ all NECESSARY planning and coordination of emergency management functions during non-emergency periods required by Federal or State of Arizona laws, policies, programs and emergency plans.

b. Develop an effective Emergency OPERATIONS PLAN ~~Management Program~~ and build readiness for coordinated operations in emergencies.

Sec. 11-3. Powers and duties of the City Council, Mayor, and City Manager.

A. *The City Council.*

1. Shall have the power to make, amend, and rescind regulations necessary for emergency management, but such regulations shall not be inconsistent with regulations promulgated by the Governor. Any regulation issued by the Council is effective when a copy is filed in the Office of the City Clerk.

2. Is empowered to declare a local emergency. The Mayor, ~~in the Mayor's absence~~ or IF UNABLE, the Vice-Mayor, shall have the authority to request the declaration of ~~an emergency~~ A LOCAL EMERGENCY by the City Council.

3. Is empowered to terminate a declared ~~emergency,~~ LOCAL EMERGENCY.

4. In the absence of specific authority in the State emergency plans and programs, the City Council shall take emergency measures, as deemed necessary to carry out the provisions of State and Federal law.

B. *The Mayor.* In the event it is deemed necessary to declare the existence of a ~~great~~ LOCAL emergency without delay, the Mayor, or ~~in the absence or disability of the Mayor~~ IF UNABLE, the Vice-Mayor may, by proclamation, declare a local emergency to exist. Such action, however, shall be subject to confirmation by the City Council at its next meeting. When a~~n~~ LOCAL emergency is declared, the emergency plans adopted by the City Council shall be placed in operation.

1. During a LOCAL ~~great~~ emergency, the Mayor shall govern the City of Phoenix by proclamation and shall have the authority to impose all necessary regulations to preserve the peace and order of the City.

2. During periods of a declared local emergency, the Mayor may provide mutual aid to the other political subdivisions when required; and may request the State or a political subdivision to provide mutual aid to the City.

C. *The City Manager.*

1. Shall supervise and control the Office of ~~Homeland Security and~~ Emergency Management

2. Is responsible in nonemergency periods to act on behalf of the Mayor and Council to ENSURE THE DEVELOPMENT OF ~~develop~~ an effective Emergency Management Plan and Program.

3. DURING A DECLARED LOCAL EMERGENCY, ~~M~~may accept for purposes of emergency management an offer by any government agency, or officer thereof, or an offer by any person, firm, or corporation for services, equipment, supplies, materials, or funds, whether by gift, grant or loan subject to the terms, if any, of the offeror.

4. During LOCAL emergencies, the City Manager shall act as the principal advisor or aide to the Mayor and City Council on emergency operations. The City Manager's major responsibility is to ~~assure~~ ENSURE coordination among CITY DEPARTMENTS ~~emergency forces~~ and with higher and adjacent governments, primarily seeing that the O~~HS~~EM functions effectively. The City Manager shall assist

the Mayor in the execution of operations, plans, and procedures required by the LOCAL emergency.

~~5. The City Manager or designee will assign a director to manage the operations in the EOC.~~

~~6~~5. ~~In the absence of~~ IF the Mayor and the Vice-Mayor ARE UNABLE, the City Manager shall have the authority to request a declaration of LOCAL emergency by the City Council.

Sec. 11-4. Utilization of existing services and facilities.

In preparing and executing the OFFICE OF Emergency Management MISSION ~~Program,~~; the services, equipment, supplies and facilities of the departments and functions of the City shall be utilized to the maximum extent practicable; and department heads and personnel of all such departments and functions are directed to cooperate with the Emergency Management DIRECTOR ~~Coordinator~~, or designee, and provide such services and facilities as are needed.

Sec. 11-5. Emergency O~~o~~perations P~~p~~lan.

A comprehensive Emergency Operations Plan shall be adopted and maintained by resolution of the City Council upon recommendation of the City Manager. The Emergency Operations Plan shall be considered supplementary to this chapter and have the effect of law whenever LOCAL emergencies, as defined in this chapter, have been proclaimed. WHEN A LOCAL EMERGENCY IS DECLARED, THE EMERGENCY PLAN ADOPTED BY THE CITY COUNCIL SHALL BE PLACED IN OPERATION.

Sec. 11-6. Enforcement of regulations and proclamations.

The Phoenix Police Department shall enforce regulations and proclamations issued pursuant to this chapter.

Sec. 11-7. Penalty.

Any person who violates any provision of this chapter or disobeys any lawful proclamation issued as provided in this chapter shall be guilty of a Class One misdemeanor.

SECTION 2. This Ordinance shall become effective on _____.

PASSED by the Council of the City of Phoenix this ____ day of _____, 2025.

_____
MAYOR

_____
Date

ATTEST:

_____
Denise Archibald, City Clerk

APPROVED AS TO FORM:
Julie M. Kriegh, City Attorney

By:_____

_____

REVIEWED BY:

_____
Jeffrey Barton, City Manager

City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 3

Phoenix Community Safety Plans Update

This report provides the Public Safety and Justice Subcommittee with an update on the Phoenix Community Safety Plans (CSPs) and the recommended next steps.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

In 2022, the City Council approved the CSPs, a collaborative effort involving multiple City departments, using technology and community-based resources to address safety concerns and increase the quality of life along the I-17 corridor. The CSPs focused on five areas along 19th and 27th avenues, Bell Road, and Hatcher Road in west Sunnyslope.

City staff have collaborated across departments to implement interventions within the CSP strategy areas, advancing the CSPs goals and desired outcomes. In support of this effort, the City engaged Arizona State University (ASU) to conduct an independent analysis of the CSPs. Over the past three years, ASU has collected crime incident data, attended internal and Community Committee meetings, met with City staff, and been closely involved with the implementation of the CSPs. ASU used this information to assess progress of the CSPs goals and desired outcomes, which is presented in their report now available for review in **Attachment A**.

ASU Key Recommendations

In addition to assessing the impact of the CSPs, ASU examined the overall processes used throughout the initiative and provided several recommendations for the City's consideration. Six of the primary recommendations are summarized below; these represent the main points but not the full list of recommendations outlined in the report.

- Routinely involve community stakeholders in identifying public-safety problems and in developing and implementing solutions, as it improves effectiveness, builds trust, and increases public understanding of complex issues.
- Create a flexible, inter-agency structure to address chronic public-safety issues, with designated police and City officials leading tailored working groups to identify problems, develop and implement response plans, and assess results.

- Periodically monitor conditions after each public-safety problem initiative has been formally completed to ensure that problems don't resurface once focused attention ceases.
- Expansion of the Real-Time Operations Center (RTOCs) ensuring sufficient staffing to maximize the use of surveillance technology. Use this technology not only for responding to crimes but also for detecting and analyzing emerging public-safety issues.
- Enhance the Police Department's and City's promotion of public safety through design strategies such as Crime Prevention Through Environmental Design (CPTED) principles to prevent crime before it happens.
- Affirm that public safety is a shared responsibility among police, government agencies, community organizations, and residents, with police rarely addressing issues alone.

CSP Community Committee Feedback

To support CSP implementation, measure impact, and identify areas needing additional attention, Community Committees were established to provide ongoing community input and guidance to staff. Staff presented the results of the ASU Study to each CSP Community Committee to gather feedback on the findings and discuss next steps.

The 27th Avenue CSP Committee acknowledged increased collaboration among City departments and with the community but emphasized that significant issues remain in the area. While some improvements were noted, the Committee strongly recommended continuing the CSP along 27th Avenue with focused attention on the persistent challenges identified in the Perceptions of Safety Survey: drug use, prostitution, homelessness, and blight/trash. They also raised concerns about social media glamorizing prostitution, which they believe continues to attract activity to the corridor. Staff will explore strategies to counter this narrative.

The Bell Road CSP Committee noted a positive shift in the area and found the data collected through the CSP effort to be very promising. They identified the underpass area as a location that would benefit from continued attention and expressed a desire for ongoing City coordination. While committed to staying engaged, the Committee was open to meeting less frequently to check in on progress.

The Hatcher Road CSP Committee reported notable progress, highlighting cleaner, safer conditions and effective involvement of community leaders in implemented solutions. The Committee expressed the need for quarterly follow-up to ensure the few remaining pockets of issues are addressed and emphasized the importance of

continued involvement from the Office of Homeless Solutions in developing community -based responses. They stressed the importance of maintaining oversight and accountability to sustain momentum.

The 19th Avenue CSP Committee recognized some improvements driven by the increased coordinated City response, the City's willingness to engage with the community on the issues, and some progress on crime incidents. However, they stressed the need for ongoing efforts to address drug-related activity, blight, and trash. The Committee supports continuation of the CSP along 19th Avenue to further address these issues.

CSP Next Steps

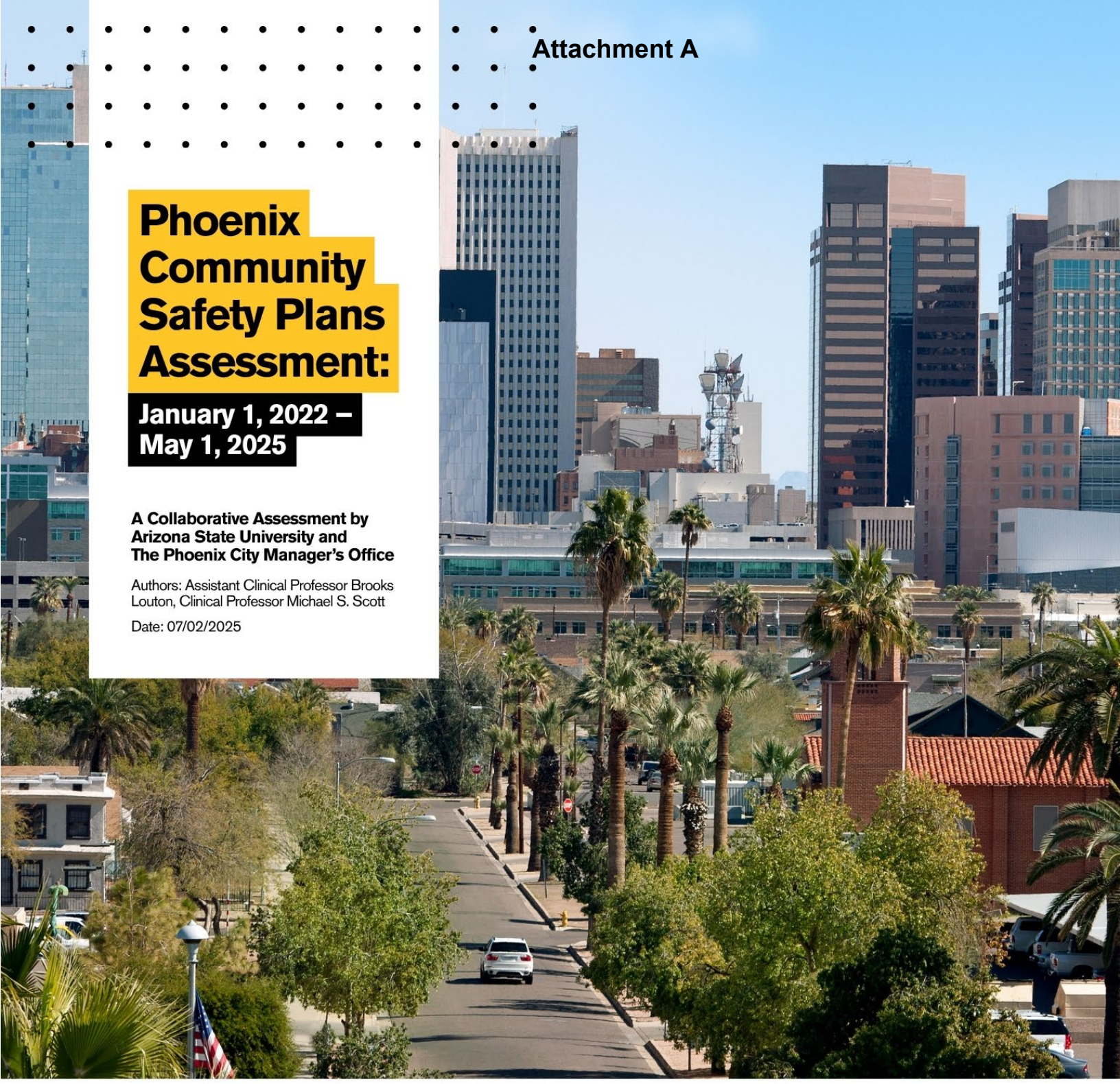
After reviewing the ASU Study findings and incorporating feedback from our Community Committees, staff identified areas of significant progress as well as those where additional work is needed. The ASU Study highlights key successes of the CSP initiative, including reductions in violent crime, theft, and trespassing. At the same time, the City fully recognizes that serious community concerns remain particularly related to drug offenses, prostitution, and homelessness. The City remains firmly committed to sustaining and strengthening its efforts through the CSPs, with a continued focus on supporting neighborhoods with resources to help mitigate the ongoing impacts of these challenges, connecting vulnerable individuals to supportive services and resources, and working across departments to address the presence of criminal activity in these areas. Based on this analysis and ongoing community input, we recommend the following next steps to build on the progress achieved to date:

- Continue meeting quarterly with the Hatcher Road Community Committee to ensure remaining pockets of issues are addressed and issues do not resurface.
- Transition the Bell Road CSP to quarterly meetings with the Bell Road Business Alliance to monitor progress, while continuing ongoing efforts related to the underpass and involvement in community cleanups.
- Continue the 19th and 27th Avenue CSPs with a more focused, data-driven, and community-informed approach. Staff will work with residents and use data to identify smaller corridors with the highest concentrations of crime, allowing for targeted interventions. As progress is made, ongoing collaboration and data analysis will help identify emerging areas of concern and bring in the appropriate partners to respond.
- Evaluate the feasibility of expanding the Police Department’s RTOC operations to 24/7 coverage, utilizing existing traffic cameras to broaden monitoring capabilities, and exploring the possible integration of other city facility cameras.

These next steps reflect a commitment to continuous improvement, grounded in both

data and community input. By building on what’s working within the CSPs and remaining responsive to evolving challenges, the City aims to ensure safer, healthier neighborhoods for all residents.

Responsible Department
This item is submitted by Deputy City Manager Gina Montes and the City Manager's Office.



Phoenix Community Safety Plans Assessment:

January 1, 2022 – May 1, 2025

A Collaborative Assessment by Arizona State University and The Phoenix City Manager's Office

Authors: Assistant Clinical Professor Brooks Louton, Clinical Professor Michael S. Scott

Date: 07/02/2025

School of Criminology and Criminal Justice
Arizona State University

SAFE PHX CORRIDOR
RESOURCES IN SAFETY AND EMPOWERMENT

Center for Problem-Oriented Policing

City of Phoenix

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Background

In late 2021, in response to a request for research and technical assistance from the City of Phoenix (City) and Phoenix Police Department (Phoenix PD), Arizona State University (ASU) faculty in the School of Criminology & Criminal Justice agreed to work collaboratively with key City officials to develop and evaluate new responses to crime and disorder concerns in selected areas of the city, to include four major intersections along the 27th Avenue corridor and one on East Hatcher Road, in North Phoenix. Clinical Professor Michael Scott—who also served as ASU's Liaison to the Phoenix PD—and Assistant Clinical Professor Brooks Louton took on the project.

Initially, the project contemplated ASU helping with the following tasks:

- defining the precise geographical parameters of the target areas
- gathering and analyzing police data to understand and substantiate the public-safety problems in these areas
- developing testable explanations for what was causing or contributing to the crime and disorder problems
- developing new responses to these problems based on published research and other police agencies' experiences with similar problems
- documenting the action plan's development and implementation and what challenges, if any, there were to implementing them
- assessing the effectiveness of the implemented responses in improving public safety in the target areas, as well as looking for any evidence of displacement of the problems to other areas or, conversely, added benefits to public safety experienced outside the target areas.

The ASU team further encouraged Phoenix PD and City officials to engage with the communities affected by the problems in developing the action plan, implementing it, and measuring its impact. To guide staff in the implementation of the initiative, the City Council requested on-going community participation in the oversight of the plans. Therefore, Community Committees (Committees) were established for each focus area to provide staff with ongoing feedback throughout the implementation, to assist staff in identifying problem areas within neighborhoods, and to act as liaisons to multiple community and business associations. The Committees are composed of a wide range of neighborhood, business, and educational leaders within each focus area.

The project was labeled the 27th Avenue Corridor Public Safety Initiative (later revised to the Phoenix Community Safety Plans) and the Phoenix City Council approved this contractual arrangement with ASU in February 2022 as part of a larger two-year funding authorization that included the hiring of additional city prosecutors, neighborhood services staff, street lighting, and police assistants; and various police surveillance technology (video surveillance cameras, automated license plate readers and gunshot detection systems). The surveillance technology was earmarked for use in a new Real Time Operations Center (RTOC) to be developed in the Cactus Park police precinct.

Project meetings began in October 2021 and many features of the project evolved over time. Fairly early in the project, it became clear that the City preferred that ASU's role be more limited than originally proposed, omitting much of the up-front analysis of specific problems and much of the response development, focusing instead mainly on assessing the impact of the project on desired outcomes. The ASU team continued to attend many project meetings with community groups as well as project meetings among City agencies, documenting as much as possible reported actions taken to address crime and disorder problems and making recommendations regarding strategies and tactics likely to be effective.

Another significant aspect of the project that evolved in the early stages was the geographical boundaries of the target areas. One major recommendation made by ASU that was partly embraced by the City was to organize the project around multiple geographical areas rather than around one single, large area. Accordingly, the 27th Avenue initiative was ultimately organized into four geographic areas: 1) the stretch of N. 27th Avenue in Midtown; 2) the stretch of N. 27th Avenue near Metro Center; 3) a stretch of W. Bell Road; and 4) a stretch of E. Hatcher Road (which was actually in the Desert Horizon police precinct rather than in the Cactus Park police precinct where the other three areas were located). This broadened the project from involving just the Cactus Park police precinct to involving the two precincts.

The next major expansion of the project occurred in July 2022, the City Council funded a second initiative along the N. 19th Avenue corridor, thereby more fully involving the Desert Horizon police precinct. As with the 27th Avenue initiative, much of the funding was for the purchase, installation and operation of the same police surveillance technology to be used in a new Real-Time Operations Center in the Desert Horizon police precinct. The 19th Avenue initiative began implementation in March 2023 with the first meetings of those community committees.

It is also significant that the 27th and 19th Avenue Community Safety Plans did not operate in isolation of other significant initiatives affecting these target areas. For example, the Phoenix Police Department participated in a major crime-control initiative funded by the U.S. Department of Justice Bureau of Justice Assistance known as the National Public Safety Partnership (PSP), launched at the same time as the 27th Avenue project (January 2022). The funding supported providing the City of Phoenix with national technical assistance to address crime across the city, with at least some of the focus also being in the 27th and 19th Avenue corridors in North Phoenix. ASU's Clinical Professor Scott was asked by Phoenix PD to join the regular PSP meetings and note where these two separate initiatives overlapped. The PSP encouraged federal, state, county, and city governments to collaborate in addressing crime and disorder. Accordingly, many of the same City agencies (police, neighborhood services, prosecutors, parks, homeless services, public health, human services) were collaborating on both initiatives. County prosecutors and probation officials; and federal law enforcement agencies (FBI, DEA, US Marshal's Service, federal probation and parole, federal prosecutors) also collaborated with City agencies in the PSP.

Project Areas

Introduction

At the time of this writing, we have been monitoring five areas for this project. All areas are in the Cactus Park or Desert Horizons precinct (or the Black Mountain precinct, in the case of Bell Road), and are near the I-17 corridor. The project started with four areas, evolving to change one area and add a fifth approximately a year into the effort.

Area evolution

As the project began, positive community perceptions led to additional requests from community members to be included in the project, resulting in two notable changes to the project areas. Initially, the Bell Road area was included in the North 27th Avenue, Metro project area. It gained a few police grids and was considered its own area with the introduction of the 19th Avenue Corridor project area. The 19th Avenue Corridor also had a few police grids originally assigned to the Hatcher Road project area, resulting in the Hatcher Road area being particularly small.

Final project areas

Ultimately, five project areas included in this project are

1. Area 1: 27th Avenue Corridor, Midtown
2. Area 2: 27th Avenue Corridor, Metro Center
3. Area 3: Bell Road
4. Area 4: Hatcher Road
5. Area 5: 19th Avenue Corridor

Direct comparison of these areas is inappropriate due to both the size of the areas and the nature of the problems in each area. The size of each area ranges from 4 grids to 39 grids, covering less than a mile up to approximately five miles. Additionally, the problems in each area vary, and therefore needed different interventions which are not comparable. For example, the crime and disorder problem in the Hatcher Road area was being driven by issues of encampments, trespassing, drugs, and other quality of life issues, with unhoused individuals drawn to a St. Vincent De Paul day center. In contrast, much of the concern in the 27th Ave. project area centered around prostitution, which would be addressed in a different manner. Maps of the project areas can be found in Appendices A and B, with lists of area geographic grids in Appendix C.

Overarching Goals and Desired Outcomes

Introduction

As mentioned above, the nature of the problems in each project area was perceived to be different. Accordingly, individual goals and desired outcomes were created for each project area. Perhaps the most notable is the inclusion of prostitution only in the two 27th Avenue project areas. All five areas were concerned with outcomes related to homelessness and drug use/sales. Overarching goals and specific desired outcomes for each project area were created with the input of the Community Committees, the City Manager's Office, the Phoenix PD, Neighborhood Services Department (NSD), Office of Homeless Solutions (OHS), the Office of the Phoenix City Prosecutor, and the Phoenix Public Health Office. All areas settled on the same three overarching goals. The desired outcomes were the same across all five areas, with the exception of the inclusion of prostitution in the 27th Avenue project areas.

Overarching Goals

All five project areas shared the same three overarching goals for the Community Safety Plans. First, they aimed to improve the perceived safety of area residents, businesses, patrons, and students. Results for this goal are measured using the Perceptions of Safety community survey. The second goal was to improve processes for outreach and increase referrals for those seeking services. Results for this area are derived from qualitative interviews with project staff and observations of Community Committee meetings. Finally, the third goal is to reduce criminal incidents impacting community safety and quality of life. These are measured using Phoenix PD incident data, as well as data from the Perceptions of Safety community survey.

Desired Outcomes

All five areas share the same ten desired outcomes, although the Perceptions of Safety community survey ranked them by responses for each area (see Appendix D).

1. Fewer incidents of assault and aggravated assault;
2. Decreased encampments/individuals experiencing homelessness;
3. Fewer incidents of trespassing;
4. Less visible usage of illicit drugs;
5. Fewer instances of open drug sales;
6. Reduction in number of prostitution-related incidents;
7. Fewer incidents of theft;
8. Fewer blighted properties;
9. Less graffiti in public areas;
10. Decreased overdoses/fatal overdoses.

Interventions

Overview

Interventions for this project were originally conceived to be technologically heavy, with a focus on the use of video surveillance cameras, automated gunshot detection systems, and automated license plate readers, incorporated into new RTOCs. Unfortunately, the RTOC equipment was subject to a series of delays, and full implementation did not occur until May 2024, years after the initial project implementation. Despite this delay, all departments involved took steps towards the desired outcomes throughout the duration of the project, although documentation was varied or difficult to access.

Some of the interventions and outcomes are well-documented. For example, crime reports are available from Phoenix PD and naloxone distributions are documented by zip codes. On the other hand, the Office of the Prosecutor was unable to provide comprehensive data about their cases originating in their project areas.[1] While city prosecutors did their best to report relevant cases in community meetings, complete data was not available. Similarly, some desired outcomes are difficult to measure at all. For example, while community members care deeply about the presence of homeless encampments and open drug use, thorough documentation of these conditions is difficult (both conditions are highly mobile and transient), and is therefore not currently available. In these instances, we rely on police incidents, PHX C.A.R.E.S. cases and educations, and resident reports when available.

It is also important to mention citywide efforts that may have overlapped with efforts specific to the project areas. For example, Phoenix launched a Community Court in January 2024. The Community Court is designed to empower, assist, and provide unsheltered individuals with the tools and resources necessary to establish stable housing, receive services to assist with any addiction issues, connect with mental health professionals, and reduce repetitive criminal behavior. The Community Court has the goal of assisting unsheltered persons who have been cited or arrested, and is a collaborative effort between multiple City of Phoenix departments, including the Municipal Court, the Prosecutor's Office, the Public Defender's Office, and OHS. The City had also launched a substantial alley-gating project aimed at preventing crime and disorder by limiting access to alleyways.[2] The Office of Homeless Solutions was established in fall 2022, and "The Zone" in downtown Phoenix was cleared of homeless encampments in 2023 under court order. Additionally, Phoenix was part of a Bureau of Justice Assistance Public Safety Partnership, involving crime reductions targeted by local, state, and federal agencies during this time. These overlapping initiatives likely impacted the outcomes of this project in ways that are difficult to distinguish from the effects of the interventions intended specifically for the project areas. The interventions impacting homelessness did impact the perception held by some Community Committee members that individuals would move from "The Zone" to the project areas.

Strategies for area-specific interventions are conceptualized into four categories: 1) crime detection and response, 2) education and prevention, 3) safety of public spaces, and 4)

[1] This was principally because cases were not classified in the case-management system by street address.

[2] ASU's Center for Problem-Oriented Policing (directed by Clinical Professor Scott) provided City officials its guidebook *Closing Streets and Alleys* that summarized the research and good practices supporting this initiative.

access to services. Each project area participated in interventions in each of these categories broadly, but they also participated in interventions designed to affect specific sites. When possible, both are included here. The two 27th Avenue Corridor project areas are considered together, and the other project areas are examined separately.

The following are descriptions of the major types of specific interventions, with relevant notes for the project areas:

Real-Time Operations Centers

Establish a Real Time Operations Center and field operations process to respond to calls for service and aid criminal investigations. The first RTOC, located in the Cactus Park Precinct, was fully operational by February 2024, with the Desert Horizon RTOC fully operational by May 2024. Staggered implementation included setting up the facility, acquisition and installation of cameras, Firefly gunshot detectors, and automated license plate readers. Interviews with Phoenix PD staff working on this project indicate that the RTOC is regularly increasing its capabilities and usefulness as more personnel become aware of and trained how to make use of it. They report that the RTOC is particularly helpful for shots fired calls, vehicle collisions, and recovering stolen vehicles.

- In the 27th Avenue Corridor project areas, one brief success story is that in October 2024, officers responded to a shooting. Upon arrival officers contacted the victim who sustained a non-life-threatening gunshot wound. The victim provided a description of the suspect, this information was relayed to officers circulating the area. The specialist working in the Real-Time Operations Center helped locate the suspect and guide officers to this location which resulted in his apprehension.
- The Bell Road project area is covered by both the Cactus Park RTOC and the Desert Horizon RTOC, with Black Mountain Precinct responding to some areas using Desert Horizon's information.

Civil and criminal law enforcement at high-crime residential and commercial properties

Create an on-going directory of properties with the highest, or increasing, levels of criminal/code compliance activity to address issues through a coordinated approach involving Police, Neighborhood Services, and Community Prosecutors.

- Relevant personnel on this project meet regularly to discuss properties on this list in each of the five project areas.
    - In the 27th Avenue area, one notable success resulting from this project in the 27th Avenue Corridor is the Canyon Palms Apartment Complex, which had the highest volume of calls for service among apartment complexes in the project area. Not only were the calls frequent, but often dangerous, including shootings in the complex and a dead body in the pool. Staff from all departments involved worked to contact the property owner and engage them in remediation. Ultimately, the owner replaced the property management company, the property owner and management company engaged with the city to make improvements: Calls for service to the property reduced significantly as a result and have stayed notably lower. Over the course of the project, a total of 15 properties were identified and engaged in this process with police noticing a year over year decline in call volume at these locations.

- In the Bell Road area, five properties were identified as part of this effort. One vacant structure was demolished, and the other four successfully engaged in interventions and activity remains low at this time.
- In the Hatcher Road area, this project initially identified five properties for intervention. Each was successfully completed, and none of them are an ongoing concern.
- In the 19th Avenue area, five properties were identified and efforts remain on-going.

Repeat- and violent-offender focused attention

Work with internal and external partners to provide increased police operations to strategically address the most violent and repeat offenders.

- Phoenix PD personnel have reported regularly on felony arrests in the project areas at Community Committee meetings.
- The Office of the City Prosecutor worked to receive travel restrictions on repeat offenders in all project areas.
- Phoenix PD worked regularly with Adult Probation to apprehend subjects with felony warrants and probation violations.
- In the 27th Avenue Corridor project areas, the Neighborhood Enforcement Team conducted narcotic operations in early 2024 and then launched a direct undercover drug buy program in the same time period.
- In the Hatcher Road Area, Phoenix Police Department provided and continues to provide regular bike patrols to support these efforts.

Prostitution enforcement and prosecution

Increase Human Exploitation and Trafficking (HEAT) Unit operations along 27th Avenue. Arrests of prostitutes and clients, followed by prosecution and offers of social services.

- These interventions only apply to the 27th Avenue Corridor project areas, as prostitution was not a large issue in the other project areas.
- Increased HEAT Unit operations along 27th Avenue.
  - Phoenix PD's HEAT Unit conducted 48 operations in 2022, 68 in 2023, 61 in 2024, and 18 through April 2025.
- The City Manager's Office, Police Department, and Prosecutor's Office staff meet monthly to review statistical data of prostitution charges and determine areas of opportunity within prostitution enforcement operations.
- A notable intervention in this area was the closing of the Royal Inn (located on W. Palo Verde Dr. just off the Black Canyon Hwy. in the 27th Avenue Midtown target area) in September 2024. This was a joint operation between the FBI and the Phoenix PD, in service of reducing prostitution in the area. The operation received widespread news attention. It was well-received by community members, and project staff members appreciated the thorough job that the FBI did in sealing the building following the closure, preventing its access for further criminal purposes.

Prostitution public education program

Collaborate with the City's Human Trafficking Task Force to deploy a public education campaign on the harmful effects and penalties of the solicitation of sex within the focus area.

Drug overdose prevention

Distribution of Naloxone kits to prevent deaths from overdoses of opioids. Provide education to residents and businesses about non-fatal and fatal overdose data and the use of Narcan/Naloxone. Community members also received training on Naloxone administration.

- Overdose prevention: Data for overdose prevention methods come from the Phoenix Office of Public Health, and from the Maricopa County Public Health Department. The Office of Public Health distributed Naloxone kits across Phoenix. Three trainings on overdose prevention were held between 2023 and 2024. Area 3, Bell Road, was not a target for this outreach effort.

Year	**Areas 1 & 2: 27th Avenue Corridor Number of Naloxone Kits Distributed**	**Area 4: Hatcher Road**	**Area 5: 19th Avenue Corridor**
2023	122		135
2024	635	118	318
2025 (partial year)	332	63	161

Encampments and homelessness services

Work with PHX C.A.R.E.S. on focus areas within the corridor to identify solutions to prevent encampments from forming at overpasses/underpasses and bus stops through gating, street lighting, community education, Healthy Giving signs, etc.

- PHX C.A.R.E.S. staff provided 70 educational opportunities to the community on the PHX C.A.R.E.S. program and process throughout the focus areas.
- Areas 1 & 2: 27th Avenue Corridor
    - 17 major operations occurred during the intervention period alongside the daily PHX C.A.R.E.S. cases. Operations were focused on parks, the I-17 overpasses and major intersections.
    - Number of PHX C.A.R.E.S. Cases
        - 2022: 181
        - 2023: 135
        - 2024: 201
        - 2025 through April: 103
- Area 3: Bell Road
    - Bell Road underpass operations remain on-going to address issues of encampments in this area.
    - Number of PHX C.A.R.E.S. Cases
        - 2022: 35
        - 2023: 16
        - 2024: 24
        - 2025 through April: 4
- Area 4: Hatcher Road

    - Weekly cleanings began in spring 2022 with enhanced biohazard cleaning beginning in spring 2023. Both ended in April 2024 after closing of the St. Vincent de Paul day center. Currently, these cleanings are conducted on an as-needed basis.
    - Annual PHX C.A.R.E.S. cases in this area
        - 2022: 84
        - 2023: 52
        - 2024: 18
        - 2025 through April: 2
- Area 5: 19th Avenue Corridor
    - PHX C.A.R.E.S. conducted 10 major operations in this area since 2023, focusing on Washington and Solano parks and I-17 overpasses.
    - Annual PHX C.A.R.E.S. cases in this area
        - 2022: 512
        - 2023: 415
        - 2024: 526
        - 2025 through April: 231

Blight remediation

Coordinate with area partners to conduct community cleanups within the focus area.

- Community cleanups have occurred regularly throughout the intervention period, with pauses for summer heat.

Conduct arterial reviews within the focus areas for common blight violations to proactively address issues.

Year Blight Cases Opened	Areas 1 & 2: 28th Avenue Corridor	Area 3: Bell Road	Area 4: Hatcher Road	Area 5: 19th Avenue Corridor
2023	471	21	16	1,509
2024	450	24	25	1,326
2025 (May)	132	12	8	608 (April)

- Illegal mobile vending became an issue in fall 2023 across all areas and special operations between Phoenix PD/NSD began regularly.
- From the CSPs, the City launched a Vacant Property Registry in January 2024.
    - 47 properties immediately registered in the focus areas.

Criminal justice system education

Educate and train the community and CSP partners on the criminal justice process, victim impact statements, being good witnesses, etc. Trainings in this project area have included trainings by the Phoenix Community Prosecutor, as well as the Maricopa County Prosecutor. Community service providers have also offered trainings on available services. The Maricopa County Attorney's Office joined internal project efforts for all five areas in December 2024, and began attending and presenting at community committee meetings in 2025.

- Trainings conducted
    - 2022 – 4

    - 2023 – 6
    - 2024 – 2
    - 2025 – 2
- In the 27th Avenue Corridor project areas, the Prosecutor's Office, Phoenix PD and the City Manager's Office are working closely with community leaders along 27th Avenue to gather community impact statements from neighborhood and business groups, non-profit organizations, and corridor schools. Prosecutor's Office staff will utilize the community impact statements in the judicial process to help convey the impact of the issue on the community when asking for increased bail, release conditions or sentencing of prostitution cases.

Crime Prevention Through Environmental Design (CPTED) promotion

Promote Crime Prevention Through Environmental Design (CPTED) within the focus areas ensuring residents and businesses are educated on CPTED principles.

- Development and publication of a new CPTED website[3]
- Areas 1 & 2: 27th Avenue Corridor
    - Annual CPTED training sessions
        - 2022: 25
        - 2023: 24
        - 2024: 64
    - Authority to Arrests secured or renewed
        - 2023: 440
        - 2024: 550
- Area 3: Bell Road
    - Regular CPTED training occurred with area Community Action Officers through the Bell Road Business Alliance.
    - Authority to Arrests secured or renewed
        - 2023: 28
        - 2024: 86
- Area 4: Hatcher Road
    - Annual CPTED training sessions:
        - 2023: 1
        - 2024: 1
    - Authority to Arrests secured or renewed
        - 2023: 25
        - 2024: 25
- Area 5 19th Avenue:
    - Annual CPTED training sessions
        - 2023: 5
        - 2024: 12
    - Authority to Arrests secured or renewed
        - 2023: 377

[3] The website was developed by Chase Smith as an honors thesis project at ASU's Barrett Honors and Watts Public Service & Community Solutions Colleges, supervised by Clinical Professor Scott, one of this project's co-principal investigators, and with the assistance and support of Phoenix Police Detective Brian Kornegay. The website was designed by the City Communications Office.

- 2024: 645

Alley gating

Install alley gates to prevent crime and disorder by limiting access to alleyways. Provide Gated Alley Program informational presentations at neighborhood meetings in the CSP. Educate residents about the program and process to request gates. Provide technical assistance as needed.

	Areas 1 & 2: 27th Avenue Corridor	**Area 3: Bell Road**	**Area 4: Hatcher Road**	**Area 5: 19th Avenue Corridor**
Alley segments gated	74	19	5	64

Graffiti cleanup and education

Identify graffiti hot spots along corridor arterials to proactively discourage recidivism by removing graffiti as soon as possible. Provide focused community education on Graffiti Busters and reporting tools to empower neighborhood leaders and residents to quickly report graffiti. In community committee meetings, members were engaged with these trainings and asked questions of the presenters.

- Heat maps were developed in 2023 and 2024 for each focus area to help staff proactively identify and remove graffiti.

Year of Graffiti Abatement	**Areas 1 & 2: 27th Avenue Corridor**	**Area 3: Bell Road**	**Area 4: Hatcher Road**	**Area 5: 19th Avenue Corridor**
2023	1,498	44	25	3,740
2024	1,514	52	19	3,333
2025 (May)	463	11	9	1,202

Enhanced lighting

Upgrade streetlight wattage or install new streetlights in areas of high crime or prostitution.

- 17 new streetlights have been installed on 27th Avenue
- Community committee members were particularly enthusiastic about replacing streetlights that had turned purple through a technical issue. Nearly 100 street lights have been repaired in the project areas since 2023, with and without the purple issue.

SafePHX Program

Create and implement a SafePHX Program for corridor businesses to promote preventing property crimes and further expanding the scope of the RTOC. Community members voted on branding for this program and are interested in connecting business cameras to the RTOC. The Phoenix PD is currently working to launch a program integrating business cameras but is encountering technology integration problems with potential partners. Staff are working to identify new partners to pilot a program.

Access to services

Coordinate outreach events/projects through the Office of Homeless Solutions, PHX C.A.R.E.S., Community Assistance Program, Phoenix PD, and other departments to residents experiencing homelessness, mental or behavioral health issues to improve referrals to health and social services.

- More than 70 major outreach events were documented in the focus areas. Additionally, the Office of Homeless Solutions provided ad hoc outreach through the City's Homeless Liaisons, and through the City's contracted outreach program, based on feedback from the community and known hot spots.
    - One notable operation was in January 2025, which included deployment of Behavioral Health Engagement teams with OHS, PHX C.A.R.E.S., and Phoenix PD at 27th and Northern avenues. Community feedback was highly positive of this deployment.
    - Outreach for access to services was particularly important with the closing of the St. Vincent De Paul day shelter in the Hatcher project area. In a major effort involving the cooperation of St. Vincent De Paul, community members, and city agencies, the majority of homeless people in the area accepted services. This was the only area where the project was able to conduct a point-in-time count of unhoused people in the area, which identified 277 unhoused individuals. Over the course of a few months, staff was able to successfully offer services to more than 250 people experiencing homelessness in this area.

Coordinate community agency roundtables with area service providers to establish new partnerships and increase access to substance use treatment and harm reduction resources.

- Three community agency roundtables were held connecting city staff with service providers and discussing ways to improve communication and referring individuals.

Assessment

There are five common areas of assessment for this project. Crime outcomes were assessed using incidents reported to police. Phoenix PD provided incident-level data by precinct and police grid for incidents reported January 1, 2018, through April 30, 2025. This time period was selected in order to provide a full three years of pre-intervention data, with extra pre-intervention time to mitigate any artificial effects of the pandemic in 2020. Date ranges are displayed as 12-month time periods from May to April, in order to show a full year of outcomes following full implementation of the RTOCs. In conjunction with the Phoenix City Manager's Office, ASU selected offenses relevant to the desired outcomes for the project, which are listed in Appendix E. Due to the timing of the project and the implementation of the RTOCs, the data is organized by twelve-month time periods from May 1 to April 30. This results in one 12-month period which overlaps the pre-intervention period and the intervention period. Accordingly, that period is excluded from goal setting. Incidents are further broken down into consensual crime and nonconsensual crime categories[4] and finally evaluated by specific offense types. For purposes of determining whether the interventions were successful, we set the statistical goal of reducing reported crime by at least two standard deviations below the average level of reported crime in the study period. This definition of success (or failure) acknowledges that there is some normal variation in reported crime levels across time periods that doesn't warrant special attention. Although graffiti incidents were originally included in the police incident data, it was brought to our attention that the police department is not primarily responsible for graffiti documentation and intervention. As a result, data regarding graffiti was provided by the Neighborhood Services Department. The Phoenix Public Health Office provided data regarding suspected drug overdoses. Information on public education was provided through community meetings and agendas created by the City Manager's Office. The City Manager's Office collected data on public perceptions of safety via an online survey, offered annually in 2023, 2024, and 2025. The ASU consultants assisted in creating the survey, which uses common questions on perceptions of public safety. The full survey can be found in Appendix D.

[4] Consensual crimes are those in which two or more persons agree to engage in the illegal act. Drug dealing and prostitution are two such examples. The harm is more to the public than to the persons engaging in the criminal act. Nonconsensual crimes are those in which one or more persons is harming one or more other persons who do not consent to being harmed. Robbery, theft and assault are common examples.

Area 1: North 27th Avenue Corridor, Midtown

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Community survey results indicate increases in feelings of safety, although more than half of respondents believe that crime is increasing.
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates, although referral data are unavailable.
Reduce the criminal incidents impacting community safety and quality of life	Success reducing relevant non-consensual crimes. Making progress on consensual crimes.

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Not yet successful
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Reduction in number of prostitution related incidents	Not yet successful
Fewer incidents of theft	Successful

Other Outcomes Overview

Desired Outcome	Project Progress
Decreased encampments/individuals experiencing homelessness	Not yet successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey combines both of the 27th Avenue Corridor project areas (Midtown and Metro Center). Data was gathered in June 2023 and May 2025, via an online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a 7-percentage point increase in residents reporting feeling safe or very safe, at 41%, up from 34%. A 6-percentage point decrease was seen in percentage of respondents feeling unsafe or very unsafe. This is a positive outcome for community members' feelings of safety in this area. One area for improvement is in communicating successful reductions in crime, as just over half (52%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts have decreased significantly in this area, there was a 7% increase (up to 83% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to measure. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 61% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 66% in 2025. In 2023, 27% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing slightly to 23% in 2025. However, graffiti/vandalism was reported as a problem by 55% of respondents in 2023, but only 46% in 2025. In 2023, 25% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 13% in 2025. Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a small decrease to 81% in 2025. In 2023, 63% of respondents indicated that this was the issue that most affected their feelings of safety, and this increased to 68% in 2025.

Overdoses

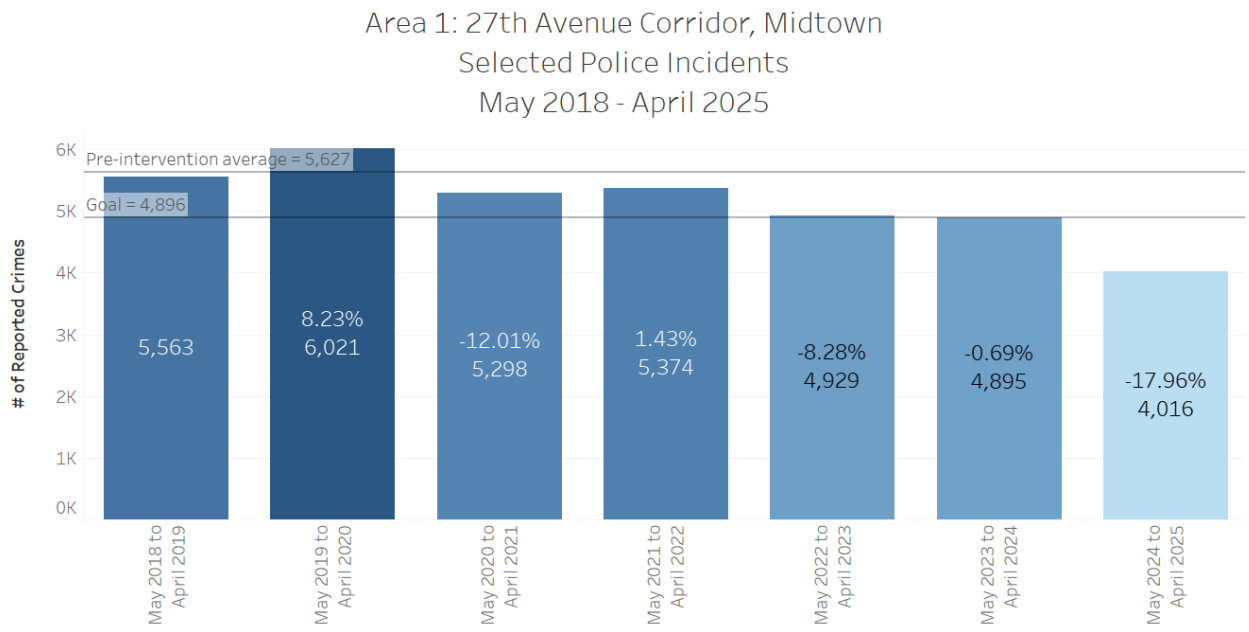
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 27th Avenue Corridor areas, they responded to 9% fewer suspected overdoses in 2023 compared to 2022. However, 2024 saw a 9% increase from 2022 and a 20% increase from the prior year. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Areas 1 & 2: North 27th Avenue Corridor

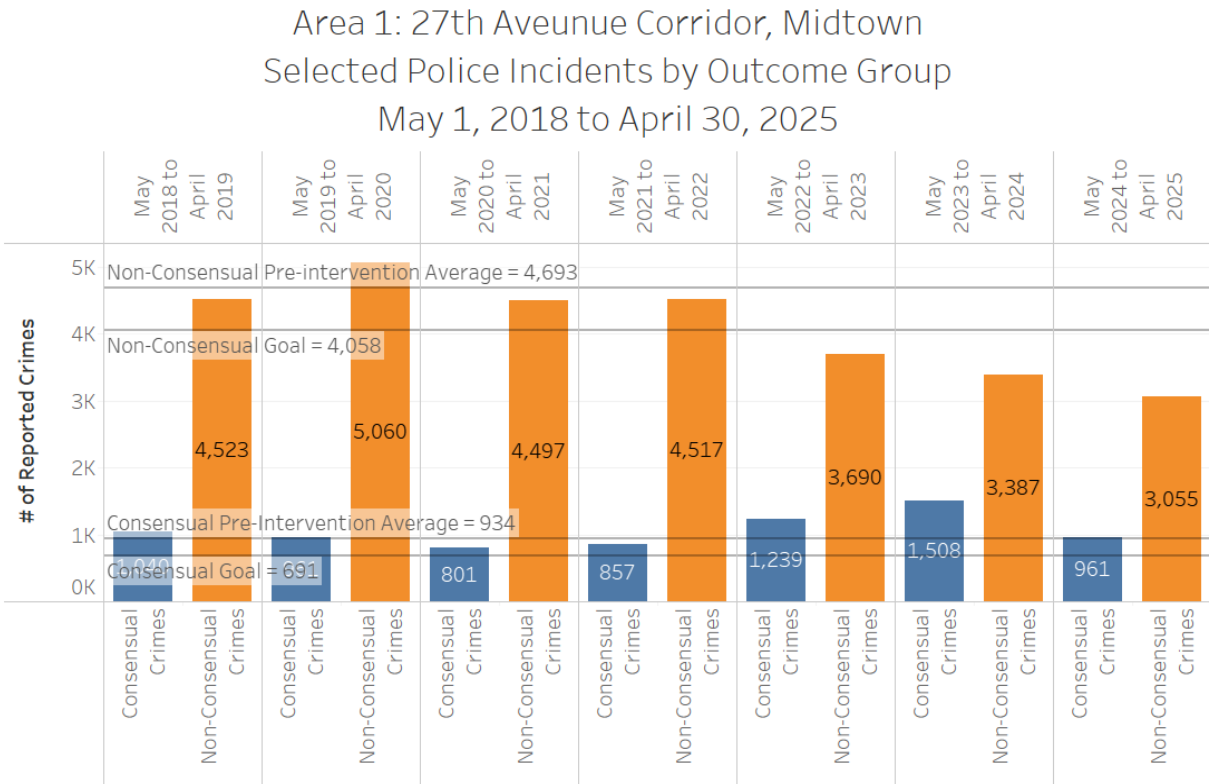
Year	Responses to Suspected Overdoses
2022	415
2023	377
2024	454

Crime Outcomes Assessment

Prior to the intervention period, Area 1 experienced an average of 5,627 relevant incidents reported to police per 12-month time period, with a standard deviation of 366 incidents per period. The overall crime reduction goal for the selected incidents was set at 4,896 (see chart below). This overall goal was nearly met in the 2022-2023 time period, and was exceeded in both the 2023-2024 and 2024-2025 time periods, with 4,895 and 4,016 incidents respectively.



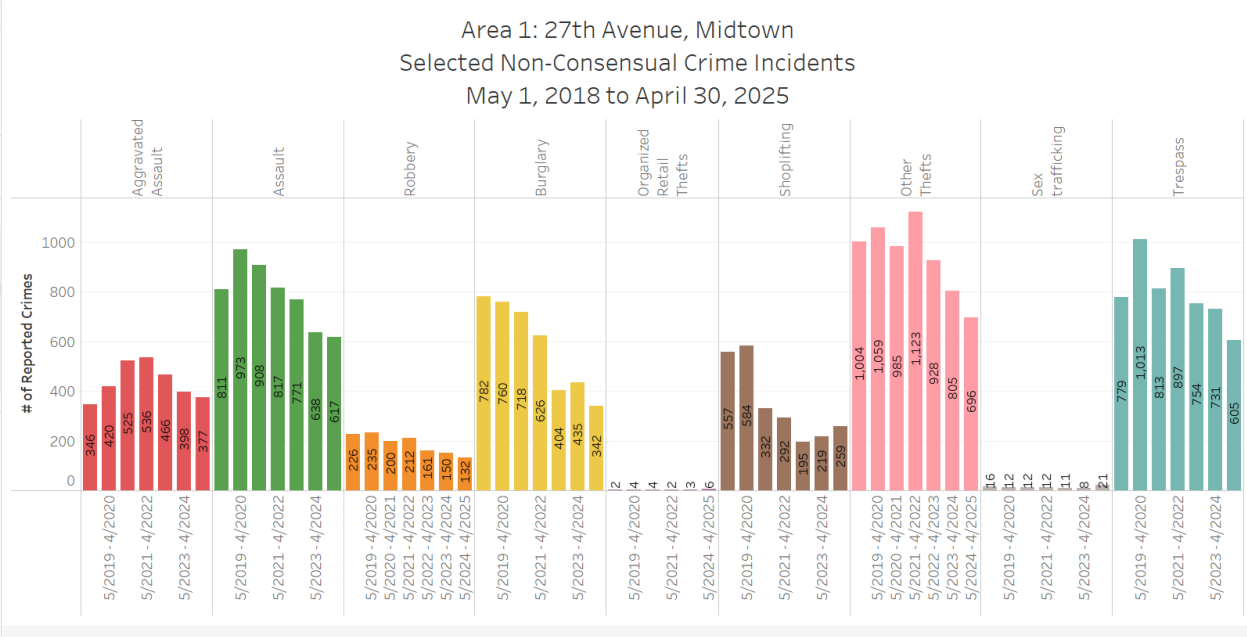
Area 1 showed successful reductions in crime for non-consensual crime, but was not as successful in consensual crimes. For non-consensual crimes, Area 1 experienced a pre-intervention average of 4,693 incidents per 12-month time period, with a standard deviation of



318, and resulting goal of 4,058 incidents. This goal was met every time period, with the full implementation of the RTOC displaying the fewest incidents of non-consensual crimes (see table above). For consensual crimes, Area 1 had a pre-intervention average of 934 incidents per 12-month time period, with a standard deviation of 122, and resulting goal of 691. While the most recent time period showed the least number of consensual crime incidents during the intervention, at 961 incidents, it still did not meet the goal.

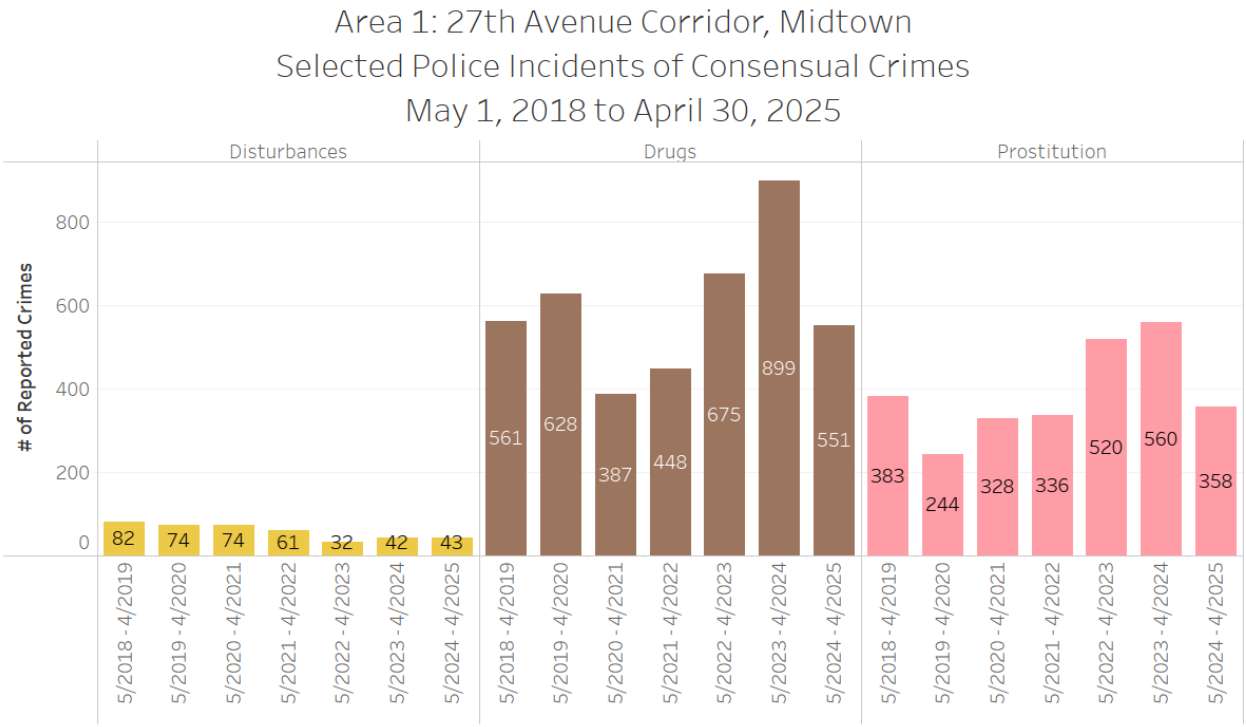
A further breakdown of the offense types included in each category highlights which offenses are more frequent in each category. Non-consensual crimes showed notable decreases from pre-intervention time periods for all selected offenses with pre-intervention frequencies over 200 incidents per year. All violent crimes had decreases from their pre-intervention averages. Aggravated assault showed annual decreases, with an intervention period low of 377, although it did not reach its pre-intervention low of 346 in 2018-2019. Assault also showed annual decreases, with a low of 617 incidents in the 2024-2025 time period, down from a high of 973 in the 2019-2020 time period. Similarly, robbery has annual decreases, with a 2024-2025 low of 132 incidents, which was almost 40% lower than the pre-intervention high of 235 in 2019-2020.

High-volume non-violent non-consensual crime incidents also decreased over the course of the project in this area. The burglary low of 342 incidents in 2024-2025 was less than half of the 2018-2019 high of 782. Shoplifting was less than half of the pre-intervention high for all years of the intervention. Other thefts, including motor vehicle thefts, decreased in each 12-month intervention period, with a low of 696 incidents in the 2024-2025 time period that was approximately 30% below the pre-intervention average. Finally, trespassing was lower than the pre-intervention average by the 2024-2025 time period, with a decrease of more than a hundred incidents compared to the previous year.



For consensual crimes, in this project area, relevant police incidents with low frequencies were removed from this analysis. Disturbance incidents decreased by almost half during the

intervention. On the other hand, illicit drug use offenses were higher during the intervention time periods, peaking at 328 in the 2023-2024 time period. Similarly, prostitution incidents were generally higher in the intervention time periods, peaking at 560 during the 2023-2024 time period. Other drug offenses also peaked in 2023-2024, at 571 incidents, although they decreased to the second-lowest frequency of the observed time periods in 2024-2025, at 358



incidents. This increase in consensual crimes is somewhat to be expected when police turn their attention to these types of offenses, as consensual crimes are frequently not reported.

Area 2: North 27th Avenue, Metro Center

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Community survey results indicate increases in feelings of safety, although more than half of respondents believe that crime is increasing.
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Great success reducing theft-related crime. Room for improvement reducing violent crimes.

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer incidents of assault and aggravated assault	Not yet successful
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Numbers too low to evaluate
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Reduction in number of prostitution related incidents	Numbers too low to evaluate
Fewer incidents of theft	Successful

Other Outcomes Overview

Desired Outcome	Project Progress
Decreased encampments/individuals experiencing homelessness	Not yet successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey combines both of the 27th Avenue Corridor project areas. Data was gathered in June 2023 and May 2025, via online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a 7% increase in residents reporting feeling safe or very safe, at 41%, up from 34%. A 6% decrease was seen in the percentage of respondents feeling unsafe or very unsafe. This is a positive outcome for community members' feelings of safety in this area. One area for improvement is in communicating successful reductions in crime, as just over half (52%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts have decreased significantly in this area, there was a 7% increase (up to 83% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 61% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 66% in 2025. In 2023, 27% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing slightly to 23% in 2025. However, graffiti/vandalism was reported as a problem by 55% of respondents in 2023, but only 46% in 2025. In 2023, 25% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 13% in 2025. Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a small decrease to 81% in 2025. In 2023, 63% of respondents indicated that this was the issue that most affected their feelings of safety, and this increased to 68% in 2025.

Overdoses

Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 27th Avenue Corridor areas, they responded to 9% fewer suspected overdoses in 2023 compared to 2022. However, 2024 saw a 9% increase from 2022 and a 20% increase from the prior year. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

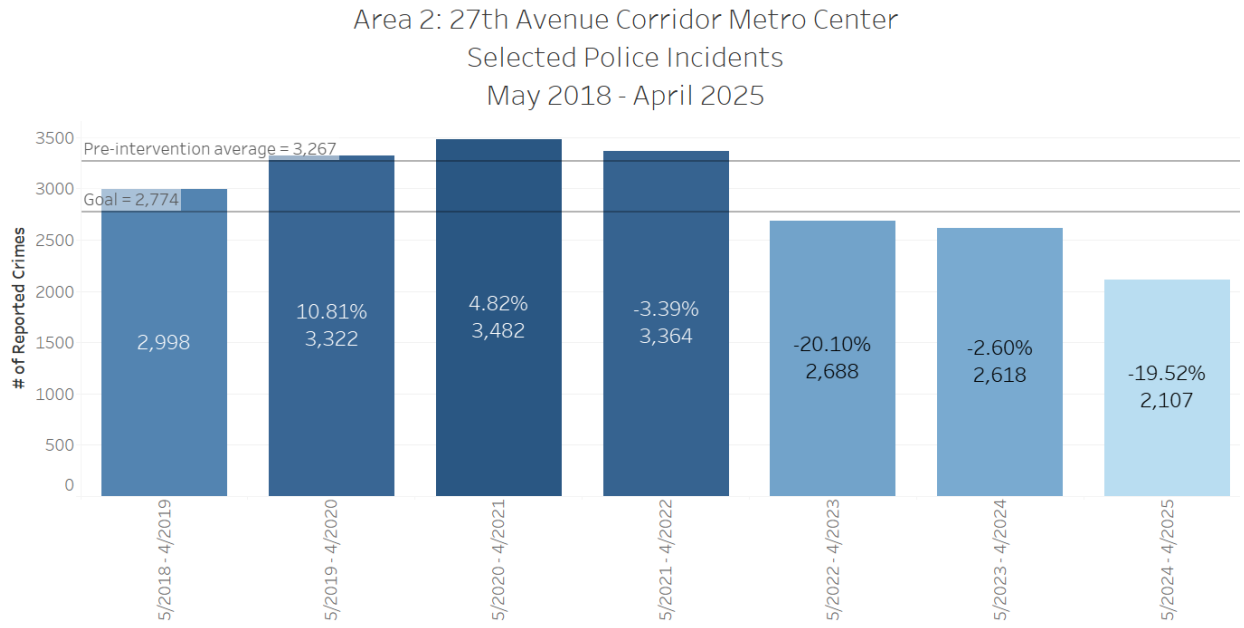
EMS Annual Responses to Suspected Overdoses in Areas 1 & 2: North 27th Avenue Corridor

Year	Responses to Suspected Overdoses
2022	415
2023	377
2024	454

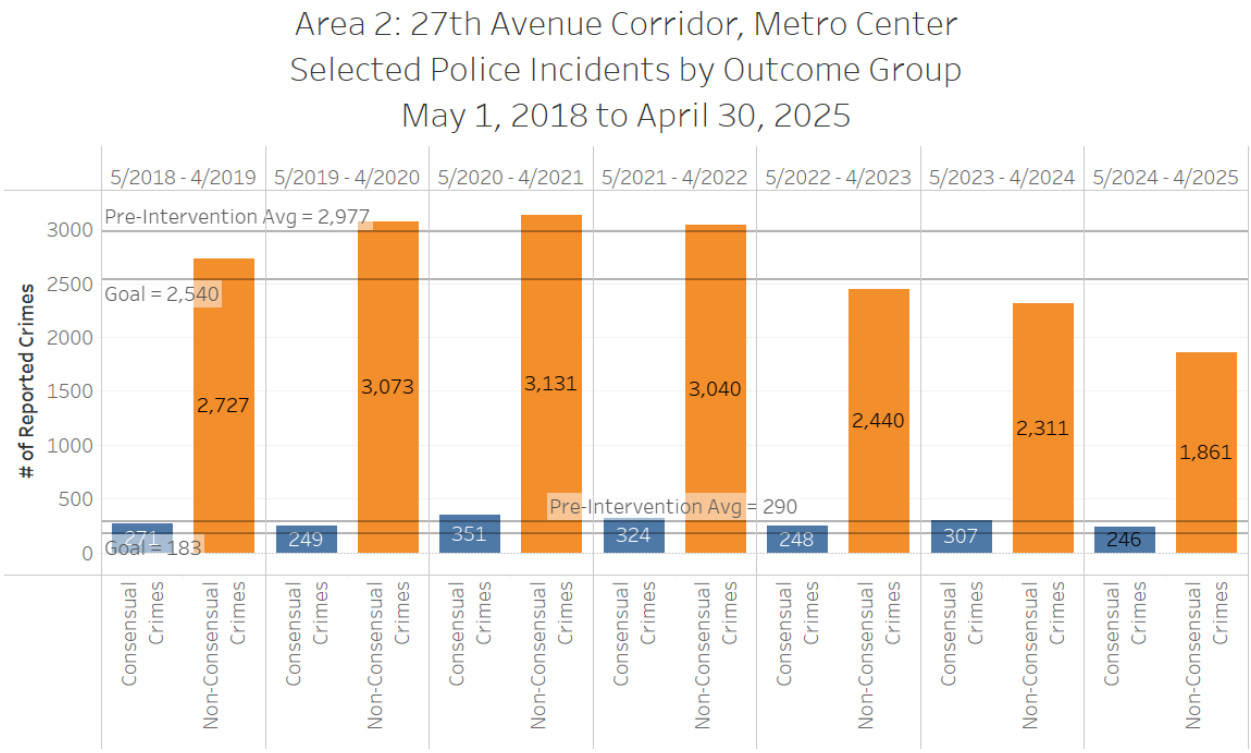
Crime Outcomes

Prior to the intervention period, Area 2 experienced an average of 3,267 relevant incidents reported to police per 12-month time period, with a standard deviation of 247 incidents per period. The overall crime reduction goal for the selected incidents was set at 2,774 (see chart below). This overall goal was met in every intervention time period, with the lowest number of incidents (2,107) in the 2024-2025 time period. This represents a 35% reduction from the pre-

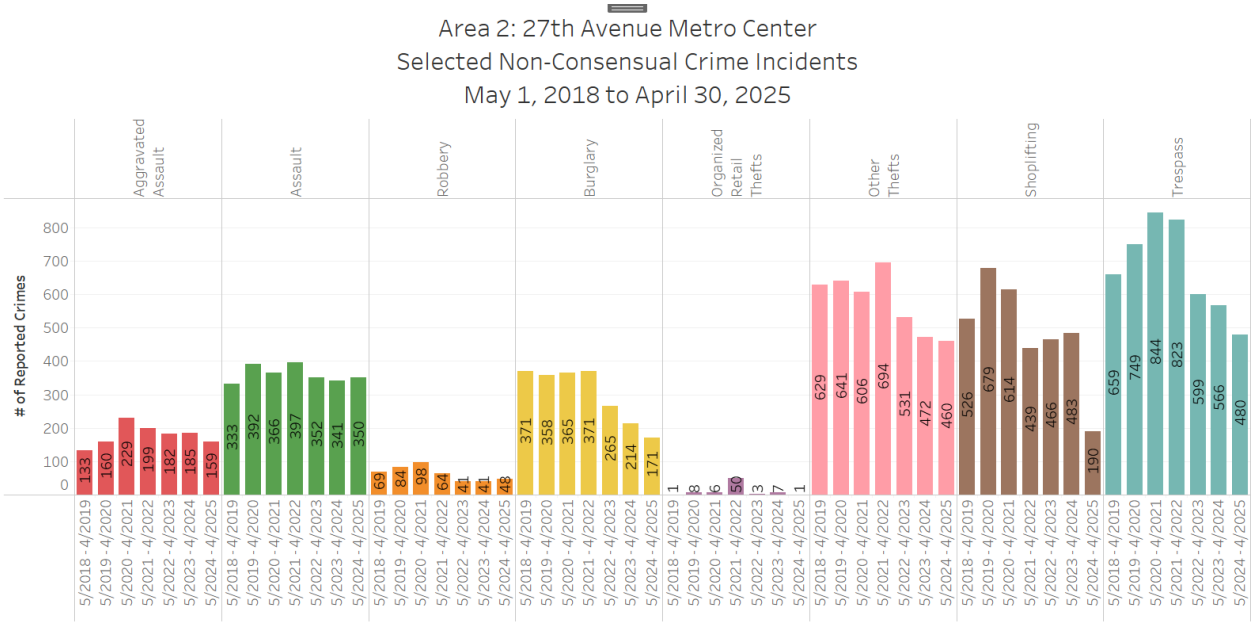
intervention average, and an almost 40% reduction from the high in 2020-2021. There was a 19.5% reduction from the previous period with the introduction of the RTOC.



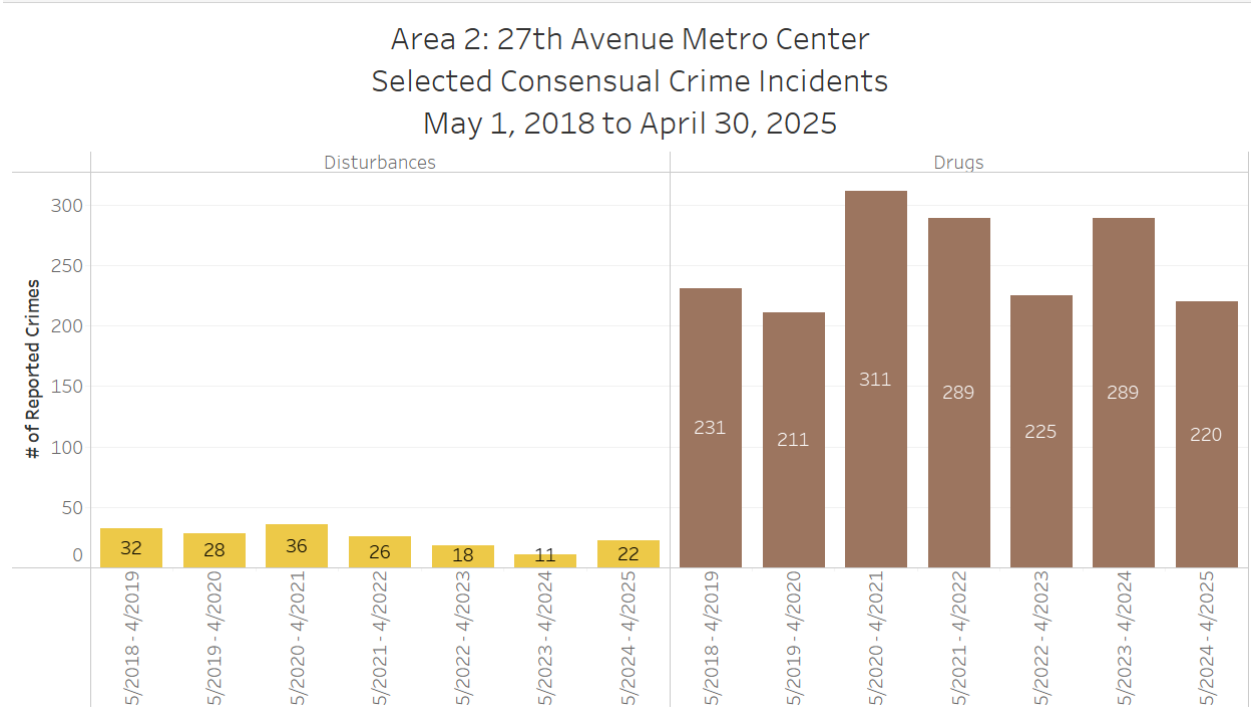
Examination of the selected offenses in terms of consensual and non-consensual crimes displays successful results for non-consensual crimes, but not consensual crime. For non-consensual crimes, Area 2 experienced a pre-intervention average of 2,997 incidents per 12-month time period, with a standard deviation of 218, and resulting goal of 2,540 incidents. This goal was met every time period, with the full implementation of the RTOC displaying the fewest incidents of non-consensual crimes (see chart below). For consensual crimes, Area 2 had a pre-intervention average of 290 incidents per 12-month time period, with a standard deviation of 54, and resulting goal of 183. The most recent time period had the least number of this type of crime incident, but did not meet the goal.



A further breakdown of the offense types included in each category highlights which offenses are more frequent in each category. Sex trafficking was removed from this analysis due to low frequency. Violent, non-consensual crimes did not show significant differences for aggravated assaults and assaults, but did not suffer from notable increases. In contrast, robbery decreased to two standard deviations below the pre-intervention mean at the beginning of the intervention (41 incidents), and remained low with only a slight increase in the most recent time period (48 incidents). Thefts of all types showed successful reductions in frequency, with burglary showing a notable drop and trending down over the course of the intervention. Shoplifting experienced an initial drop, but had a significant decrease in the 2024-2025 period, ending 69% below the pre-intervention average. Trespassing decreased every period during the intervention period, with reductions surpassing two standard deviations in the most recent two time periods. The lowest number of trespassing incidents was reported in 2024-2025, at 480 incidents.



For consensual crimes in Area 2, 27th Avenue Metro Center, relevant police incidents with low frequencies are excluded here. Disturbance incidents were lower during the intervention period than the pre-intervention period, averaging 17 per period compared to an average of 32 pre-intervention. Drug offenses did not display a clear trend during the intervention period, with frequencies below the pre-intervention average of 251 in 2022-2023 and 2024-2025, but above that average at 289 in 2023-2024.



Area 3: Bell Road

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer instances of open drug sales	Successful by crime incident indicators.
Less visible usage of illicit drugs	Successful
Fewer incidents of trespassing	Successful
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Fewer blighted properties	Successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Outcomes

The community survey included the Bell Road project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a large 43% increase in residents reporting feeling safe or very safe, at 68%, up from 25%. A 36% decrease was seen in percentage of respondents feeling unsafe or very unsafe. This is a highly positive outcome for community members' feelings of safety in this area. A more moderate improvement is in perceptions of frequency of crime, as just under half (48%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts

have decreased significantly in this area, there was a 1% increase (up to 78% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 71% of respondents replied that blight/trash was a problem in their neighborhood, and this decreased to 47% in 2025. In 2023, 21% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing to 13% in 2025. Graffiti/vandalism was reported as a problem by 64% of respondents in 2023, but only 37% in 2025. In 2023, 20% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 11% in 2025. Perceptions of open drug use as a neighborhood problem saw a 31% decrease from 2023 (80%) to 2025 (55%). Homeless encampments elicited the most responses of these four, with 86% of respondents indicating it was a problem in 2023, and a decrease to 64% in 2025. In 2023, 71% of respondents indicated that this was the issue that most affected their feelings of safety, and this decreased to 64% in 2025.

Overdoses

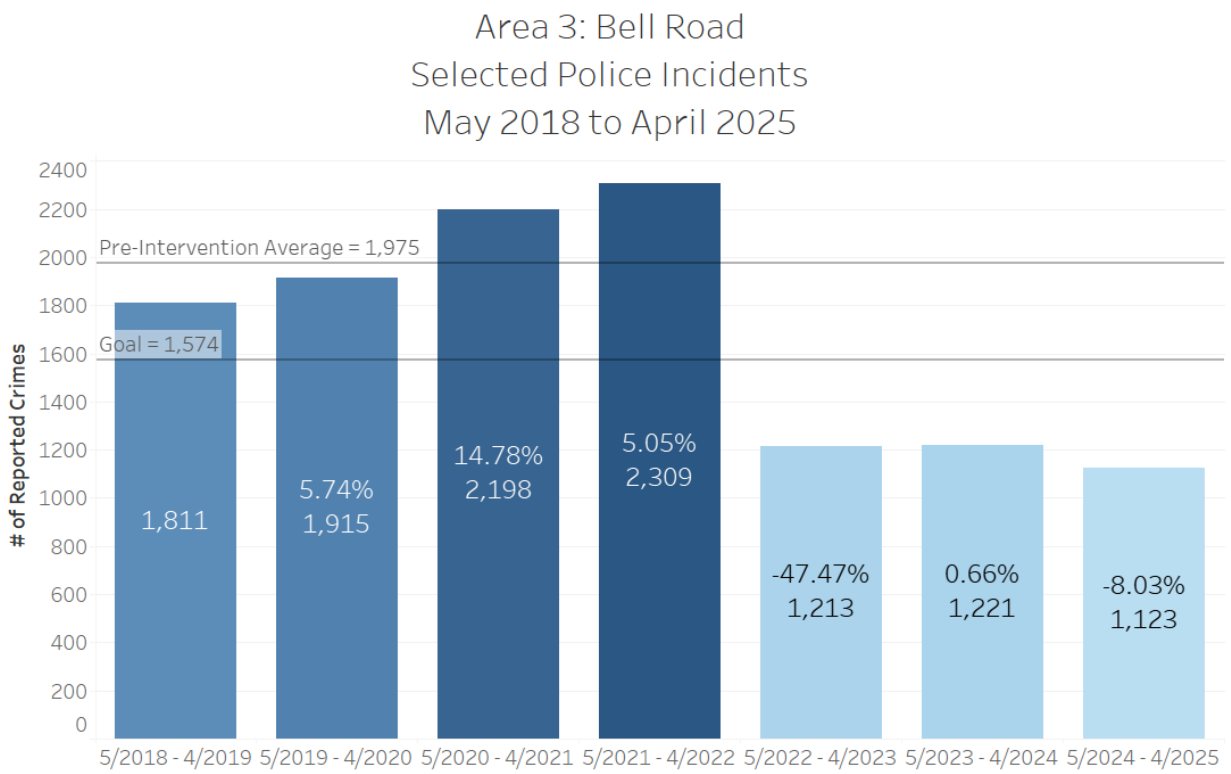
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the Bell Road project area, they responded to 7% more suspected overdoses in 2023 compared to 2022 and were comparable in 2024 to 2023. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Areas 3: Bell Road

Year	Responses to Suspected Overdoses
2022	201
2023	215
2024	214

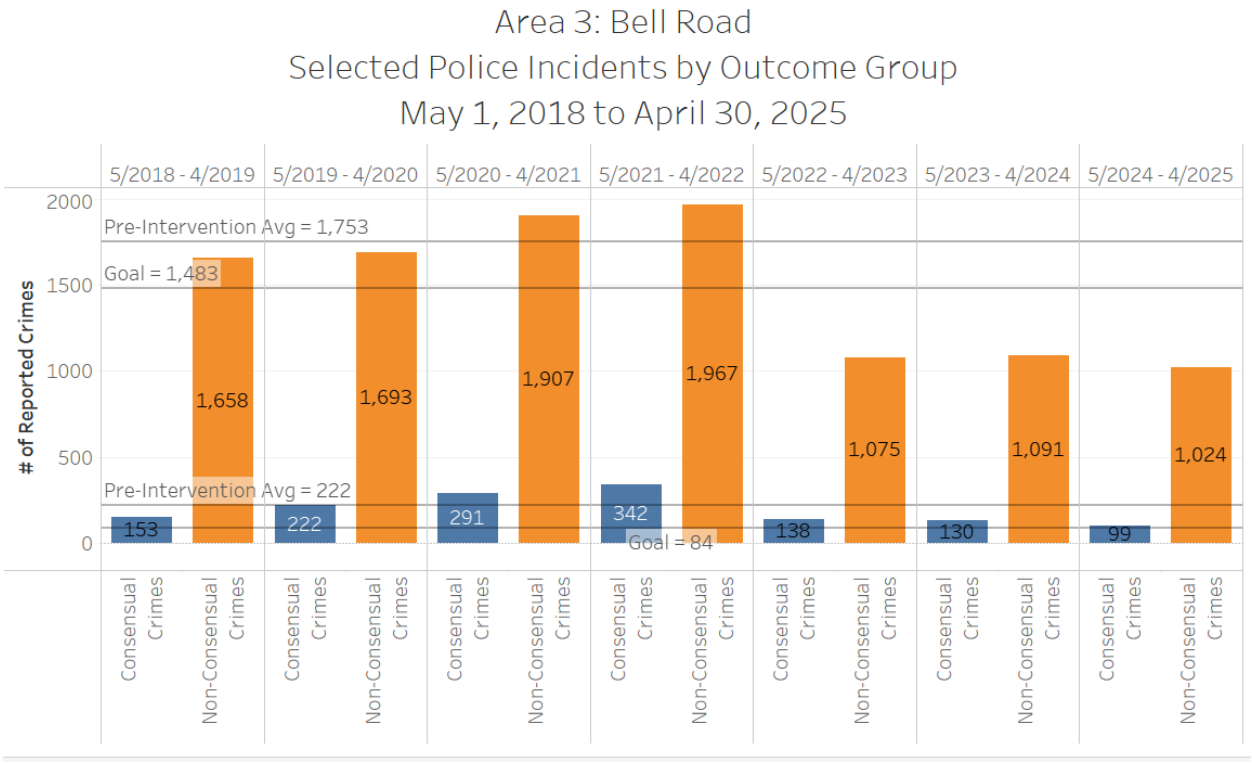
Crime Outcomes

Prior to the intervention period, Area 3, Bell Road experienced an average of 1,975 relevant incidents reported to police per 12-month time period, with a standard deviation of 220 incidents per period. The overall crime reduction goal for the selected incidents was set at 1,574 (see chart below). This goal was met during each full 12-month period of the intervention, with a remarkable 46% drop in reported incidents in the 2022-2023 period compared to the previous period.

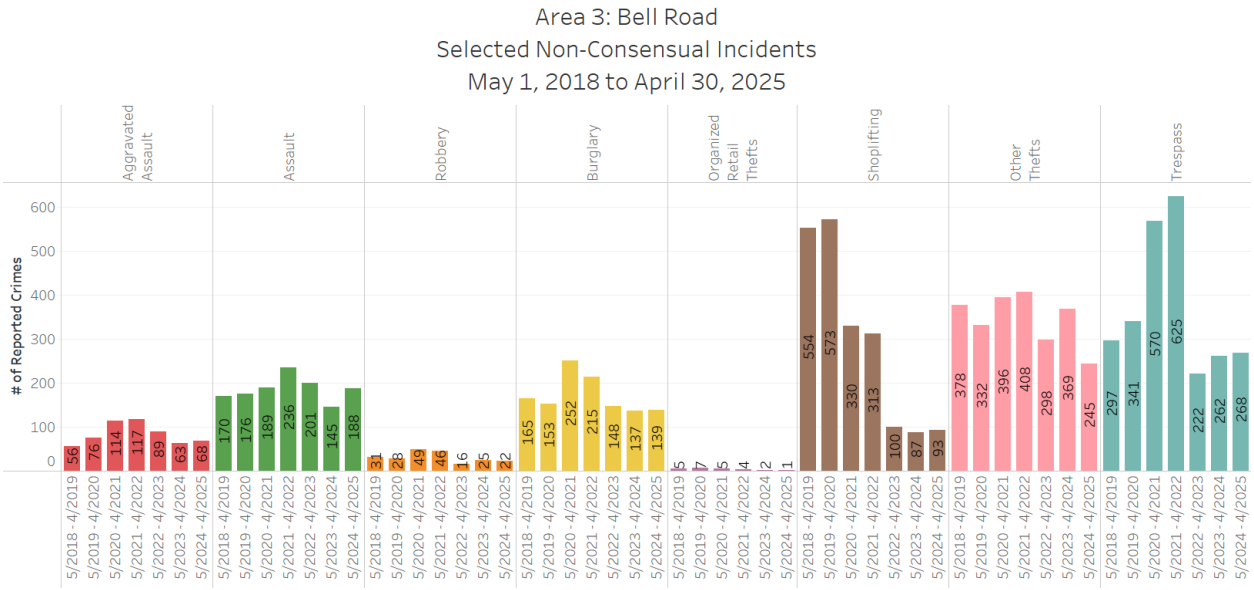


Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 3 (Bell Road) experienced a pre-intervention average of 1,753 incidents per 12-month time period, with a standard deviation of 134, and resulting goal of 1,483 incidents. Every time period during the intervention was substantially under this goal, ranging between 1,024 and 1,091 incidents per period.

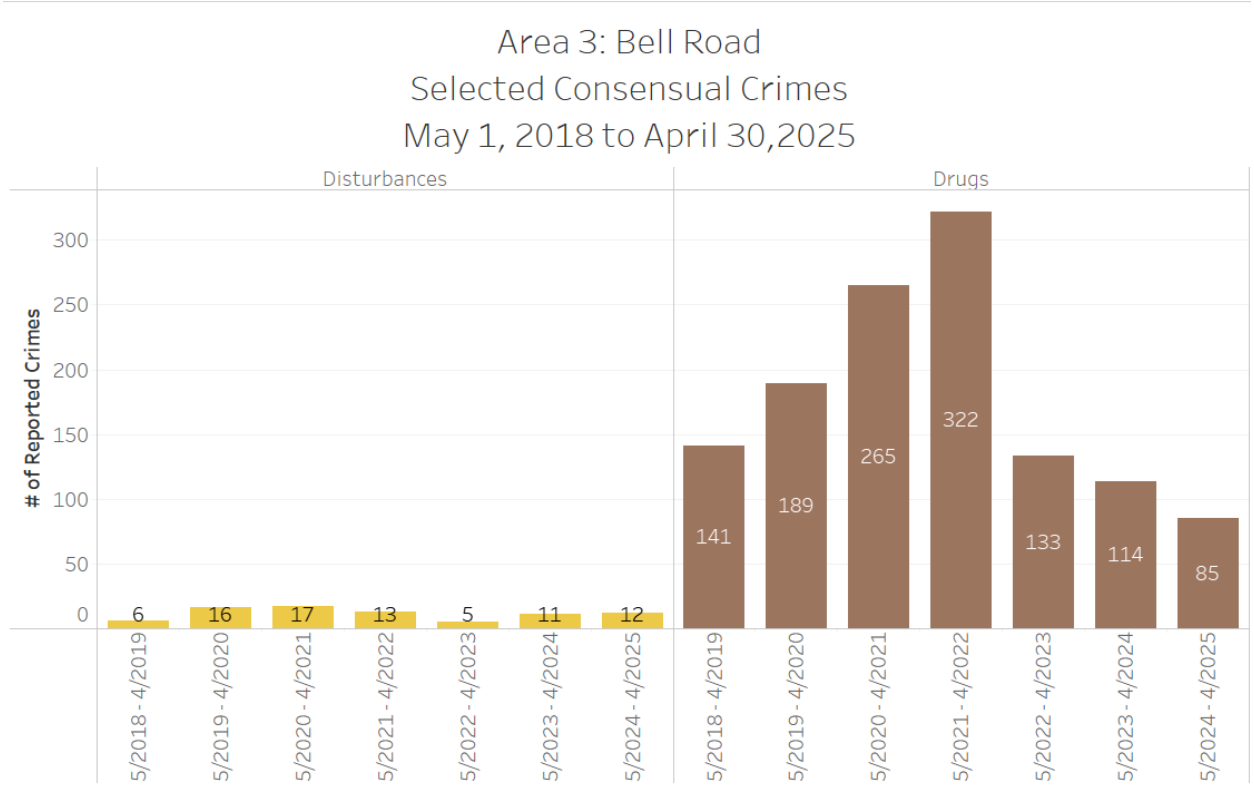
Consensual crimes for Bell Road averaged 222 incidents per 12-month period prior to intervention, with a standard deviation of 69, and corresponding goal of 84 incidents. While these crimes did decline compared to the immediately previous time periods, and show additional small declines annually, the goal was ultimately not reached. The 2024-2025 time period had the fewest number of consensual crime incidents, with 99 incidents.



The non-consensual crimes in Area 3, Bell Road, showed steep declines as a group, but have variations within the group. Here, sex trafficking is excluded due to low numbers. Among the violent crimes, aggravated assault declined by about half of the pre-intervention high, from 114 incidents in the 2020-2021 period, to a low of 63 in the 2023-2024 time period. Assaults do not show a clear trend, with a low of 145 in 2023-2024, followed by a rebound to 188 in 2024-2025. Robberies decreased from the high, but appear to have regressed to pre-pandemic averages. All three theft categories showed notable decreases, with shoplifting being the most dramatic. Shoplifting dropped from more than five hundred in two pre-intervention time periods to under one hundred in the most recent time period. Trespassing is also remarkable, as it was trending upward pre-intervention, but decreased to below the pre-intervention low of 297 in all three intervention time periods.



Of the consensual crimes included in the initial analysis, only disturbances and drug incidents occurred above minimal frequency. While disturbances showed small decreases in low frequencies, drug incidents declined by more than half over the course of the intervention. While consensual crimes overall did not result in significant reductions, drug incidents in themselves did. The pre-intervention average for these incidents was 198 per 12-month period, the most recent period had only 85 incidents.



Area 4: Hatcher Road

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcomes

Desired Outcome	Project Progress
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Successful
Fewer instances of open drug sales	Successful by crime incident indicators.
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Less graffiti in public areas	Successful
Fewer blighted properties	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey included the Hatcher Road project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the community committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a large 25% increase in residents reporting feeling safe or very safe, at 53%, up from 28%. A 36% decrease was seen in percentage of respondents feeling unsafe or very unsafe.

This is a positive outcome for community members' feelings of safety in this area. A more moderate improvement is in perceptions of frequency of crime, as 31% of respondents reported in 2025 that crime had gone up in their neighborhood over the last year, down from 38% when comparing 2023 to 2021. Similarly, even though thefts have decreased significantly

in this area, there was a 4% decrease (72% down from 76% of respondents) who view theft as a serious problem in their neighborhood.

As noted, the community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 60% of respondents replied that blight/trash was a problem in their neighborhood, and this decreased to 46% in 2025. In 2023, 8% of respondents indicated that blight/trash affected their feelings of safety the most, increasing to 17% in 2025. Graffiti/vandalism was reported as a problem by 56% of respondents in 2023, but only 43% in 2025. In 2023, 20% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, and this held stable for 2025. Perceptions of open drug use as a neighborhood problem saw a 20% decrease from 2023 (80%) to 2025 (60%). Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a decrease to 62% in 2025. In 2023, 76% of respondents indicated that this was the issue that most affected their feelings of safety, and this decreased to 57% in 2025.

Overdoses

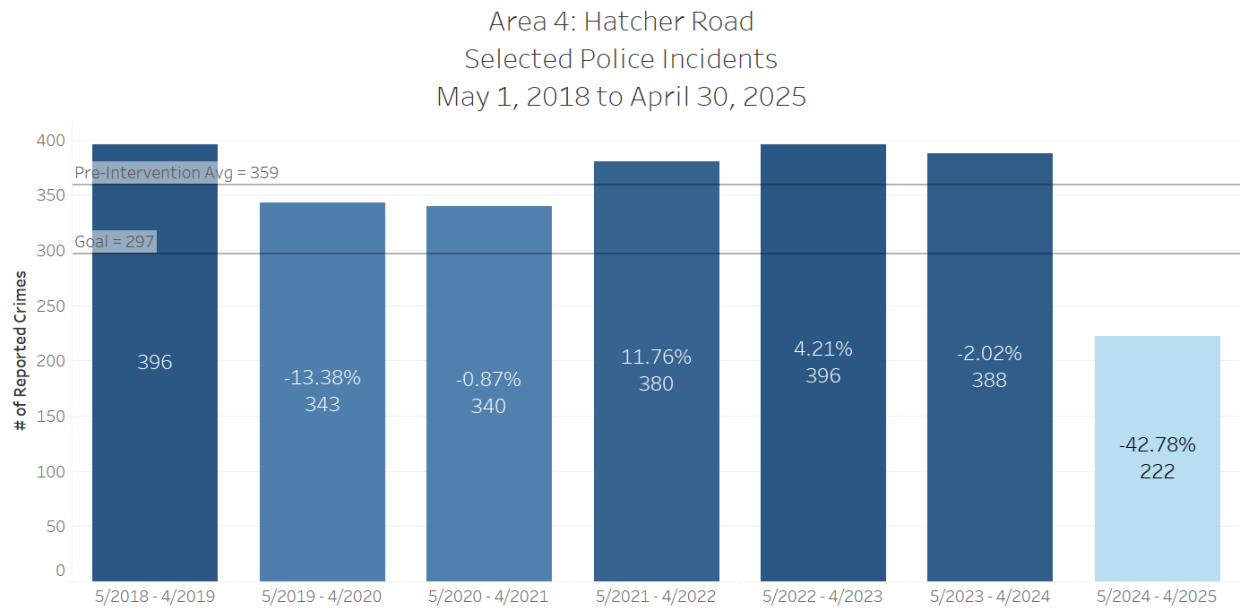
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, 2024. Near the Hatcher Road project area, they responded to 21% more suspected overdoses in 2023 compared to 2022. 2024 saw a 17% reduction in suspected overdoses compared to 2022. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Area 4: Hatcher Road

Year	Responses to Suspected Overdoses
2022	236
2023	285
2024	195

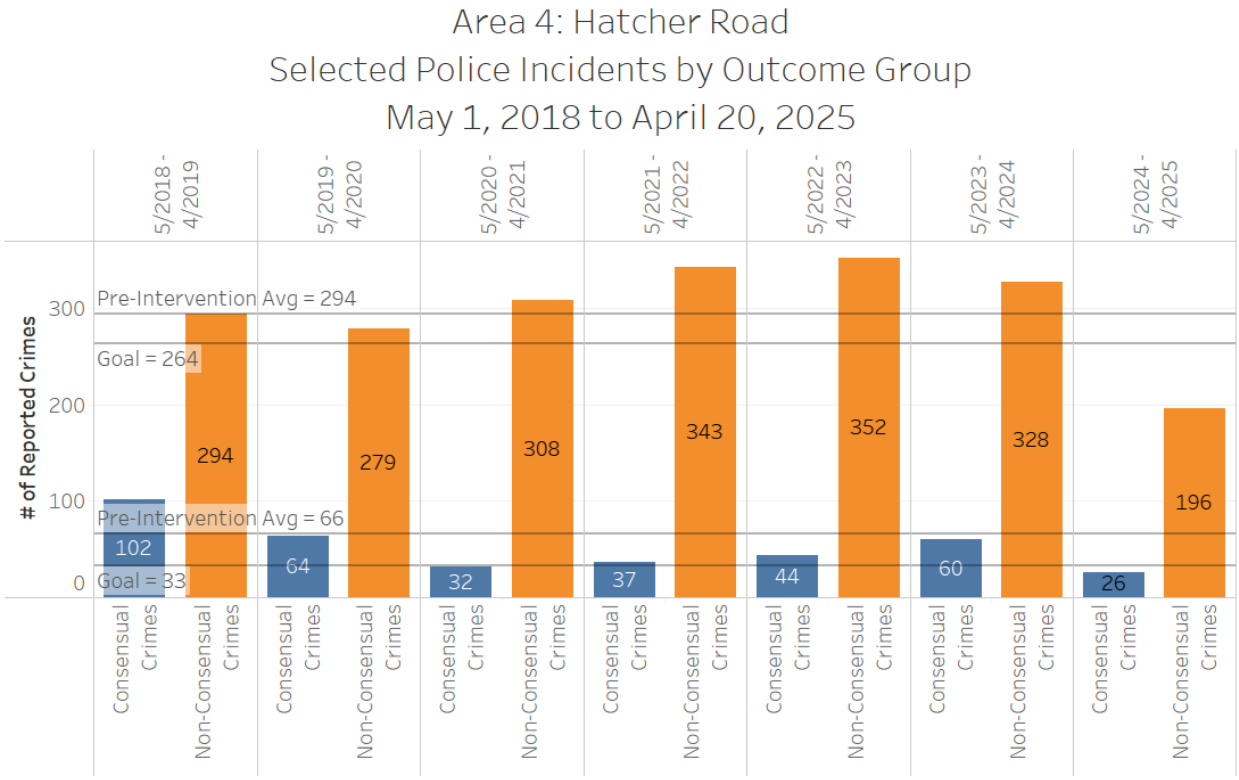
Crime Outcomes

Prior to the intervention period, Area 4, Hatcher Road, experienced an average of 359 relevant incidents reported to police per 12-month time period, with a standard deviation of 32 incidents per period. The overall crime reduction goal for the selected incidents was set at 297. Incidents increased during the first 12-month time period of the intervention, then decreased sharply (43%) in the most recent time period. Qualitative interviews with city staff attribute this largely to the implementation of a coordinated outreach and engagement strategy focused on addressing individuals experiencing unsheltered homelessness, who were relying on St. Vincent de Paul's Chris Becker Resource Center to meet their daily needs. The strategy was deployed in December 2023 in response to neighborhood concerns and the planned closing of the Resource Center in February 2024.

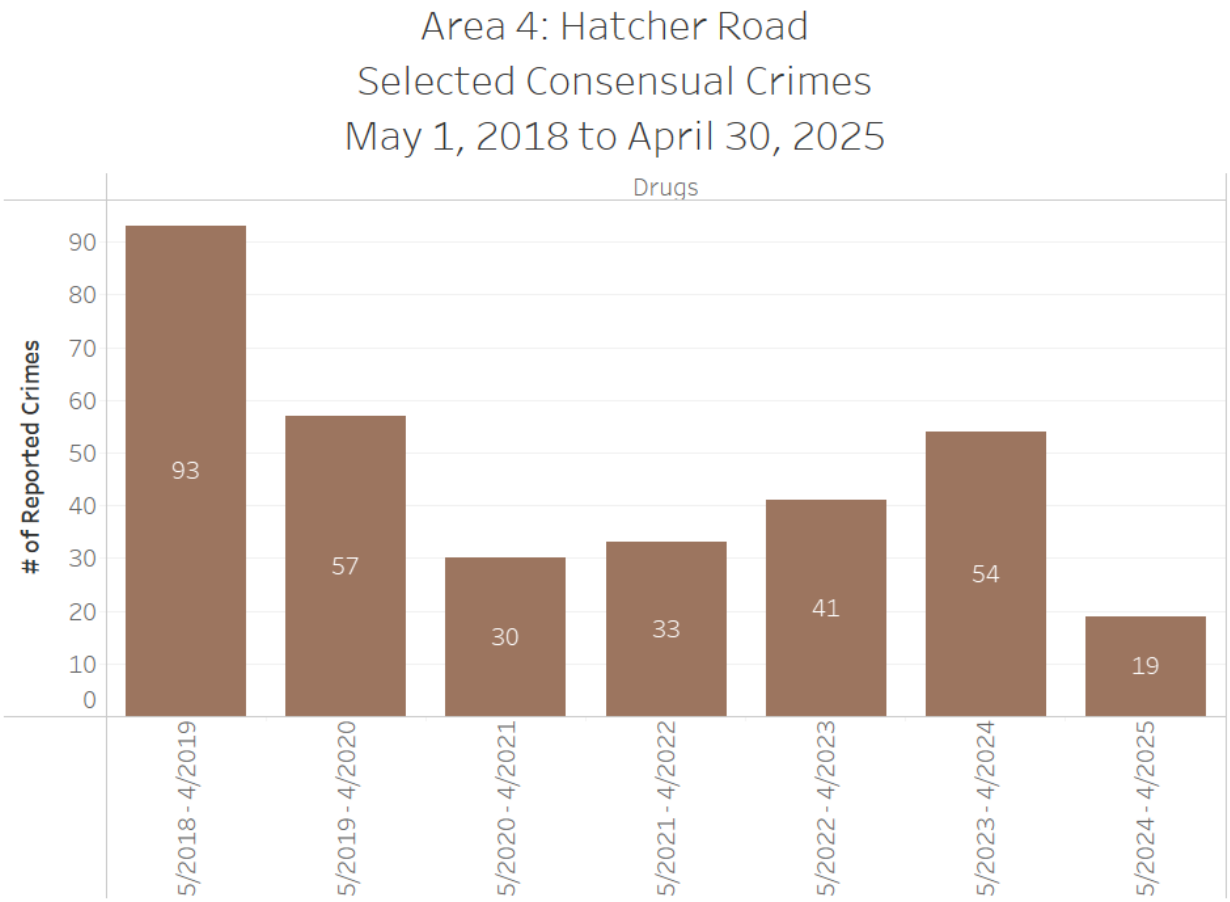


Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 4, Hatcher Road, experienced a pre-intervention average of 294 incidents per 12-month time period, with a standard deviation of 15, and resulting goal of 264 incidents. The initial two intervention periods did not achieve the goal, but the final 12-month period was substantially under the goal at 196 incidents.

Consensual crimes for Area 4, Hatcher Road, averaged 66 incidents per 12-month period prior to intervention, with a standard deviation of 35. Use of standard deviations here would have resulted in a negative number, and so the goal was set at 50% of the pre-intervention average, or 33 crimes per 12-month time period. These crimes fluctuated over the course of the intervention, but the final time period met the goal at 26 reported offenses.

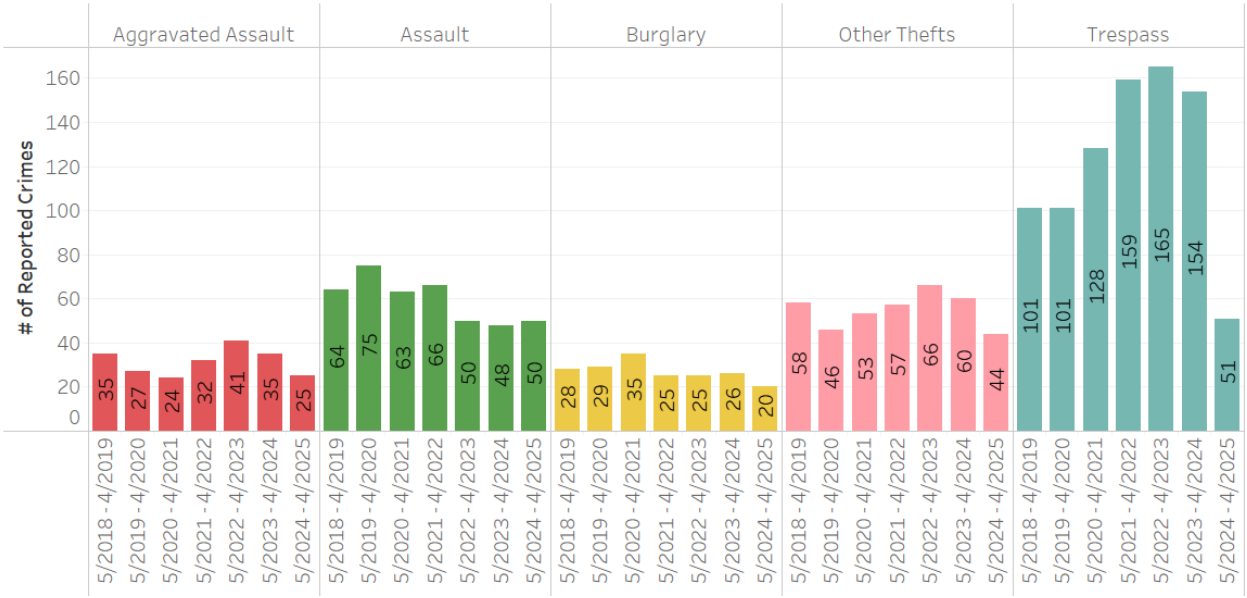


Among the offenses of interest, the only consensual crime that had more than minimal incidents in the relevant 12-month time period was drug offenses. These offenses increased in the first two 12-month intervention periods, but dropped to only 19 incidents in the final period.



When analyzing non-consensual crimes in Area 4, Hatcher Road, robbery, sex trafficking, and shoplifting were dropped due to low frequencies. Aggravated assaults did not show a meaningful change from the pre-intervention time period, but assaults were consistently approximately 20% lower than in pre-intervention time periods, ranging from 48 to 50 incidents per 12-month time period during the intervention. Burglaries had a significant decrease from the pre-intervention average, between 15% and 30%. Other thefts initially increased during the intervention, but ended at 44 in the last time period, 17% below the pre-intervention average of 52 incidents. As visible in the chart, non-consensual crimes in this area were dominated by trespassing offenses, which dropped 54% from the pre-intervention average to 51 incidents in the most recent 12-month time period.

Area 4: Hatcher Road
Selected Non-Consensual Incidents
May 1, 2018 to April 30, 2025



Area 5: 19th Avenue Corridor

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcomes

Desired Outcome	Project Progress
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Successful by community survey, not yet successful by crime incidents
Fewer incidents of assault and aggravated assault	Successful
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Responses

The community survey included the 19th Avenue Corridor project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the community committees. Full results are available in Appendix D. Compared to 2023, the results from 2025

indicated an 11% increase in residents reporting feeling safe or very safe, at 51%, up from 40%. An 8% decrease was seen in the percentage of respondents feeling unsafe or very unsafe. Another improvement is in perceptions of frequency of crime, as 39% of respondents reported in 2025 that crime had gone up in their neighborhood over the last year, down from 48% in 2023, when respondents were asked to compare 2023 to 2021. Although thefts have decreased noticeably in this area, there was a 6% increase (83% up from 77% of respondents) who view theft as a serious problem in their neighborhood.

As noted, the community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 52% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 59% in 2025. In 2023, 16% of respondents indicated that blight/trash affected their feelings of safety the most, increasing to 26% in 2025. Graffiti/vandalism was reported as a problem by 54% of respondents in 2023, but only 43% in 2025. In 2023, 12% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, and this increased to 20% for 2025. Perceptions of open drug use as a neighborhood problem saw a 10% decrease from 2023 (70%) to 2025 (60%). Homeless encampments elicited the most responses of these categories, with 80% of respondents indicating it was a problem in 2023, and a decrease to 73% in 2025. In 2023, 60% of respondents indicated that this was the issue that most affected their feelings of safety, and this held stable in 2025.

Overdoses

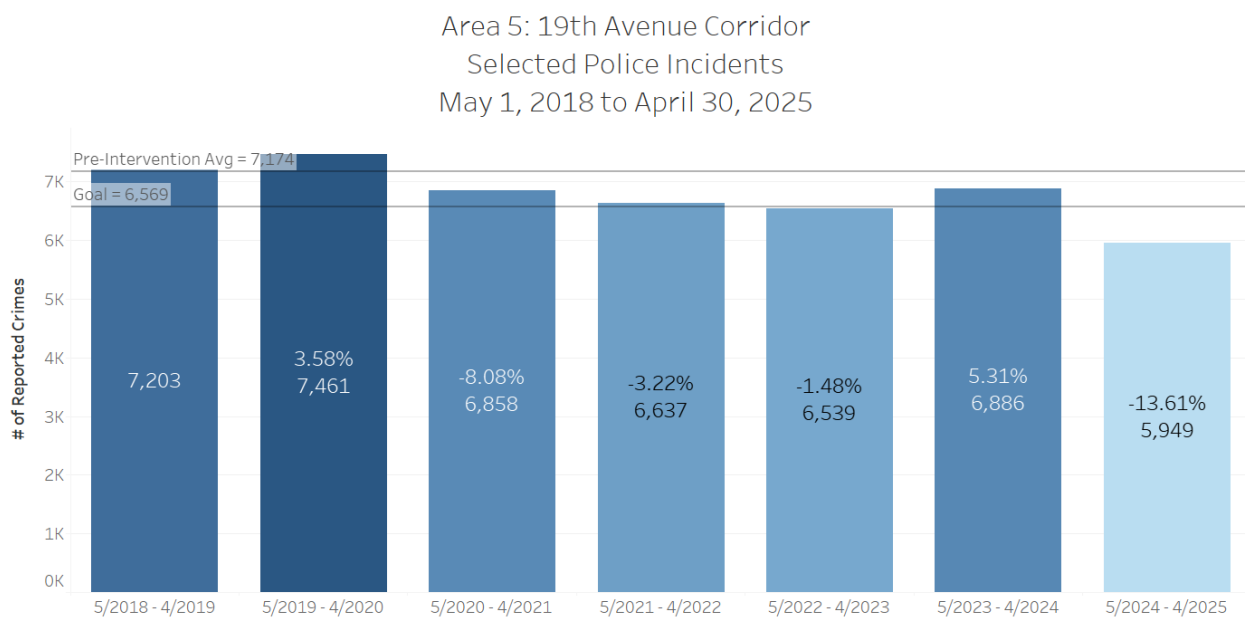
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 19th Avenue Corridor area, they responded to 20% more suspected overdoses in 2023 compared to 2022 but saw a 10% decrease in 2024. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Areas 5: 19th Avenue Corridor

Year	Responses to Suspected Overdoses
2022	424
2023	507
2024	380

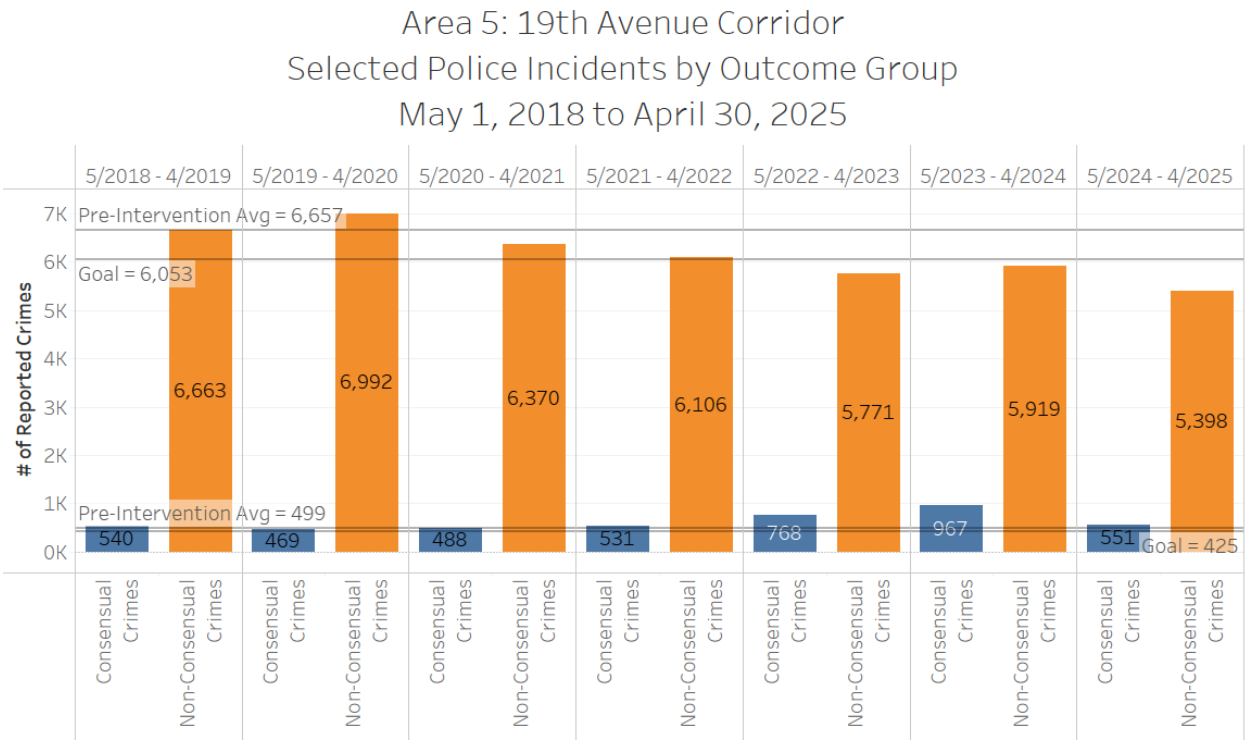
Crime Outcomes

Prior to the intervention period, Area 5, 19th Avenue Corridor, experienced an average of 7,174 relevant incidents reported to police per 12-month time period, with a standard deviation of 303 incidents per period. The overall crime reduction goal for the selected incidents was set at 6,569. As seen in the bar chart below, the selected offenses fluctuated over the course of the intervention, but decreased over 14% in the most recent 12-month time period to finish below the goal, at 5,949 incidents in the project area. This is a large area with a high frequency of crimes, so it is worth noting that this decrease is more than 1,500 incidents fewer than the pre-intervention high of 7,461.



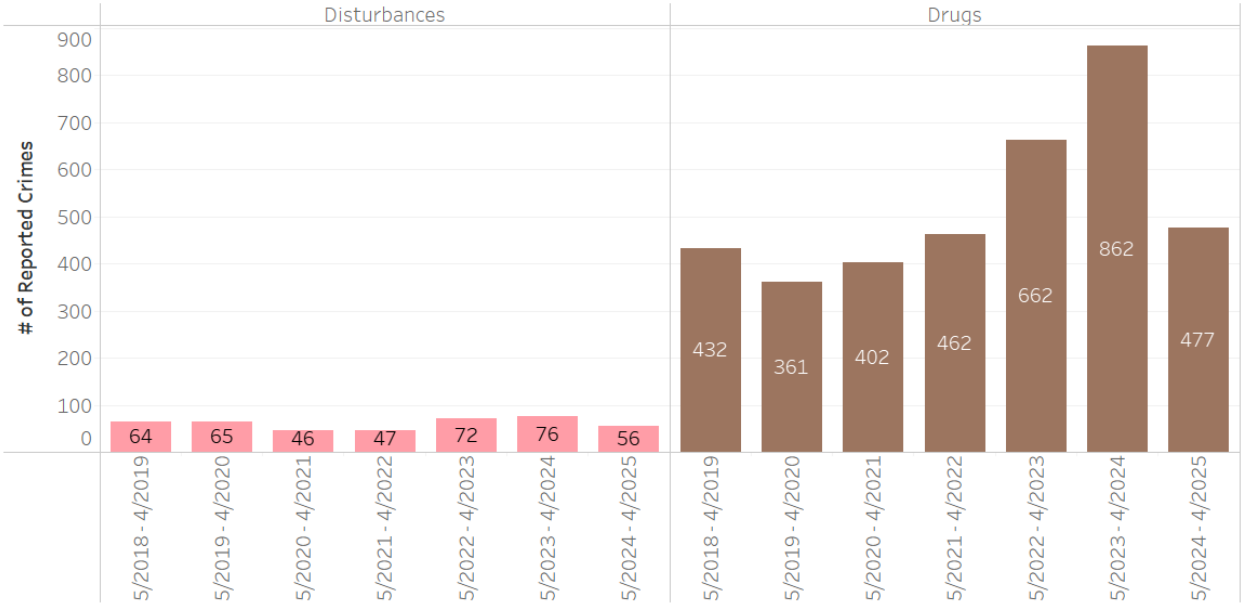
Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 5, 19th Avenue Corridor, experienced a pre-intervention average of 6,657 incidents per 12-month time period, with a standard deviation of 311, and resulting goal of 6,053 incidents. All three intervention time periods met this goal, with the lowest frequency in the most recent time period at 5,398 incidents.

Consensual crimes for Area 5, 19th Avenue Corridor, averaged 499 incidents per 12-month period prior to intervention, with a standard deviation of 37, with a resulting goal of 425 incidents per 12-month period. These crimes fluctuated over the course of the intervention, but ultimately, did not meet the reduction goal, with the lowest intervention time period reporting 551 incidents in 2024-2025.



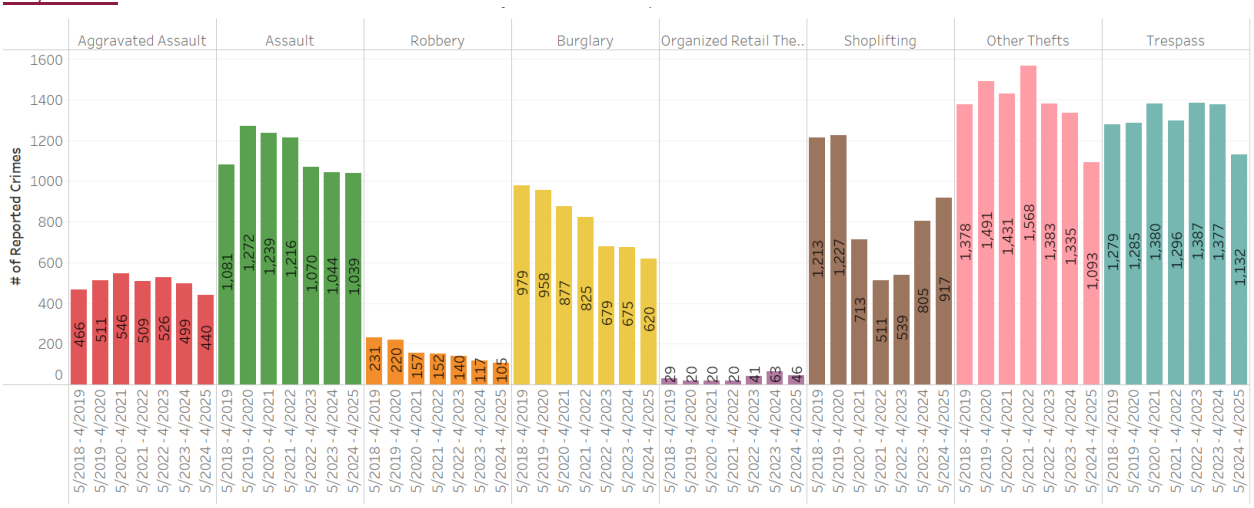
Among the consensual offenses of interest, only disturbances and drug offenses were frequent enough to include in the limited analysis. Disturbances in the 19th Avenue Corridor project area initially increased over the pre-intervention average of 58 incidents per 12-month time period, but by the 2024-2025 period had decreased to 56 incidents. Drug incidents had a pre-intervention average of 398 incidents per 12-month time period. During the intervention period, these increased to a high of 862 during the 2023-2024 time period, before falling to 477 in the 2024-2025 time period, not reaching the reduction goal. As consensual crimes reports are driven by enforcement efforts, this may be the result of increased attention to these offenses.

Graph: Area 5: 19th Avenue Corridor, Selected Consensual Incidents, May 1, 2018 to April 30, 2025



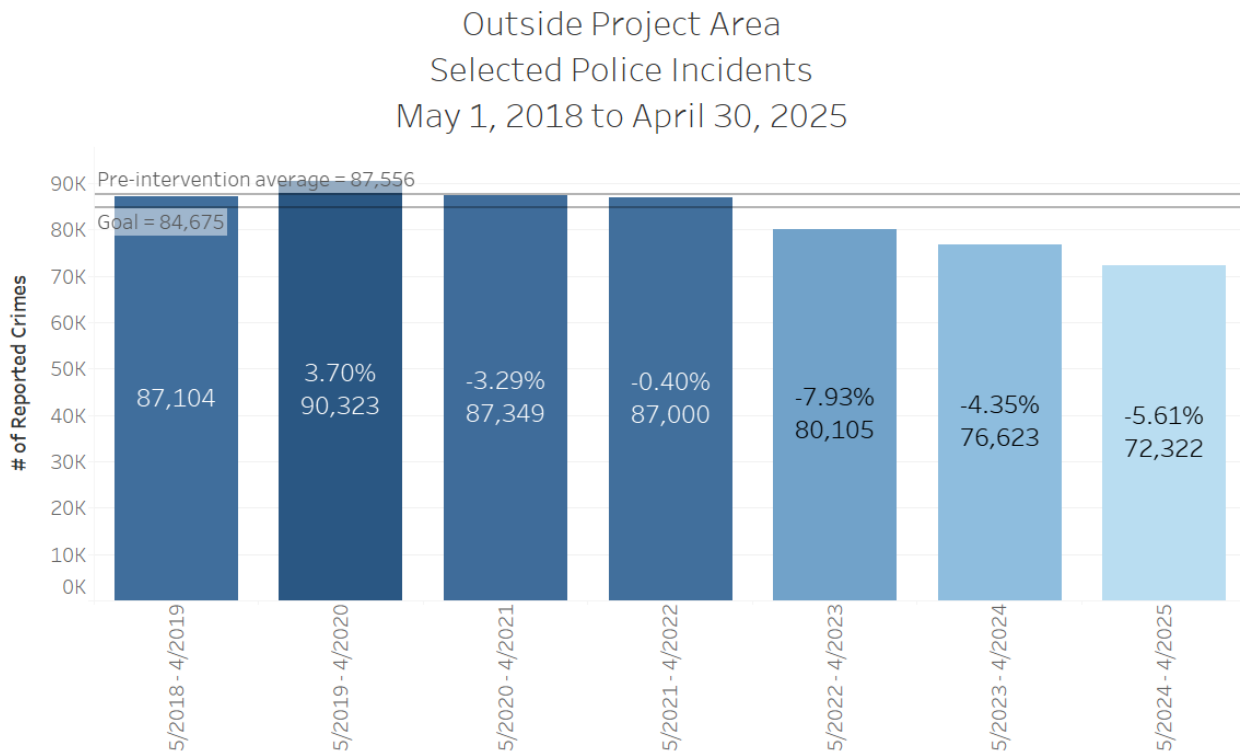
When analyzing non-consensual crime incidents for Area 5, 19th Avenue Corridor, sex trafficking was dropped due to low frequency of incidents. The results are positive for violent crime, with decreases during intervention time periods for aggravated assault, assault, and robbery. Aggravated assaults showed the most modest reductions comparatively, with the lowest incidents in 2024-2025 at 440 incidents. Assaults decreased during the initial full intervention time period, and stayed lower throughout, averaging 12% below the pre-intervention average. Robberies decreased steadily over the course of the intervention, with more than a 50% reduction comparing the first time period to the last. Among theft crimes, burglaries showed the steadiest change, with decreases during each 12-month intervention time period. There was a 37% decrease from the highest pre-intervention time period to the lowest, most recent intervention time period. Shoplifting fluctuated over the course of the intervention, ending higher in the last intervention time period than the initial intervention time period, but still lower than the pre-intervention highs. Other thefts showed a decrease in each intervention time period, with an almost 500 incident decrease between the peak time period and the 2024-2025 time period. In contrast, trespassing incidents increased in the first two intervention time periods, before falling approximately 11% in the final time period.

Graph: Area 5: 19th Avenue Corridor, Selected Non-Consensual Incidents, May 1, 2018 to April 30, 2025

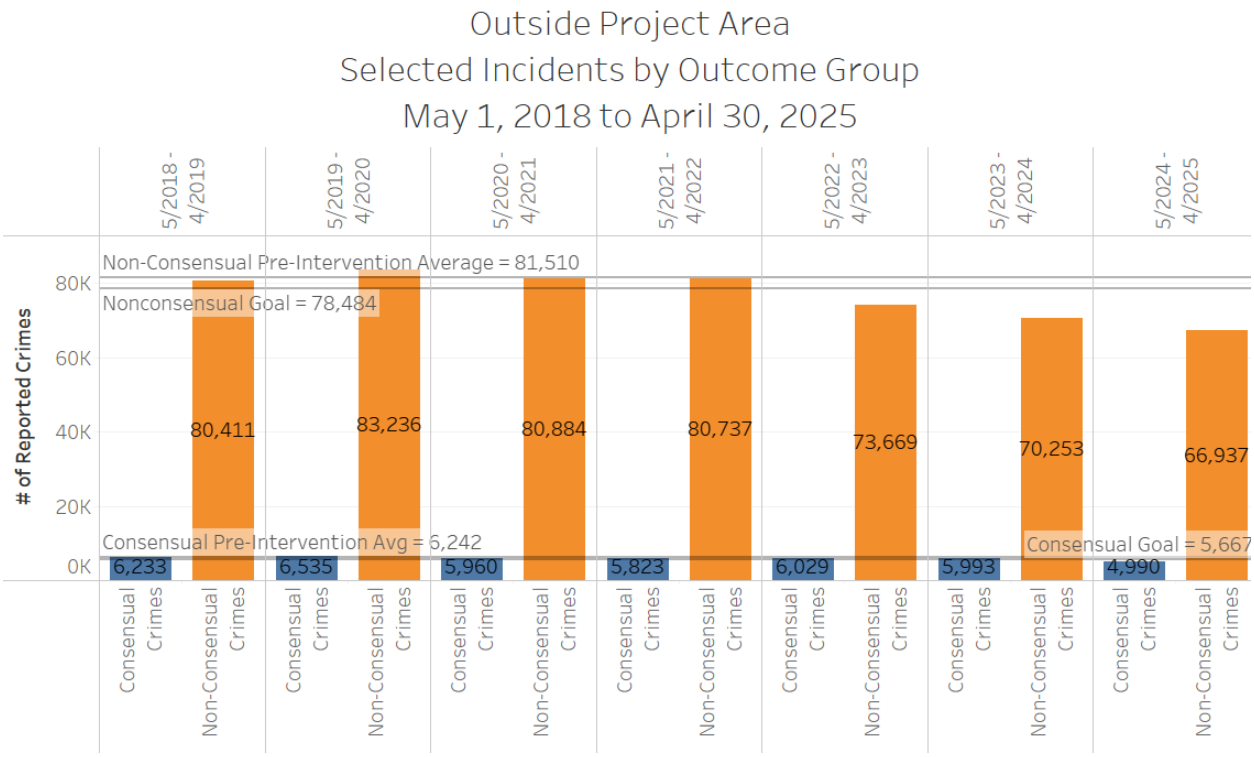


Citywide Crime Comparisons

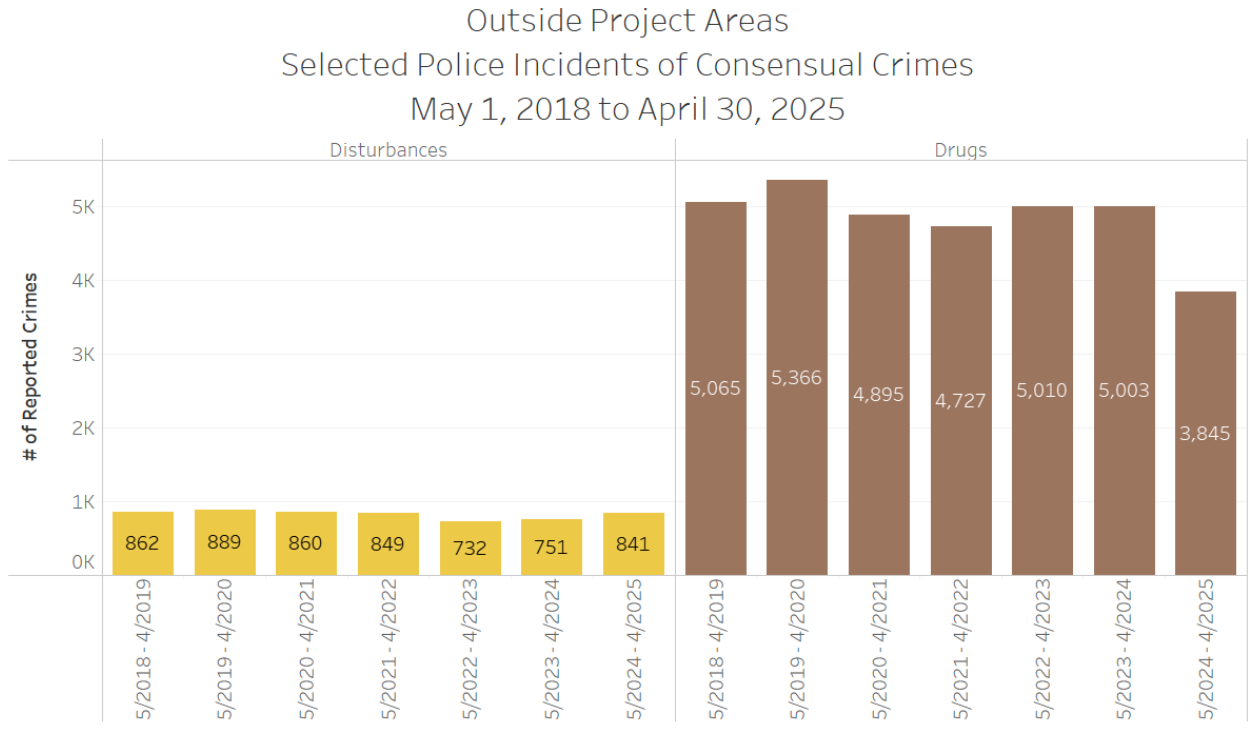
The five project areas combined represent 4.23% of the total police grid areas in Phoenix, but 16.89% of the selected crimes. Additionally, as these areas are embedded in the geography of the city, it is worthwhile to conduct a brief comparison of trends for these crimes outside of the project area. Did the rest of the city experience similar changes in crime during this time? If the project areas are significantly better than the rest of the city, it provides additional evidence that the interventions were effective. An initial bar chart of the selected incident types displayed below indicates that the rest of the city experienced notable decreases in these crimes as well, with all three full intervention time periods reporting frequencies more than two standard deviations below the pre-intervention time periods.



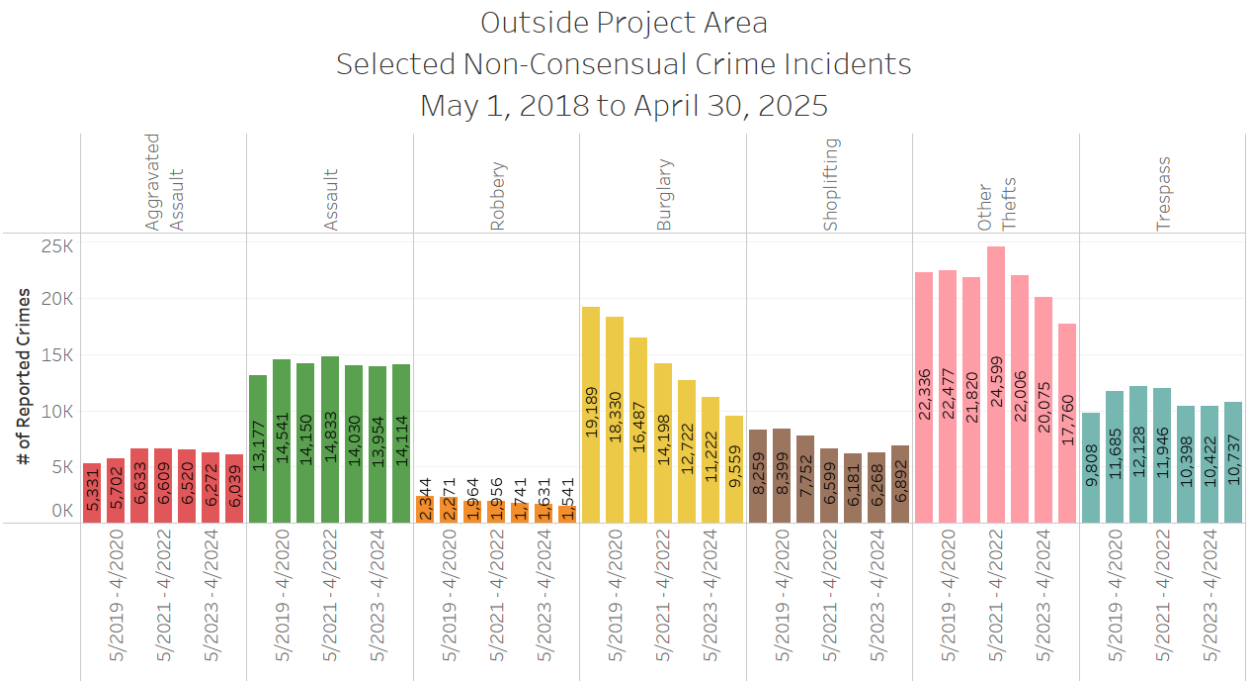
Further breaking this data down into consensual and non-consensual crimes shows significant decreases in both categories, which are fairly consistent with the project areas.



Within high-frequency consensual crimes, disturbances were stable, but drug crimes decreased significantly in the most recent 12-month time period.



In non-consensual crimes, organized retail theft and sex trafficking were excluded for low frequency, but the most notable trend is the decrease in theft crimes. Burglary offenses in particular were down more than 50% compared to the initial pre-intervention time period. One offense that stands out for its smaller decrease and relative stability is trespassing. Whereas the project areas showed large decreases in trespassing, particularly in the most recent time period, the rest of the city did not appear to experience a similar decrease.



Perceptions of Project

As part of this project, ASU faculty conducted qualitative interviews, participated in ride-alongs with Phoenix PD, attended Community Committee meetings, and attended staff meetings for each project area. Overall, the project has been well-received, both by city staff and community members. Staff from various areas appreciated the success they have had in working together to solve community problems, and plan to continue to do so in the future. This sentiment was common to Police, Prosecutor's Office, Neighborhood Services, Office of Homeless Solutions, and PHX C.A.R.E.S. staff. In a few instances, operating staff indicated that they were unaware of the project goals. At some points in the intervention, the additional workload on staff to communicate about the project became wearing, and meetings were scaled back. For example, each community committee was meeting monthly, and each of their meetings required a staff preparatory meeting in the same week. With community meetings running up to two hours in the evenings, meetings were eventually reduced to every other month for each project area. As described earlier, police department staff reported a number of positives about the RTOCs, and anticipate increasing their usefulness in the future.

The community committee members were consistently involved and enthusiastic about the project. They were frequently complimentary and appreciative towards staff in meetings and often suggested areas that could use additional attention. However, the committee members were also frustrated with perceptions of slow progress over the course of the project. As reflected in the community survey, they frequently expressed that they did not feel like problems were getting resolved. There are several notable points of frustration. First, community committee members repeatedly were concerned that people who were arrested in their areas were back in those areas the next day, or even the same day. Staff addressed this concern with education on the criminal justice process, particularly with regards to bail and pre-trial release. The prosecutorial staff also began reporting on repeat arrestees, with regard to their low frequency. Second, community members were frustrated with several aspects of response time. They felt wait times to reach the Police Department were so long that people gave up on trying to report crimes, and were concerned that decreases in reported crimes were artificially created by long wait times. Data on this was unavailable at this time. Staff members offered several alternatives, including specialized phone lines and email.

Recommendations

In addition to analyzing the impact of the Community Safety Plans initiative on reported crime and disorder, and on community perceptions of safety, we reached some broader conclusions about the processes employed in this initiative that lead us to offer the following recommendations for consideration by Phoenix local government leaders.

1. Make engaging community stakeholders in the process of defining public-safety problems, determining what is contributing to them, developing new interventions, and, where appropriate, helping to implement those new interventions a routine way of addressing public-safety concerns in the city. Properly done, engaging the community directly in the process of addressing public-safety concerns is both more likely to lead to effective interventions and to show the community that its government is responsive to those concerns. It also helps educate the public about the challenges of addressing complex public-safety problems.
2. Develop a flexible structure within city government for addressing chronic public-safety concerns that mirrors the structure of this initiative, with inter-agency leadership to steer major initiatives (e.g., high-ranking officials from the City Manager's office, Police Department, Neighborhood Services Department, and City Prosecutor's Office, along with other agency representatives as needed). Additionally, establish similar flexible structures at the operating level. Ideally, each police squad area (a total of 20 across the 7 police precincts) would have a dedicated police official (e.g., the Community Action Officer or NET detective) and a dedicated city government official (who can coordinate city services across departments) who would take the lead in establishing ad hoc working groups that are tailored to specific public-safety problems. They would jointly be responsible for identifying pressing public-safety problems, analyzing them (with assistance from analysts), developing and implementing new response plans (with support from the sergeants, lieutenants, and commander within their precinct chain of command, and the requisite leadership from other city departments), and assessing whether desired goals were attained (again, with assistance from analysts).
3. Develop a computerized tracking system to monitor progress on discrete public-safety problem initiatives. Such a system should be accessible to both police administrators and city managers. It would help keep projects moving forward, avoiding the common phenomenon whereby projects are abandoned when key personnel move on to other assignments.
4. Routinely consult research- and practice-based knowledge to inform local initiatives to address public-safety issues. (ASU's Center for Problem-Oriented Policing [www.asu.popcenter.edu] is one major source of this guidance, synthesizing research and the practical experiences of police worldwide.)
5. Periodically monitor conditions after each public-safety problem initiative has been formally completed to ensure that problems don't resurface once focused attention ceases.
6. Upon expansion of the Real-Time Operations Centers to all police precincts, provide adequate staffing, especially of police assistants and RTOC specialists, to maximize the capabilities of the surveillance technology. Use the surveillance technology not only for

detecting individual crimes and apprehending offenders, but also for detecting and analyzing emerging public-safety problems.

7. Substantially enhance the Police Department's and City’s promotion of public safety through design (including Crime Prevention Through Environmental Design and situational crime prevention). Place- and problem-specific design of spaces and products can significantly prevent crime problems from arising in the first instance.
8. Routinely inform the affected communities about new public-safety initiatives and the results of them.
9. Commit city government to the core principle that public safety is a shared responsibility of police, other government agencies, non-government organizations, and the residential and business communities. Police should seldom be tasked with addressing public-safety issues alone.
10. Adopt a stronger governmental stance toward holding property owners and managers accountable for responsible property management that reduces the risks of criminal and disorderly conduct at and around those properties.

Conclusions

This Community Safety Plan project has covered almost 5% of police geographic grids for the City of Phoenix, lasting over three years, costing millions of dollars, and involving at least a half dozen city departments. The goals for the plan are extensive across the five project areas, addressing not just crime but also perceptions of crime and quality-of-life issues. There are three overarching goals, and ten desired outcomes.

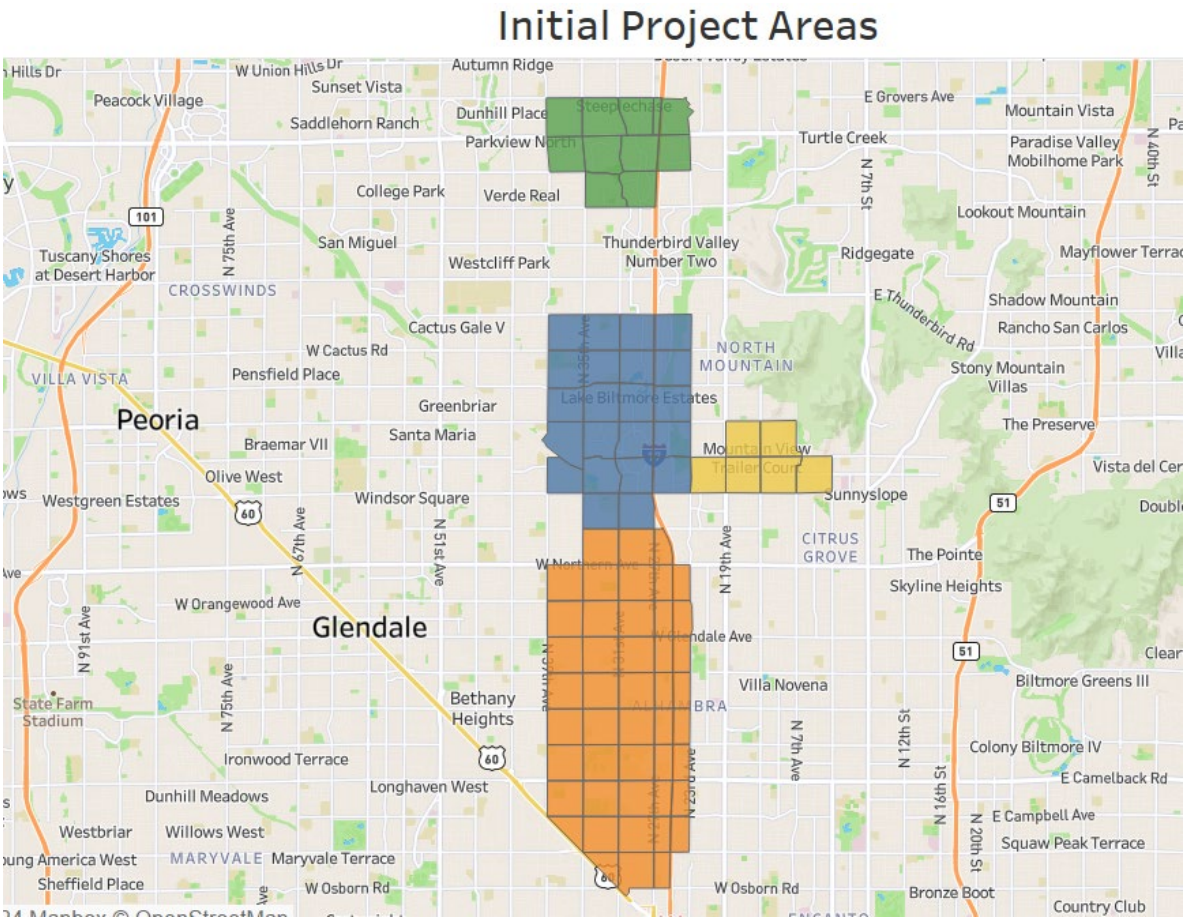
The perceptions of safety goal, as measured by the community survey, was a success. Every project area displayed a notable improvement in feelings of safety. The crime-reduction goals overall were successful as well. While outcomes varied for some offenses, every project area met its overall crime-reduction goal of two standard deviations below the pre-intervention average by the end of the April 2025. As similar reductions were seen citywide, and interventions overlap, it is not possible to draw conclusions about the cause of the reductions. One notable exception may be trespassing, which declined significantly in the project areas but not outside of them, indicating that interventions in those areas were successful at reducing this offense. Improvement in processes for outreach and increased referrals for those seeking services was more difficult to assess. At this time, data on service-referral-acceptance rates are not available. Discussions with staff, however, indicate increased success when both police and service staff cooperate in outreach efforts.

The desired outcomes with crime-incident-report data were more mixed at the offense level. One area of concern for community members is prostitution incidents in the 27th Avenue Corridor project areas, which have not shown a significant decrease compared to pre-intervention time periods. Discussion with police staff suggest that this is a result of ongoing, increased enforcement efforts compared to before the intervention, and that the rotation of sex workers on an interstate “circuit” contributes to the ongoing high frequency of prostitution in this area. Accurately measuring the amount of consensual crimes such as prostitution and drug dealing is much more complex than measuring nonconsensual crime because most consensual crime goes undetected by citizens or police, and measuring these crimes based on police actions is at least partly a function of how much effort police put into detecting these crimes. Our evaluation did not have the resources to do the sort of observational counts necessary to accurately measure the actual volume of prostitution and drug dealing. Citizen and police perceptions, along with arrest data, provide useful insights, but not definitive proof of impact.

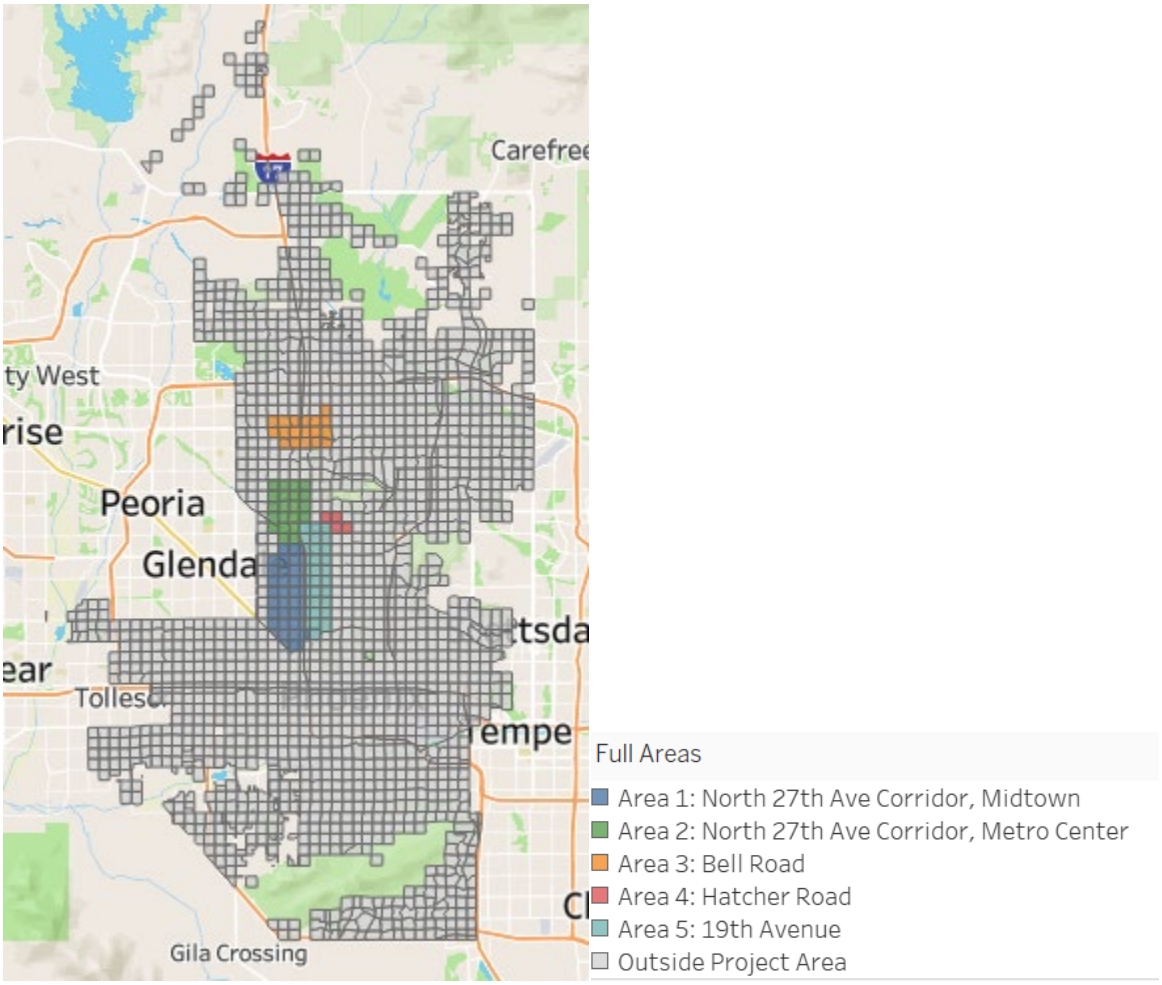
At this time, the City is considering plans to reduce the CSP to follow-up status in both the Bell Road and Hatcher Road areas, with continued intense efforts in the 27th Avenue and 19th Avenue corridors. The planned six-month follow-ups will allow the City to determine if its efforts have maintained effectiveness, or if new interventions need to take place. We look forward to seeing the evolution of this project.

Appendices

Appendix A: Initial project areas



Appendix B: Final Project Areas



Appendix C: Police Grids by Area

Area 1 N. 27th Avenue Corridor, Midtown	Area 2 N. 37th Avenue, Metro Center	Area 3 Bell Road	Area 4 Hatcher Road	Area 5 19th Avenue
BG21A	CG21	DF21	CH26	BH23A
BG22	CG22	DF22	CH27	BH24
BG23B	CH20	DF23	CI25	BI23A
BH20A	CH21	DF24	CI26	BI24
BH21	CH22	DF25		BI25
BH22	CI20A	DG20		BJ23A
BH23A	CI21	DG21		BJ24
BH23B	CI22	DG22		BJ25
BI20	CI23	DG23		CA23A
BI21	CJ20	DG24		CA24
BI22	CJ21	DG25		CA25
BI23B	CJ22	DH20		CB23A
BJ20	CJ23	DH21		CB24
BJ21	DA20	DH22		CB25
BJ22	DA21	DH23A		CC23A
BJ23B	DA22	DH23B		CC24
CA20	DA23	DH24		CC25
CA21	DB20	DH25		CD23A
CA22	DB21	DI25		CD24
CA23B	DB22			CD25
CB20	DB23			CE23A
CB21				CE24
CB22				CE25
CB23B				CF23A
CC20				CF24
CC21				CF25
CC22				CG23A
CC23B				CG24
CD20				CG25
CD21				CH23
CD22				CH24
CD23B				CH25
CE20				
CE21				
CE22				
CE23B				
CF21				
CF22				
CF23B				

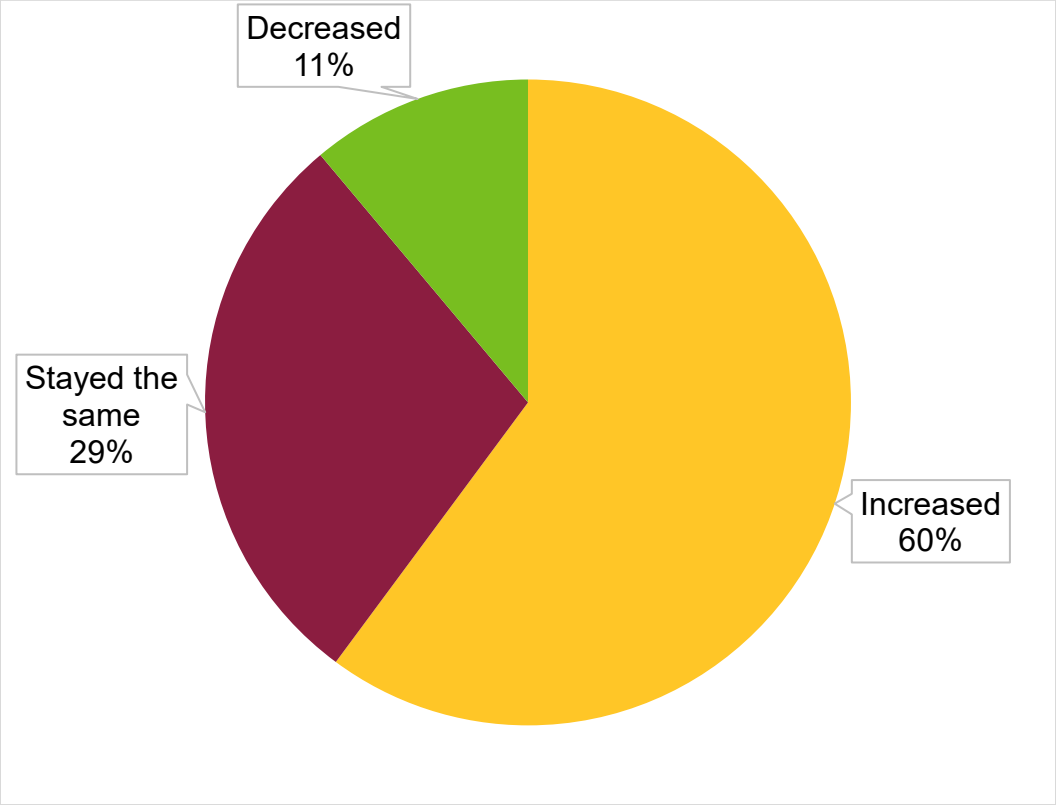
Appendix D: Community Survey Results

27th Avenue Community Safety Plan

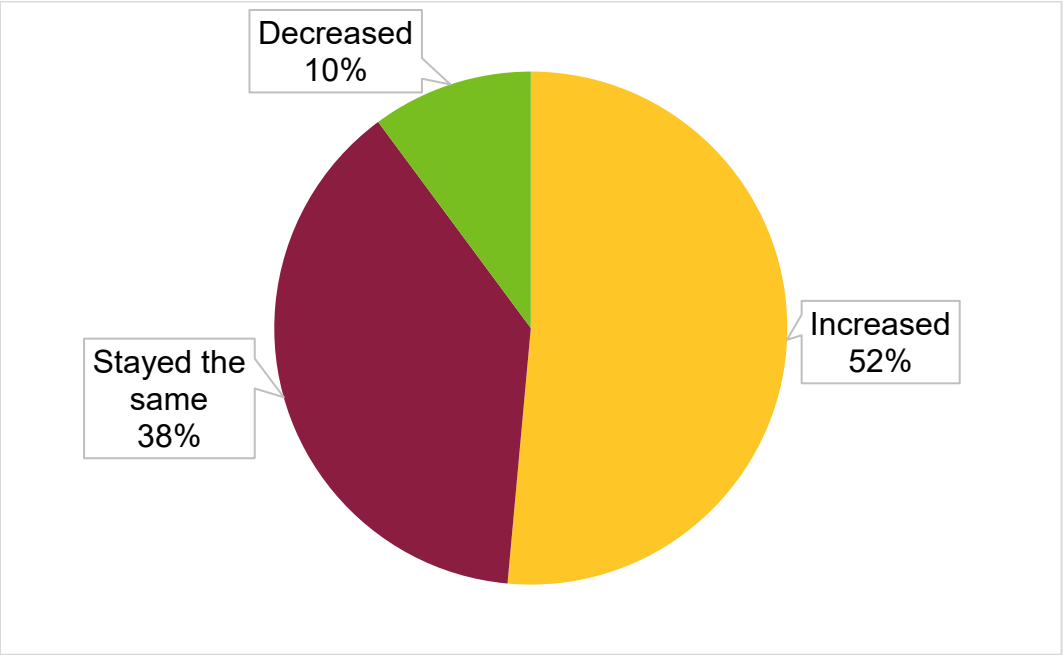
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	34%	41%
Very unsafe/somewhat unsafe	53%	48%
Neither safe nor unsafe	13%	11%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	35%	36%
Physical assault	43%	36%
Sexual assault	18%	17%
Theft	76%	83%
Threats with a weapon	40%	39%
None	11%	14%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?[i]

- Theft – 71% of responses
- Physical assault – 42% of responses
- Threats with weapon – 42% of responses
- Assaults with a weapon – 38% of responses
- Sexual assault – 27% of responses
- None – 9% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	34%	29%
Blight/trash	61%	66%
Graffiti/vandalism	55%	46%
Homeless encampments	84%	81%
Loitering/hanging out	79%	79%
Open drinking/drug use	70%	71%
Open drug sales	60%	53%
Panhandling/begging	75%	68%
Poor lighting	60%	47%
Prostitution	56%	44%
None	<1%	3%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	17%	4%
Blight/trash	27%	23%
Graffiti/vandalism	25%	13%
Homeless encampments	63%	68%
Loitering/hanging out	50%	51%
Open drinking/drug use	58%	61%
Open drug sales	50%	50%
Panhandling/begging	41%	42%
Poor lighting	39%	26%
Prostitution	41%	36%
None	<1%	3%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)

Q9. Summary of free response question

Some residents have noticed a positive change in cleanliness and safety. However, many expressed homeless encampments with visible drug use remain a frequent problem on overpasses, sidewalks, and near parks. This problem's visibility near children, families and businesses is a source of frustration for the community. The community expressed the prostitution situation has improved in the area surrounding the former Royal Inn but remains along 27th Avenue. Residents believe police enforcement could be more proactive with a stronger presence in this corridor.

Response and Optional Demographics Summary

414 total responses for 27th Avenue corridor.

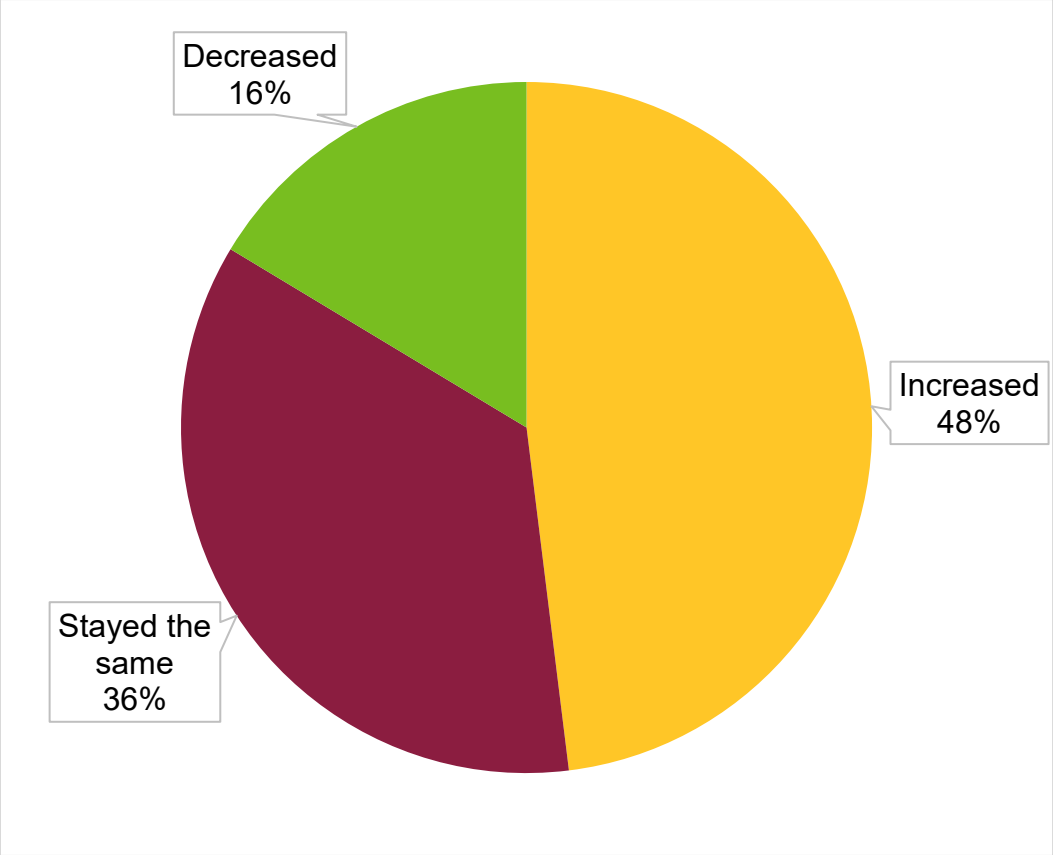
Race:	Ethnicity	Gender	Age (Mean)
81% White 8% Native American 6% Black or African American 4% Asian 1% Native Hawaiian/Other Pacific Islander	56% Non-Hispanic or Latino 44% Hispanic or Latino	79% Female 19% Male 2% NR	44 years

19th Avenue Community Safety Plan

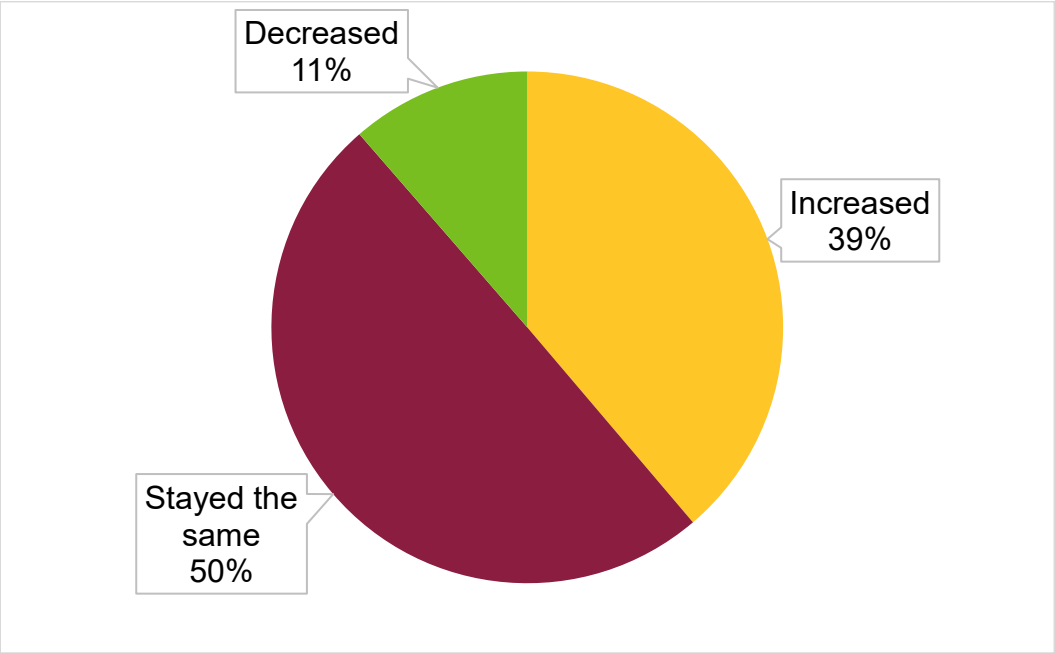
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	40%	51%
Very unsafe/somewhat unsafe	46%	38%
Neither safe nor unsafe	14%	11%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	36%	37%
Physical assault	39%	36%
Sexual assault	13%	12%
Theft	77%	83%
Threats with a weapon	34%	41%
None	12%	17%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?[i]

- Theft – 67% of responses
- Physical assault – 39% of responses
- Threats with weapon – 35% of responses
- Assaults with a weapon – 33% of responses
- Sexual assault – 24% of responses
- None – 11% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	26%	21%
Blight/trash	52%	59%
Graffiti/vandalism	54%	43%
Homeless encampments	80%	73%
Loitering/hanging out	84%	67%
Open drinking/drug use	70%	60%
Open drug sales	46%	39%
Panhandling/begging	76%	60%
Poor lighting	53%	40%
Prostitution	21%	19%
None	3%	8%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	8%	5%
Blight/trash	16%	26%
Graffiti/vandalism	12%	20%
Homeless encampments	61%	61%
Loitering/hanging out	60%	53%
Open drinking/drug use	49%	59%
Open drug sales	36%	44%
Panhandling/begging	46%	41%
Poor lighting	30%	26%
Prostitution	10%	14%
None	3%	7%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)

Q9. Summary of free response question

Homelessness and open drug use remain concerns, especially around transit stops, light rail, parks, and in areas surrounding schools. The community desires a stronger police presence and enforcement, improved lighting, and traffic enforcement.

Response and Optional Demographics Summary

281 total responses for 19th Avenue corridor.

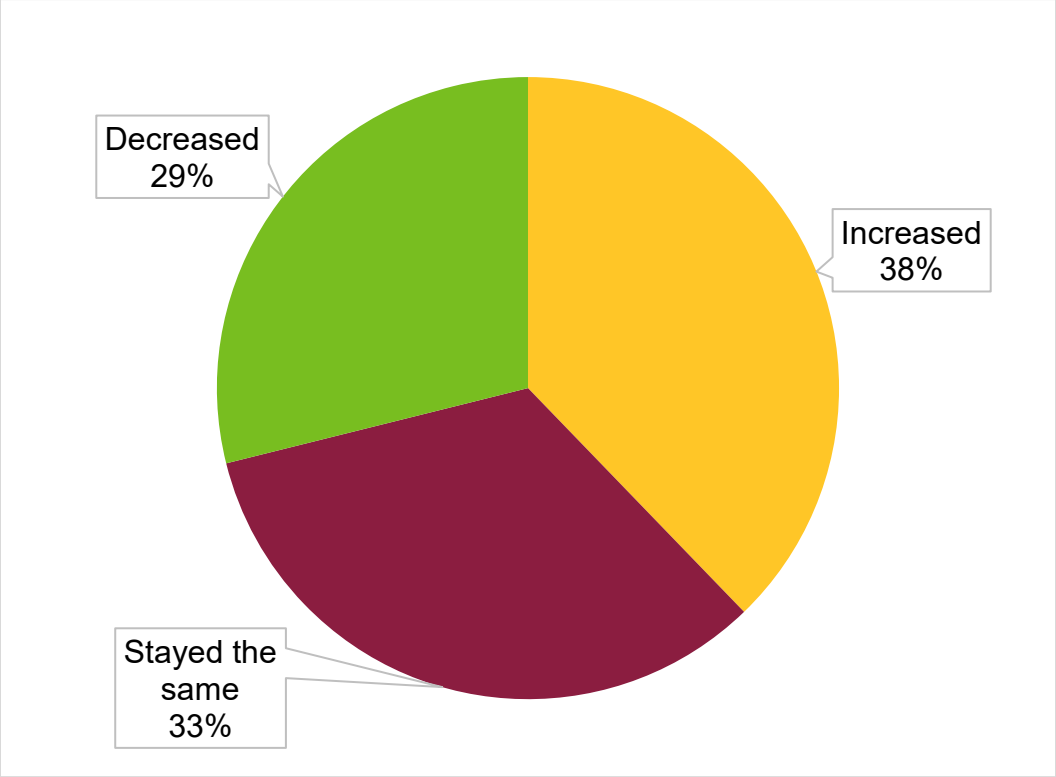
Race:	Ethnicity	Gender	Age (Mean)
85% White 5% Native American 8% Black or African American 1% Asian 1% Native Hawaiian/Other Pacific Islander	57% Non-Hispanic or Latino 43% Hispanic or Latino	76% Female 21% Male 3% NR	44 years

Hatcher Road Community Safety Plan

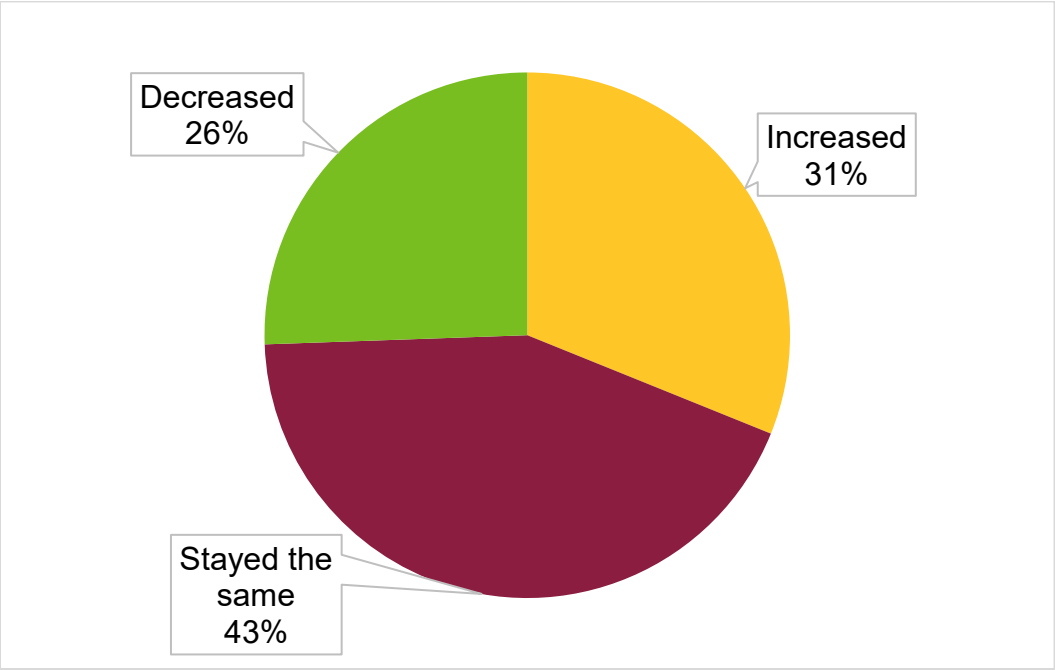
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	28%	53%
Very unsafe/somewhat unsafe	64%	28%
Neither safe nor unsafe	8%	19%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	40%	27%
Physical assault	60%	20%
Sexual assault	32%	8%
Theft	76%	72%
Threats with a weapon	44%	31%
None	8%	31%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?[i]

- Theft – 57% of responses
- Physical assault – 38% of responses
- Threats with weapon – 38% of responses
- Assaults with a weapon – 29% of responses
- Sexual assault – 21% of responses
- None – 22% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	36%	24%
Blight/trash	60%	46%
Graffiti/vandalism	56%	43%
Homeless encampments	84%	62%
Loitering/hanging out	92%	57%
Open drinking/drug use	80%	60%
Open drug sales	64%	39%
Panhandling/begging	76%	42%
Poor lighting	68%	33%
Prostitution	40%	14%
None	0%	10%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	4%	6%
Blight/trash	8%	17%
Graffiti/vandalism	20%	20%
Homeless encampments	76%	57%
Loitering/hanging out	76%	48%
Open drinking/drug use	64%	60%
Open drug sales	60%	38%
Panhandling/begging	52%	30%
Poor lighting	48%	21%
Prostitution	20%	12%
None	0%	9%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)

Q9. Summary of free response question

Residents expressed a decrease in visible encampments, cleaner sidewalks near 10th Avenue, and overall general cleanliness. The community expressed a need for increased street lighting on Vogel Avenue and near Mountain View school. The community requested more gated alleys. Additionally, the neighborhood wants increased traffic enforcement on Hatcher Road and near the Mountain View school.

Response and Optional Demographics Summary

90 total responses for Hatcher Road corridor.

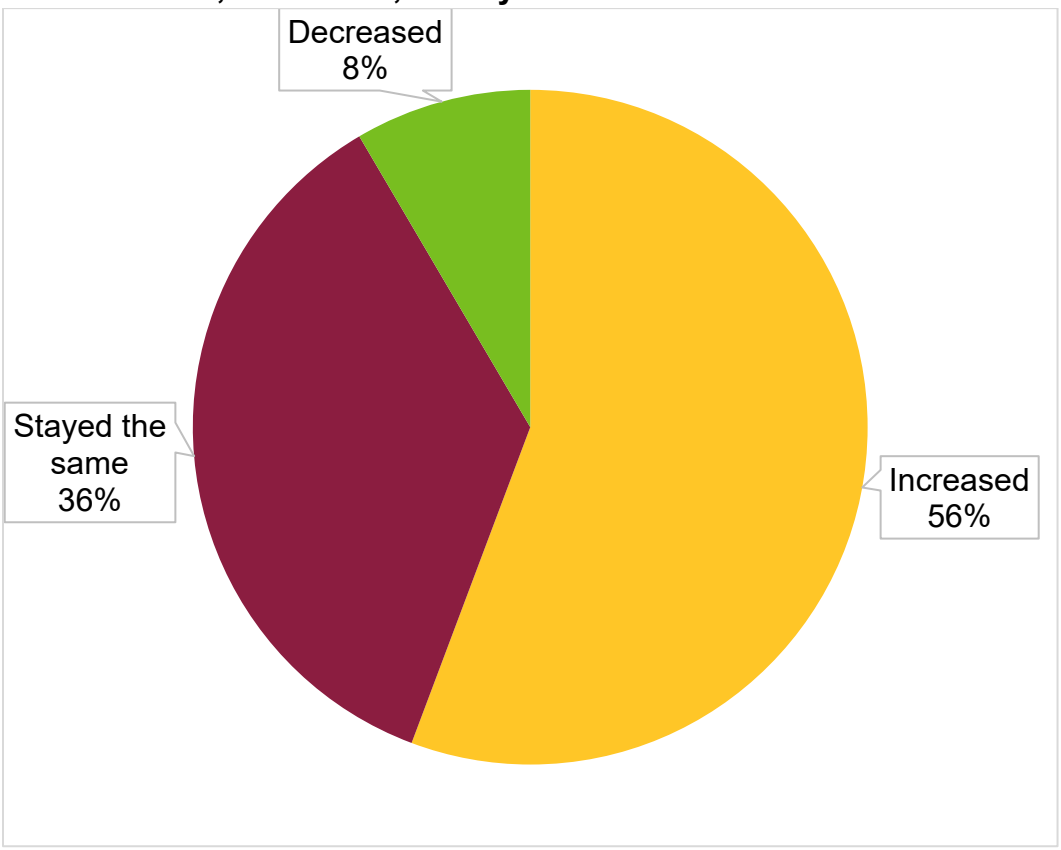
Race:	Ethnicity	Gender	Age (Mean)
81% White 8% Native American 6% Black or African American 5% Asian	53% Non-Hispanic or Latino 47% Hispanic or Latino	68% Female 27% Male 5% NR	42 years

Bell Road Community Safety Plan

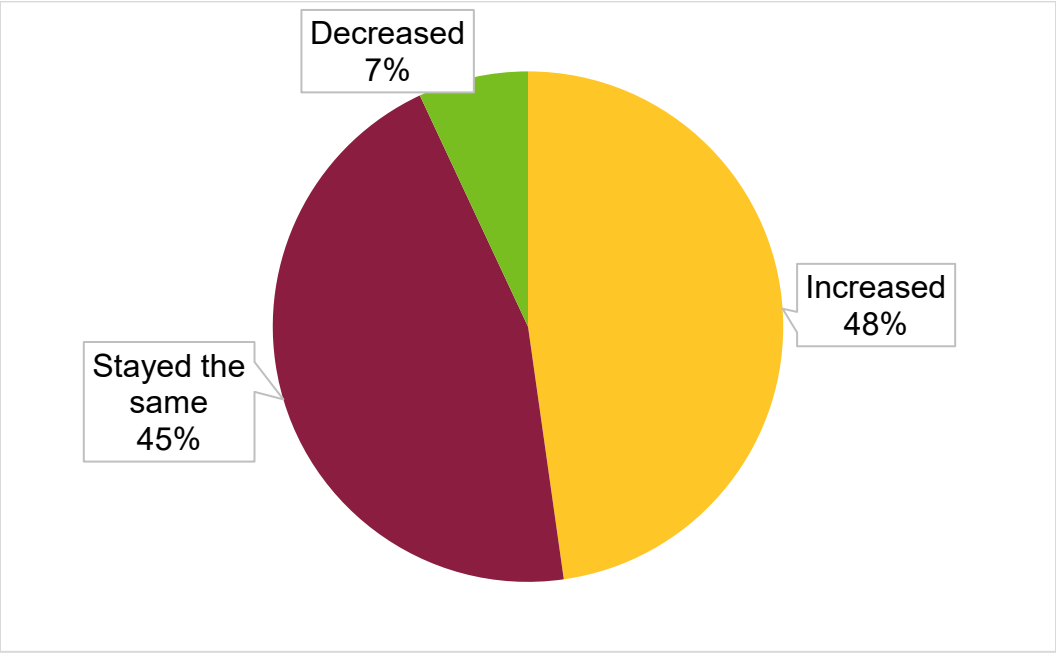
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	25%	68%
Very unsafe/somewhat unsafe	59%	23%
Neither safe nor unsafe	16%	9%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Theft	77%	78%
Threats with weapon	30%	29%
Physical assault	41%	28%
Assaults with a weapon	32%	24%
Sexual assault/rape	7%	7%
None	14%	24%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?[i]

- Theft – 71% of responses
- Threats with weapon – 32% of responses
- Physical assault – 31% of responses
- Assaults with a weapon – 31% of responses
- Sexual assault – 18% of responses
- None – 17% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	36%	19%
Blight/trash	71%	47%
Graffiti/vandalism	64%	37%
Homeless encampments	86%	64%
Loitering/hanging out	88%	63%
Open drinking/drug use	80%	55%
Open drug sales	77%	36%
Panhandling/begging	93%	66%
Poor lighting	50%	36%
Prostitution	55%	13%
None	0%	9%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	4%	4%
Blight/trash	21%	13%
Graffiti/vandalism	20%	11%
Homeless encampments	71%	64%
Loitering/hanging out	55%	49%
Open drinking/drug use	59%	54%
Open drug sales	64%	37%
Panhandling/begging	54%	48%
Poor lighting	32%	23%
Prostitution	23%	7%
None	0%	9%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)

Q9. Summary of free response question

Residents expressed frustration with homeless encampments with visible drug use in the I-17 and Bell Road underpass and near transit stops. They stated this activity would have a negative impact on neighborhood children. The community requested increased traffic enforcement and more outreach programs for those who need services in the area.

Response and Optional Demographics Summary

201 total responses for the Bell Road corridor.

Race:	Ethnicity	Gender	Age (Mean)
93% White 2% Native American 2% Black or African American 2% Asian 1% Native Hawaiian/Other Pacific Islander	75% Non-Hispanic or Latino 25% Hispanic or Latino	80% Female 19% Male 1% NR	42 years

Appendix E: Selected Police Incident Types

Aggravated Assault
Assault
Blighted and abandoned houses/businesses/lots
Burglary
Disturbances
Drugs
Homeless encampment
Illicit drug use
Organized Retail Thefts
Other Thefts
Overdose
Prostitution
Robbery
Sex trafficking
Shoplifting
Shopping Cart
Trash, hazardous waste, and illegal dumping
Trespass

Appendix F: Inventory of Interventions in the Community Safety Plan Initiatives

1. Alley gating
2. Bike Unit patrol in 19th Ave. and Hatcher Road plans
3. Cactus Park Precinct Neighborhood Enforcement Team (NET) coordination with Maricopa County Juvenile Probation to apprehend the more violent juvenile probationers in the precinct
4. Collaboration with federal Bureau of Land Management to enforce the laws prohibiting camping along the canals
5. Collaboration with Adult Probation to reduce the amount of probationers living in problem apartment complexes
6. Collaboration with community private security initiatives
7. Community agency roundtables with area service providers
8. Community Committees established for continual community feedback on plan implementation
9. Community education (on laws, criminal justice system processes and procedures, crime prevention, graffiti eradication, alley gating, encampment reporting, and more)
10. Consultation with state corporation commission to identify owners of problem properties
11. Conversion of a motel to a senior homeless shelter
12. Conversion of Super 8 motel as permanent housing for senior homeless people
13. Coordination with area schools and universities to improve the quality of life in the area
14. Creation new PPD non-fatal shooting team to thoroughly investigate all shootings of persons
15. Criminal arrests for prostitution (traffickers, prostitutes and clients)
16. Criminal arrests for trespassing
17. Criminal arrests for unlawful firearm possession
18. Criminal prosecution
19. DEA visited 45 hotels along I-17 corridor and handed out thousands of pamphlets regarding overdose deaths from fentanyl and methamphetamine
20. Demolition of hazardous buildings
21. Development and enforcement of new code of conduct in city parks, with PPD and park rangers collaborating on enforcement
22. Education and enforcement of illegal mobile and street vending
23. Enforcement of conditional release conditions for repeat offenders
24. Enforcement of new federal law prohibiting sleeping/camping along the canals
25. Enforcing liquor license violations
26. Enforcing ordinances prohibiting using street parking for vehicle repair
27. Engagement of new Phoenix Office of Public Health in the project
28. Engagement of Valley Metro in Community Committees
29. Engagement of Maricopa County Attorney's Office in city and Community Committee meetings
30. Establishment of an internal working group to identify solutions to prostitution issue and evaluate prosecution data
31. Extra off-duty police security at St. Vincent de Paul Day Center
32. Filing of abatement liens
33. Focused attention on violent and repeat offenders
34. Formation of new neighborhood block watches
35. Graffiti heat maps developed and proactive graffiti abatement
36. Hatcher Road community leader's work with the Office of Homeless Solutions and Public Health Office.

37. Summer heat relief services offered
38. Hiring of additional community prosecutors
39. Hiring of additional neighborhood inspectors
40. Hiring of additional police assistants
41. Identification of blight along major arterial roadways
42. Identifying residential properties with the highest rates of reported crime and calls for police service
43. Implementation of new program to encourage gun shop owners to report suspicious buyers to police, as well as to discourage gun buyers from buying guns for other people
44. Imposed new hours at Homestead Park, higher fence around the park, and relocated entrance
45. Imposing and enforcing travel restrictions on certain offenders as a condition of release
46. Improvement of playground facilities in some city parks to promote legitimate park usage
47. Inspections of problem properties for code violations
48. Installation and monitoring of video surveillance cameras in high-crime public places
49. Installing speed humps to control speeding in residential areas
50. Issuance of civil citations for code violations
51. Keeping pedestrian tunnels and overpasses clear for legitimate use
52. Mobile cameras placed in parks
53. Monitoring and analysis of automated license plate reader activations at the RTOC and dispatch of officers to valid alerts for arrests
54. Monitoring and analysis of gunshot detection system activations at the RTOC and dispatch of officers to valid alerts for arrests and/or the recovery of bullet casings for further analysis and links to particular guns and other crimes and offenders
55. Narcan/Naloxone training for community members
56. New and enhanced streetlighting
57. No encampment signage along the canal
58. Nuisance abatement actions
59. Opening of North Mountain Healing Center
60. Opening and processing of PHX C.A.R.E.S. cases
61. Outreach services offered to human trafficking victims
62. Outreach and engagement of unhoused individuals from the Office of Homeless Solutions and other partners (Behavioral Health Engagement teams, CBI, Native American Connections, etc.)
63. Parks Department contracted overnight security for Cielito, Cortez and Washington parks
64. Parks Department community roundtable on drug use in parks
65. Parks Department increased staff and activation to create positive events at parks
66. Police collaboration with Adult Probation to monitor compliance with conditions of release
67. Positive neighborhood engagement by Neighborhood Specialists (community celebrations and events, public art support, outreach)
68. Promoted an unused prescription drop-off campaign to control opioid abuse
69. Promoting new legitimate programs in city parks (e.g., gardening, yoga, walking club)
70. Provide forensic training to the PD non-fatal shooting team in collaboration with the hospitals
71. Provide training on nuisance abatement for Police
72. Providing Narcan training for hotel staff
73. Providing services to victims of violent crimes
74. Recommend crime prevention measures to owners/managers of problem properties (e.g., apartment complexes, gas station/convenience stores, motels) (collaboration among Community Action Officers, NSD, the City Prosecutor’s Office, and U.S. Department of Housing and Urban Development
75. Recovery of abandoned shopping carts

76. Restrict some access points to public parks
77. Securing, renewing, enforcing authority to arrest (ATA) for trespassing
78. Seizures of drugs
79. Seizures of guns
80. Service of search and arrest warrants
81. Trace bullet casings to determine gun ownership (in collaboration with ATF)
82. Trace ownership history of guns used in crimes (in collaboration with ATF)
83. Trash cleanups
84. Vacant Property Registry launched

Appendix G: List of Staff

Phoenix Police Department

Assistant Chief Sean Kennedy – Patrol Division
Commander Larry Hein – Cactus Park Precinct
Lt. Doug Michaud – Cactus Park Precinct
Sgt. Tim Lynch – Cactus Park Precinct
Commander Warren Brewer – Desert Horizon Precinct
Lt. Scott Cain – Desert Horizon Precinct
Sgt. Jorrell Heil – Desert Horizon Precinct
Lt. Greg Hernandez – Transit Unit
Lt. Ben Sywarungsymun – Black Mountain Precinct
Lt. Christopher Parese – Human Exploitation and Trafficking Unit
Assistant Chief Sean Connelly – Executive Assistant Chief
Assistant Chief Nick DiPonzio
Commander William Wickers
Lt. Nick Jimenez
Lt. Rachel Warren
Sgt. Jonathan Scott
Lt. Mark Schweikert
Lt. Jana Pawlick
Sgt. Michael J Zilles II

Neighborhood Services Department
Spencer Self – Neighborhood Services Director
Greg Gonzales – Program Manager
Krista Roy – Neighborhood Specialist
Johnny Mendoza – Neighborhood Specialist
Yolanda Osorio – Neighborhood Specialist
E. Mari Herrea-Daniels – Neighborhood Specialist
Lisa Huggins – Special Projects Administrator PHX C.A.R.E.S.
Mary Ramirez – Neighborhood Specialist PHX C.A.R.E.S.
Alma Lara – Neighborhood Specialist PHX C.A.R.E.S.
Veronica Ruiz-Leon – Neighborhood Specialist PHX C.A.R.E.S
Monique Sermeno – Code Compliance Manager
DeWayne McQueen - Neighborhood Preservation Inspector
Malissa Larson – Neighborhood Specialist
Christina Vasko – Code Compliance Manager
Sean Greenlief – Neighborhood Preservation Area Supervisor
Jason Cole – Neighborhood Preservation Inspector

City Prosecutor's Office
Jim Sampanes – City Prosecutor
Sarah DeJong – Bureau Chief
Nathan Watts – Assistant Bureau Chief
Elizabeth Parker – Assistant City Prosecutor
Maria Nilmeier – Assistant City Prosecutor
Gwendolyn Ruiz – Criminal Justice Specialist
Alexandra Lange – Assistant City Prosecutor

Office of Homeless Solutions
Rachel Milne – Office of Homeless Solutions Director
Charles Lee – Community Program Coordinator
Sarah McCann – Homeless Liaison
Caroline Fon – Homeless Liaison
Victor Rojas – Homeless Liaison
Stefanie Greenlief – Homeless Liaison

Phoenix Office of Public Health
Yanitza Soto – Interim Public Health Advisor

Appendix H: Community Committees

27th Ave. CSP Committee
Andrea Northup – Grand Canyon University
Dana Drew Shaw – Grand Canyon University
Andrea Worth – C28 Business Alliance
Derrick Morales – QuikTrip
Eric Bolze – D27 Business Alliance
Gail Morgan – Metro Center Block Watch
Gwendolyn Relf – Rehoboth CDC
Jeff Spellman – VIP Coalition/27Midtown Collaboration
Maribel Carillo – Berkley Square Neighborhood
Marvin Scott – Berkley Square Neighborhood
Nicolee Thompson – Harvest Compassion Center
Pam Horton – Washington Elementary School District
Priscilla Valdez – VIP Coalition
Ron Lindblad – Double Tree Hilton
Rosie Navarrete – QuikTrip
Shannon McBride – Metro Collaboration

19th Ave. CSP Committee
Alex Mendoza – 19th Ave. Neighborhood Leader
AJ Marsden – Pasadena Neighborhood Association
Bruce Ivor – Royal Palms Neighborhood
Candace Norman – Westown Amended Neighborhood
Cindy Graber – State Avenue Block Watch
Darlene Vallo – Washington Park Neighborhood
Jennifer Flores – Westown Amended Neighborhood
Leticia Gonzales – West Sunnyslope Neighborhood Association
Natalie Veidmark – North Mountain Business Alliance
Pam Fitzgerald – Washington Park Neighborhood
Rosie Navarrete – QuikTrip
Shannon McBride – 19North Community Alliance
Steven Still – Simpson Neighborhood Association

Bell Road CSP Committee
Edward Gomillion – Mission Square Neighborhood
Erica Pravecek – Starbucks
Greg Freeman – Bell Road Business Alliance
Lois Stanbury – Village Meadows Neighborhood
Nina Poole – Thrive Phoenix
Rosie Navarrete - QuikTrip
Steven Belaus – Mission Square Neighborhood
Susan Herber – Village Meadows Neighborhood/Bell Road Business Alliance

Hatcher Road CSP Committee
Cleo Lewis – West Sunnyslope Neighborhood Association
Jane Nevarez – Jane's Total Care
Jessica Berg – St. Vincent de Paul
Joe McCallum – Business leader
Sam DeZonia - Wildness Tactical/theHUB

City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 4

Police Department Overtime Use and Management Overview

This item provides the Public Safety and Justice Subcommittee with a report on the Phoenix Police Department's overtime usage and management.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

A challenge facing many law enforcement agencies across the county is filling vacant sworn positions, achieving hiring targets, and overtime management. The Phoenix Police Department (PPD) has been actively working to address hiring challenges and the use, management, and control of sworn overtime, recognizing its critical impact on the budget, operational efficiency, and employee wellness. Overtime within the department is divided into mandatory and discretionary categories. Mandatory overtime arises from unavoidable circumstances such as staffing shortages, special events like the Super Bowl, dignitary visits, court appearances, and investigative responses. This type of overtime constitutes approximately 80 percent of the department's total overtime, primarily driven by the need to meet minimum staffing requirements. On the other hand, discretionary overtime is associated with activities that can be scheduled in advance, such as training, investigative case management, and crime suppressions activities.

To manage and control overtime effectively, the PPD has implemented several strategic measures. A leadership committee was established in 2023 to conduct a comprehensive review of overtime usage and develop strategies aimed at improving the management of overtime usage. This committee and subsequent working group has focused on revising policies to enhance employee wellness and introducing tools to monitor and control overtime more effectively. Additionally, the department has incorporated training for supervisors and staff to ensure they are well-versed in the policies and best practices related to overtime management. Since the committee's inception and subsequent efforts, the following revisions have been made to departmental policy.

- Limits the number of hours an employee can work in a 24-hour period and in a work week.

- Prohibits the submission of overlapping overtime requests.
- Requires at least one day off per week that must coincide with a scheduled day off.
- Requires supervisory review of all overtime prior to approval.
- Requires timely submission of overtime requests for approval to their assigned supervisor.
- Requires executive level approvals for exceptions to policy.

The PPD has also engaged with the City Auditor's office to review compliance with existing policies and identify opportunities for improvement. Recent audits have also highlighted the financial implications of overtime within the PPD. This collaboration underscores the department's commitment to managing overtime in a financially responsible manner. However, the PPD faces two significant challenges in controlling overtime. The first challenge is the limitation of the current Overtime Tracking System (LOTS), which is a time management system that is highly reactive, overly manual, and post-event oriented. These limiting factors impact the system's effectiveness in real-time management. The second challenge is ensuring supervisory accountability for the authorization and management of overtime.

Additionally, overtime is a significant cost burden to the General Fund and the voter approved Public Safety Specialty Funds (PSSFs). **Attachment A** provides Police overtime costs from FY2014-15 to FY2024-25, the filled sworn count, and the total Police budget for each fiscal year for reference. Overtime costs have increased primarily due to a combination of increased hours worked and City Council approved pay increases from the Class & Comp study and labor negotiated increases. Fringe benefits including pension also exacerbate the cost of overtime. These pressures have coincided with staffing shortages and although staffing levels have started to improve, the usage of overtime has remained elevated. The budgeted sworn hiring count for the PPD is 3,125 positions. As of August 2025, the filled count with recruits is 2,636 resulting in a vacant sworn budgeted count of 489 positions. Sworn vacant positions provide an offset to overtime costs; however, overtime is more costly than straight pay, because it is paid out at 1.5 times the normal hourly rate, plus the cost of fringe benefits. Vacancy savings have also been used to cover the cost of City Council approved PPD supplemental budget requests from FY2021-22 to FY2023-24 (**Attachment B**). Additionally, sworn vacancy savings have been used to subsidize the PSSFs to ensure fund sustainability as the cost of each sworn position assigned to the fund exceeds the dedicated sales tax revenue allocated.

The Budget & Research Department and PPD fiscal staff analyzes sworn position costs, overtime, and vacancy savings each fiscal year during the projection review and technical budget review processes and includes an inflationary adjustment to overtime

to account for merit increases. Police fiscal staff is also working to identify the amount of overtime needed to adequately respond to calls for service in a reasonable amount of time based on schedules, deployment methods, and staffing levels. It is important to note that limited resources exist to provide programs and services to residents and any increase in overtime must be balanced with other needs in the PPD as well as other City departments. **Attachment C** provides details on the PPD General Fund budget, the amount of overtime and vacancy savings budgeted and the use of vacancy savings in the Police budget.

While we are now seeing improvements in hiring, staffing shortages have been a persistent issue for the PPD, driven by factors such as retirements, fewer applicants, the impact of the COVID-19 pandemic, and negative perceptions of law enforcement as a profession. As mentioned above, the department is budgeted for 3,125 officers but currently has 2,636 positions filled. Efforts to address these shortages include new marketing strategies and increased pay for recruits, leading to a recent surge in applications and additional academy classes. Notably, PPD is a market leader for officer pay in Arizona, reflecting the City Council's commitment to police and community safety. This commitment and support have been crucial in attracting new recruits and retaining experienced officers, ensuring effective community service and public safety.

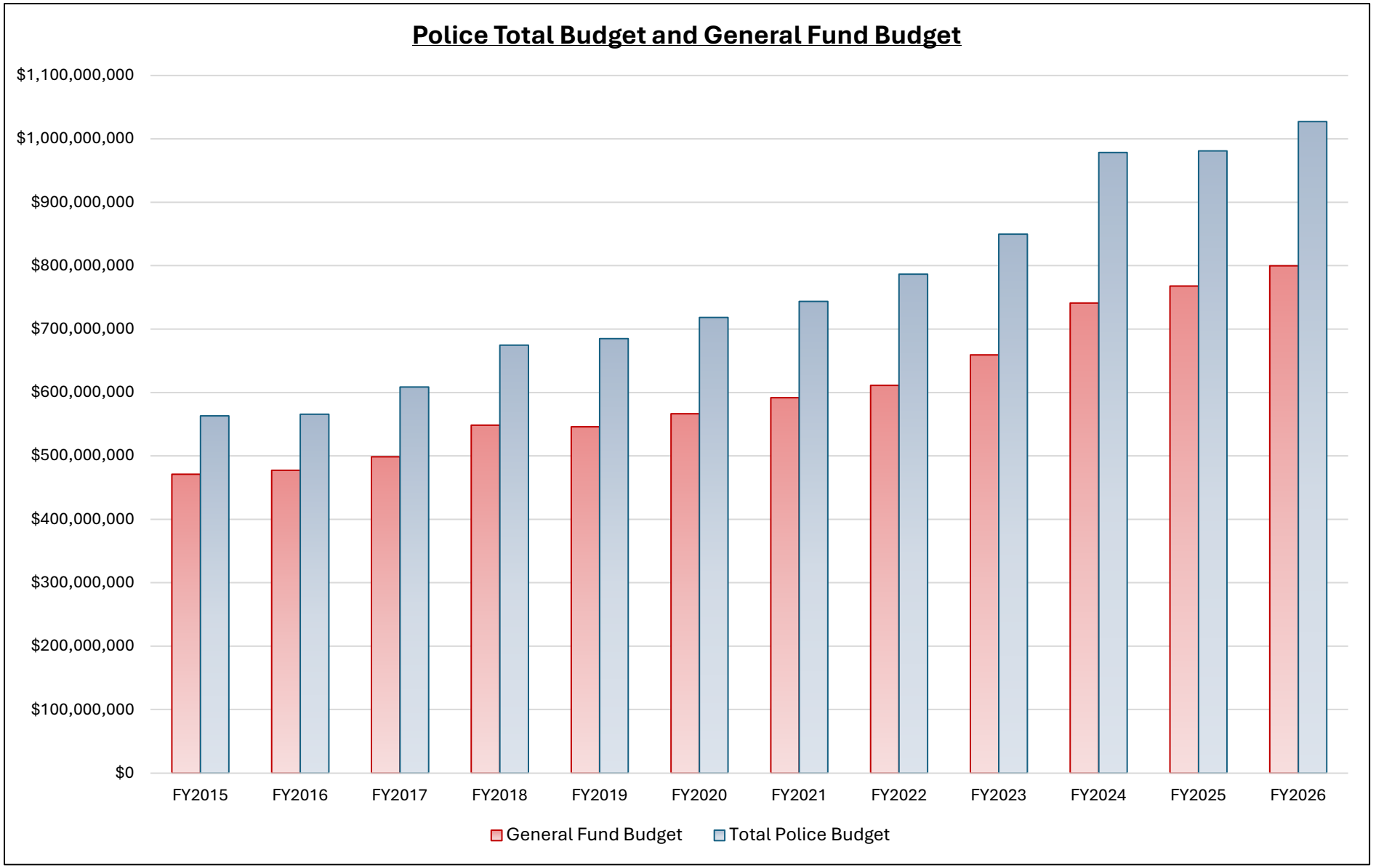
When compared to other police departments, the PPD's challenges and strategies are not unique. A national study by the Police Executive Research Forum found that many local police departments face similar issues with staffing shortages, recruiting challenges, and the use of overtime to meet service demands. And, the use and management of overtime in law enforcement agencies has been of significant community interest in major cities across the United States. Other major city police departments have scrutinized their overtime practices, utilizing audits and policy revisions to make improvements. These departments, like the PPD, have implemented measures such as enhanced record-keeping, management oversight, and training to better control overtime usage.

The PPD remains dedicated to refining its approach to overtime management. The City is also underway with procuring a new Time and Labor system which is expected to significantly improve the PPD's ability to track, monitor, and report overtime. The ongoing efforts to address system limitations and enhance supervisory review are critical steps toward achieving a more efficient and wellness-focused overtime management system.

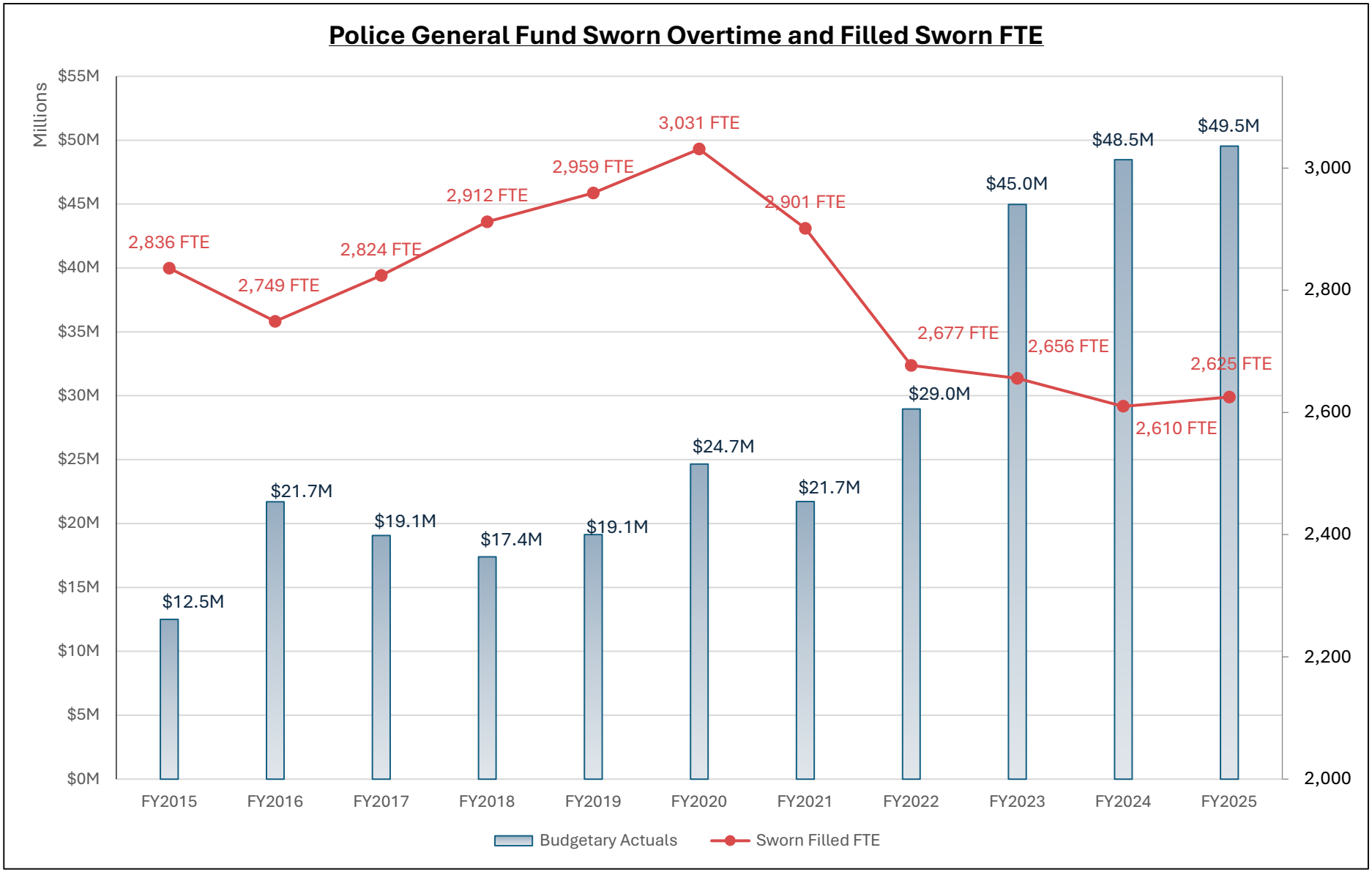
Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the Police Department.

ATTACHMENT A



ATTACHMENT A



ATTACHMENT B

General Fund Supplementals Covered Using Sworn Vacancy Savings

FY 2021-22	Annual Cost
Centralized Booking Detail added 22 temporary civilian detention and booking positions to take the place of sworn positions, allowing officers to be redeployed to higher priority duties.	$1,530,054
Total	**$1,530,054**

FY 2021-22 (Mid-Year Addition)	Annual Cost
Staffing Relief added 25 Police Civilian Investigator positions and 8 Police Assistant positions to provide sworn staffing relief, specifically in the Investigations and North and South Patrol Divisions.	$3,014,662
Total	**$3,014,662**

FY 2022-23	Annual Cost
Violent Crimes – Homicide Unit added 25 Police Civilian Investigator positions to continue the department's civilianization efforts. The positions were to undertake select investigative functions, provide staffing flexibility and enable sworn personnel to be deployed where they were most needed.	$2,492,650
Strategic Information Bureau – Body Camera Unit added 10 various administrative positions to assist in providing body worn camera footage to the City Prosecutor and Maricopa County Attorney's Office by required court case deadlines and to help fulfill current and backlogged public records requests.	$790,983
Administration added 13 various technology positions to provide the necessary technical support to maintain current service levels, complete migration of legacy customer-built applications to web-based platforms, manage department software and security needs, and support critical infrastructure systems.	$1,799,803
Laboratory Bureau – Lab Services added 10 positions to increase evidence processing capabilities for violent crimes, respond to complex crime scenes, and provide oversight of crime scene response operations.	$1,086,952
Total	**$6,170,388**

FY 2023-2024 (Police Department)	Annual Cost
Various Programs added 20 Civilian Investigator positions and related equipment to support the department's ongoing civilianization efforts to perform select investigative functions and enhance investigative capacity, provide staffing flexibility and to allow the department to use sworn staff where they are most needed.	$1,917,000
Investigations and Patrol Divisions and the Compliance and Oversight Bureau added six research analyst positions and related equipment as part of the ongoing civilianization efforts to provide key analytics and research and to work with the Office of Accountability and Transparency and Professional Standards Bureau addressing community concerns.	$575,000
Training bureau – Training, ALEA & AZPOST added four positions needed to enhance training capacity, benefitting both new recruits and existing sworn staff.	$384,000
Laboratory Bureau – Crime Scene Response/Crime Suppression added five Crime Scene Specialist II positions, vehicles, and related equipment to play a pivotal role in the investigative process and processing of crimes scenes and to keep pace with national standards and best practice.	$381,000
Patrol Division and Logistical Resources Bureau added 10 Police Assistant positions, vehicles, and related equipment to assist in the collaborative assessment with Arizona State University for calls for service. Other tasks were to ensure the integrity of chain of custody and perseveration of property.	$680,000
Total	**$3,937,000**

FY 2023-2024 (Law Department)	Annual Cost
Department of Justice Investigation Support added four Management Assist II and two Assistant City Attorney IV positions, and converted one Chief Assistant City Attorney, one Assistant Chief Counsel, a Management Assistant II, and a Special Projects Administrator position to facilitate and coordinate immediate and ongoing needs related to the Department of Justice investigation.	$928,310
Total	**$928,310**

Grand Total	$15,580,414

ATTACHMENT C

Use of Sworn Vacancy Savings (General Fund) - FY 2024-25

Sworn Vacancy Data

How many vacant officers are there in the General Fund (GF)?	470
What's the total value (salary + benefits) of a vacant officer?	$ 163,873
What's the total value of all vacant GF officers (aka vacancy savings)?	**$ 77,020,310**

Sworn Overtime Budget Data

What was the sworn OT budget for FY 2024-25?	$ 22,739,943
What's the sworn OT budget for FY 2024-25 with fringe benefits included?	**$ 45,337,889**

Total Value of Sworn OT Budget + Sworn Vacancies

So, between budgeted sworn OT and sworn vacancy savings in the GF, how much does PD have to cover actual sworn OT?	**$ 122,358,199**

Sworn OT Actual Spending Data

How much did PD spend on sworn OT in the GF in FY 2024-25?	$ (49,437,061)
How much did PD spend on sworn OT in the GF in FY 2024-25 with fringe benefits included?	**$ (98,565,418)**

Vacancies + OT Budget vs Actual OT Spend

So, compared to budgeted sworn OT and sworn vacancy savings, how much was left after actual sworn OT spending?	**$ 23,792,781**

Other budget line items covered by vacancy savings

FY 2021-22 Police budget additions covered by vacancy savings:	$ (1,530,054)
FY 2021-22 Police mid-year addition for civilian investigators/police assistants covered by vacancy savings:	$ (3,014,662)
FY 2022-23 Police budget additions covered by vacancy savings:	$ (6,170,388)
FY 2023-24 Police budget additions covered by vacancy savings:	$ (3,937,000)
FY 2023-24 Law budget additions to support Police covered by vacancy savings:	$ (928,310)
Total budget additions covered by vacancy savings:	*$ (15,580,414)*
Public Safety Specialty Fund transfers to ensure fund solvency:	$ (19,400,000)
Hiring Incentives + Referral Bonuses	$ (1,025,304)
Total other budget line items covered by vacancy savings:	**$ (36,005,718)**

Bottom Line

So, how much over or under did PD go on sworn OT after accounting for vacancies, budgeted OT, and other items covered by vacancy savings?	**$ (12,212,937)**

City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 5

Phoenix Police Department Recruitment, Hiring and Attrition Update

This item provides the Public Safety and Justice Subcommittee with a report on the Phoenix Police Department's hiring and recruitment efforts.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

This item includes a report on the Phoenix Police Department's hiring and recruitment efforts. Over the past few years, the Phoenix Police Department has faced significant challenges in recruitment. From 2020 to 2024, the number of sworn positions dropped from 3,125 to about 2,500 due to a notable decline in applications. During this period, the department averaged around 200 applications per month and managed to hire approximately 160 recruits annually.

However, things began to change in 2024 when the Employment Services Unit revamped its case management practices. This included instituting regular audits and reviews, eliminated unnecessary barriers, and streamlining communication between the applicants and every person involved in the hiring process. These improvements led to a remarkable increase in applications, doubling the monthly average from 200 to between 400 and 500. As a result, the team is on track to double the number of recruits hired in 2025 compared to previous years.

As of July 2025, the Department received 3,071 applications from recruits, a significant increase from the 1,401 applications received by June 2024. Similarly, lateral applications rose from 112 to 184. The academy class sizes also saw a substantial boost, with Class 1 growing from 14 to 30, Class 2 from 18 to 41, Class 3 from 18 to 45 and Class 4 from 24 to 32.

In addition to these process improvements, the department has focused on community -oriented recruitment. Collaborating with the Community Engagement Unit and regular meetings with the Police Chief's Advisory Boards has helped attract a diverse pool of candidates, ensuring that current hiring statistics reflect the demographics of Maricopa County.

Modernizing their recruitment efforts, the department has embraced new technology to enhance communication. Instagram Live sessions featuring specialty units and the implementation of a Candidate Relationship Management (CRM) system have streamlined and personalized applicant engagement, primarily through text messaging.

Lastly, this update provides the Police Department's Academy and Field Training (FTO) staffing numbers comparing calendar year 2024 to the current year. During this period, both retention rates for the Academy and FTO have improved to over 90 percent for 2025. The department is tracking the current status of recruits hired from calendar year 2022 to 2024 depicting their current status as of July 2025. During this two-year snapshot, over 60 percent recruits have remained officers and 6 percent have taken other civilian positions within the Department.

Department

Responsible Department

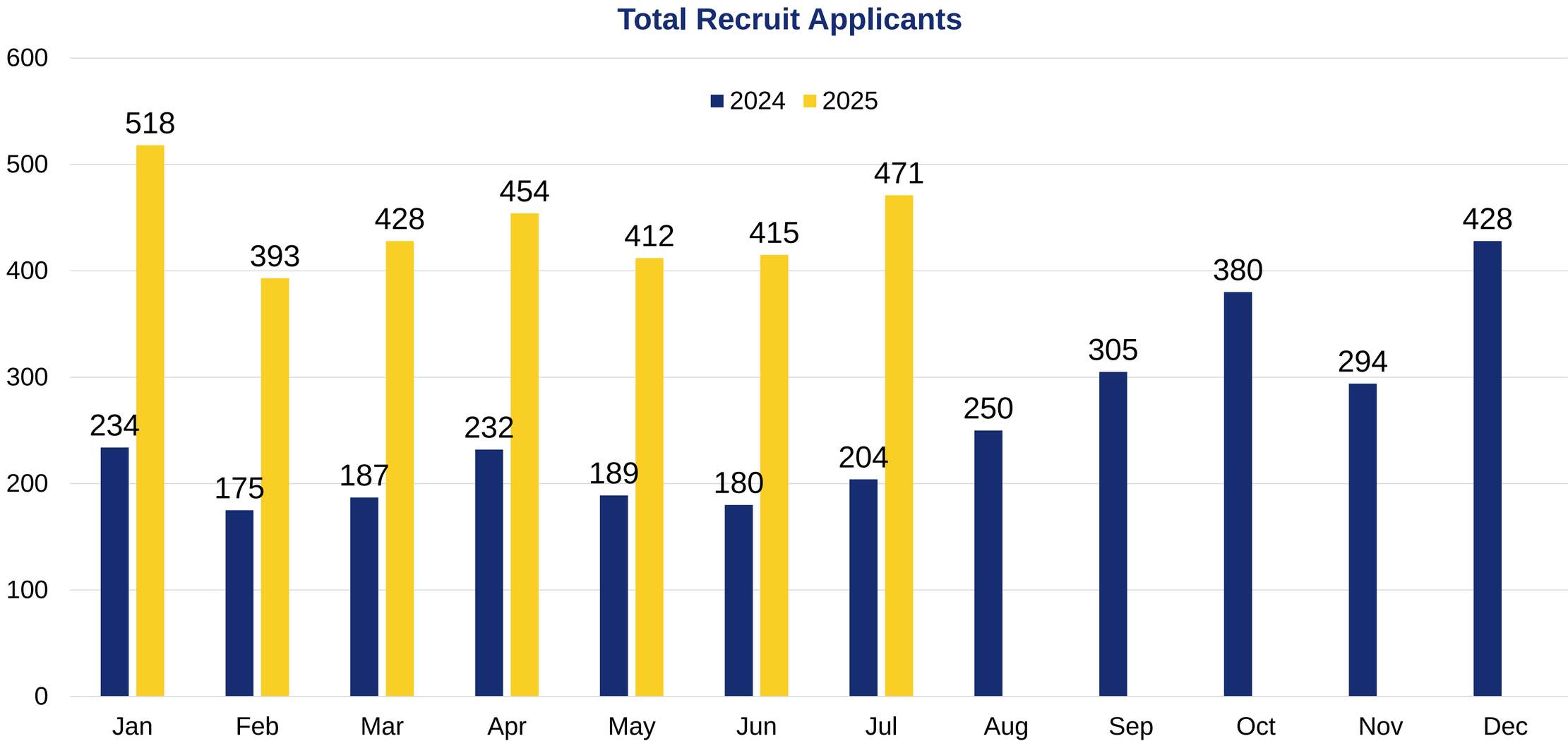
This item is submitted by Assistant City Manager Lori Bays and the Police Department.

PHX PD

RECRUITMENT, HIRING, AND ATTRITION REPORT

August 2025

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

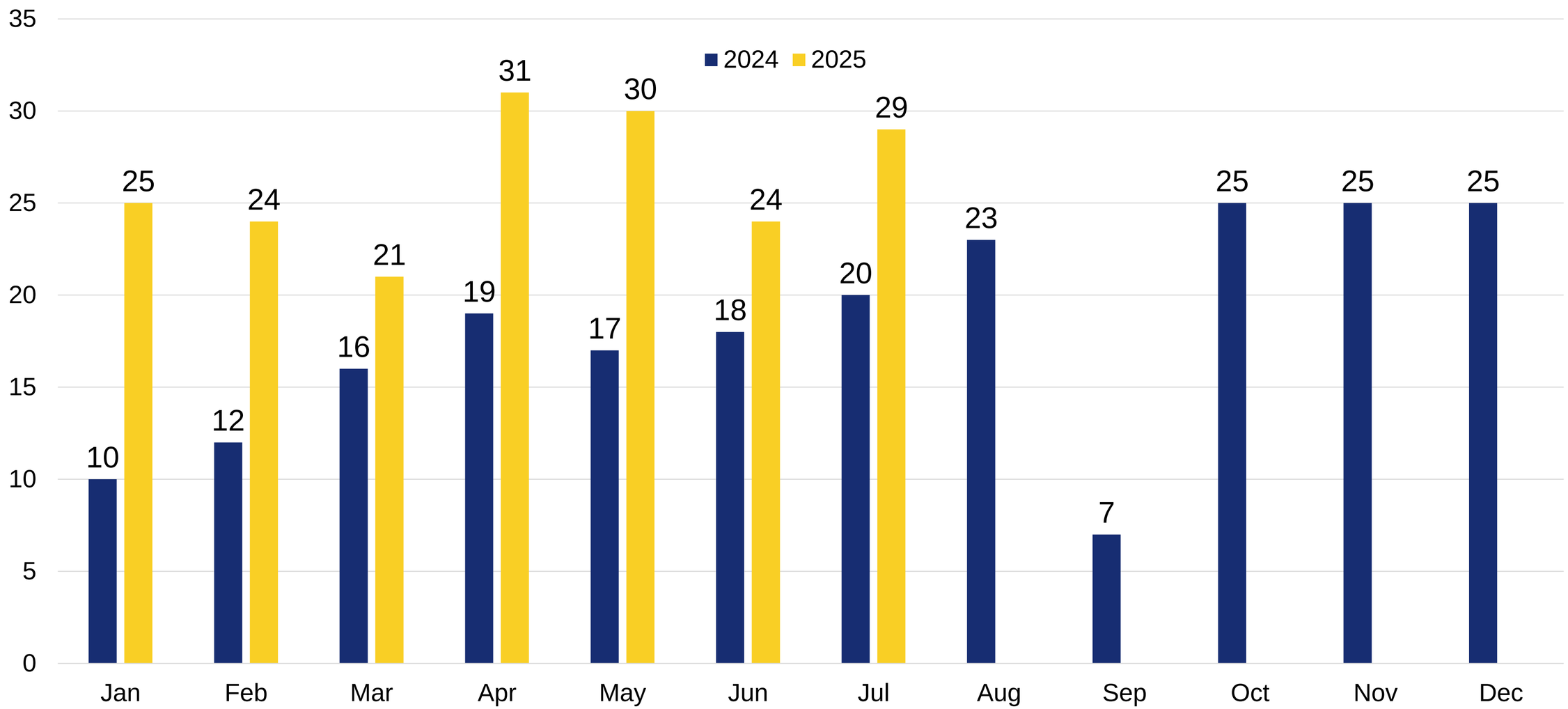


Phoenix Police Department
Recruitment, Hiring, and Attrition Report

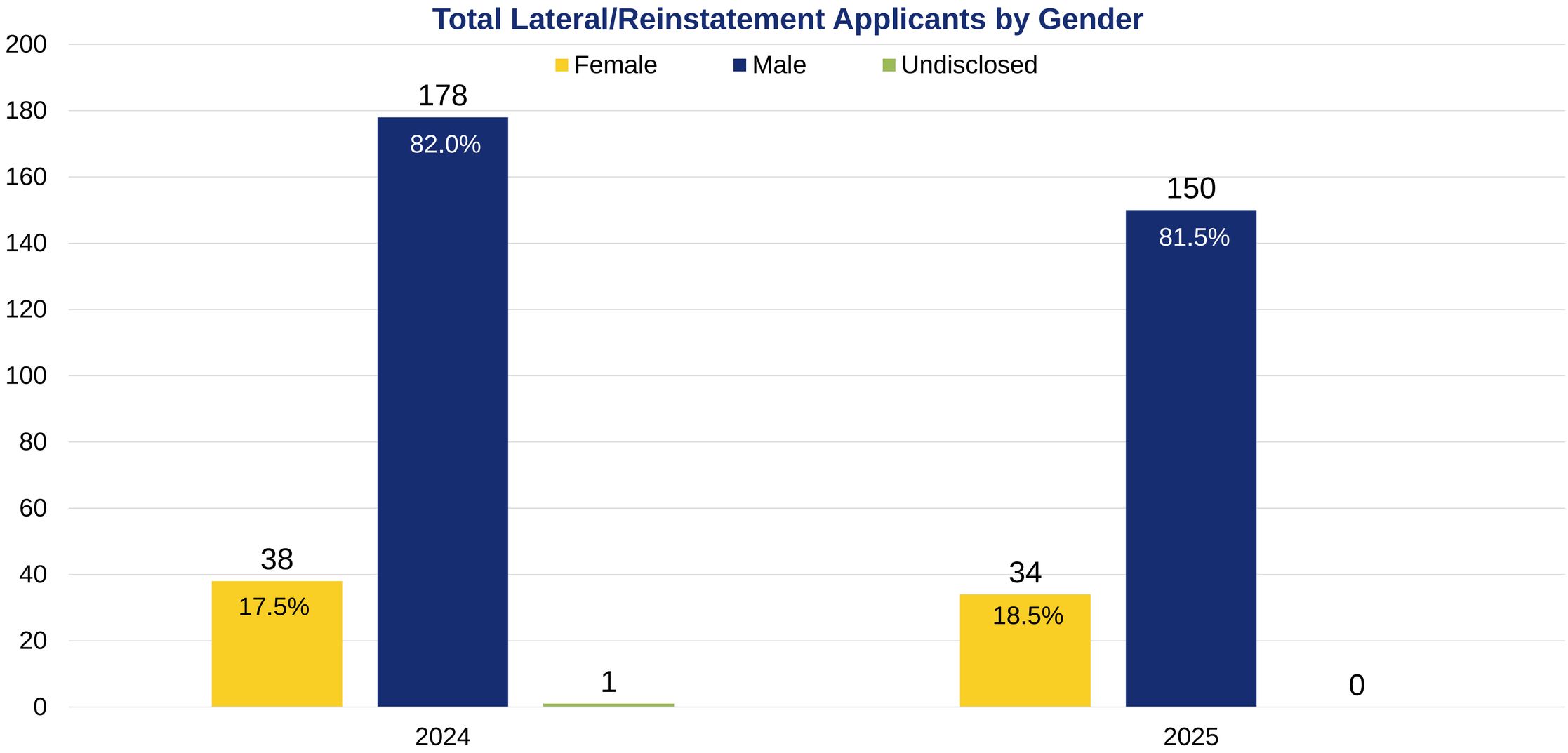


Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Total Lateral/Reinstatement Applicants



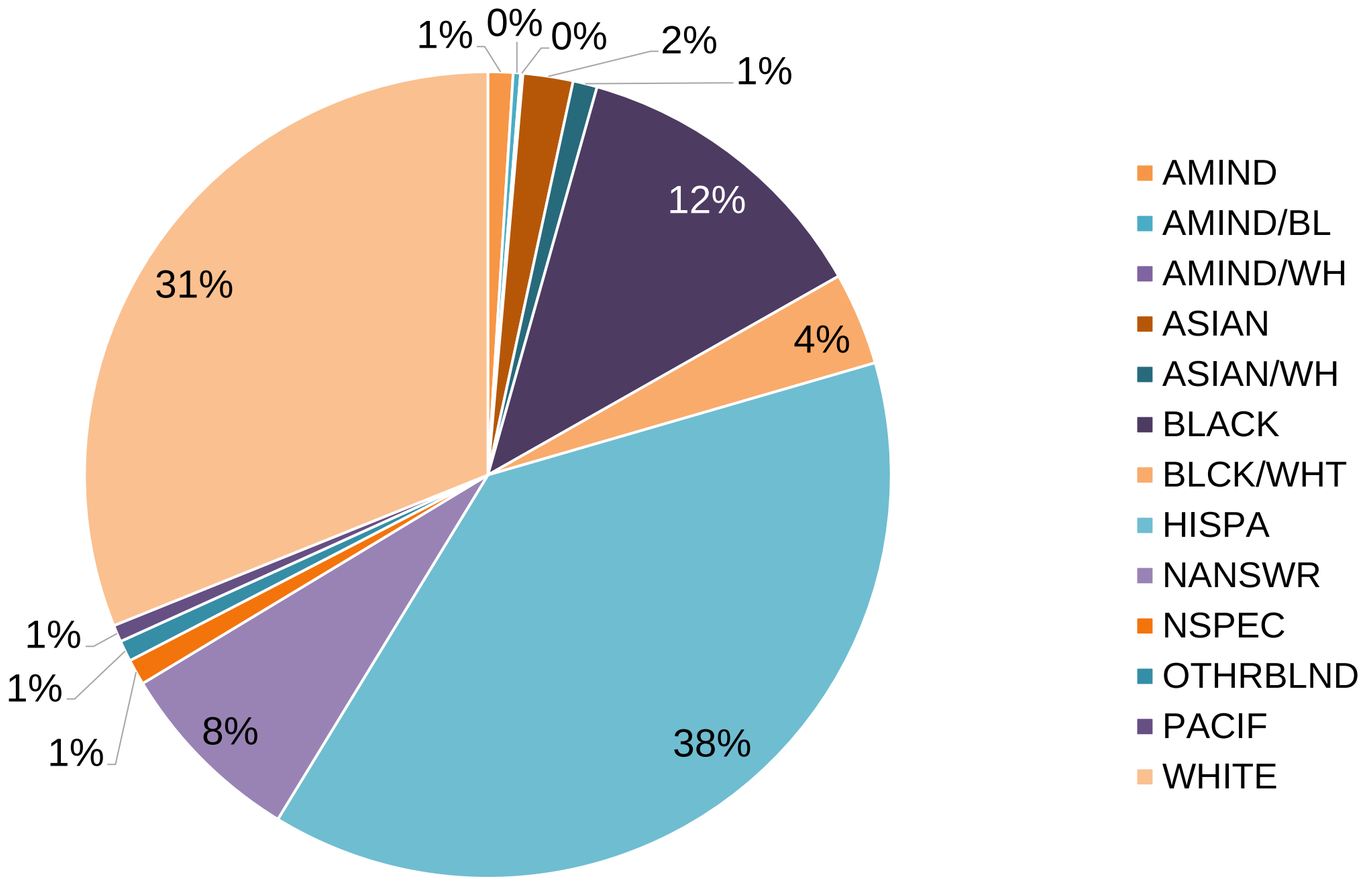
Phoenix Police Department
Recruitment, Hiring, and Attrition Report



770

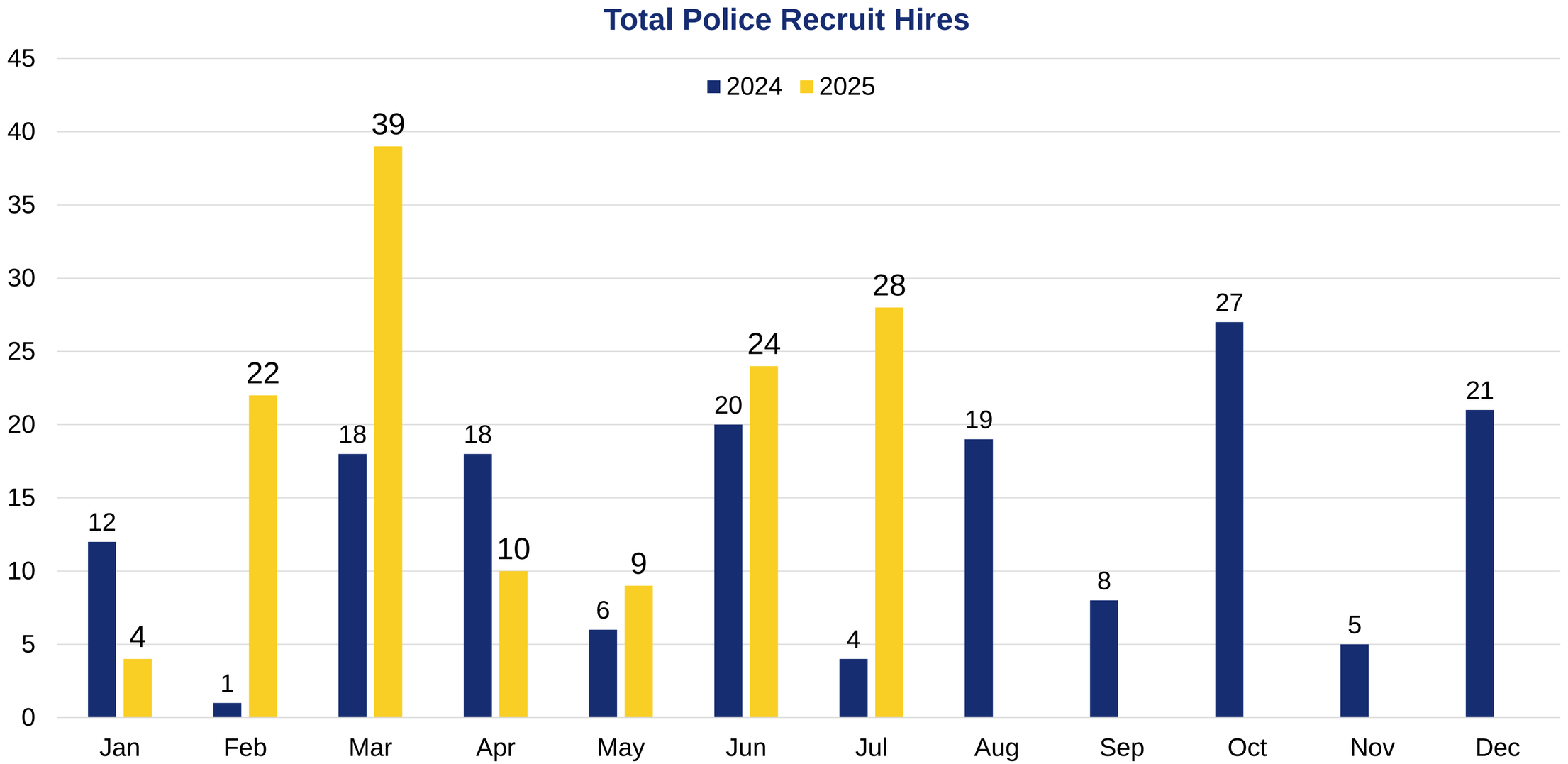
Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Total Recruit Applicants by Race Year-to-Date as of July 31, 2025



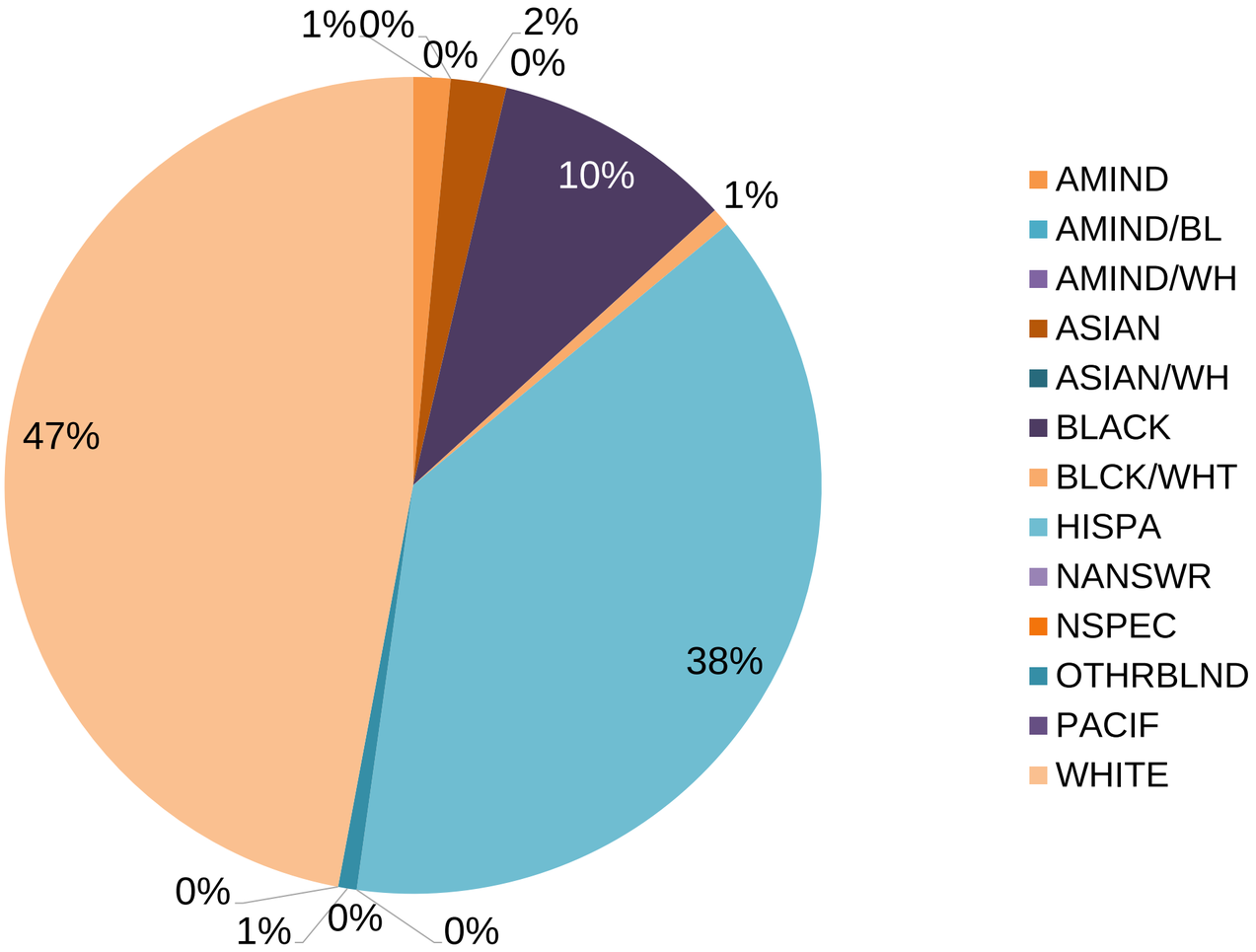
	2025 Apps	Hired
American Indian	31	2
American Indian/Black	9	0
American Indian/White	3	0
Asian	62	3
Asian/White	30	0
Black	384	13
Black/White	115	1
Hispanic	1,181	52
No Answer	236	0
Not Specified	32	0
Other Blend	26	1
Pacific Islander	21	0
White	961	64

Phoenix Police Department
Recruitment, Hiring, and Attrition Report



Phoenix Police Department
Recruitment, Hiring, and Attrition Report

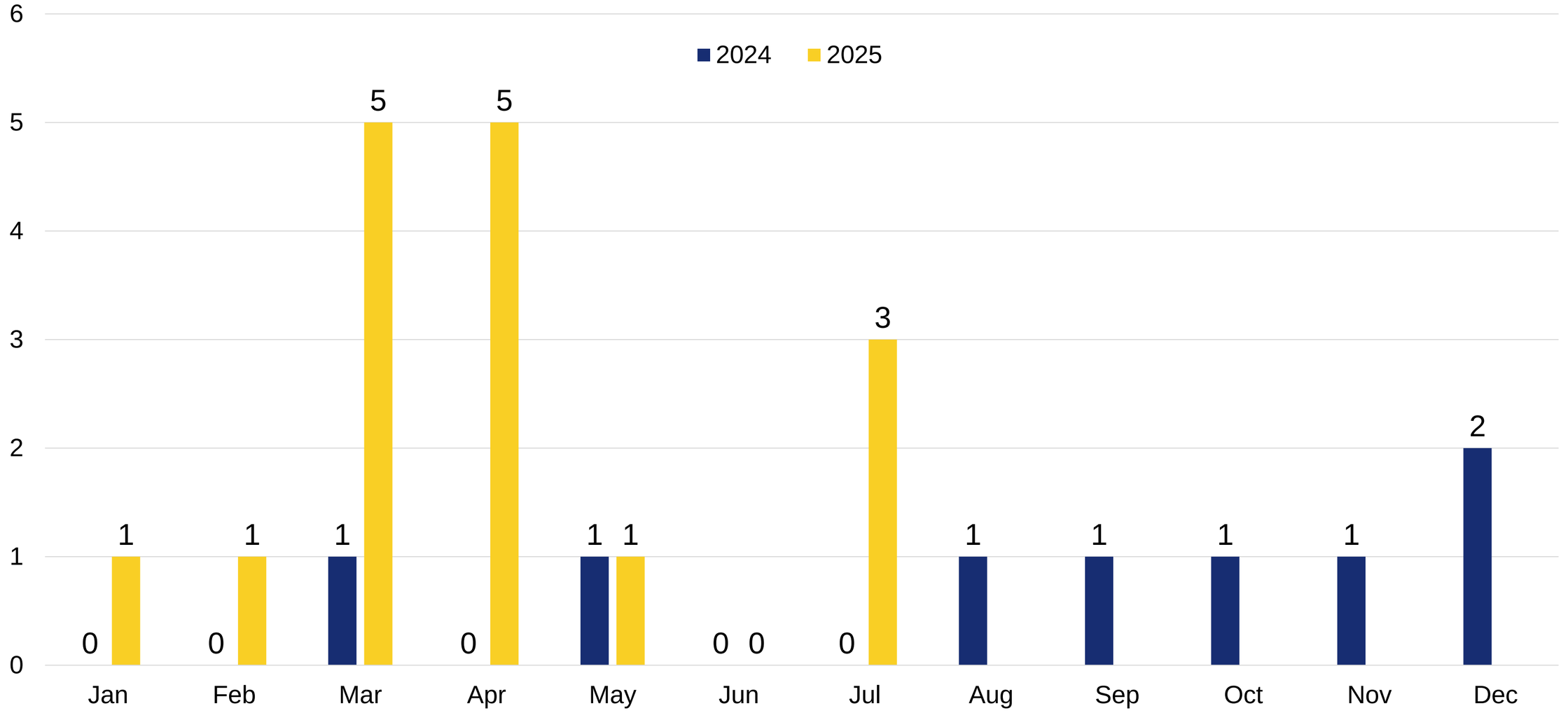
Total Recruits Hired by Race Year-to-Date as of July 31, 2025



	2025 Apps	Hired
American Indian	31	2
American Indian/Black	9	0
American Indian/White	3	0
Asian	62	3
Asian/White	30	0
Black	384	13
Black/White	115	1
Hispanic	1,181	52
No Answer	236	0
Not Specified	32	0
Other Blend	26	1
Pacific Islander	21	0
White	961	64

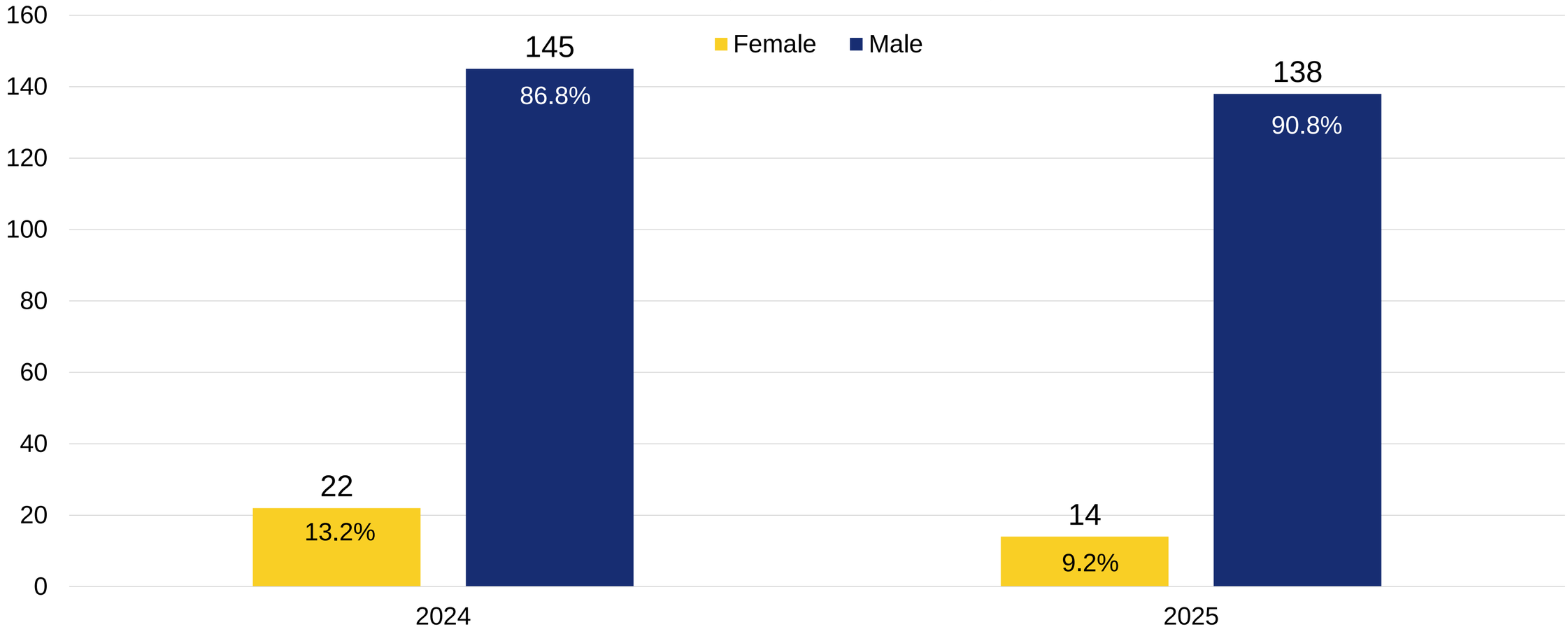
Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Total Lateral/Reinstatement Hires



Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Total Sworn Hires by Gender as of July 31, 2025



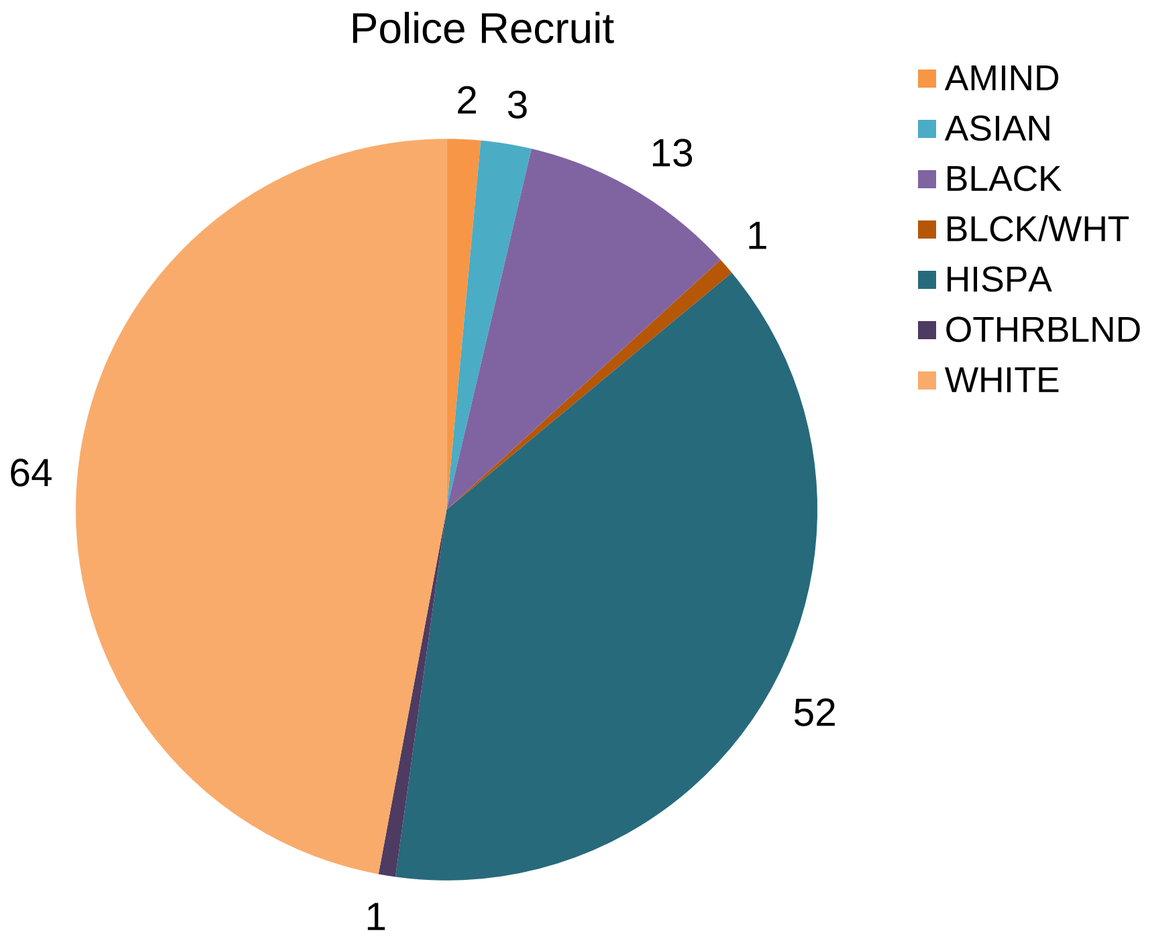
Total Male Applicants: 2,719
Total Female Applicants: 541

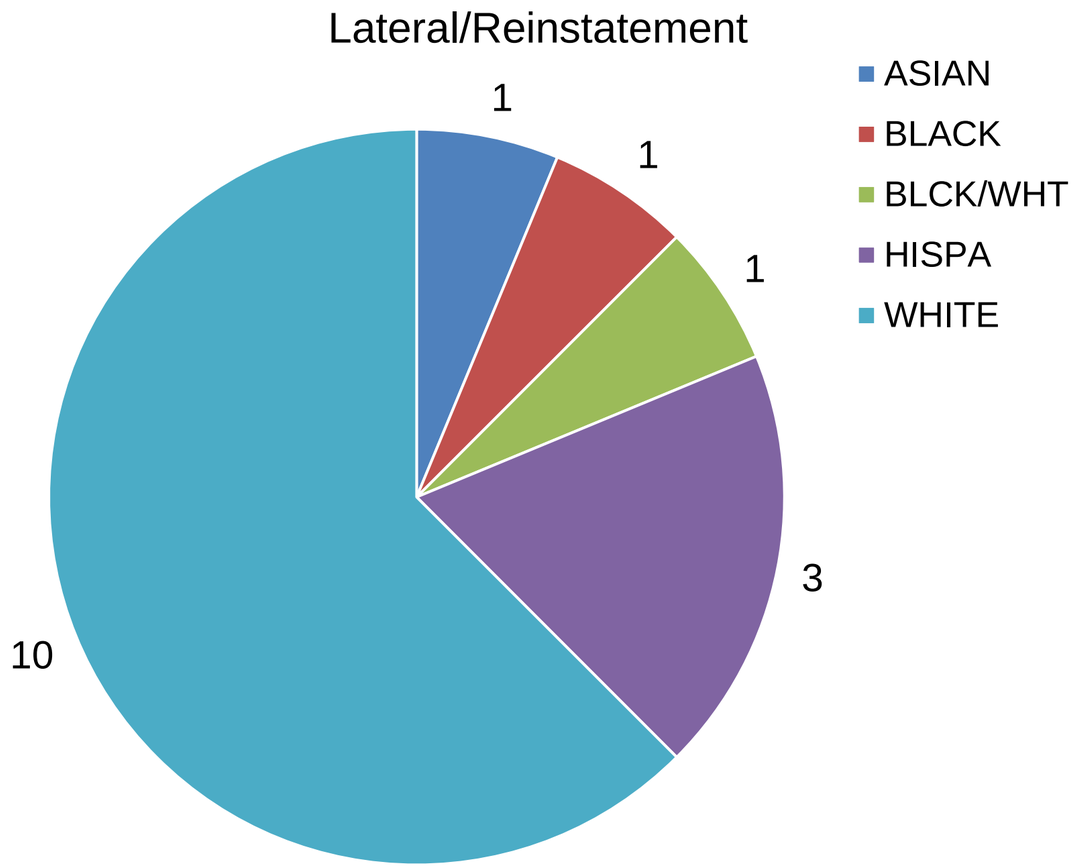
Total Male Applicants: 2,547
Total Female Applicants: 524

775

Phoenix Police Department
Recruitment, Hiring and Attrition Report

Total Police Recruits & Lateral/Reinstatements Hired by Race as of July 31, 2025

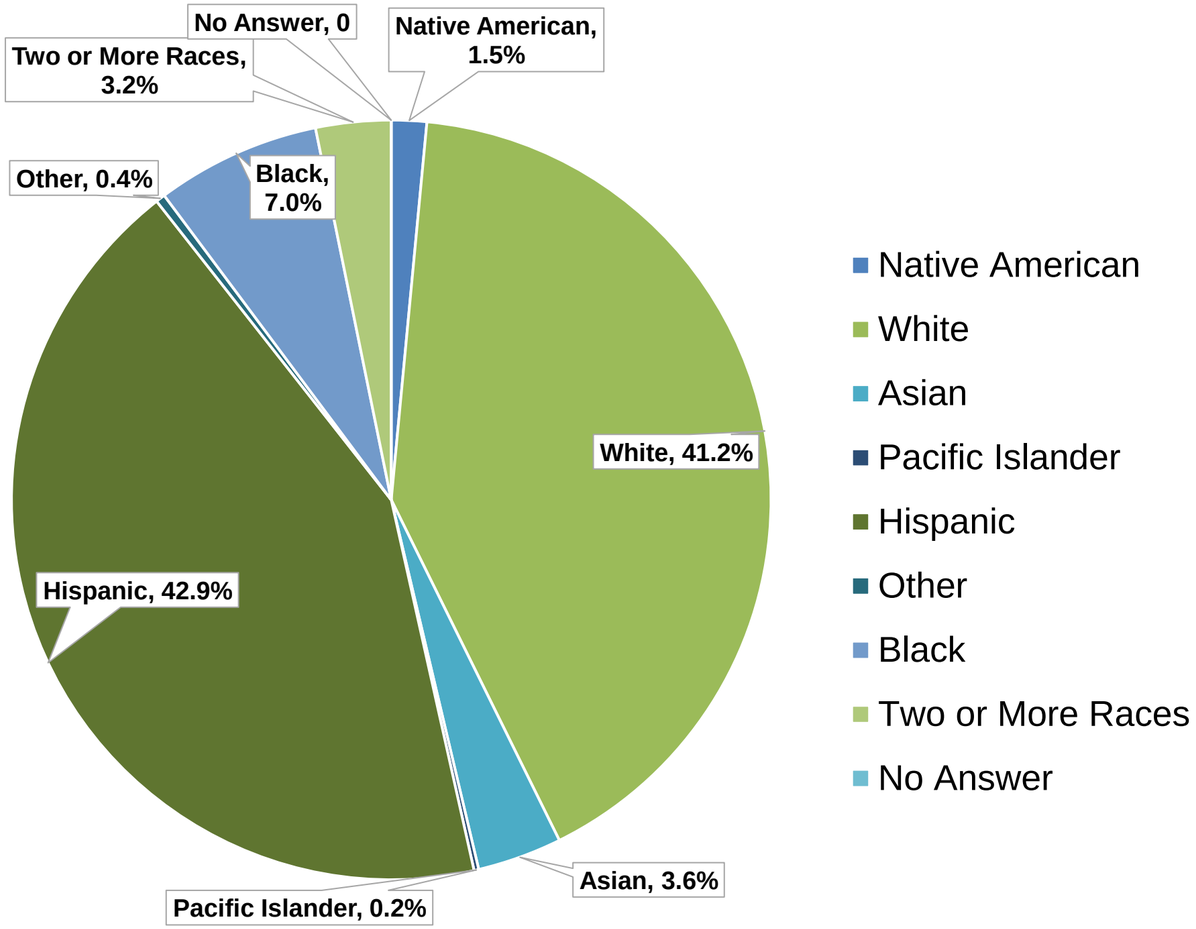


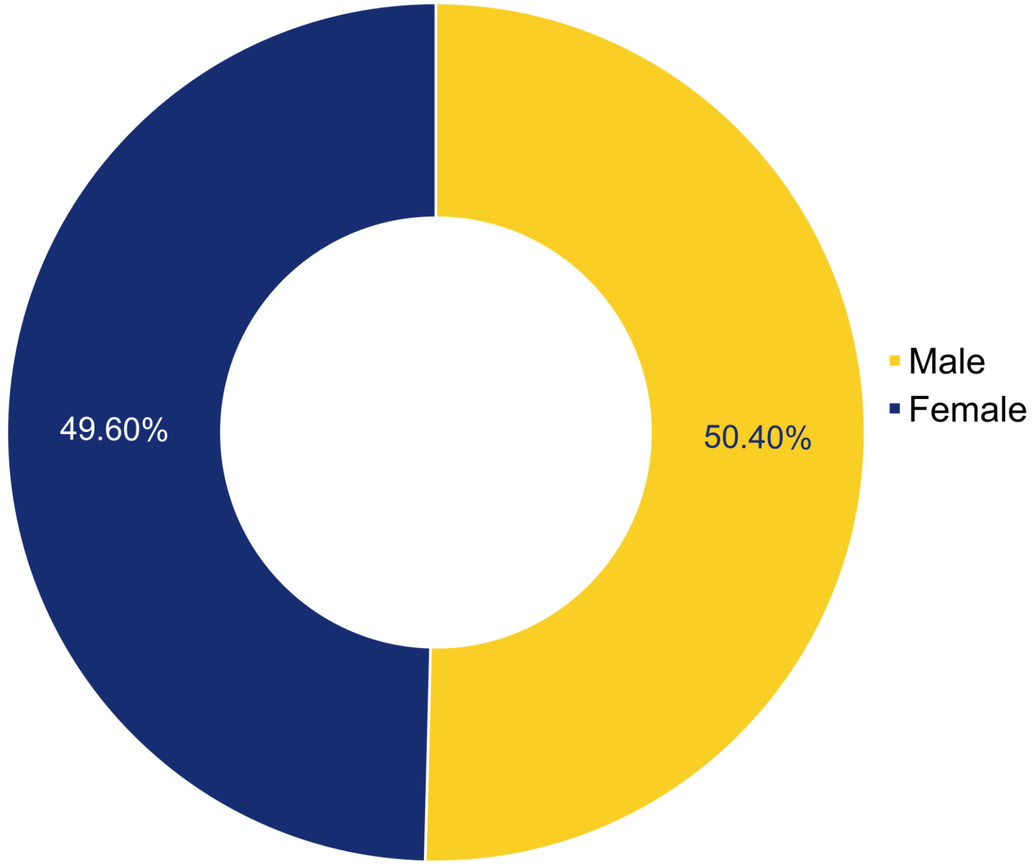


776

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Maricopa County Demographics





Phoenix Police Department
Recruitment, Hiring, and Attrition Report

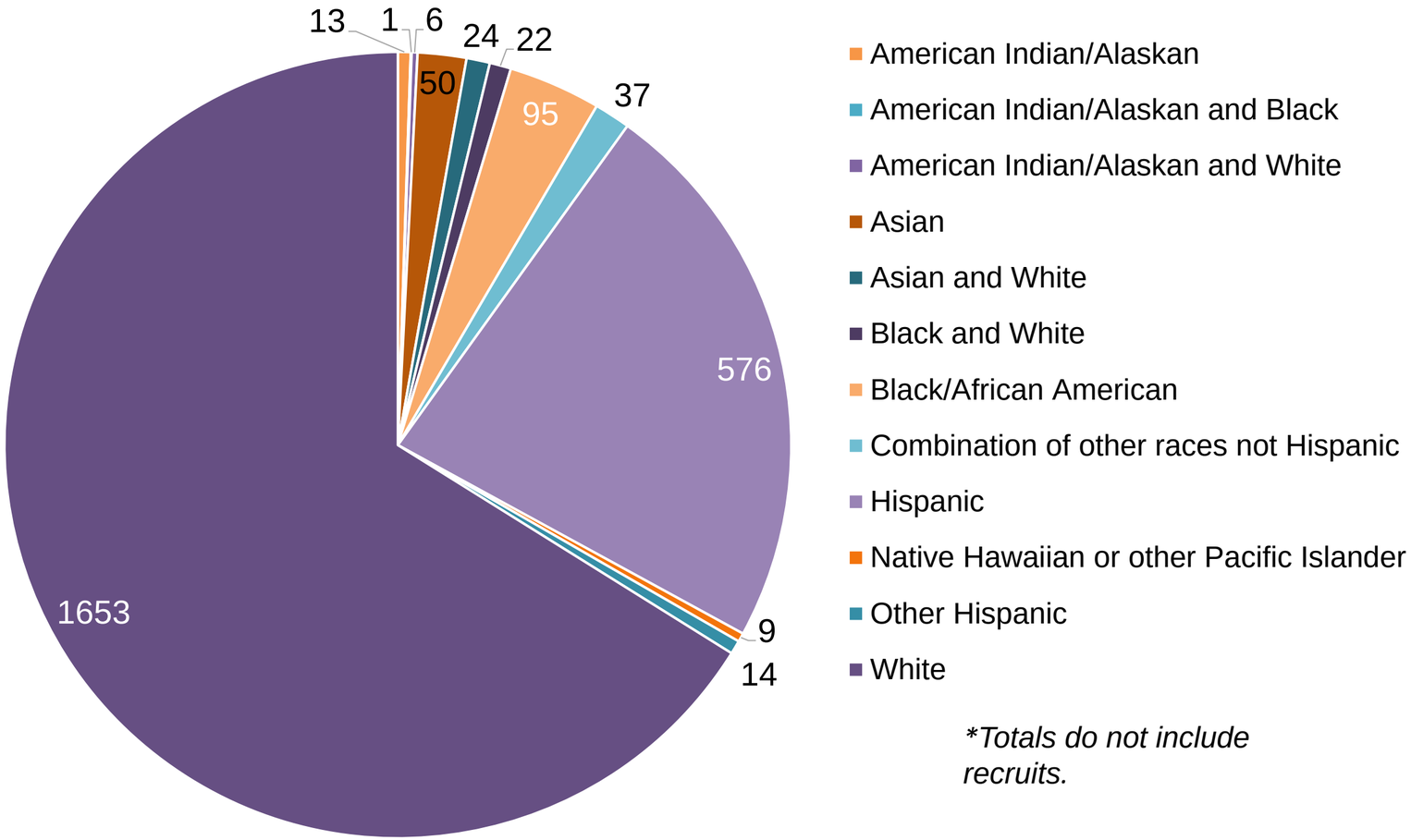
Total Sworn and Recruit Employees by Rank and Gender as of July 31, 2025

Police Chief	Total	Percentage
Male	1	0.04%
Total Police Chief	**1**	**0.04%**
Chief	**Total**	**Percentage**
Male	4	0.15%
Total Chief	**4**	**0.15%**
Commander	**Total**	**Percentage**
Female	6	0.23%
Male	20	0.76%
Total Commander	**26**	**.99%**
Lieutenant	**Total**	**Percentage**
Female	7	0.27%
Male	80	3.04%
Total Lieutenant	**87**	**3.30%**

Sergeant	Total	Percentage
Female	23	0.87%
Male	342	12.98%
Total Sergeant	**365**	**13.85%**
Officer	**Total**	**Percentage**
Female	288	10.93%
Male	1729	65.62%
Total Officer	**2017**	**76.55%**
Recruit	**Total**	**Percentage**
Blank	1	0.04%
Female	16	0.61%
Male	118	4.48%
Total Recruit	**135**	**5.12%**
Total:	**2635**	**100.00%**

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Total Current Sworn by Race as of July 31, 2025

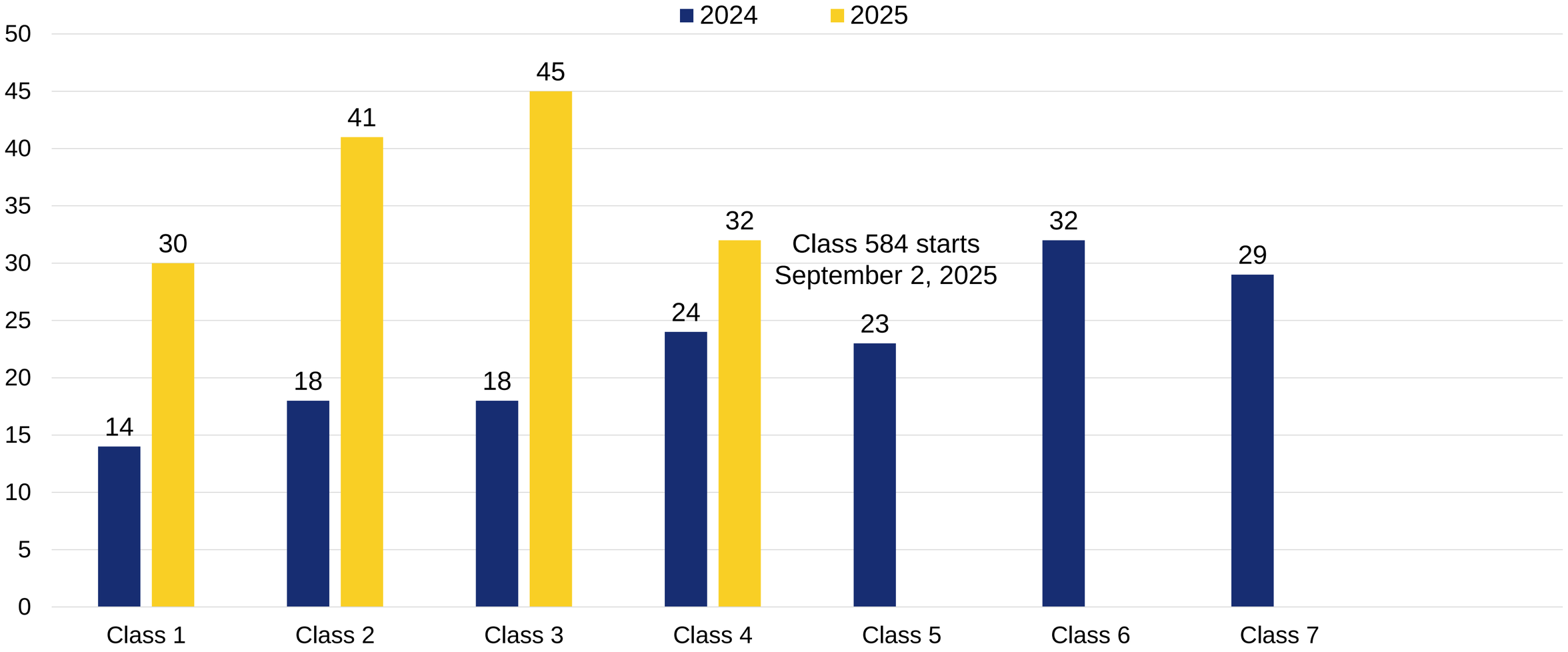


**Totals do not include recruits.*

Race	Total	Percentage
American Indian/Alaskan	13	0.52%
American Indian/Alaskan and Black	1	0.04%
American Indian/Alaskan and White	6	0.24%
Asian	50	2.00%
Asian and White	24	0.96%
Black and White	22	0.88%
Black/African American	95	3.80%
Combination of other races not Hispanic	37	1.48%
Hispanic	576	23.04%
Native Hawaiian or other Pacific Islander	9	0.36%
Other Hispanic	14	0.56%
White	1653	66.12%

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

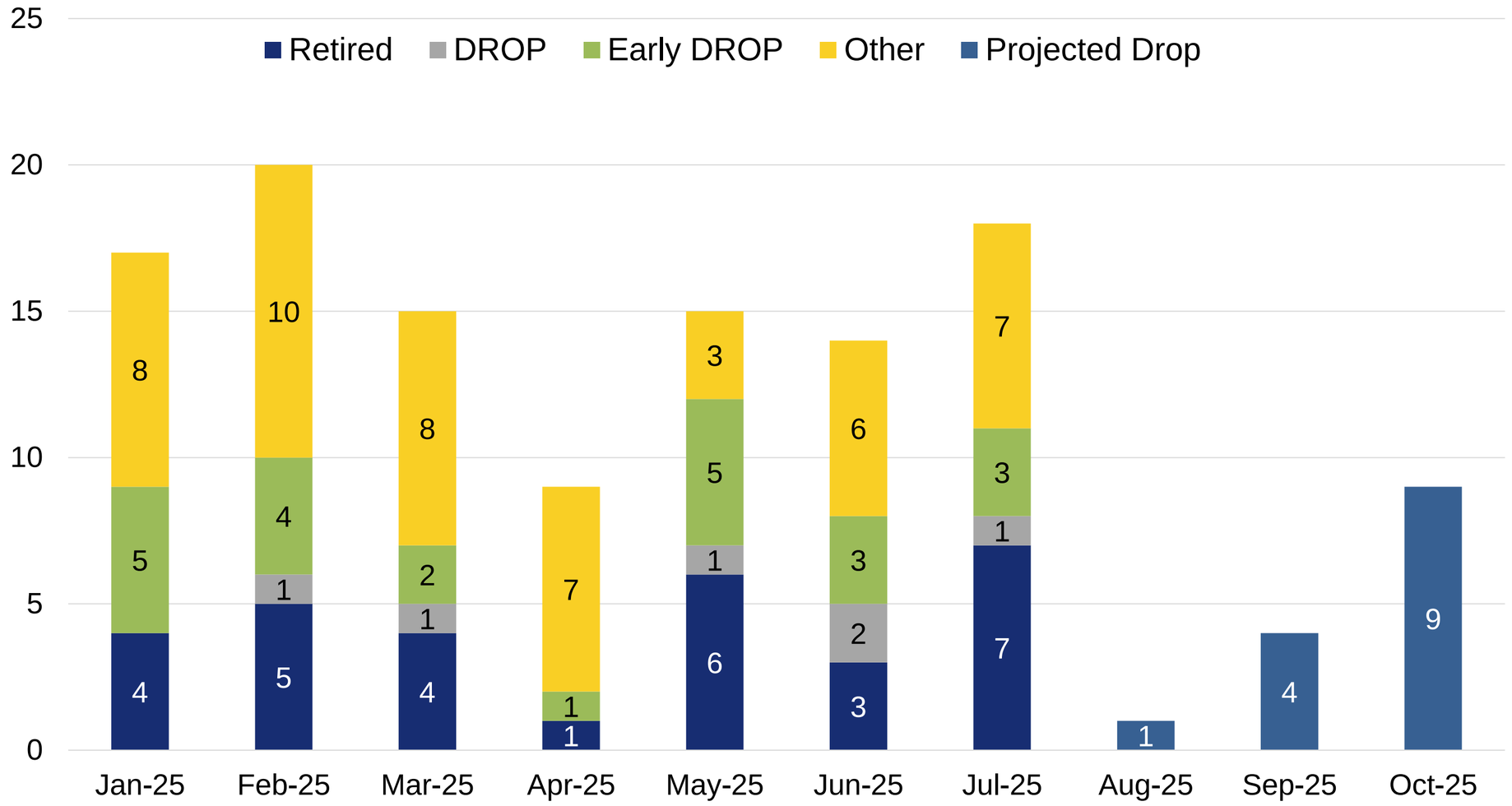
Phoenix Police Academy Recruit Class Totals for 2024 and Year-to-Date as of July 31, 2025



780

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

Current and Projected Attrition as of July 31, 2025



SEPARATIONS BY YEARS OF SERVICE YEAR-TO-DATE	
26	< 1
16	1 to 5
7	6 to 10
0	11 to 15
10	16 to 20
32	21 to 25
17	26+

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

SWET Totals Year-to-Date as of June 30, 2025

1,400
Total SWET participants

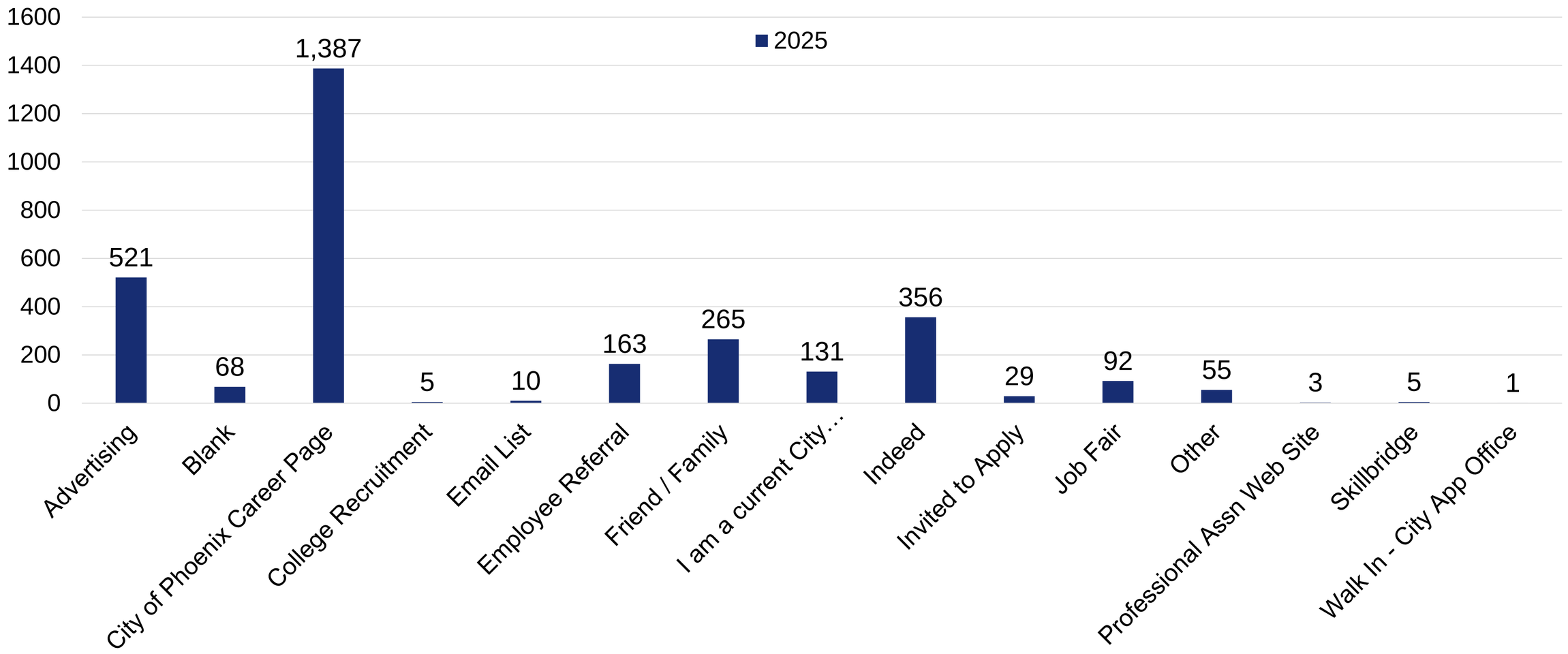
- 679 Females
- 721 Males

25
Total SWET graduates from the academy

33
SWET participants currently in the academy



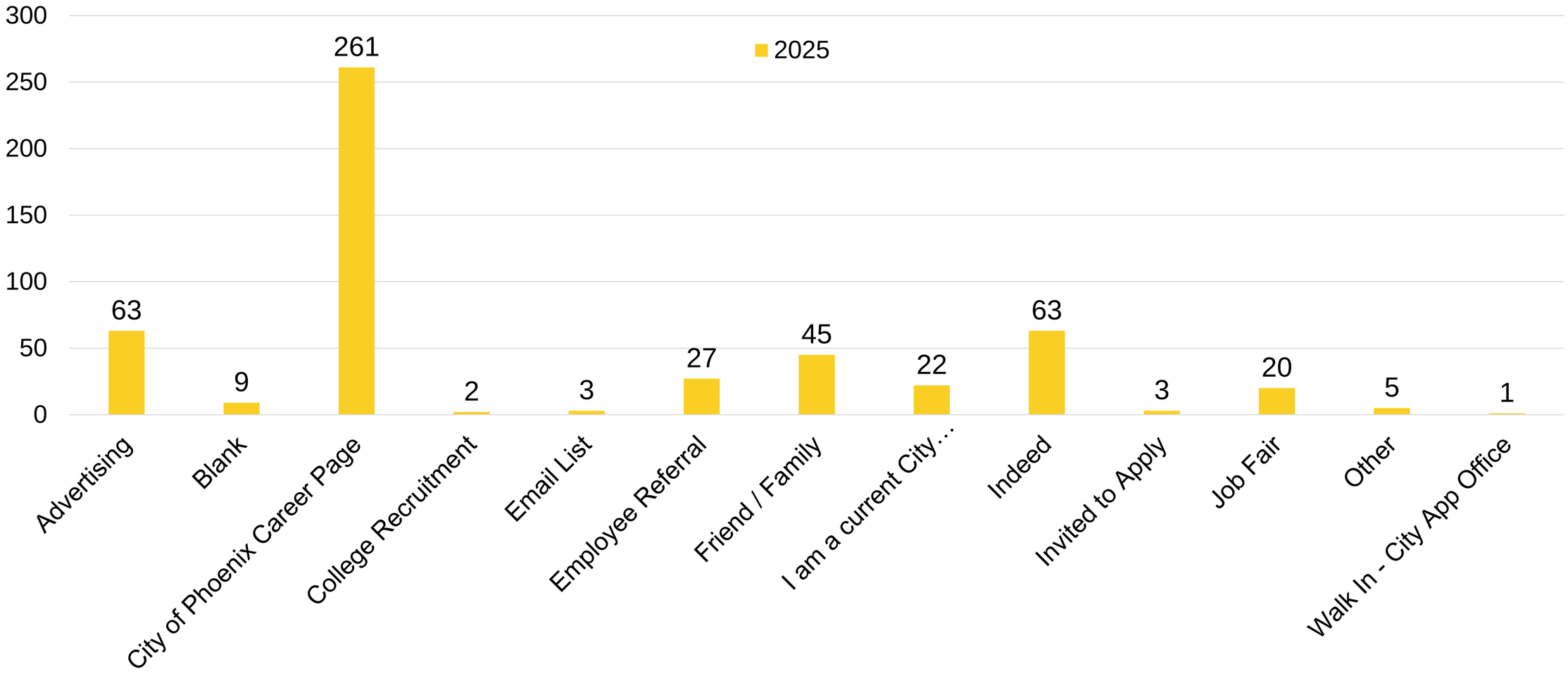
Phoenix Police Department
Recruitment, Hiring and Attrition Report



**Based on data where applicants provided a source. Some applicants chose not to provide a source.*

Phoenix Police Department
Recruitment, Hiring and Attrition Report

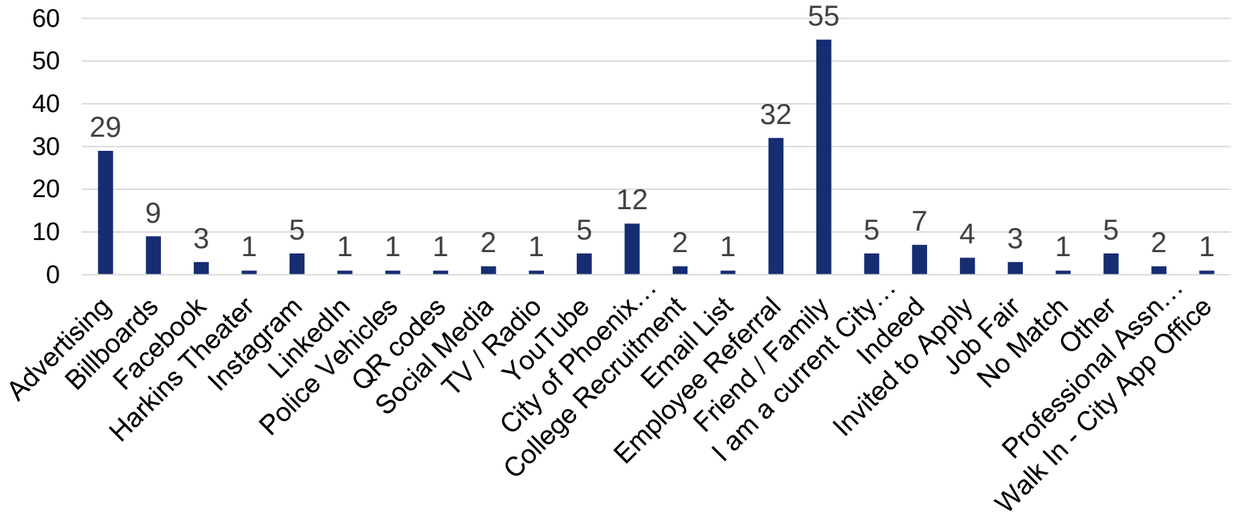
2025 Female Recruit Applicants by Source



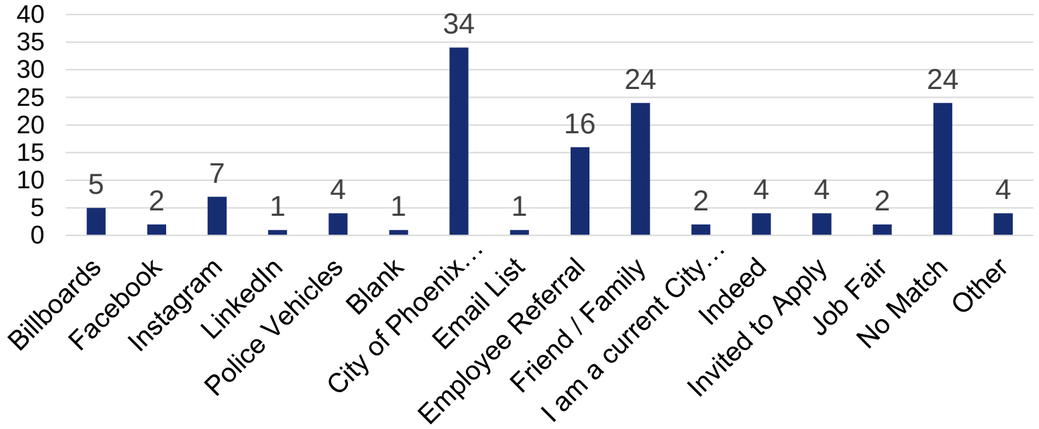
**Based on data where applicants provided a source. Some applicants chose not to provide a source.*

Phoenix Police Department
Recruitment, Hiring, and Attrition Report

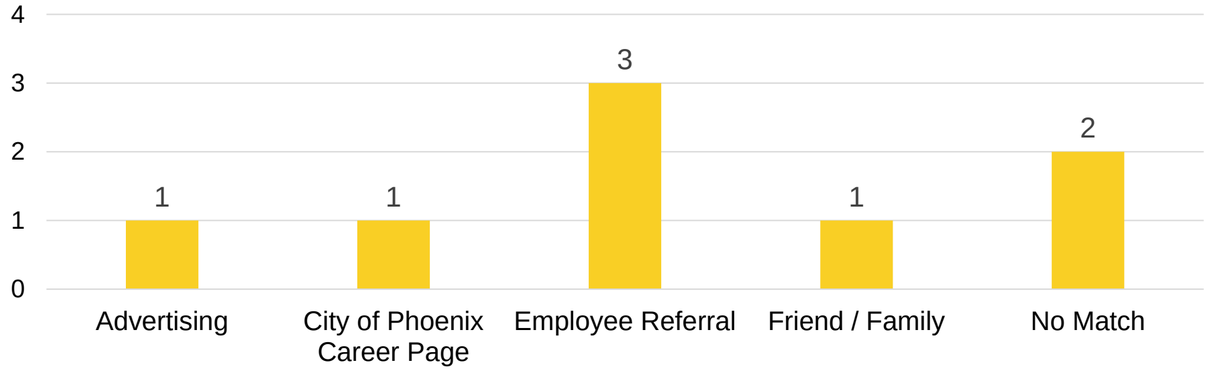
2024 Hired Recruits by Source



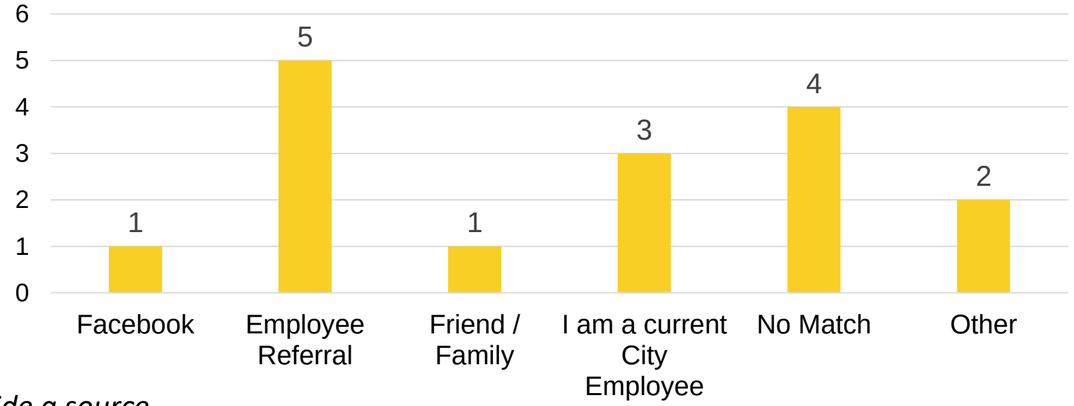
2025 Hired Recruits by Source as of July 31, 2025



2024 Hired Laterals/Reinstatements by Source



2025 Hired Laterals/Reinstatements by Source As of July 31, 2025



**Based on data where applicants provided a source. Some applicants chose not to provide a source.*

City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 6

Community Assistance Program (CAP) Expansion Implementation Report

This item includes a report on the Phoenix Fire Department's Community Assistance Program (CAP) hiring and recruitment efforts. The report also details information on CAP's responses to calls for service.

THIS ITEM IS FOR INFORMATION ONLY.

Summary

The report is included as **Attachment A** for updates on hiring, recruitment, and recent dispatch data trends.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Ginger Spencer, and the Fire Department.

ATTACHMENT A

COMMUNITY ASSISTANCE PROGRAM

EXPANSION AND IMPLEMENTATION REPORT

SEPTEMBER 2025

SUMMARY:

The Community Assistance Program (CAP) consists of Behavioral Health and Crisis Response Units. Calls for service are recorded through the electronic patient care record system, with each call representing an incident where a CAP team was dispatched.

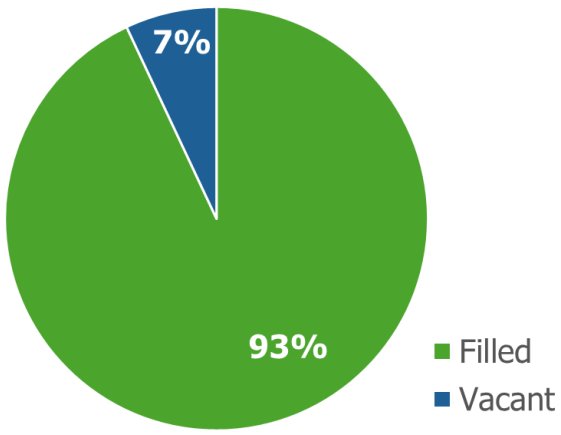
In July 2025, CAP responded to a total of 1,302 calls for service. Of these, 389 calls were transferred from Phoenix Police Communications to CAP Behavioral Health Dispatchers. During July, 15 CAP units were actively in service. Comparing the first seven months of 2025 to the same period in 2024:

- Behavioral Health Units saw a **102% increase in calls for service**.
- Crisis Response Units experienced a **8% increase in calls for service**.

RECRUITMENT & STAFFING:

As of July 2025, the Community Assistance Program operated with nine Behavioral Health Units (BHUs) providing 24/7 citywide coverage. Behavioral Health Dispatch services also maintained round-the-clock availability. Additionally, there were six Crisis Response Units (CRUs) offering citywide coverage five days a week, 24 hours per day, and 22-hour coverage on the remaining two days. Recruitment efforts to expand staffing and enhance service capacity are ongoing throughout 2025.

Current Staffing





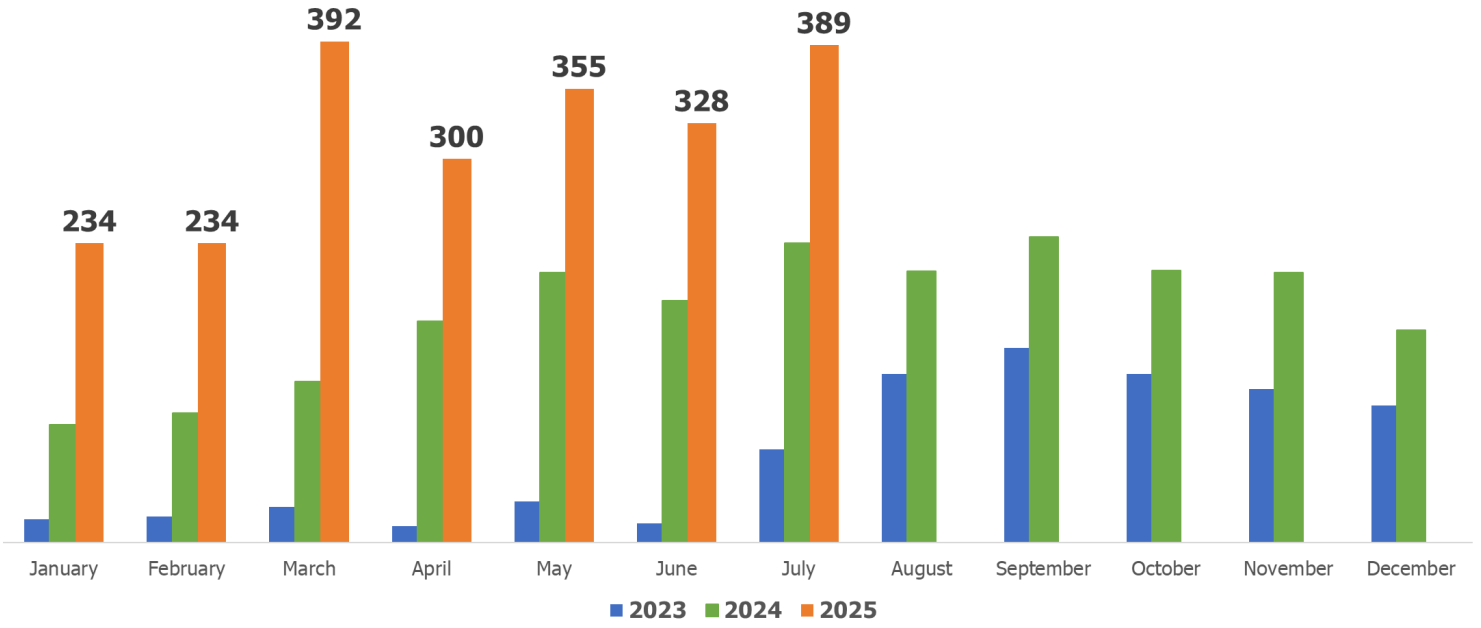
25-05 CAP Class

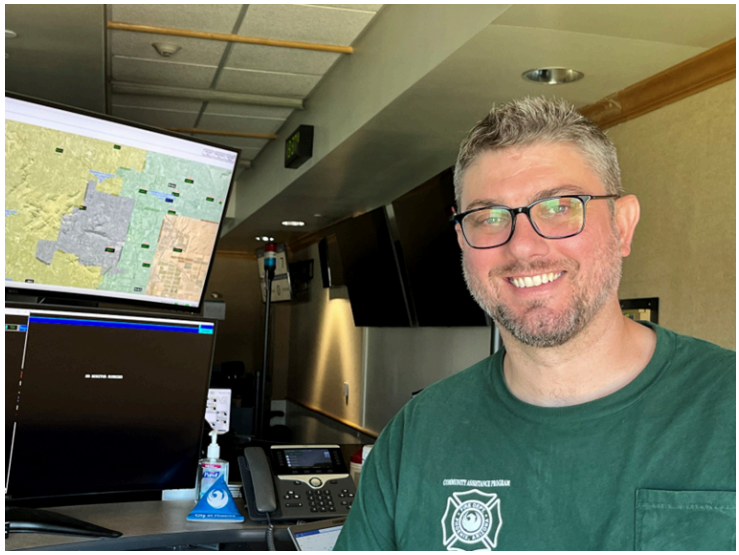
CALLS TRANSFERRED FROM POLICE COMMUNICATIONS:

Between January and July 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 98% compared to the same period in 2024. This growth reflects ongoing collaboration efforts, including the placement of two CAP supervisors in Police Communications for 41 hours each week to help identify appropriate calls for transfer.

In March 2025, all Police Communications staff and police officers completed an e-learning module on accessing and utilizing behavioral health teams. In July 2025, half of all Behavioral Health unit calls originated from transfers by Police Communications. The remaining 50% were initiated by fire and police personnel or generated directly by Behavioral Health units.

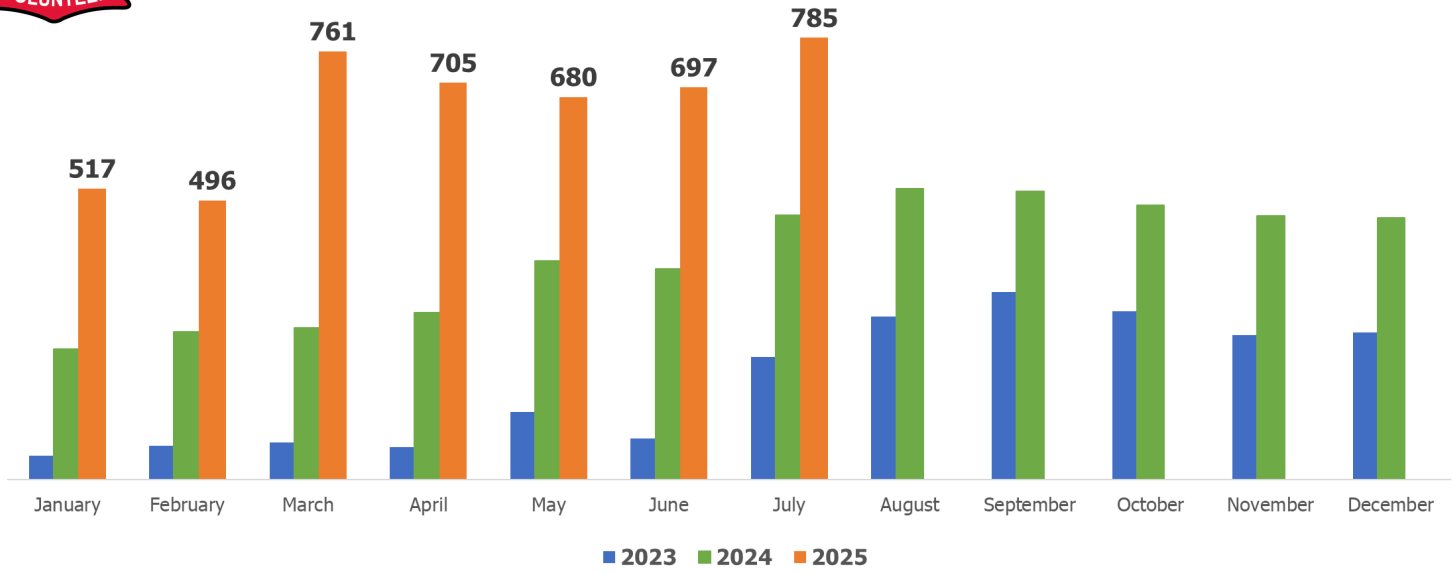
2025 (7 Month): 2,232	2024 (7 Month): 1,126	Trend 98% increase





BEHAVIORAL HEALTH CALLS FOR SERVICE:

2025 (7 Month): 4,641	2024 (7 Month): 2,293	Trend 102% increase



The data on individuals assisted and services provided below is sourced from the electronic care records system. CAP services may be delivered to multiple individuals during a single call, or in some cases, services may be declined. As a result, the number of individuals assisted may not directly align with the total volume of calls for service.

The Behavioral Health Units (BHUs) are specifically designed to respond independently to calls, serving as an alternative to traditional police or fire response. **In July 2025, BHUs responded to 785 calls for service**, making direct contact with individuals on 466 calls (59%). The remaining calls were either canceled prior to arrival or the units were unable to locate the individual upon arriving on scene.

Primary Call Types (Total: 466)
- Check Wellbeing: 267 (57%)
- Mental Health: 87 (19%)
- Social Service Related: 36 (8%)

Transports: 141

Average Response Time: 19 minutes

Adults Served: 447
Children Served: 41

*number of individuals assisted may differ from the calls for service volume

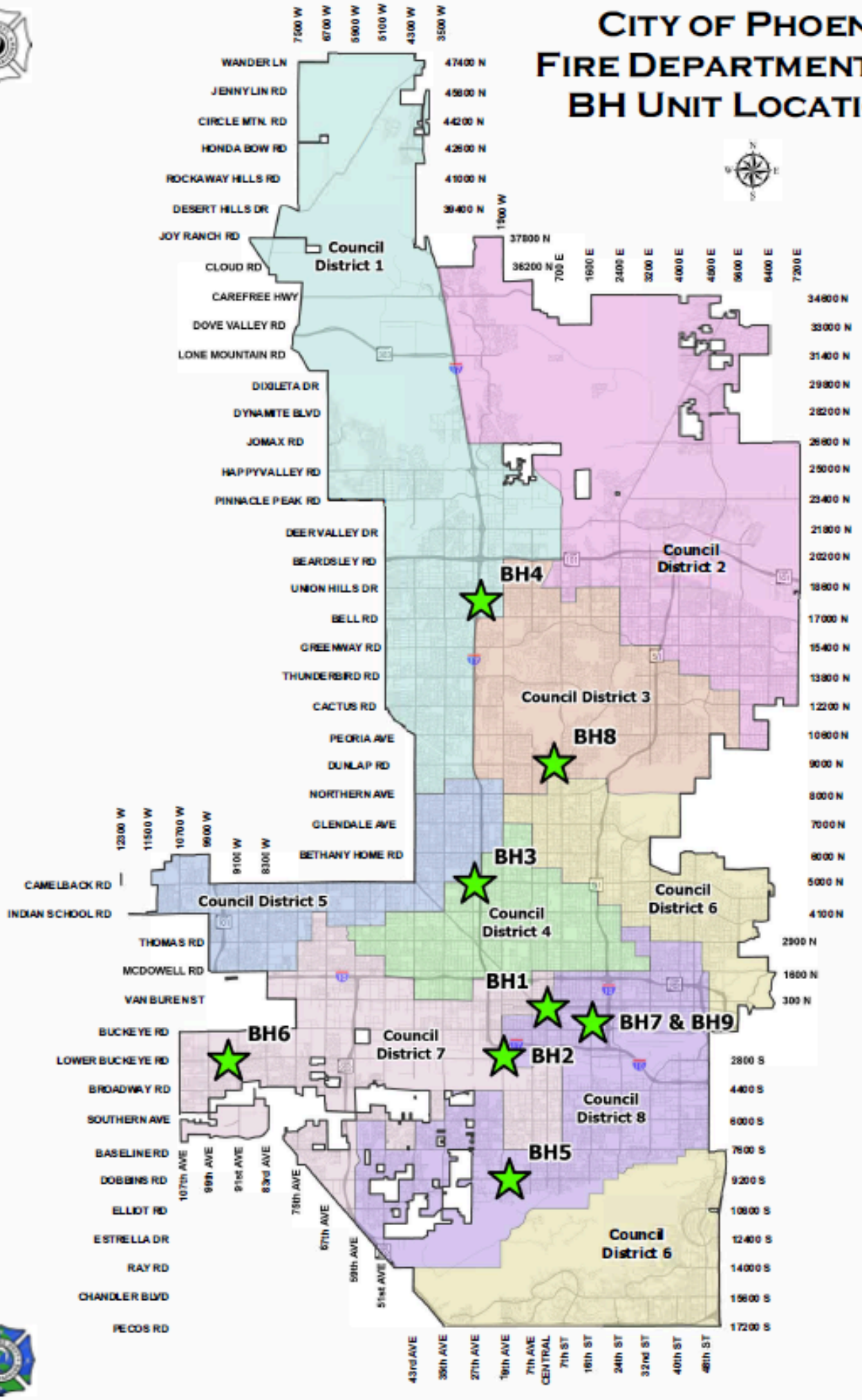
Single Unit BH Response
- 572 responses; **73%**

Responding with Police
- 85 responses; **11%**

Responding with Fire
- 109 responses; **14%**

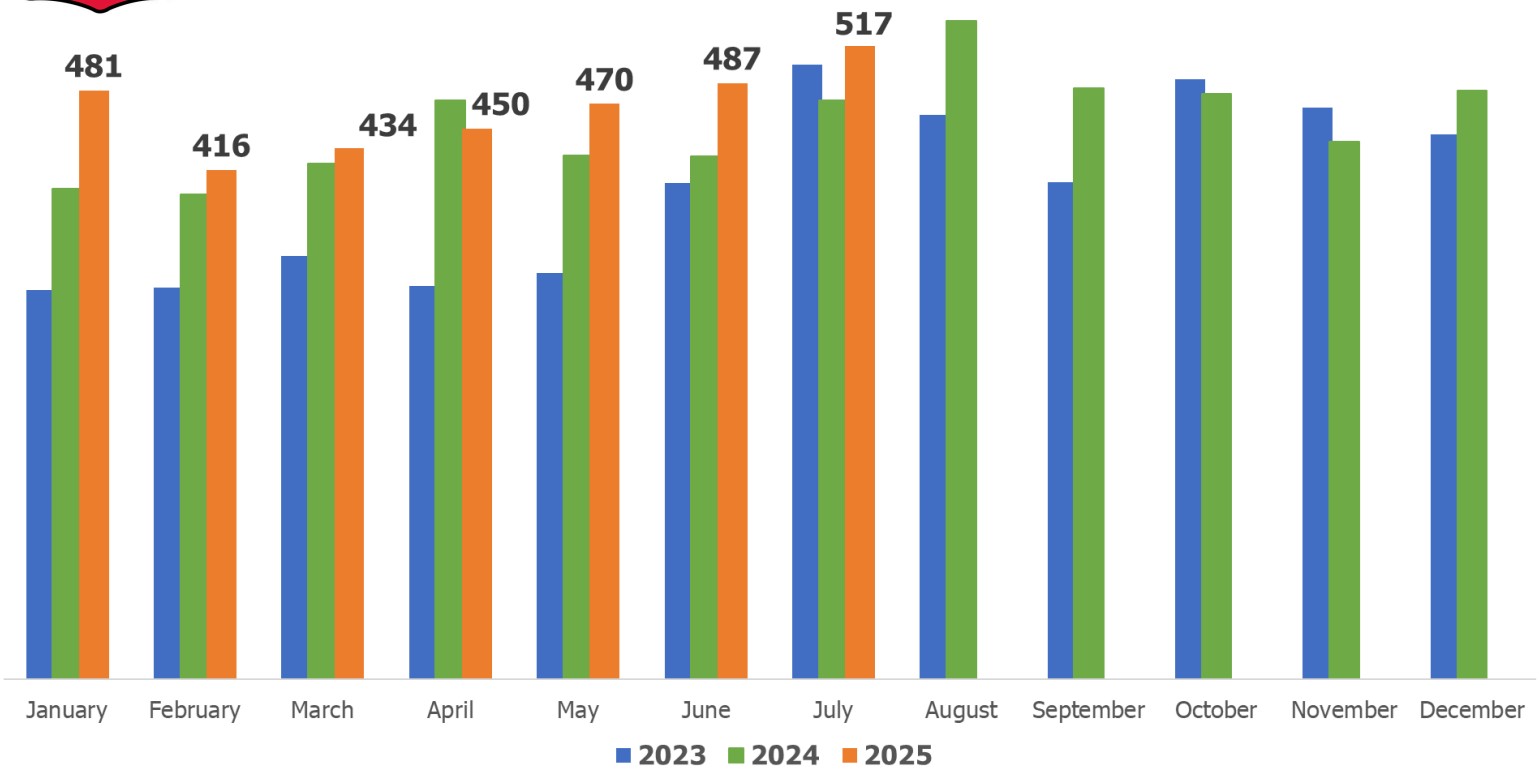
Responding with Police & Fire
- 19 responses; **2%**

CITY OF PHOENIX
FIRE DEPARTMENT CAP
BH UNIT LOCATIONS



CRISIS RESPONSE CALLS FOR SERVICE:

2025 (7 Month): 3,255	2024 (7 Month): 3,019	Trend 8% increase



The data on individuals assisted and services provided below is sourced from the electronic care records system. CAP services may be delivered to multiple individuals during a single call, or in some cases, services may be declined. As a result, the number of individuals assisted may not directly align with the total volume of calls for service.

The Crisis Response Units (CRUs) operate as co-response teams, working alongside Police and/or Fire personnel. **In July 2025, CRUs responded to 517 calls for service**, successfully making contact with individuals on 288 calls (56%). The remaining calls were either canceled prior to arrival or upon arrival on scene.

Primary Call Types (Total: 288)
- Death: 129 (45%)
- Occupant Services: 48 (17%)
- Housing Insecurity: 42 (15%)

Transports: 42

Average Response Time: 21 minutes

Adults Served: 713
Children Served: 189

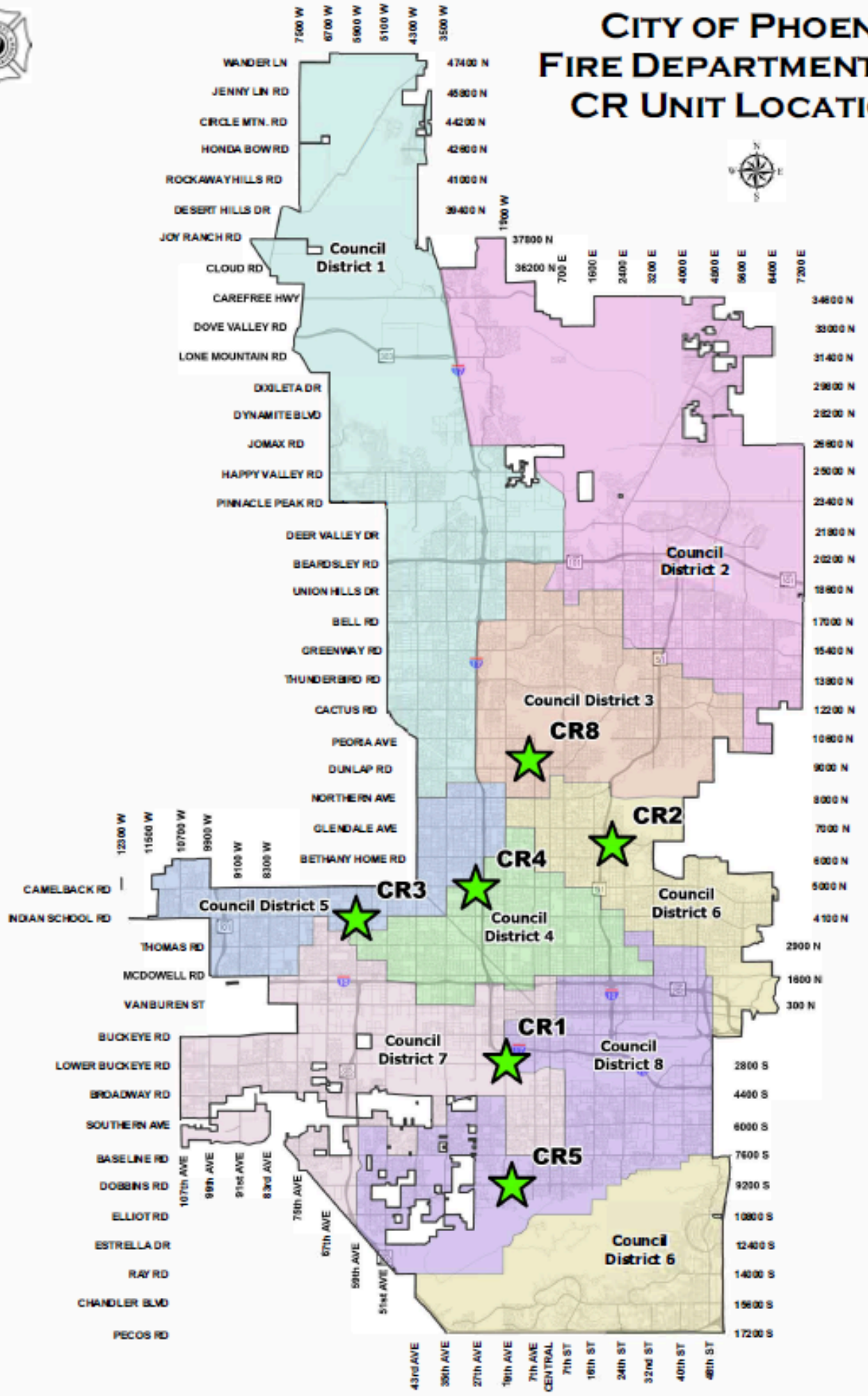
Single Unit CR Response
- 52 responses; **10%**

Responding with Police
- 78 responses; **15%**

Responding with Fire
- 137 responses; **27%**

Responding with Police & Fire
- 250 responses; **48%**

CITY OF PHOENIX
FIRE DEPARTMENT CAP
CR UNIT LOCATIONS



City of Phoenix

Report

Agenda Date: 9/3/2025, **Item No.** 7

Fire Department Staffing and Response Times Update

This item includes a report on the Phoenix Fire Department’s hiring and recruitment efforts, an overview of the department’s response times, and detailed information on the department's emergency response types.

THIS ITEM IS FOR INFORMATION ONLY.

Summary
The report is included for review as **Attachment A.**

Responsible Department
This item is submitted by Assistant City Manager Lori Bays and the Fire Department.

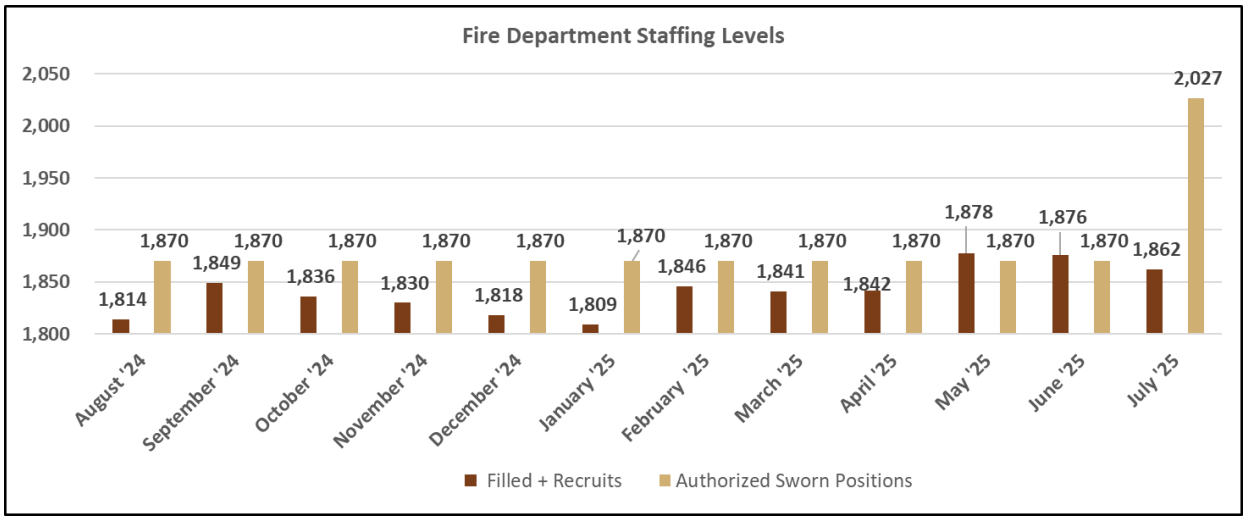
Attachment A

Phoenix Fire Department Staffing, Hiring and Activity Report

Fire Department Staffing

The Fire Department administers hiring by forecasting attrition rates and managing recruitment efforts, hiring cycles, and training cycles to minimize vacancies. Thanks to the continued prioritization and support of the Mayor and Council, the number of authorized sworn positions has continued to increase. The current number of authorized sworn positions is 1999.

The increase of authorized sworn positions has included significant efforts such as timely hiring and training of sworn firefighters to correspond with new fire stations, apparatus, and equipment procurement. In addition, supplemental authorized sworn positions have been approved to enhance emergency transportation services (i.e., ambulances) throughout the City of Phoenix to address increased activity levels.



Note: Report Data Through July 31, 2025.

Firefighter Recruitment and Hiring

The Fire Department recruits, hires, and trains new firefighters year-round to meet staffing needs. The Training Section ensures that each graduating firefighter is fully prepared to serve the residents of Phoenix. Testing frequency is determined by the number of applicants and available full-time positions, maintaining a strong candidate pool. Recently, the department hosted the Recruit Entrance Written Exam, with approximately 765 candidates participating. The table below compares testing and recruits trained over the past five years.

Year	Applicants Invited	Applicants Tested	Applicants Passing Test	Recruits Trained
2025	1267	765	516	43
2024	1105	600	408	154
2023	1271	729	467	135
2022	1445	921	634	68
2021	1348	896	594	95

Firefighter Recruit Training

Recruit Class 25-2 officially began training at the Phoenix Fire Department Academy in June 2025. This class includes 46 new Phoenix recruits who will undergo rigorous training to prepare for their roles as first responders. The start of Recruit Class 25-2 indicates positive progress in bolstering the department's operational capacity, ensuring the continuation of high-quality emergency services for Phoenix residents. The chart below outlines the progress and graduation dates for the 2025 recruit academies. Enrollment in each session is maximized whenever possible, with space also reserved for students from regional partners. Final graduation numbers may vary as the process advances.

Recruit Class 25-1		43 Recruits	Graduated	05.23.2025
Recruit Class 25-2	Started in June	45 Recruits	Graduating	09.05.2025
Recruit Class 25-3	Starts in October	47 Recruits	Graduating	01.09.2026

Note: Report Data Through July 31, 2025.

Community Engagement

The Fire Department actively engages with the community through social media and public events, ensuring consistent communication and outreach. The chart below provides key metrics on recent social media interactions and engagement levels for the month of July.

	Posts	Interactions	Reach
Instagram Main PFD	31	109,189	550,339
Instgram Recruiting	7	7,994	118,538
Facebook	24	82,676	1,454,285
X (Twitter)	9	672	32,353

PFD Social Media Outreach

Community engagement extends beyond digital outreach to include social and community events, which are vital in strengthening connections with residents. The Fire Department actively hosts and participates in various events throughout the year to recruit, foster relationships, promote safety, and enhance public awareness. Below are the upcoming events for September 2025.

Upcoming Community Safety & Education Events

Sept. 12 National Suicide Prevention Dodgeball Tournament
Sept. 22 Fire Dept. Award at Beuf Family Resource Center
Sept. 25 Public Education Fair & Immunization Clinic

Note: Report Data Through July 31, 2025.

Response Times & Call Volumes

Response times are measured, monitored, and managed daily to maximize coverage and resource deployment. The National Fire Protection Association (NFPA) established response time standards for fire and emergency medical service delivery, and the Arizona Department of Health Services (AZDHS) established the response time standard for emergency transportation services.

The chart below shows response times by Council District for critical emergency medical service (EMS) incidents, first arriving engine to a fire incident, first arriving ladder to a fire incident, ambulance response times for critical EMS, total incident call volume for each Council District, citywide totals, and the associated standard

	First Arriving ALS Unit (can be any type) to Critical EMS Incident	First Arriving Engine (Water) to a Fire Incident	First Arriving Ladder to a Fire Incident	Ambulance Critical EMS	Total Incident Call Volume 2025
NFPA Standard	**5:00**	**5:20**	**9:20**	**10:00**	
District 1	7:29	5:55	9:24	9:21	15,178
District 2	8:24	6:33	10:08	10:33	10,617
District 3	7:30	5:44	10:14	9:07	16,891
District 4	6:31	4:54	8:00	8:17	22,916
District 5	6:51	4:46	9:03	9:00	15,281
District 6	7:31	5:51	9:46	9:40	14,194
District 7	7:25	5:55	11:56	9:46	19,941
District 8	7:06	5:36	11:53	8:57	25,278
Citywide	7:16	5:45	10:13	9:17	140,296

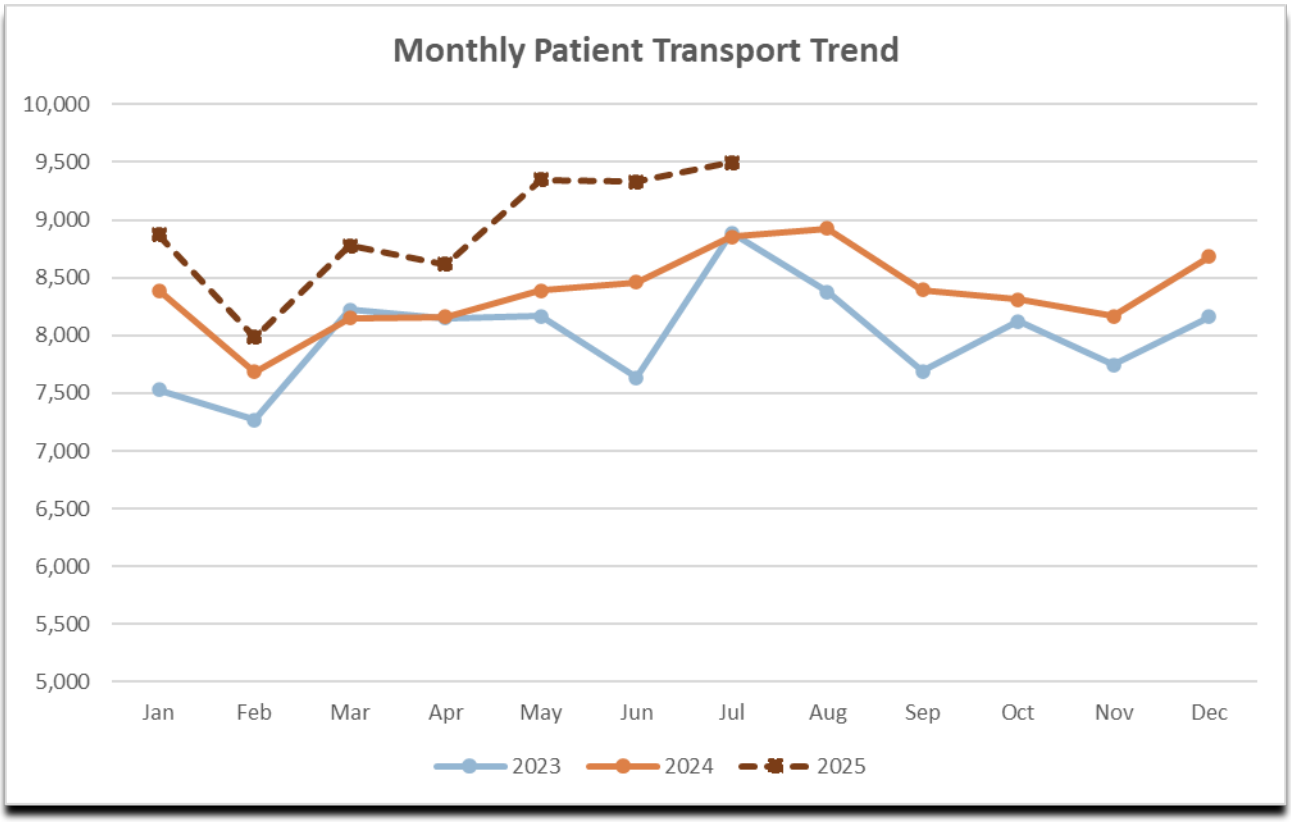
Based on 90th percentile response times, not averages from January 1, 2025 – July 31, 2025.

Note: Report Data Through July 31, 2025.

Emergency Patient Transportation Activity

The Fire Department has operated its emergency transportation service for nearly four decades. Analyzing the monthly average activity levels over the past three years reveals a consistent upward trend in service demand.

Total transports in July 2025 were 9,495, a 7.3 percent increase from the 8,852 transports recorded in July 2024.



Note: Report Data Through July 31, 2025.