



Emergency Operations Plan

Base Plan & Community Lifeline Annexes

Letter of Promulgation

In the event of a natural or man-made disaster within the City of Chandler, City government must be prepared to implement plans and procedures to protect lives and property.

This plan is published in support of the State of Arizona Emergency Response and Recovery Plan and is in accordance with Arizona Revised Statutes, Title 26, Chapter 2, and the Maricopa County Emergency Operations Plan.

The purpose of this plan is to provide direction and guidance to City governmental departments and supporting agencies. It constitutes a directive to City departments to prepare for and execute assigned emergency tasks to ensure maximum survival of the population and to minimize damage to property in the event of a disaster.

This plan is effective for planning and preparation purposes, and for execution, when an emergency declaration is made by the Mayor or when placed in effect by the City Manager or another authorized official.

A copy of this plan has been filed in the office of the City Clerk of the City of Chandler, under the provision of Arizona Revised Statutes, Section 26-307B.

Date

Mayor

Attest: City Clerk

Approval and Implementation

The updated City of Chandler Emergency Operations Plan was approved by the City Council on _____. This plan provides guidance for preparedness, protection, response, and recovery from emergencies that occur in or near the City of Chandler.

This plan was developed to meet the requirements of the National Response Framework (NRF), the National Incident Management System (NIMS), and the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 Version 3.0 with authorities and guidance from the City, the County, and the State of Arizona and the United States Federal government.

This updated plan supersedes all previously published editions of the City of Chandler Emergency Operations Plan. The City of Chandler Emergency Manager is responsible for the development and maintenance of this plan. Any changes or modifications to this plan must be made with the coordination and approval of all department/agency heads of the City of Chandler.

All individuals within the City of Chandler Emergency Organization that have direct or delegated responsibility for emergency management functions before, during or after an emergency should become thoroughly familiar with the contents of this plan.

Date

Mayor

Attest: City Clerk

Record of Changes

CHANGE NUMBER	DATE OF CHANGE	CHANGE DESCRIPTION	POSTED BY
1	June 2026	New EOP Base Plan with Community Lifeline Annexes created, adopted and implemented.	Ericka Huston

Record of Distribution

Copies	Issued To:	City Department or Partner Agency	Date
Emailed		American Red Cross (Partner Agency)	
Emailed		Arizona Department of Emergency and Military Affairs (Partner Agency)	
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Emailed		Strategic Initiatives	
Emailed		Supreme Oil	
Emailed		Union Pacific Railroad	
Emailed		Valley Metro/Regional Public Transportation Authority	

COPIES OF THE EMERGENCY OPERATIONS PLAN CAN BE MADE AVAILABLE TO THE PUBLIC UPON REQUEST. THESE COPIES WILL NOT INCLUDE ANY SENSITIVE INFORMATION THAT MAY COMPROMISE THE SECURITY OF THE CITY.

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Acronyms

AAC Arizona Administrative Code
AAR After Action Report
ACTIC Arizona Counter Terrorism Information Center
ADEQ Arizona Department of Environmental Quality
ADHS Arizona Department of Health Services
ADOT Arizona Department of Transportation
ADWR Arizona Department of Water Resources
AFN Access and Functional Needs
APS Arizona Public Service
ARS Arizona Revised Statutes
ASL American Sign Language
ATC Air Traffic Control
AZEIN Arizona Emergency Information Network
CAD Computer Aided Dispatch
CAP Central Arizona Project
CBRNE Chemical, Biological, Radiological, Nuclear, Explosives
CIKR Critical Infrastructure and Key Resources
CFD Chandler Fire Department
CMS Changeable Message Signs
CPD Chandler Police Department
COOP Continuity of Operations Plan
CPG Comprehensive Preparedness Guide
CPRI Calculated Priority Risk Index
DEMA Arizona Department of Emergency and Military Affairs
DHS Department of Homeland Security
DPS Department Public Safety
EAS Emergency Alert System
EMS Emergency Medical Services
EOC Emergency Operations Center

EOP Emergency Operations Plan
ESF Emergency Support Function
FEMA Federal Emergency Management Agency
GETS Government Emergency Telecommunications Service
GIS Geographic Information System
GRIC Gila River Indian Community
HAZMAT Hazardous Material
IAP Incident Action Plan
IC Incident Commander
ICS Incident Command System
IGA Intergovernmental Agreements
IPAWS Integrated Public Alert & Warning System
ISM Incident Support Model
IT Information Technology
JIC Joint Information Center
JIS Joint Information System
MCDEM Maricopa County Department of Emergency Management
MCDPH Maricopa County Department of Public Health
MCDOT Maricopa County Department of Transportation
MCES Maricopa County Environmental Services
MCOME Maricopa County Medical Examiner's Office
MCSO Maricopa County Sheriff's Office
MS Microsoft
NAWAS National Warning System
NDMS National Disaster Medical Systems
NOAA National Oceanic and Atmospheric Administration
NGO Nongovernmental Organization
NWR National Weather Radio
NIMS National Incident Management System
NRF National Response Framework
PACE Primary, Alternate, Contingency, Emergency

PIO Public Information Officer
POD Points of Distribution
PSAP Public Safety Answering Points
SRP Salt River Project
SERRP State Emergency Response and Recovery Plan
SITREP Situation Report
SOP Standard Operating Procedures
SCADA Supervisory Control and Data Acquisition
SNS Strategic National Stockpile
TFR Temporary Flight Restrictions
UC Unified Command
WEA Wireless Emergency Alerts
WPS Wireless Priority Service

Purpose, Scope, Situation Overview, and Assumptions

The City of Chandler Emergency Operations Plan (EOP) is the product of a detailed and focused planning process that 1) fully incorporates the National Incident Management System (NIMS) concepts, principles, practices, and language, 2) incorporates plans, programs, and policies that have emerged since the last revision. This plan establishes a framework through which the City prepares for, responds to, recovers from, mitigates, or prevents the impacts of a wide variety of disasters that could adversely affect the health, safety, and/or general welfare of the residents and emergency workers of the City of Chandler. This plan provides guidance to City of Chandler officials on procedures, organization, and responsibilities, which will prevent, minimize, and/or relieve personal hardship and property damage associated with disasters or the imminent threat thereof. This plan also establishes procedures for an integrated and coordinated City, county, state, and federal response. This plan is a living document that complies with current guidance from Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA) pertaining to the ability to keep data and personal information secure and current.

This EOP is operations-oriented and addresses communication and warning systems, rapid deployment and pre-deployment resources, evacuation and shelter operations, and post-disaster response, and recovery activities. The EOP objectives are to clearly define the responsibilities of the City, county, volunteer, and other organizations through a Base Plan/Incident Command System (ICS)/Response approach to planning and operations. To facilitate intergovernmental operations, this plan adopts a department-focused approach that groups the type of assistance to be provided following FEMA's Community Lifeline approach to stabilize emergencies and disasters. Community Lifelines are the essential services and resources that keep a community functioning, and are

critical for public health, safety, and the economy. Each Community Lifeline is headed by a primary department within the City, which has been selected based on its authorities, resources, and capabilities in a specific functional area. In addition, other departments and agencies with similar capabilities have been given assignments to support the appropriate Community Lifeline.

To ensure that the City of Chandler EOP was strictly aligned with the County, State and National preparedness guidance, the National Department of Homeland Security publications listed below were consulted and closely followed:

- [Comprehensive Preparedness Guide \(CPG\) 101, Version 3.1, \(May 2025\)](#)
- [Public Assistance Program and Policy Guide, Version 5.0, \(January 2025\)](#)
- [National Response Framework \(October 2019\)](#)
- [National Preparedness Goal \(September 2015\)](#)

Purpose

The purpose of this plan is to provide effective emergency operations within the City of Chandler using the existing governmental organization and the responsibilities assigned to various City departments, non-governmental agencies and the private sector during major emergencies and disasters. This plan provides direction and guidance and is also the framework for emergency responders, City of Chandler departments and supporting agencies to effectively coordinate and collaborate, before, during, and after a disaster.

This plan establishes the framework to prepare for and respond to all hazards, both natural and man-made, in the City of Chandler. The plan is designed to be flexible and scalable to meet any type of disaster and for any size of disaster.

The City of Chandler is responsible to its citizens for providing for their health, welfare, and safety in the event of a natural disaster, human-caused incident, or national emergency, including the threat or occurrence of enemy attack.

Community Lifelines

Stabilizing community lifelines is the primary effort during response to lessen threats and hazards to public health and safety, the economy, and security. A community lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Together, the community lifelines reframe incident information to provide decision makers with root cause and impact analysis. This construct maximizes the effectiveness of federally supported, state managed, and locally executed response. Figure 1 identifies the eight community lifelines:

- Safety and Security
- Food, Hydration, Shelter
- Health and Medical
- Energy (Power & Fuel)
- Communications
- Transportation
- Hazardous Material
- Water Systems

Community Lifelines



Figure 1: Community Lifelines for Incident Stabilization

Community Lifeline Status Color Coding

In the context of FEMA's Community Lifelines, a "color status" typically refers to a system using grey (unknown), green (stable), yellow (stabilizing), and red (unstable) colors to visually represent the current state of a critical infrastructure lifeline during an emergency, with green indicating minimal impact, yellow signifying moderate impact, and red representing significant disruption.

City departments, emergency management, and others should report on the status of lifelines by using the below identified color chart established by FEMA which allows for quick assessment of lifelines by all levels at a glance. The priority will be to restore any lifelines that are red to yellow or green as quickly as possible.

City Departments and Lifeline Relationship

Departments deliver core capabilities to stabilize community lifelines for an effective response. Additional support from other agencies or organizations may work together to stabilize lifelines and meet disaster needs for the whole community.

Table 1 outlines the FEMA Community Lifelines and the primary and supporting City departments that may be activated in the EOC to help stabilize an incident. Many departments appear under multiple lifelines due to the cross-functional nature of emergency operations. This list is not exhaustive; additional supporting departments and partners are identified in the corresponding Community Lifeline Annexes.

Community Lifeline	Primary and Support Departments	Stabilization Target
 Safety and Security	Primary Department Chandler Fire Department Chandler Police Department Support Departments Building and Facilities Chandler Municipal Airport City Manager's Office Communications and Public Affairs Development Services	Law enforcement, security, fire services, search-and-rescue, EOC functions, and community safety are restored to operational levels. Threats to life safety are no longer a concern for all response personnel and impacted communities. Government essential functions, including executive leadership, are operational. Sufficient

Community Lifeline	Primary and Support Departments	Stabilization Target
	Human Resources Information Technology Law Department Management Services Public Works and Utilities Strategic Initiatives	search and rescue assets are on-scene to assist all survivors. Sufficient fire resources are available to support fire suppression efforts.
 Food, Hydration, Shelter	Primary Department Neighborhood Resources Support Departments Building and Facilities Chandler Police Department City Manager's Office Communications and Public Affairs Community Services Development Services Community and Impact Chandler Fire Department Human Resources Information Technology	All survivors, their pets, and service animals have access to food, water, and sanitation. Sheltering, including cellular reception, capacity, accessibility, and wrap-around services, is supporting the displaced population. Sufficient resources are in place to sustain agricultural requirements.

Community Lifeline	Primary and Support Departments	Stabilization Target
	Law Department Management Services Public Works and Utilities Strategic Initiatives	
 Health and Medical	Primary Department Chandler Fire Department Support Departments Building and Facilities Chandler Municipal Airport City Manager's Office Communications and Public Affairs Development Services Human Resources Information Technology Law Department Management Services Police Department Public Works and Utilities Strategic Initiatives	Ensure that all survivors, including pets and services animals, have access to medical and veterinary care. Medical supply chains are capable of adequately resupplying providers.

Community Lifeline	Primary and Support Departments	Stabilization Target
 Energy	Primary Department Public Works & Utilities Support Departments Building and Facilities Chandler Police Department City Manager’s Office Communications and Public Affairs Chandler Fire Department Fleet Services Information Technology (IT) Law Department Management Services Strategic Initiatives	Electric power and natural gas are safely restored and maintained to all critical facilities and populations, ensuring life-sustaining systems remain operational.
 Communications	Primary Department Information Technology Support Departments Building and Facilities Chandler Fire Department Chandler Police Department	Ensure that sufficient communications infrastructure is available to support critical information exchange between emergency responders, government

Community Lifeline	Primary and Support Departments	Stabilization Target
	City Manager's Office Communications and Public Affairs Development Services Human Resources Law Department Management Services Municipal Airport Public Works and Utilities Strategic Initiatives	agencies, and the public. Survivors have access to financial services.
 Transportation	Primary Department Public Works & Utilities Support Departments Building and Facilities Chandler Fire Department Chandler Municipal Airport Chandler Police Department City Manager's Office Communications and Public Affairs (CAPA)	Key transportation routes are clear, accessible, and operational to support response operations, including evacuation, resource delivery, and public transit.

Community Lifeline	Primary and Support Departments	Stabilization Target
	Development Services Fleet Services Management Services Information Technology (IT) Law Department Strategic Initiatives	
 Hazardous Material	Primary Department Chandler Fire Department Support Departments Building and Facilities Chandler Municipal Airport Chandler Police Department City Manager's Office Chandler Communications and Public Affairs Development Services Human Resources Information Technology Law Department Management Services	Ensure that all contaminated sites are identified and secured from unauthorized targets. Utilize decontamination and waste management plans in place for affected areas and responders until safe clearance levels are confirmed.

Community Lifeline	Primary and Support Departments	Stabilization Target
	Public Works and Utilities Strategic Initiatives	
 Water Systems	Primary Department Public Works & Utilities Support Departments Building and Facilities Chandler Fire Department Chandler Police Department City Manager's Office CAPA Community Services Development Services Information Technology Law Department Management Services Neighborhood Resources Strategic Initiatives	Water and wastewater services are restored to meet the essential needs of the public, including hydration, sanitation, and fire suppression.

Table 1: Community Lifelines Descriptions

Scope

The plan covers response to emergencies and seeks to mitigate the effects of a hazard, prepare for measures that will preserve life and minimize damage, respond during emergencies, and provide necessary assistance, and to establish a recovery system that will return the whole community to its normal state.

This plan distinguishes between most small-scale emergencies that are most often handled at the field level using established field procedures, and major emergencies. This plan provides for direction, control and coordination between City responders and resources and adjacent political subdivisions before, during, and following major emergencies and disasters.

This plan is applicable to all City of Chandler departments and agencies that may be tasked to perform activities in response to an emergency. This plan is also applicable to voluntary agencies as well as to private sector groups.

Access and Functional Needs Considerations

The following applicable state and federal regulations will govern the inclusion of Access and Functional Needs (AFN) in emergency response and recovery:

- [Americans with Disabilities Act of 1990 \(ADA\), as amended](#)
- [Rehabilitation Act of 1973 \(RA\), as amended](#)
- [Fair Housing Act \(FHA\), as amended, 42 U.S.C. §§ 3601–3619](#)
- [Nondiscrimination on the Basis of Disability in State and Local Government Services, 28 C.F.R. Part 35](#)
- [Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities, 28 C.F.R. pt. 36](#)
- [The Homeland Security Act of 2002, Pub. L. No. 107-296](#)
- [The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5207](#)

- [Arizona Revised Statutes \(ARS\) § 41-1492-41-1492.12 – Arizonans with Disabilities Act \(AzDA\)](#)
- [ARS § 26-303 – Emergency Powers of the Governor](#)
- [ARS § 26-305 – Local Emergency Powers](#)
- [ARS § 36-520 et seq. – Behavioral Health Services](#)
- [ARS § 36-551-36-558 – Developmental Disabilities Services](#)
- [ARS § 36-901-36-917 – Public Health & Sanitation Regulations](#)
- [Arizona Administrative Code \(AAC\) Title 9 – Health Services](#)
- [AAC Title 10 – Department of Economic Security](#)

The City of Chandler EOP is an all-hazard, whole community document. The whole community includes:

- Individuals and families, including those with access and functional needs
- Businesses
- Faith-based and community organizations
- Nonprofit groups
- Schools and academia
- Healthcare systems
- Media outlets

Provisions for the inclusion for AFN in emergency systems are recognized at the strategic level and will be baked into all processes and procedures to ensure equitable access to services before, during, and after disasters. During a full EOC activation, AFN advocates and subject matter experts will be included in planning and execution of operations. The following nondiscrimination consents will guide AFN considerations during all phases of emergency management:

Self-Determination – People with disabilities are the most knowledgeable about their own needs.

No “One-Size-Fits-All” – People with disabilities do not all require the same

assistance and do not all have the same needs. Many different types of disabilities affect people in different ways. Preparations should be made for people with a variety of functional needs, including people who use mobility aids, require medication or portable medical equipment, use service animals, need information in alternate formats, or rely on a caregiver.

Equal Opportunity – People with disabilities must have the same opportunities to benefit from emergency programs, services, and activities as people without disabilities. Emergency recovery services and programs should be designed to provide equivalent choices for people with disabilities as they do for people without disabilities. This includes choices relating to short-term housing or other short- and long-term disaster support services.

Inclusion – People with disabilities have the right to participate in and receive the benefits of emergency programs, services, and activities provided by governments, private businesses, and nonprofit organizations. Inclusion of people with various types of disabilities in planning, training, and evaluation of programs and services will ensure that all people are given appropriate consideration during emergencies.

Integration – Emergency programs, services, and activities typically must be provided in an integrated setting. The provision of services such as sheltering, information intake for disaster services, and short-term housing in integrated settings keeps people connected to their support system and caregivers and avoids the need for disparate services facilities.

Physical Access – Emergency programs, services, and activities must be provided at locations that all people can access, including people with disabilities. People with disabilities should be able to enter and use emergency facilities and access the programs, services, and activities that are provided. Facilities typically required to be accessible including parking, drop-off areas, entrances and exits,

security screening areas, restrooms, bathing facilities, sleeping areas, dining facilities, areas where medical care or human services are provided, and paths of travel to and from and between these areas.

Equal Access – People with disabilities must be able to access and benefit from emergency programs, services, and activities equal to the general population. Equal access applies to emergency preparedness, notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, housing, and application for and distribution of benefits.

Effective Communication – People with disabilities must be given information that is comparable in content and detail to that given to the public. It must also be accessible, understandable and timely. Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters through on-site or video; and interpretation aids for people who are deaf, deafblind, hard of hearing or have speech impairments. People who are blind, deaf-blind, have low vision, or have cognitive disabilities may need large print information or people to assist with reading and filling out forms.

Program Modifications – People with disabilities must have equal access to emergency programs and services, which may entail modifications to rules, policies, practices, and procedures. Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or to aid in a more accessible location.

No Charge – People with disabilities may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment. Examples of accommodations provided without charge to the individual may include ramps; cots modified to address disability-related needs; a visual alarm;

grab bars; additional storage space for medical equipment; lowered counters or shelves; Braille and raised letter signage; a sign language interpreter; a message board; assistance in completing forms or documents in Braille, large print or audio recording. The margin of resiliency in emergencies is smaller, and the impact is higher for those with access and functional needs.

Special consideration will be given throughout all phases of the disaster for individuals with access and functional needs including, but are not limited to those who have/are:

- Blind or low vision
- Chronic conditions
- Deaf, deafblind, or hard of hearing
- Infants and children
- Injuries
- Limited English proficiency or are non-English speakers
- Living in institutionalized settings
- Mobile disabilities
- Older adults
- Physical, intellectual, cognitive, developmental, and mental health-related disabilities
- Financial hardship or unhoused populations
- Temporary disabilities
- Transportation disadvantaged

Key Concepts

This section outlines the key concepts of this Emergency Operations Plan and the key concepts used by the City of Chandler in all phases of emergency response. The key concepts are:

- Systematic and coordinated incident management activities to ensure an effective response to all hazards faced by the whole community of Chandler.
- Plan flexibility to allow use in response to all emergencies.
- Plan scalability to fit the size of the response whether it is a local, county, state, or federal-declared emergency.
- Coordination with intra-state agencies and local governments. As part of the agreements between the local municipalities and MCDEM, the County assists and assures coordination between plans.
- Proactive planning, mitigation, and community education will ensure the success of all elements of this plan.
- Utilizing the National Incident Management System (NIMS) and the Incident Command System (ICS) by all responding departments and agencies.
- Utilizing the department approach to ensure the deployment of crucial resources, assets, and personnel in response to an emergency.
- Provides the framework for the development of detailed Standard Operating Procedures (SOP) and contingency planning for all hazards.

Situation Overview

The City of Chandler, Arizona consists of about 71.4 square miles and is located in the southeastern part of Maricopa County. Chandler is the fourth-largest City in Arizona and the 78th largest City in the US. It is bordered by Phoenix on the west, Mesa and Tempe on the north, Gila River Indian Community on the south along with Gilbert on the east.

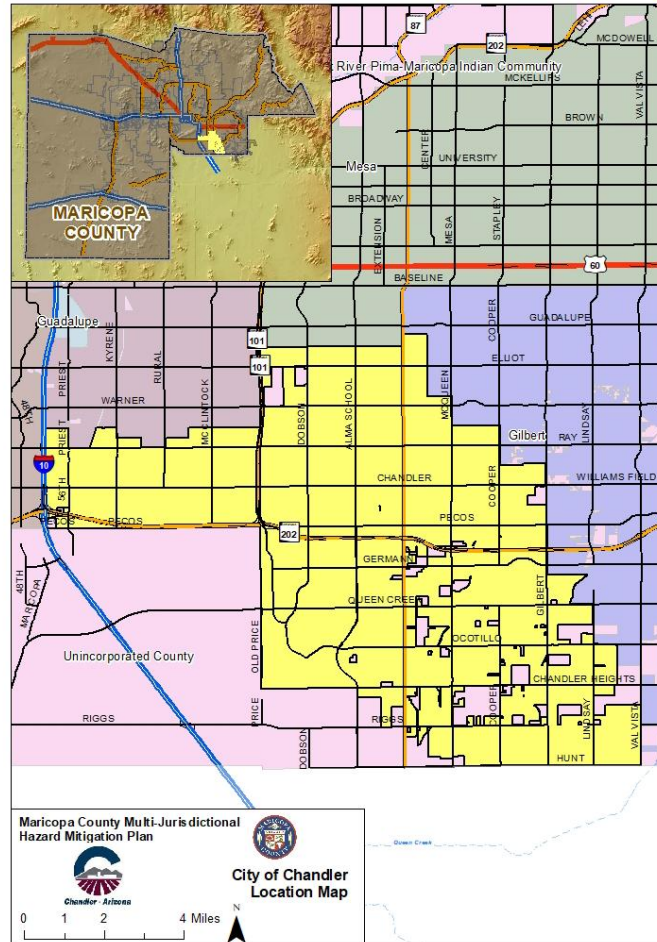


Figure 2: City of Chandler, Arizona

There is the possibility that an emergency requiring rapid mobilization and maximum coordination of all agencies could occur within the City of Chandler. Conditions that could cause a major emergency/disaster include common carrier accidents, power outages, fire and explosion, hazardous materials, extreme heat, pandemic events, severe thunderstorms, floods, severe winds, and human-caused physical disruptions or any combination thereof.

The Chandler Fire Department is the primary department for planning the effective use of available resources and the coordination of appropriate emergency functions in response to situations beyond the capability of a single department.

The services, resources, and facilities of existing departments and agencies of City

government will be utilized and when necessary, the private sector will be requested to perform emergency tasks and functions unavailable to the City. County support may be made available upon request or after City resources are fully committed.

Departments with emergency response capabilities will retain control over their committed forces except where specific functional support is provided to another department.

The mayor may proclaim a local emergency, as defined in [A.R.S. Section 26-311](#) when an emergency situation is, or is likely to be, beyond the response capability of the City, and the combined efforts of the City, county and state are considered essential for an effective response.

This plan may be partially or fully implemented in relation to a potential threat or actual emergency. The following individuals are authorized to activate the City Emergency Operations Center (EOC):

- City Manager
- Assistant City Manager
- Deputy City Managers
- Police Chief
- Fire Chief
- Emergency Manager
- Assistant Police Chiefs
- Police Duty Commanders
- Assistant Fire Chiefs
- Fire/Medical Department shift commanders

Demographics

According to the 2020 U.S. Census, there are 275,987 individuals living in

Chandler. The City of Chandler is 62.6% White, 21.4% Hispanic, 13.8% two or more races, 11.4% Asian, 5.2% Black, 1.8% American Indian and Alaska Native, and 0.2% Native Hawaiian and Other Pacific Islander. Languages spoken at home are 76.7% English, 10.4% Spanish, 7.6% Asian or Pacific Islander, 3.8% other Indo-European, and 1.6% other languages. The median age is 38.9 years old. 21.2% of the population are under 18 years old and 15.1% are 65 years and older. 50.7% of the Chandler population has a bachelor's degree or higher for educational attainment. The median household income in 2024 dollars is \$110,284 with a 7.6% poverty rate. There are 110,074 occupied housing units and 4,883 vacant housing units. 52.3% of home values range from \$500,000 to \$999,999. The average family size is 3.09 per household. 11.7% of the population is disabled with 3.9% hearing difficulty, 2.2% vision difficulty, 4.8% cognitive difficulty, 1.8% self-care difficulty, 4.1% independent living difficulty.

Hazard and Threat Analysis Summary

In 2021 Maricopa County and 26 other jurisdictions, including the City of Chandler, prepared a multi-jurisdictional local hazard mitigation plan to guide hazard mitigation planning for the County. This plan demonstrates the whole community's commitment to reducing risks from hazards and serves as a tool to help decision makers direct mitigation activities and resources. This plan documents hazard mitigation planning process and identifies relevant hazards, originating in and from neighboring jurisdictions, vulnerabilities including unique time variables and strategies. The county and participating jurisdictions use this plan to decrease vulnerability and increase resiliency and sustainability.

Extreme weather events including extreme heat, thunderstorms, flooding, and drought are the most frequent, severe natural hazards in the City of Chandler. The worst flooding tends to occur when remnants of a tropical storm enter the state. High wind events, including those with wind speeds up to tornado strength,

usually occur in conjunction with the monsoon thunderstorms. Dam failure is a possible disaster event. This includes extreme flash flooding that can occur downstream from dams or flood retarding structures located throughout the City of Chandler. Extreme heat is also a real hazard faced within the City with temperatures well in excess of 100 degrees between May and August. In 2023, Chandler experienced a 31-day record-breaking heatwave with temperatures at or above 110 degrees. The region is experiencing drought impacts with the driest 25-year period in at least 1,200 years, with 2020 and 2021 being some of the driest on record.

Critical Infrastructure & Key Resources (CIKR) protection activities have been incorporated into the vulnerability and impact analysis of the Arizona State Homeland Security Strategic Plan. Roles and responsibilities for Critical Infrastructure & Key Resources (CIKR) protection and restoration are managed within the City of Chandler and are outlined in the eight identified Lifelines as a means to allow emergency responders to rapidly stabilize CIKR elements during a disaster. This is accomplished by providing a structured approach to prioritize the most vital services to restore functionality after a disruptive event. Examples include police stations, fire stations, vehicle and equipment storage facilities, emergency operations centers, medical facilities, shelters, power generating stations, and other public and private utility facilities vital to maintaining or restoring normal services. Additional planning considerations regarding CIKR can be found in departmental level Continuity of Operations Plans. Due to the sensitive nature of critical facilities, a comprehensive list has been omitted from this plan.

Capability Assessment

A catastrophic event will immediately overwhelm the resources of the City of Chandler and immediate assistance will be required from the county, state, and federal governments. The City of Chandler and all jurisdictions contained within

the boundary of Maricopa County participated in a self-assessment to establish baseline data and identify gaps related to organization, planning, personnel, equipment, training, and exercises. A detailed capability and limitation assessment is located within the hazard specific annexes in the 2021 Maricopa County Multi-Jurisdictional Hazard Mitigation Plan.

Mitigation Overview

The City of Chandler is committed to reduce or eliminate the risk to people and property from natural hazards. A summary of mitigation actions and projects and implementation strategy can be found in the Maricopa County Multi-jurisdictional Hazard Mitigation Plan.

Table 2 below identifies the overall hazard priority level and rank of importance of hazards to the City of Chandler using the Calculated Priority Risk Index (CPRI).

Hazard	Probability (CPRI #)	Magnitude/ severity (CPRI #)	Warning time in hours (CPRI #)	Duration (CPRI #)	CPRI score	Planning Significance
Fire	4	3	4	3	3.6	High
Severe Thunderstorms	4	3	4	1	3.4	High
Extreme Weather – High Temperature	4	3	2	3	3.3	High
Thunderstorm – High Wind	4	3	3	1	3.25	High

Hazard	Probability (CPRI #)	Magnitude/ severity (CPRI #)	Warning time in hours (CPRI #)	Duration (CPRI #)	CPRI score	Planning Significance
Extreme Heat	4	3	1	3	3.15	High
Power Outage	3	3	4	2	3.05	High
Drought	4	2	1	3	2.95	Moderate
Hazardous Materials Incident (HAZMAT)	3	2	4	2	2.75	Moderate
Technological Disruption	3	2	4	2	2.75	Moderate
Tornado	3	2	4	1	2.65	Moderate
Flooding/Flash Flooding/Tropic al Storm	3	3	1	2	2.6	Moderate
Pandemic Event	2	3	3	3	2.55	Moderate
Human-Caused Physical Disruption	2	2	4	2	2.3	Moderate
Wildfire	2	1	4	1	1.9	Low

Hazard	Probability (CPRI #)	Magnitude/ severity (CPRI #)	Warning time in hours (CPRI #)	Duration (CPRI #)	CPRI score	Planning Significance
Dam Failure	1	2	1	2	1.7	Low
Earthquake	1	1	1	1	1	Low
Subsidence	1	1	1	1	1	Low
Fissure	1	1	1	1	1	Low
Landslide/Mudslide	1	1	1	1	1	Low
Levee Failure/Breach	1	1	1	1	1	Low

Table 2: City of Chandler 2021 Multi-Jurisdictional Hazard Mitigation Plan CPRI

Planning Assumptions

The City of Chandler has primary responsibility for emergency actions within the City and will commit all available resources to save lives, minimize injury to people and minimize damage to property and the environment.

Outside assistance would likely be available in most large-scale disasters and plans have been established to facilitate coordination of this assistance. However, it is still essential for Chandler to plan and be prepared to carry out disaster response and short-term recovery operations on an independent basis.

Disasters 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.

Local emergency management officials recognize their functions and responsibilities as they are outlined in this plan and will implement them as necessary. It must be understood that due to the nature of some disasters, the City of Chandler may not be physically capable of handling all requests for assistance from everyone immediately. Help may be there within hours, or it may take days. Residents of the City are strongly encouraged to be self-sufficient for at least the first 72 hours of any disaster.

Should a situation occur that requires a warning or an evacuation, people with disabilities, access, and functional needs, and/or unique populations such as schools, hospitals, managed care facilities, etc. will require specific attention.

Concept of Operations

This EOP will be used when the 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 exhausted.

Initial response to emergencies is the responsibility of the appropriate local public safety organization. When the size and complexity of an emergency overextend local capability, mutual aid agreements may be activated. A local emergency or disaster declaration can be declared by the mayor for the purpose of expediting emergency response within the City and requesting supplemental assistance from county, state, and federal governments. In all emergencies, saving and protecting human lives is the top priority of the City and emergency response personnel.

In accordance with Chandler City Code Chapter 6, the City Manager shall be responsible for the direction and control of Chandler 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.

Response and Recovery Priorities

This plan recognizes the concept that emergency functions for people involved in emergency management/public safety generally parallel with their normal day-to-day functions.

The mission of the City EOC Staff is to promote coordinated effort in Planning, Response, Prevention and Recovery activities within the City departments, emergency organizations and outside agencies while providing direction and control of emergency operations.

Emergency operations will ensure equity and inclusivity by addressing the unique needs of historically underserved communities, children, and others with access and functional needs. For marginalized populations, the City of Chandler will prioritize data-driven assessments, culturally competent communication, and partnerships with local organizations to ensure resources and information are accessible. Partnerships with child-focused organizations and inclusion of mental health support ensure the safety and well-being of people in need during emergencies. Continuous monitoring and community feedback will guide improvements to address evolving needs effectively.

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. Additional information can be found in the [Health and Medical and Food, Hydration, and Shelter Annexes](#).

Response

Response activities within the City 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 (CIKR) and Cultural Resources.
3. Restore the community.

Existing agencies of government, including departments within the City of Chandler, will perform emergency activities closely related to those they perform routinely. The efforts that would normally be required for those functions will be expanded to accomplish the emergency functions needed in a large-scale emergency or disaster.

Recovery

Authority

The Mayor of the City of Chandler may proclaim a local emergency ([A.R.S. Section 26-311](#)) when an emergency is, or is likely to be, beyond the response capability of the City. A declared local emergency permits the 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. More information can be found in [Tab F](#) of the basic plan [Emergency Declaration Process and Template](#).

The Governor of Arizona 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 (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.

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 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 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.

The designated applicant agent for the City of Chandler 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 (FEMA) and DEMA funding requirements.

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 City. This EOP is not a recovery plan; however, the City of Chandler recognizes that response and recovery activities often take place concurrently until life safety and emergency protective actions are completed.

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.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or “new normal” conditions. Short-term recovery involves the restoration of Community Lifelines 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 City of Chandler.
2. Debris Removal: Coordinate debris clearance, collection, and removal.

3. Infrastructure Restoration: Facilitate restoration of CIKR.

All legal questions or issues as a result of preparedness, response, or recovery actions will be referred to and decided by the City's Attorney. Liability protection is available to responders per [A.R.S. §26-353](#).

EOC Activation Levels

EOCs frequently have multiple activation levels to allow for a scaled response, delivery of the needed resources, and a level of coordination appropriate to the incident. The City of Chandler has adopted three levels of EOC activation using plain language:

- **EOC Not Activated:** Activities that are normal and no incident or specific risk or hazard has been identified.
- **Partial or Virtual EOC Activation:** Certain EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or support the response to a new and potentially evolving incident.
- **Full Activation:** Full EOC team is activated following the Incident Support Model (ISM), including personnel from assisting agencies to support the response to a major incident or credible threat.

The EOC will ordinarily be fully activated and the EOC Staff will assume control of emergency operations in any emergency of such magnitude as to require significant mobilization of elements of local government other than those principally involved in emergency services on a day-to-day basis.

The EOC may be partially activated during emergencies of lower magnitude when doing so will assist field incident commanders in controlling the emergency, provide a controlled release of information to the public, or facilitate the liaison and coordination with outside agencies or jurisdictions. This partial activation will

be considered a Tactical Operations Center (TOC). A TOC can be activated by any of the individuals authorized to activate the EOC.

The EOC may be activated and staffed incrementally in response to a slow developing emergency. The services, resources and facilities of existing City departments will be utilized. When necessary, the private sector will be requested to perform emergency tasks and functions unavailable to the City of Chandler. Departments with field forces will establish a unified command at a joint on-site command post from which to control their operations and coordinate with other field forces.

The City of Chandler's EOC is located at 151 E. Boston St., Chandler, AZ 85225. In case the primary EOC is nonfunctional an alternate EOC is pre-identified in accordance with the City's Continuity of Operations Plan. If these facilities are not available, the Maricopa County EOC or neighboring jurisdictions' EOC's may be available as a contingency.

Organization and Assignment of Responsibilities

The Emergency Operations Center Organization consists of City departments designated in this plan ([see EOC Organization Chart](#)). All City departments not designated are considered available for emergency services and will respond when directed by the City Manager or a designated representative. All non-essential City employees can be reassigned in an emergency to positions for which they are qualified.

Directors of Departments and Managers of Divisions will ensure that appropriate planning and Standing Operating Procedures (SOPs) or guidelines are prepared for the contingencies in which they will be involved. These SOPs will include procedures for notifying/recalling key personnel.

During a major emergency all physical resources within the City, whether publicly

or privately owned, may be utilized when deemed necessary by the mayor. The City assumes no financial or civil liability for the use of such resources; however, accurate records of such uses will be maintained in case reimbursement becomes possible.

Current listings of NIMS-typed resources are being maintained in MCDEM's web-based Database.

Each responding department and jurisdiction will maintain a listing of credentialed personnel.

EOC Roles and Responsibilities

The EOC Staff is the City Manager's resource for coordination of the City EOC and upon activation will respond to the EOC to provide direction and control under the guidelines listed below.

An EOC Staff is comprised of people with full knowledge of the emergency plan and their department's function will be activated by the City Manager (or designee) and will coordinate the activities of the City Emergency Operations Center Organization and any mutual aid activities with other governments. Various aspects and factors of an emergency including type and magnitude will dictate the appropriate EOC Staff organization configuration. The EOC Staff is comprised of three groups: Policy Group, Command Staff, and General Staff.

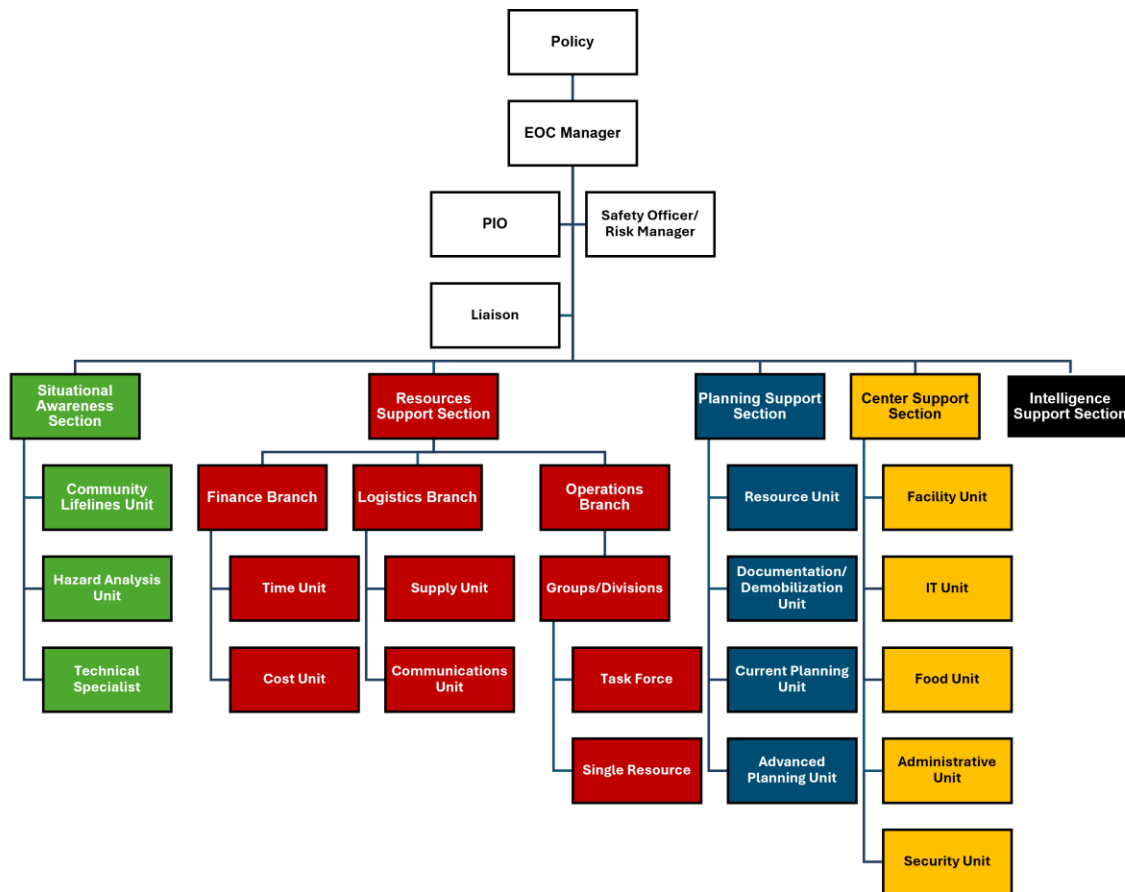


Figure 3: EOC Organizational Structure

Policy Group

The Policy Group includes both appointed executives with legal and policy-making power as City Manager, City Attorney, as determined by the City Manager, the Assistant City Manager, and Deputy City Manager. The Policy Group also consists of the Fire Chief, the Police Chief, the Emergency Manager, the Communications and Public Affairs Director, and the City Attorney. The Policy Group is responsible for establishing the priorities and guidelines under which disaster response efforts will operate.

Mayor and City Council

The Mayor and City Council are granted the following authorities under Chandler

City Code, Chapter 6:

- Shall have all the powers and authority as set forth in A.R.S. Title 26, Chapter 2.
- The Mayor is authorized to declare, by proclamation, an emergency or a local emergency to exist and shall have the powers and authority established in that chapter. The proclamation created by the Mayor will expire without further action ninety (90) days after the date of issuance or at the next regularly scheduled Council meeting, whichever occurs later unless extended or modified by a majority vote of the Council. Further, the need for the emergency proclamation will be reviewed at a regularly scheduled Council meeting every month after issuance until the proclamation expires or is repealed. Nothing herein shall prevent the Mayor and Council from putting the emergency proclamation on a Council agenda for discussion or action.

*A.R.S. 26-311. Local emergencies; declaration by mayor; power of political subdivision; state agency assistance.

City Manager

The City Manager is granted the following authorities under Chandler City Code, Chapter 6:

- Is responsible in nonemergency periods to act on behalf of the Mayor and Council to develop the City's Emergency Management Program and for coordinating operations in disaster situations.
- During emergencies, the City Manager shall act as the principal advisor or aide to the Mayor on emergency operations. The City Manager shall assist the Mayor in the execution of operations, plans, and procedures required by the emergency.

- During emergencies, the City Manager shall supervise and direct coordination among emergency forces and with higher and adjacent governments and shall assist the EOC to function effectively.
- The City Manager shall prepare a comprehensive emergency management program and emergency operations plan which shall be adopted and maintained by resolution of the Council upon the recommendations of the City Manager. In the preparation of this plan as it pertains to City organization, it is the intent that the services, equipment, facilities, and personnel of all existing departments and agencies be used to the fullest extent.

City Attorney

- Serves as the Policy Group and Command Staffs' Legal advisor.
- Advise the Policy Group and Command Staff on emergency powers of local government and other legal issues.
- Review and advise the Policy Group and Command Staff on possible liabilities arising from disaster operations.

Command Staff

The Command Staff functions in a manner that directs activities necessary to maintain and restore continuity of government both during and after an emergency. The Command Staff is responsible for directing the structured command activities of the Situational Awareness, Planning Support, Resource Support, Center Support, and Intelligence Sections.

EOC Manager

The City's Emergency Manager will serve as the EOC Manager and serves on the Command staff as part of Unified Command. The Emergency Manager functions

include:

- Recommend EOC activation to the City Manager.
- Activate elements of the Emergency Operations Plan in coordination with Policy Group.
- Support the Incident Commander and Incident Management Team with communication, coordination, and resource support.
- Conduct initial briefing for Command Staff.
- Determine the operational period for the EOC.
- Keep the Policy Group informed on the status of ongoing EOC operations.
- Coordinate EOC staff activity.
- Approves the plan for EOC demobilization.
- Maintain the Emergency Operations Plan for the City and coordinate the planning of emergency and preparedness activities.
- Coordinate with and advise all City departments on developing, maintaining, and exercising their respective assigned responsibilities and Standard Operating Procedures relevant to this plan.
- Analyze the emergency skills needed by the City's forces and arrange the training necessary to provide those skills.
- Conduct ongoing hazard awareness and education programs for the whole community.
- Prepare and maintain a resource inventory.
- Ensure the operational capability of the EOC and alternate EOC.
- Through the City Manager, keep the governing body apprised of the City's preparedness status and anticipated needs.

- Serve as liaison between the City, County, and State emergency management organizations.
- Maintain liaison with organized emergency volunteer groups and private agencies.
- Maintain current notification list for this plan.
- Initiate and monitor any increased readiness actions needed among City services when disasters threaten.
- Prepare and forward Situation Reports to the City Manager's office. See [Tab H for the Situation Report Form](#).

Public Information Officer

The Director of CAPA, or their designee, will serve in this function as Public Information Officer (PIO) to the Policy Group and Command Staff. The PIO functions include:

- Obtain briefing from the EOC Manager.
- Obtain approval for the release of information from the IC/UC of the Incident Management Team.
- Prepare an initial information summary as soon as possible after arrival.
- Release information to the news media and post information in the EOC, and other appropriate locations.
- Attend meetings to update information releases.
- Respond to special requests for information.
- Establish and manage a call center, if requested.
- Establish a Joint information Center either virtually or physically.
- Incorporate with staffing into a regional joint information center if

established and appropriate.

Safety Officer

The EOC Manager may also take on the role of Safety Officer and may serve in this function. The Safety Officer's functions include:

- Identify hazardous situations associated with the incident.
- Reviews the Incident Support Plan for safety implications.
- Exercise emergency authority to stop and prevent unsafe acts that are outside the scope of the Incident Support Plan.
- Investigate accidents that have occurred within the incident area.
- Assign assistants as needed.
- Review the Medical and Safety Plans.

Liaison Officer

The Liaison Officer interfaces with strategic partners regarding ongoing activities related to emergencies or disasters. The position reports to the EOC Manager and communicates directly with the Policy Group when needed. The Liaison Officer's functions include:

- Serves as the main coordination link between the Incident Command, EOC, and outside organizations.
- Interfaces with government agencies, NGO's, private sector partners, utilities, volunteer groups, and mutual aid partners.
- Ensures unified response efforts and prevents duplication of efforts.
- Troubleshoot conflicts or access issues among responding organizations.
- Helps resolve jurisdictional questions or operational overlaps.
- Gathers intel from partners to enhance the common operating picture.

General Staff

The General Staff consists of City department directors or their designees and partner agencies that are assigned to assist the Command Staff in support of strategic and tactical functions of the Situational Awareness, Planning Support, Resource Support, Center Support, and Intelligence Sections.

Situational Awareness Support Section

The Situational Awareness Support Section aggregates incident and operational information to inform decision making by incident leaders. The Situational Awareness Section is led by a Section Chief that reports directly to the EOC Manager. This section consists of three primary units:

- Community Lifelines Unit
- Hazard Analysis Unit
- Technical Specialists

The staff of this section collects, analyzes, and disseminates incident information. The personnel in the section typically create and provide a variety of products for the EOC, Policy Group, Joint Information Center (JIC), and other internal and external stakeholders. They are also responsible for processing requests for information; developing reports, briefings, and presentations products; integrating geospatial and technical information; and developing materials to support public warning messages.

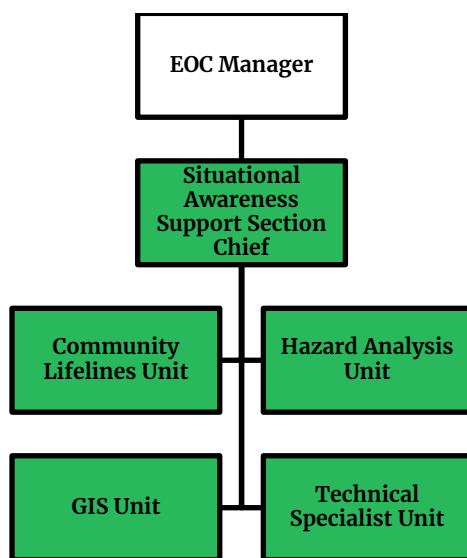


Figure 4: Situational Awareness Support Section structure

Planning Support Section

The Planning Support Section is led by a Section Chief that reports directly to the EOC Manager. This section consists of five (5) primary units:

- Current Planning Unit
- Advanced Planning Unit
- Demobilization Unit
- Documentation Unit
- Resource Unit.

This section primarily provides planning services for the EOC and any operational activities that support the on-scene operations. This section also provides a range of current and future planning services that may include developing contingency, deactivation, and recovery plans. The staff assist in developing and executing the shared organizational goals and objectives by coordinating a standard planning process to achieve the objectives of EOC leadership and foster unity of effort among all departments and agencies supporting the emergency or disaster.

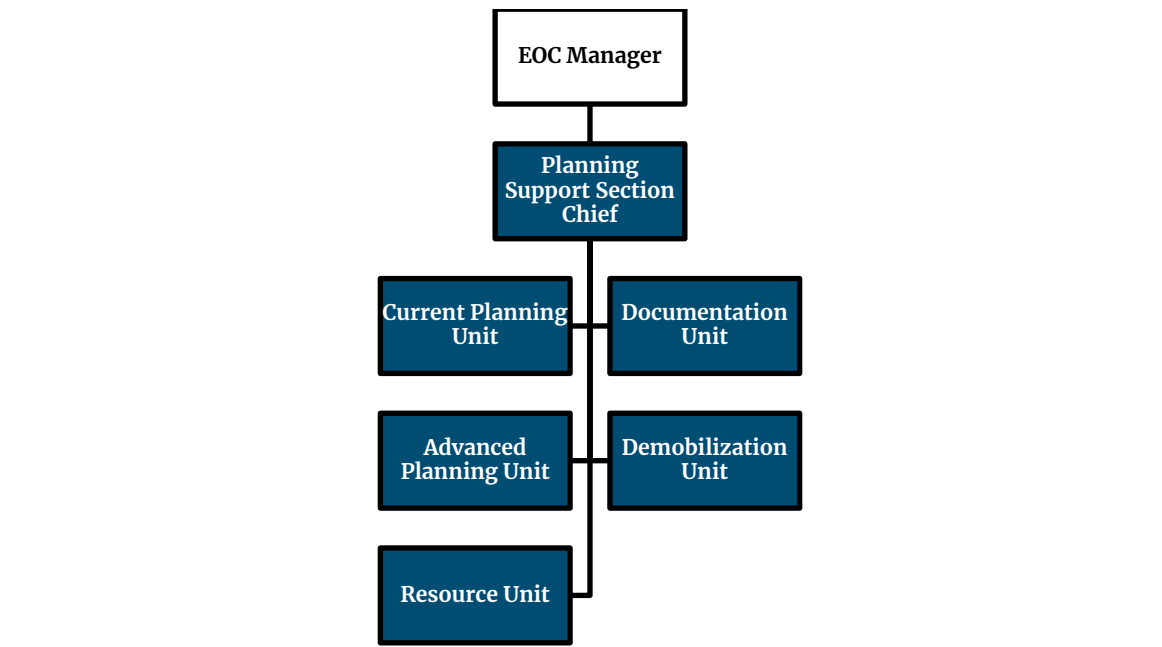


Figure 5: Planning Support Section structure

Resources Support Section

The Resources Support Section is led by a Section Chief that reports directly to the EOC Manager. This section typically consists of three groups:

- Operations Branch
- Logistics Branch
- Finance Branch

This section works to ensure that City departments and critical stakeholders have the resources, operational and financial support that are needed to manage the incident and meet mission objectives. The staff in this section are responsible for sourcing, requesting/ordering, and tracking all resources. This includes supplies, equipment, and personnel acquired from the departments and agencies represented in the EOC, other community organizations, mutual aid, or non-governmental organizations (NGOs), as well as items purchased or leased. The section also supports operational alignment through deconfliction, and cross agency coordination conducted with the operations branch. The Finance Branch

is responsible for all financial and cost analysis aspects of the incident and preparing documentation for the cost reimbursement in the event of a state or federally declared disaster.

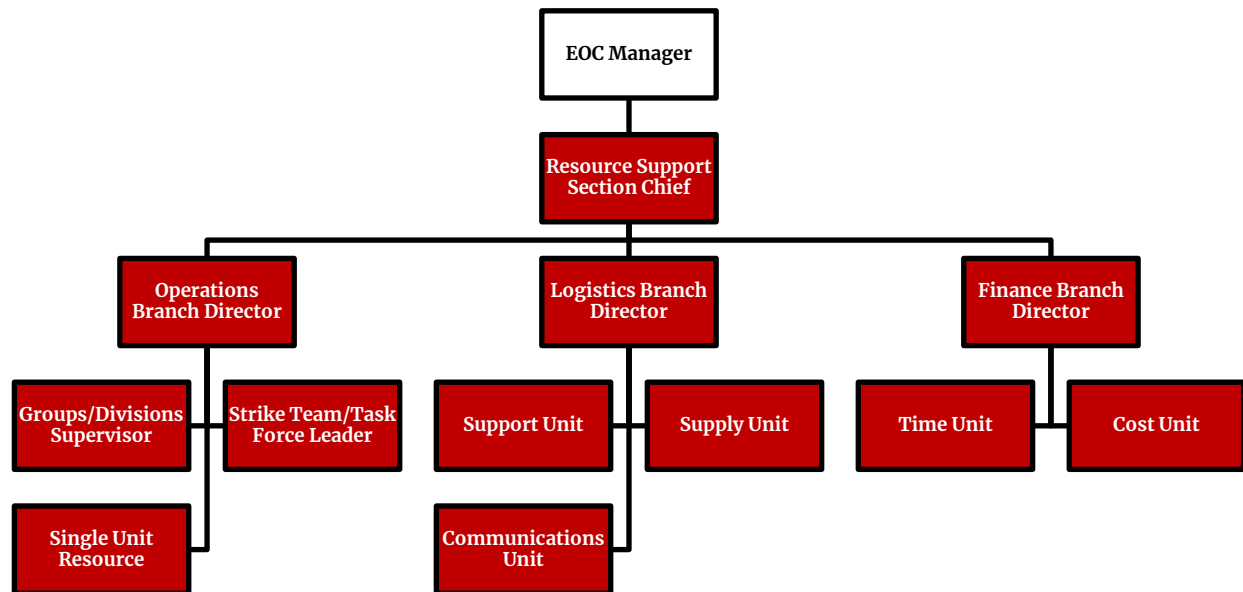


Figure 6: Resource Support Section structure

Center Support Section

The Center Support Section is led by a Section Chief that reports directly to the EOC Manager. This section consists of four units:

- Facility Unit
- Food Unit
- Security Unit
- Information Technology (IT) Unit

The EOC requires a variety of general services staff personnel to function effectively. The staff in this section support the needs of the EOC personnel and facility. It also supports facilities utilized for the Joint Information Center (JIC). The roles and responsibilities of this section are to communicate and gather required supplies, equipment, food, security, maintenance, and other logistical items to ensure the EOC, policy group, and JIC personnel have the resources and capabilities required to perform their duties.

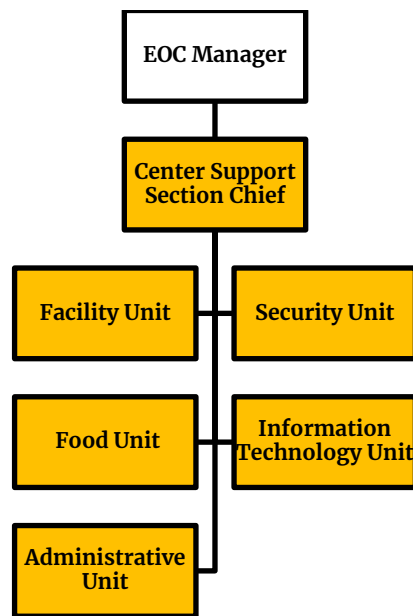


Figure 7: Center Support Section structure

Intelligence Support Section

The Intelligence Section is led by a Section Chief provided by Chandler Police Department and reports directly to the EOC Manager. This section also has the flexibility to support under the Resource Support Section depending on leadership priorities. The section typically consists of four (4) groups:

- Real-time Operations Center Group
- Threat Liaison Officer Group
- Analysis Group

- Cyber Group

The intelligence section gathers and analyzes relevant threat information to create intelligence products and briefings. During EOC activations, the Intelligence Section staff may primarily work out of police headquarters or the Arizona Counter Terrorism Information Center (ACTIC) with liaisons and analysts assigned to work out of the EOC.

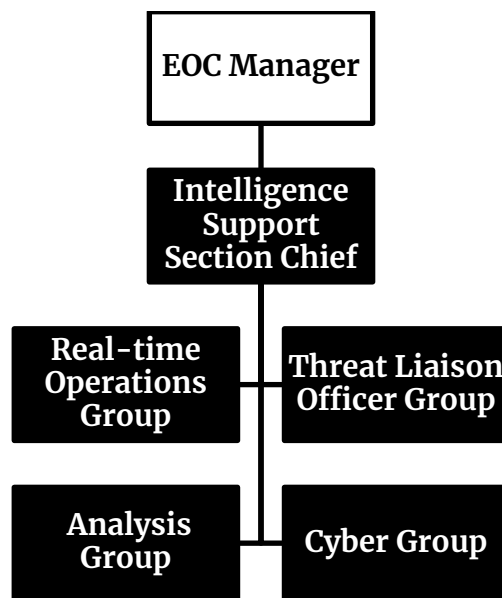


Figure 8: Intelligence Support Section structure

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 Chandler EOC will be activated. The EOC will operate under a City department structure utilizing the National Incident Management System (NIMS) and the Incident Support Model (ISM).

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 Incident Support Plan (ISP). This EOP is the

basis for responding to emergencies and follows the guidance as set forth by MCDEM, the Arizona Department of Emergency and Military Affairs (DEMA), the Arizona Department of Homeland Security, and the U.S. Department of Homeland Security (DHS).

Prior to activation of the Emergency Operations Plan (and EOC) by the City Manager, all City departments will control their emergency operations from their normal locations. At the City Manager's direction, the Emergency Operations Plan (and EOC) will be activated to provide overall direction and control of the incident. When directed by the City Emergency Manager or designee, the EOC Staff will report to the EOC to coordinate their respective departmental emergency activities. In the absence of the City Manager, the Assistant City Manager, or Deputy City Managers will act in the command role based on the preponderant nature of the emergency. Elected and appointed officials, including the Mayor and City Council, who have ultimate responsibility for executive and policy decisions, will be represented in the EOC by the Mayor or his/her designee.

Line of Succession

For purposes of emergency management, the following executive leadership, in order, may make binding decisions or commit resources of the City of Chandler:

- Mayor
- City Manager
- Assistant City Manager
- Deputy City Managers
- Department Directors or Designees

Information Collection and Dissemination

Effective information collection and sharing within the EOC, between City and

town EOCs, the County EOC, the State EOC, and other partners is essential during any incident. Multiple tools and methods may be used to track and communicate developing issues, including web-based information management systems that support real-time resource and incident tracking. These systems, combined with the subject matter experts embedded in the Incident Support Model structure, ensure timely situational awareness, coordinated decision-making, and consistent intelligence sharing as conditions evolve.

Reports

An activity log (ICS 214) will be used to record and track significant events, status reports, event descriptions, and actions taken by staff supporting an emergency or disaster. In the event of EOC activations, a Situation Report will be prepared by the EOC Manager at the end of each operational period. One copy will be sent to the City Manager's Office, and a second copy will be sent to the County EOC. When conditions are stabilized, complete reports will be provided.

A Security Log (a record of all people entering and leaving the EOC) will be maintained by the Center Support Section at the entrance of the EOC.

If a determination is made that County, State and Federal assistance will be needed, a Disaster Summary Report should be forwarded through the Maricopa County Department of Emergency Management to the Arizona Department of Emergency and Military Affairs. This report will be compiled from the individual damage assessment surveys conducted by the Damage Assessment Team.

Within 90 days after emergency operations have been concluded, the Emergency Manager will conduct an After-Action Review with impacted departments and stakeholders in order to document an After-Action Report. The report will include estimates of operational costs if actual cost data is not yet available. Subsequent reports will be made as requested and as refined data becomes available.

Communications

Communications used by the EOC staff will include all systems normally in use to conduct daily business. These systems may be augmented should a period of warning occur prior to the onset of an emergency. The Communications unit under the Logistics Branch is responsible for all technical aspects relating to maintenance, installations, and emergency procedures.

Warning

The timely and effective dissemination of warnings to the public is essential to reducing loss of life and property during emergencies. The City of Chandler employs a layered, redundant warning strategy aligned with national standards and best practices outlined in FEMA's [Comprehensive Preparedness Guide \(CPG\) 101](#). This approach ensures that protective action information reaches all segments of the community, including individuals with access and functional needs, through multiple, accessible pathways.

The City of Chandler issues public warnings when an incident threatens life safety, critical services, or significant property loss. Warnings may originate from local situational assessments, the Maricopa County Department of Emergency Management, the Arizona Department of Emergency and Military Affairs (DEMA), the National Weather Service (NWS), or federal agencies depending on the hazard.

Upon identification of a credible threat, authorized officials including the Emergency Manager, Fire Department leadership, Police Department leadership, or City Manager, may initiate public warnings through one or more of the systems listed below. Messaging is coordinated through the Emergency Operations Center (EOC) to ensure consistency, accuracy, and alignment with the City's Joint Information System (JIS).

The City of Chandler uses multiple redundant methods to issue timely public alerts:

- Integrated Public Alert & Warning System (IPAWS): Enables Wireless Emergency Alerts (WEA) and Emergency Alert System (EAS) notifications to reach cell phones, broadcast media, and cable systems.
- The Maricopa County Sheriff's Office has implemented a new emergency alert system, RAVE Alerts, a system procured for the 81 public safety answering points (PSAPs) in Arizona. RAVE Alerts will be used by 9-1-1 centers to notify the public during emergencies. This is an opt-in free feature to notify Maricopa County residents via text message, email, and voice message.
- National Oceanic and Atmospheric Administration (NOAA) Weather Radio: Provides continuous weather and hazard information, including NWS watches, warnings, and emergency messages.
- The City of Chandler has its own government access television channel, called the [Chandler Channel](#), which is broadcast on Cox Communications Channel 11 and Orbital Cable Channel 20
- [Official City website](#) emergency banner
- Social media messaging (ADA-accessible formats)
- Email and SMS subscription alerts
- Field-based warning tools:
 - Police and Fire public address systems
 - Door-to-door notification when necessary and safe
 - On-site personnel during localized evacuations or hazard zones

Consistent with CPG 101 and ADA requirements, all public warnings are issued using accessible formats whenever feasible, including plain language, alternative text for images, captioning, and formats readable by assistive technologies.

Messaging is crafted to meet the needs of individuals with limited English proficiency, access and functional needs, or those who may rely on caregivers, interpreters, or service animals.

The Chandler EOC ensures that warnings are coordinated prior to release whenever time allows. The City also notifies adjacent jurisdictions, the County EOC, State EOC (when activated), tribal partners, utility providers, local schools, and other critical partners when an incident may affect their operations or population.

If primary warning systems fail, the City will use alternate communication pathways as outlined in the Communications Lifeline Annex. This includes satellite phones, public safety radio, redundant IT networks, mobile repeaters, and mutual-aid support from regional partners. If local communications capabilities are insufficient, assistance may be requested through the County or State under established mutual aid agreements.

Administration, Finance and Logistics

During an emergency some administrative procedures may have to be temporarily suspended or relaxed if they become detrimental to carrying out appropriate response to or recovery from an emergency. Such deviation should be carefully considered and approved before proceeding. Each department or agency will maintain documentation to substantiate reimbursement for emergency expenditures including both time and materials to validate their activities should reimbursement become available.

Administration

Forms to accommodate message traffic, event logs, and various reports are maintained in the EOC. The Emergency Manager or Designee will prepare the physical layout of the EOC as shown in [Tab E](#). EOC Staff will utilize the EOC

Activation Checklist to ensure all preparations are made to accommodate and support the EOC Staff. The Emergency Manager or Designee is responsible for the physical comfort of the EOC Staff.

Responding agencies should keep documentation on the [ICS Activity Log \(ICS Form 214\)](#) or another suitable log. The EOC will document activities on an ICS form 214, [situation reports](#), and/or common operating pictures. Such documentation is crucial for the following reasons:

- Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.
- Documentation provides a legal account of the actions which took place before, during and after an emergency.
- Documentation provides for a historical record which could be used during after-action reports to improve response operations in the future. Following a disaster, documentation is provided to the Maricopa County Department of Emergency Management to maintain and archive according to county policy. After such time, archival documents are archived at a designated location. During after action reviews, the documentation will be used to identify:
 - Actions taken (or not taken)
 - Resources expended
 - Economic and human impacts
 - Lessons learned and possible improvements
 - Possible mitigation measures that could be taken
 - Key impacts and damages

Finance

Funding

During a local emergency, monetary support for logistical and administrative functions will be funded out of each agency's budget. Agencies may request reimbursement or additional funds through the City's general funds or other legal funding mechanisms available to the local jurisdictions through the Governor's Office Emergency Disaster Fund, which is available to local jurisdictions if the incident is declared a state disaster by the Governor's Office. This will be accomplished through the Arizona Department of Emergency and Military Affairs.

In the event of a federal declaration, some expenses and/or reimbursements are available to affected agencies through Public Assistance Grants. 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.

Payroll and Expenditure Tracking

The City, including all affected departments, will be responsible for documenting all emergencies or disaster-related expenditures using the City's standard accounting procedures. All expenditure and procurement transactions must follow City, county, state, and Federal Emergency Management Agency (FEMA)

guidelines. Due to the level of the disaster, a payroll code will be created through the Management Services Department so all affected departments can track employee time spent on the disaster to the dedicated payroll code. Before, during, and after an event, the City of Chandler will follow all internal policies for administrative, budget, finance, human resources, public information, procurement, and risk management-related topics.

Emergency Procurement

Emergency procurement shall be made upon declaration of emergency or if an emergency condition exists that makes compliance with the Chandler, Arizona – Code of Ordinances, Part 1, Chapter 3.13.3, Special Circumstances (Emergencies).

Emergency procurement means the procurement of services, supplies, materials, or equipment, which are required to preserve or protect the health, safety, or welfare of residents or property from the immediate threat of harm or injury. The City Manager may make or authorize others to make emergency procurements of services, supplies, materials, equipment, or construction without prior Council approval when circumstances or conditions exist that make compliance with established procurement processes impracticable, unnecessary, or contrary to the public interest; provided that such emergency procurements must be made with such competition as is practicable under the circumstances. An emergency procurement must be limited to those services, supplies, materials, equipment, or construction necessary to satisfy the emergency need. The City Manager will obtain Council approval and ratification of the emergency procurements as may be required by this chapter and as soon as practicable after the final costs of such procurements are determined.

Disaster Assistance

In a federal disaster declaration, the county and its eligible jurisdictions/citizens

may qualify for federal assistance. In the event of a federal declaration authorizing public assistance, applicant briefings will be conducted by the Maricopa County Department of Emergency Management (MCDEM) to educate responders and local officials about the cost recovery process. MCDEM will manage and oversee the financial aspects of the Public Assistance Programs.

Insurance and Cost Recovery

The Law Department coordinates property claim adjustments for damage to City-owned property in accordance with Chandler, Arizona – Code of Ordinances, Part 1, Chapter 5, Risk Management. In the event of an emergency leading to the activations of the Chandler 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 within the Law Department. Coordination with insurance companies will then begin according to the Law Departments' standard operating procedures.

Logistics

Chandler Fire Department is the primary department for coordinating the effective use of available resources and the coordination of appropriate City departments in response to situations beyond the capability of a single department. Chandler Fire Department is the focal point for ordering resources in the event of an emergency if resources are not available locally. The EOC Logistics Branch Director will forward resource requests to MCDEM.

When a local emergency is proclaimed, the mayor 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.

Plan Development and Maintenance

The Emergency Manager (EM) is assigned the task of coordinating the emergency planning process for the City of Chandler. This individual must also ensure that all recipients of the Emergency Operations Plan, indicated on the Distribution List, are in possession of a current copy of the plan and understand their roles and responsibilities.

Authority to make changes to the plan rests with the Emergency Manager under the direction of the City Manager. The EM will determine if proposed changes need executive review/approval and coordinate appropriately. Routine changes for maintenance purposes will be accomplished on an as needed basis. Managers, department heads, and agencies may delegate this task to a staff position. The process used to develop and maintain the Chandler EOP will be based on nationally recognized emergency planning principles and best practices.

With the implementation of an electronic platform for this plan, minor modifications can be made by any City department on an as needed basis. Any significant changes in either format or content will be brought to the council's attention by the Emergency Manager, thus eliminating the need for quinquennial approval. Review of this plan can be made at the request of Council or the Emergency Manager.

The EOP has been determined to be a secure document and is only released to the public upon request and approval of the City Manager or authorized agent.

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

adoption by the City Council.

Updating

This plan will be reviewed at least annually by the Emergency Manager and the Maricopa County Department of Emergency Management, and the departments listed in this plan. As previously stated, with the implementation of an electronic platform for this plan, minor modifications can be made by any City department on an as needed basis. Any significant changes in either format or content will be brought to the council's attention by the Emergency Manager.

After an exercise, drill, actual emergencies, technological changes, or changes in departments affecting emergency response revisions may be made to this plan.

Testing the Plan

Planning is a continuous process that is conducted by the Emergency Manager, City department heads or their designees and other agencies or organizations that contribute to the plan. The planning process will be enhanced by periodic emergency exercises that will be coordinated, scheduled, and conducted by the Emergency Manager on an as-needed basis under the direction of the City Manager. These exercises will provide an opportunity for the City Emergency Organization to test its readiness level and to review emergency procedures and individual SOPs. After the exercise, each entity involved in the drill may be requested to respond to the Emergency Manager with the results in their area and provide any recommended changes or deficiencies noted. Planning sessions, with appropriate participation, will be requested, scheduled, and coordinated by the Emergency Manager as needed. Exercises to test all or parts of this plan will be conducted annually. These exercises will be conducted based upon ICS principles. Actual emergencies may substitute for exercise.

All drill and exercise participants represent the whole community including, but not limited to, the participation of people with access and functional needs, representatives from unique populations, and voluntary agencies that may or may not be utilized by the City of Chandler to support a full-cycle disaster or emergency event.

Training

Chandler Fire and Police Departments will conduct emergency response training for first responders. The Emergency Manager will conduct emergency preparedness 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 people with access and functional needs. Exercises to test 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 \(NIMS\)](#) 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 City of Chandler Integrated Preparedness Plan.

Tab A - EOC Activation Procedures

The following personnel are authorized to activate the City of Chandler EOC.

- City Manager
- Assistant City Manager
- Deputy City Managers
- Police Chief
- Assistant Police Chief
- Police Duty Commander
- Fire Chief
- Assistant Fire Chiefs
- Fire/Medical Department shift commanders
- Emergency Manager

Activation Process:

- When sufficient information from the field or from the above list of positions requires the EOC to open, they will notify the City Manager or designee to open the EOC. A brief description of the type of incident will also be provided.
- The Emergency Manager will be notified who will notify all necessary personnel to properly staff the EOC.
- EOC Staff will initiate and implement the Emergency Operations Plan at the appropriate level for the emergency.

Tab B - EOC Staff Organization Chart

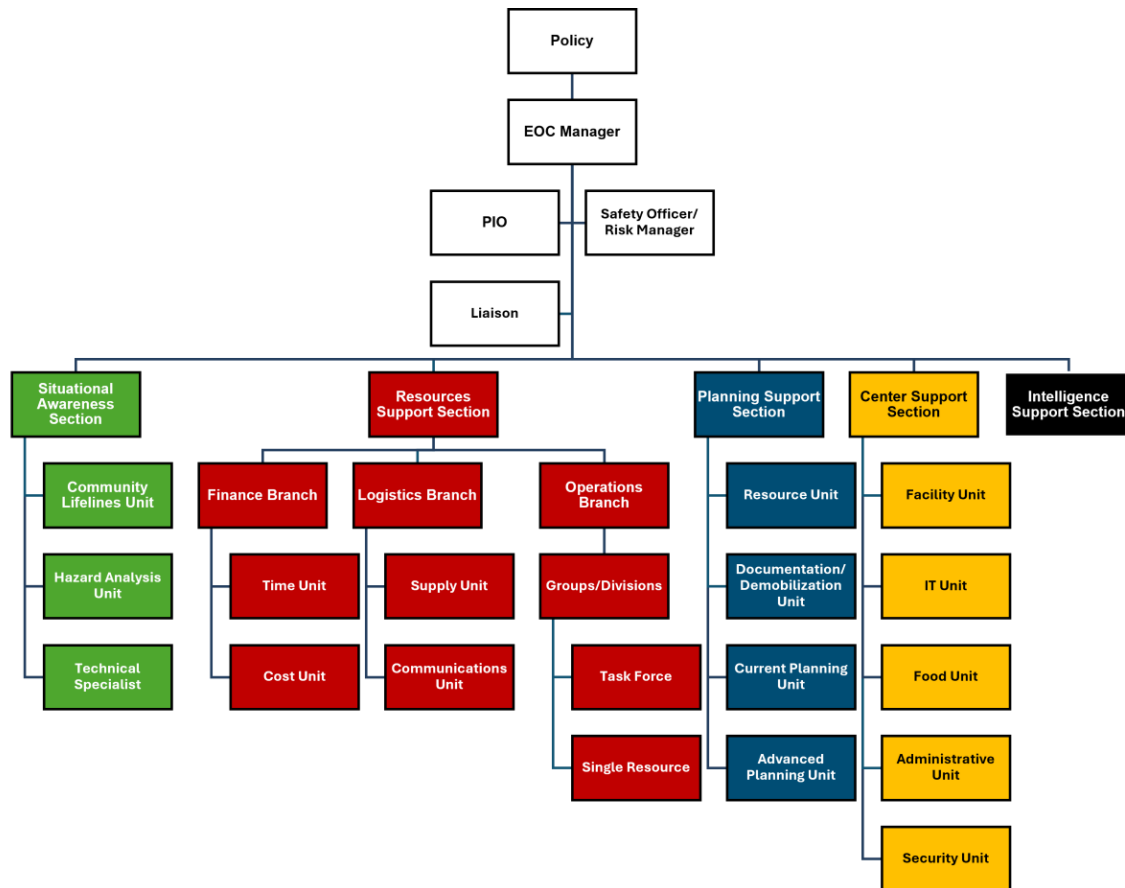


Figure 9: EOC Organizational Chart

Note: The above assignments serve as a baseline structure in accordance with the Incident Support Model. Departments and personnel will fill the various roles based upon what lines of effort are necessary to stabilize the impacted Community Lifelines.

Tab C – Emergency Staff List

Policy Group:

- Mayor and City Council
- City Manager
- Assistant City Manager
- Deputy City Managers
- City Attorney
- Fire Chief
- Police Chief
- Communications and Public Affairs (CAPA) Director
- Primary Coordinating Department Head (depending on Community Lifelines impacted)

EOC Manager

- Emergency Manager

Command Staff:

- Public Information Officer (CAPA)
 - Joint Information Center (Department PIO's, agency PIO's, etc.)
- Liaison Officer (support agencies, strategic partners)
- Safety Officer (Risk Management/Human Resources)

General Staff:

- EOC Support Staff
 - Situational Awareness Support Section
 - Planning Support Section
 - Resources Support Section
 - Center Support Section
 - Intelligence Support Section

Tab D – Policy Group Alternates

City Manager Assistant City Manager
Assistant City Manager Deputy City Managers
City Attorney Assistant City Attorney
Fire Chief Assistant Fire Chief
Police Chief Assistant Police Chief
Public Information Officer Public Information Specialist
Any Department Director Designee

Tab E – EOC Layout

EOC Location 151 E. Boston St., Chandler, AZ 85225

Alternate EOC located at the Maricopa County Department of Emergency Management – 1325 N.
Fiesta Blvd., Gilbert, AZ 85233

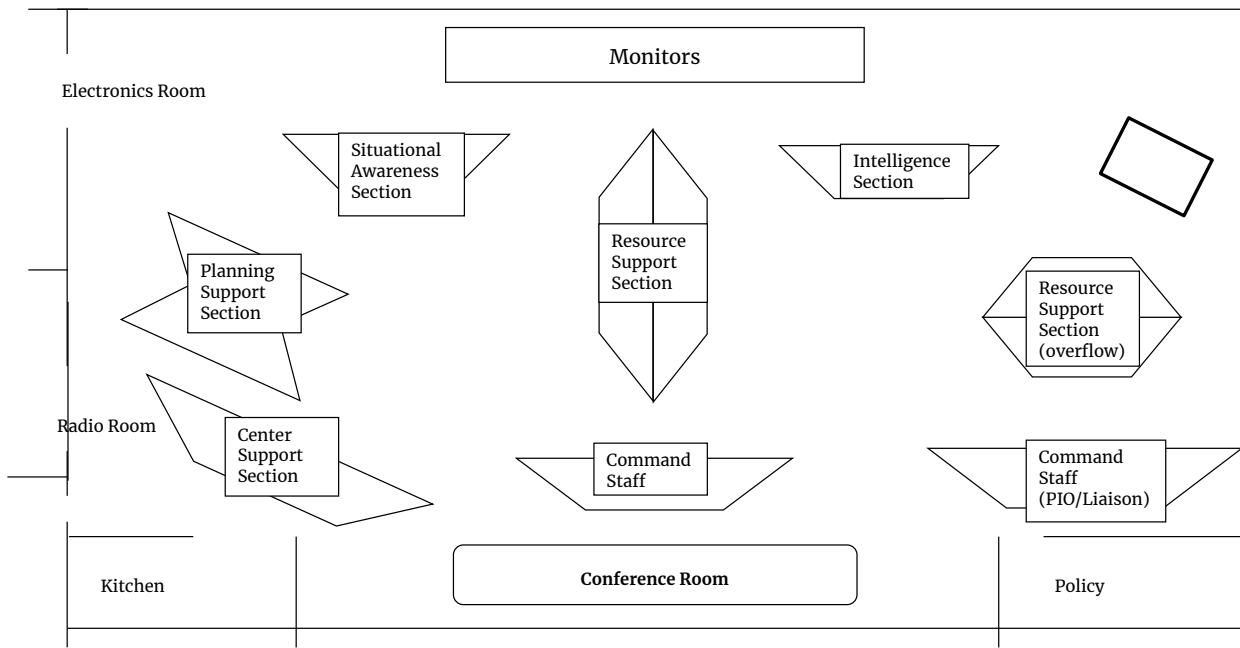


Figure 10: Chandler Emergency Operations Center

Tab F – Emergency Declaration Process and Template

Local Emergency Declaration Process for the City of Chandler:

1. Incident Occurs & Local Assessment Begins
 - a. Local responders and emergency management staff assess the incident's severity, impacts, unmet needs, and resource shortfalls.
2. Activate the EOP & EOC (if needed)
 - a. The City of Chandler may activate the EOC to coordinate multi-department response and establish a common operating picture.
3. Determine That the Incident Exceeds Local Capabilities
 - a. The emergency manager, police/fire chief, or City/county administrator briefs the chief elected official (Mayor/City Council).
 - b. If resource needs exceed routine authority or budget, a declaration is recommended.
4. Chief Elected Official Issues a Local Emergency Declaration
 - a. The Mayor, City Manager (if authorized), or County Board Chair sign an emergency proclamation.
 - b. This action:
 - i. activates emergency powers,
 - ii. authorizes emergency procurement,
 - iii. triggers continuity authorities,
 - iv. enables mutual aid or state assistance requests.
 - v. The emergency manager will notify the county and state emergency management.
 - c. The City of Chandler submits the signed declaration to the Maricopa County Department of Emergency Management (MCDEM) and to the State Emergency Operations Center (SEOC) to request additional resources.

5. City/County Council Ratification

- a. The governing body (City Council/County Board of Supervisors) to ratify the declaration at the next public meeting (typically within 48–72 hours).

6. Request State Assistance (if needed)

- a. If the incident exceeds local capabilities, the local jurisdiction formally requests state assistance under ARS § 26-303 (Arizona).

7. Governor Considers a State Emergency Declaration

- a. The Governor may issue a State Declaration of Emergency, making state resources available.
- b. If impacts exceed state capabilities, the Governor may request a Presidential Emergency or Major Disaster Declaration.

TEMPLATE: Local Emergency Declaration

PROCLAMATION OF A LOCAL EMERGENCY

The City of Chandler

[Date]

WHEREAS, the City of Chandler is experiencing conditions caused by [describe incident such as severe flooding, wildfire, extreme heat, infrastructure failure], beginning on or about [date]; and

WHEREAS, these conditions have resulted in [briefly describe impacts: threat to life, property damage, disruption of utilities/transportation, loss of essential services, etc.]; and

WHEREAS the severity of this incident is beyond the capability of the City of

Chandler to respond and recover using only local resources, and additional emergency authorities are necessary to protect life, preserve property, and ensure continuity of government operations; and

WHEREAS, under the provisions of Arizona Revised Statutes § 26-311, the Mayor is empowered to declare a local emergency;

NOW, THEREFORE, I, [Name], [Title], do hereby proclaim that a Local Emergency exists within the City of Chandler, Arizona, effective [date/time].

IT IS FURTHER ORDERED that:

The Emergency Operations Plan is hereby activated.

The Emergency Operations Center may be activated to the appropriate level.

All necessary emergency powers and emergency procurement authorities under state and local law are invoked.

The City of Chandler may request assistance from county, state, mutual aid partners, or other authorized entities as needed.

This proclamation shall remain in effect until terminated or extended according to law.

Signed:

[Name], [Title]

City of Chandler

Attested:

[Clerk or Official Title]

Tab G – Department/Community Lifelines Matrix

								
Airport	S		S	S	S	S	S	S
Buildings & Facilities	S	S	S	S	S	S	S	S
City Clerks Office								
City Managers Office	S	S	S	S	S	S	S	S
CAPA	S	S	S	S	S	S	S	S
Community Services		S						
Courts	S							
Cultural Development		S						
Development Services	S	S	S	S	S	S	S	S
Fire	P	S	P	S	S	S	P	S
Fleet Services				S		S		
Human Resources	S	S	S	S	S	S	S	S

								
Information Technology	S	S	S	S	P	S	S	S
Law	S	S	S	S	S	S	S	S
Management Services	S	S	S	S	S	S	S	S
Neighborhood Resources		P		S				
Police	P	S	S	S	S	S	S	S
Public Works & Utilities	S	S	S	P	S	P	S	P
Strategic Initiatives	S	S	S	S	S	S	S	S

Table 3: Department/Community Lifelines Matrix Identifying Primary and Support Departments

Tab H – Situation Report Template

CITY OF CHANDLER SITUATION REPORT

INCIDENT NAME:

OPERATIONAL HOURS:

INCIDENT DESCRIPTION:

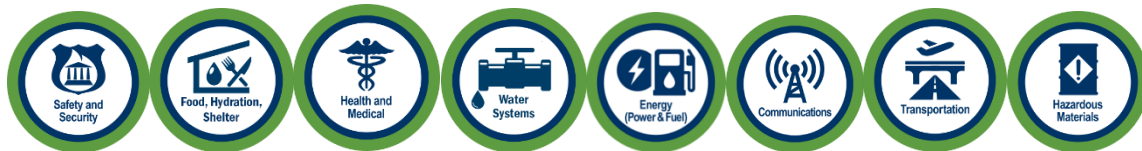
CONDITIONS

CURRENT SITUATION (as of [time/day]):

Weather Conditions

CONDITIONS & ACTIONS – COMMUNITY LIFELINES

[Change the color coding of each lifeline to reflect current state status of stabilization targets. Icons can be found at <https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit/lifelines-icons>.]



Impacted Lifelines

Lifeline	Current status of each lifeline and actions taken to stabilize each lifeline.
Safety and Security	[Minimal / Moderate / Significant / Unknown Impact]–

	
Food, Hydration, Shelter 	[Minimal / Moderate / Significant / Unknown Impact]–
Health and Medical 	[Minimal / Moderate / Significant / Unknown Impact]–
Water Systems 	[Minimal / Moderate / Significant / Unknown Impact]–
Energy (Power and Fuel) 	[Minimal / Moderate / Significant / Unknown Impact]–
Communications 	[Minimal / Moderate / Significant / Unknown Impact]–
Transportation 	[Minimal / Moderate / Significant / Unknown Impact]–
Hazardous Materials	[Minimal / Moderate / Significant / Unknown Impact]–



NEEDS

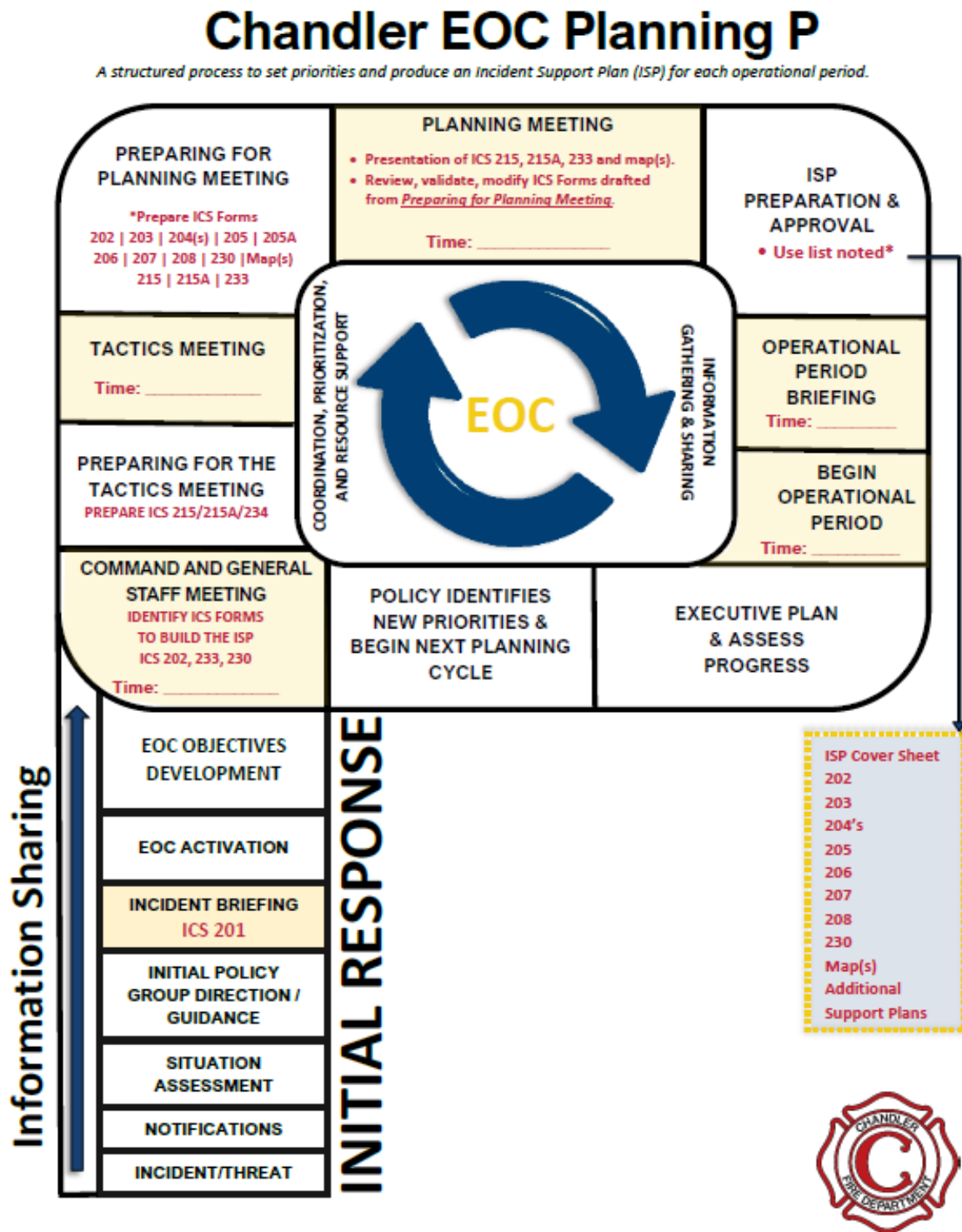
NEXT STEPS

FINAL REMARKS:

NEXT SITREP:

PREPARED BY:

Tab I – Planning P Process



NOTE: The more common ICS Forms that may be used in developing an ISP are listed in **red**. Selection and use of ICS Forms are contingent on the size and complexity of the incident or event.



January 2026



Emergency Operations Plan

Community Lifeline Annexes

Hazardous Materials Lifeline Annex

Primary City Department

City of Chandler Fire Department

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Development Services

City of Chandler Human Resources

City of Chandler Information Technology

City of Chandler Law

City of Chandler Management Services

City of Chandler Municipal Airport

City of Chandler Police Department

City of Chandler Public Works and Utilities

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Environmental Quality (ADEQ)

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Public Safety (DPS)

Maricopa County Department of Air Quality

Hazardous Materials Lifeline Annex



Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Environmental Services (MCDES)

Maricopa County Department of Public Health (MCDPH)

Maricopa County Sheriff's Office (MCSO)

Phoenix Alarm Room

Purpose and Scope

Purpose

The Hazardous Materials Lifeline Annex outlines the City of Chandler's responsibilities for responding to and recovering from hazardous materials emergencies or major disasters. It supports the City's Emergency Operations Plan (EOP) by establishing protocols for maintaining and restoring systems that mitigate threats to public health or the environment.

The Hazardous Materials Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the hazardous materials lifeline as swiftly as possible, thereby preventing cascading impacts.
- Provide a concept of operations that supports hazardous materials systems restoration procedures within the framework of community lifelines and core capabilities.
- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

Hazardous materials (HAZMAT) 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. The hazardous materials lifeline annex acts to respond and assist emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, Non-Governmental Organizations (NGOs), industry essential service providers, and strategic private sector partners.

The term “hazardous materials” includes facilities, HAZMAT, pollutants, and contaminants.

A “hazardous materials emergency” encompasses an actual or impending disruption to facilities that generate or store hazardous substances, as well as all specialized conveyance assets and capabilities to identify, contain, and remove pollution, contaminants, oil, or other hazardous materials and substances.

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-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.

Risk Assessment

Chandler Fire Department monitors Tier II reports where facilities report

hazardous chemical inventory data such as major industrial and warehousing complexes, fuel distribution centers, large retail fuel stations, and large commercial facilities. Special Operations Teams routinely train for site-specific hazards and response capabilities per Phoenix Fire Standard Operating Procedures Volume 2.

Additional risks include transportation corridors, rail lines, proximity to sensitive populations, and protective actions, including evacuation or shelter in place.

Stabilization Target

Ensure that all contaminated sites are identified and secured from unauthorized targets. Utilize decontamination and waste management plans in place for affected areas and responders until safe clearance levels are confirmed.

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, 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 Chandler Fire Department is responsible for the coordination and deployment of City resources to support the City of Chandler 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 hazardous material(s).

Planning Assumptions

- A hazardous materials incident may develop slowly or without warning. The 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 Chandler.
- CFD 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 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 accommodation 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 of Chandler 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

Lines of Effort

- Ensure rapid deployment of HAZMAT teams by leveraging automatic aid agreements and procedures.
- Identify protective actions for the public and responders.
- Coordinate with environmental and public health as required.
- Abide by decontamination and recovery planning protocols, plans and procedures.

Core Capabilities

- Planning
- Infrastructure Systems
- Operational Coordination
- Public Information and Warning
- Environmental Response/Health and Safety

Incident Detection & Assessment

- Reports of spills, releases, or hazardous odors may be received through 911 calls, Tier II notifications, or field personnel.
- Chandler Fire Department, Environmental Management, and supporting departments will assess the scale and type of hazardous material involved.
- Incident Command will provide situational reporting, monitor public safety risks, facility impacts, and containment progress.



Activation & Coordination

- Activate the EOC to coordinate with Chandler Fire HAZMAT, police, environmental partners, and impacted areas and facilities.
- Ensure timely integration of air/water monitoring data and protective action decision-making (evacuation vs. shelter-in-place).
- Request assistance for emergency health and medical services and mass care support if the situation warrants.

Response Actions

- Deploy Chandler Fire HAZMAT and mutual aid resources for site containment.
- Issue public safety alerts based upon protective action decision-making.
- Coordinate evacuation zones, transportation support, and traffic control as needed.
- Support responder safety with decontamination and PPE resources.

Recovery & Restoration

- Coordinate long-term remediation with Environmental Management and the guidance of Maricopa County Environmental Services and Arizona Department of Environmental Quality (ADEQ).
- Engage public health officials for environmental testing and clearance.
- Conduct community messaging about safety and return guidance.
- Complete after-action review and Tier II update coordination with affected sites.
- Maintain records of expenditures and document resources utilized during response and recovery.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Hazardous Materials Lifeline: Facilities, HAZMAT, Pollutants, and Contaminants.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

ICS for Field Operations

- The Incident Commander (IC) will establish Command, begin a size-up and manage response efforts at the scene of the emergency.
 - 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 an initial hot zone.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.
 - 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.
- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Incident Support Model (ISM) for the EOC

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.



Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, health and social services recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary department will manage the emergency activities of the Hazardous Materials Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Hazardous Materials Lifeline activities.

Upon activation or standby notification of the Hazardous Materials Community Lifeline, the Chandler Fire Department will initiate established protocols to alert coordinating partners and, as needed, mobilize personnel, facilities, and critical resources based on the nature and scope of the emergency.

Roles and Responsibilities

Primary Coordinating Department

Chandler Fire Department

Chandler Fire Department maintains central authority to plan, mitigate, respond, and recover from hazardous materials emergencies. CFD will lead disaster operations within the City of Chandler and provide specialized support within their scope. CFD will work to monitor and stabilize the hazardous materials



lifeline within the City of Chandler. CFD will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Before an emergency

- Maintain strong, collaborative relationships with primary and supporting City departments, as well as key public, private, and non-governmental partners.
- Develop and maintain 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 Chandler that stores reportable quantities of hazardous materials.

During an emergency

- Serve in various Command and General Staff positions, including Policy, EOC Manager, and Resource Support Section Chief as needed in 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 Chandler Police Department and other responding departments and 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.



- Identify and implement actions to resolve the hazardous materials incident for life safety priorities.
- Identify populations and locations at risk.
- Lead integration of HAZMAT strategies across departments in the EOC.
- Activate appropriate plans, procedures, and protocols to manage evacuations, shelter-in-place, and/or restriction of movement operations.
- Assist in the removal of affected individuals from the incident site.
- Plan and allocate resources to prioritize incidents.
- Monitor all responders for exposure to hazardous materials.
- Coordinate with regional mutual aid (automatic aid system).
- Coordinate rescue efforts with law enforcement to ensure safety of rescuers and citizens.
- Coordinate public messaging for field operations by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed for field operations.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Chandler Municipal Airport

Before an emergency

Hazardous Materials Lifeline Annex

FOUO



- 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.
- Share situational updates with leadership and the public.
- Maintain field operations or activate contingency plans for impacted areas.
- Coordinate public messaging across departments for aviation specific emergencies.
- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Restore aviation operations after an incident.

Building and Facilities Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report any hazardous materials incidents.

During an emergency

- If requested, send representatives to the EOC.
- Coordinate temporary facility repairs.
- Maintain the functionality of City buildings, including access control.



- Share situational updates with leadership and the public.
- Support efforts to safely recover and restore any City facilities that may be impacted by a hazardous materials incident.

CAPA

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Create inclusive templates and scripts that support whole community messaging with accessibility and equity considerations for vulnerable populations.

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information with CFD PIO for City officials, the media, residents, and businesses to explain communications emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Work with appropriate departments to develop and communicate messages to those impacted.



- Coordinate public messaging across departments by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Coordinate messaging in multiple formats (visual, text, audio) and languages as needed.
- Validate rumors or misinformation during system disruptions and provide corrective communications.
- Liaise with media partners and social media managers for distributed messaging.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

Before an emergency

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

During an emergency



- Serve as Agency Administrator and support the policy group.
- Provide policy direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA and CFD to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure



emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

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.
- Share situational updates with leadership and the public.
- Conduct building inspections to assess structural safety and determine habitability following a HAZMAT incident if City buildings were impacted.
- Coordinate with external stakeholders and strategic partners to support restoration efforts and ensure accurate situational awareness.
- Provide Geographic Information System (GIS) support as needed to map plume modeling, critical infrastructure, and response operations.

Human Resources and Safety

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.

During an emergency



- If requested, send representatives to the EOC.
- Support messaging to City employees.
- Ensure employee safety, pay continuity, and benefits allocation.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.



- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.

Law Department

Before an emergency

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

During an emergency

- Serve as the Policy Legal Advisor.
- Share situational updates with leadership and the public.
- Support the logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- Review emergency declarations and executive orders with policy makers to ensure legal authority and compliance.



- Provide legal counsel on potential liabilities related to any hazardous materials emergencies impacting the City of Chandler.
- Support public-private partnerships by reviewing or communicating legal obligations.
- Manage legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

Before an emergency

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

During an emergency

- Serve as the EOC Finance Section Chief and any additional Command and General Staff positions as needed.
- Share situational updates with leadership.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.
- Ensure communication with banking institutions and access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.
- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Ensure pay continuity is maintained for City staff.



- Support the restoration of the hazardous materials lifeline by finding vendors to fill resource requests.
- Provide containment support with environmental personnel and deploy resources as required.

Chandler Police Department

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.
- Establish a Unified Command Post in conjunction with the Chandler 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.

Public Works and Utilities

Before an emergency



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

During an emergency

- If requested, send representatives to the EOC.
- Share situational updates with leadership and the public.
- Establish direct communication with field personnel, obtaining regular updates and determining resource and coordination needs.
- Support public safety with perimeter control resources including equipment to support road closures or re-routing.
- Deploy resources to support hazardous materials containment.
- Provide decontamination support.
- Evaluate impact on roads, culverts, and stormwater systems affected by spills or contamination.
- Support infrastructure restoration to roadways, stormwater, drainage, or sewer systems impacted by chemical releases including debris removal.

Strategic Initiatives

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.
- Share situational updates with leadership.



- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

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 the City of Chandler by doing the following:

- Serve as the 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.
- Issue advisories and restrictions when air pollution within Chandler is forecast to reach a predetermined level.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports the City of Chandler by doing the following:

- Staff the County EOC and support the City of Chandler as needed.
- Identify vulnerabilities within the county, to include a radiological emergency.



- Provide a Reception Care Center guidance for populations possibly exposed to a radiological emergency.

Maricopa County Department of Environmental Services (MCDES)

MCDES supports the City of Chandler by doing the following:

- Provide a listing of laboratories offering microbiological, organic, and inorganic analysis.
- Provide environmental assessments as needed.
- Coordinate environmental safety information with local, county, and state agencies.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports the City of Chandler by doing the following:

- Assist with related public health issues.
- Coordinate health-related risk communications and public information with appropriate public health authorities for release through the Joint Information System (JIS).

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports the City of Chandler by doing the following:

- May provide mutual aid support to the Chandler Police Department when existing law enforcement resources are overwhelmed.

State

Arizona Department of Environmental Quality (ADEQ)

ADEQ supports the Hazardous Materials Lifeline for the City of Chandler by doing



the following:

- Assume the role of State On-Scene Coordinator (SOSC) for Emergency Support Function 10 and Recovery Support Function 6 per the Arizona Emergency Response and Recovery Plan.
- Provide regulatory guidance for proper disposal of waste and the disposal of hazardous materials.

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Hazardous Materials Lifeline for the City of Chandler 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 the City of Chandler by doing the following:

- Coordinate for hazardous materials response on state routes and interstates.

Strategic Public and Private Sector Partners

Phoenix Alarm Room

Before an emergency

- Maintain working relationships with Chandler Fire Department.
- Develop and maintain appropriate Fire and EMS communications standard operating procedures (SOPs), including hazardous materials.

During an emergency



- If requested, send representatives to the Incident Command Post or EOC.
- The Dispatch Center will dispatch the appropriate Hazardous Materials Assignment companies to all reported hazardous materials incidents.
- Ensure personnel are familiar with call handling protocols.
- Coordinate with police dispatch for shared resources or rerouting in overload scenarios.
- Assist with emergency alerting, if requested.
- Serve as the Secondary Public Safety Answering Point (PSAP).
- Support on-scene communications in conjunction with fire ground command.

Authorities and References

Federal

[Homeland Security Presidential Directive 5 and 8](#)

[National Disaster Recovery Framework](#)

[National Response Framework](#)

State

A.R.S. §49-108. Hazardous materials emergency response operations

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Emergency Operations Plan (EOP)

City

City of Chandler Continuity of Operations Plan (COOP)

Phoenix Regional Volume 2: Standard Operating Procedures

Hazardous Materials Lifeline Annex

FOUO



The Code of the City of Chandler, Arizona

Health and Medical Lifeline Annex

Primary City Department

City of Chandler Fire Department

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Development Services

City of Chandler Human Resources

City of Chandler Information Technology

City of Chandler Law

City of Chandler Management Services

City of Chandler Municipal Airport

City of Chandler Police Department

City of Chandler Public Works and Utilities

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Health Services (ADHS)

Arizona Department of Public Safety (DPS)

Maricopa County Department of Emergency Management (MCDEM)

Health and Medical Lifeline Annex

FOUO

Maricopa County Department of Public Health (MCDPH)

Maricopa County Office of the Medical Examiner (MCOME)

Maricopa County Sheriff's Office (MCSO)

Phoenix Alarm Room

Strategic Private Sector Partners

American Red Cross

Arizona Humane Society

Hospitals and Medical Care Facilities

The Salvation Army

Purpose and Scope

Purpose

The Health and Medical Lifeline Annex outline the City of Chandler's responsibilities for responding to and recovering from health and medical emergencies or major disasters. It supports the City's Emergency Operations Plan (EOP) by establishing protocols for maintaining and restoring systems that mitigate threats to the delivery of essential health care services and public health functions, focusing on medical care, public health, patient movement, the medical supply chain, behavioral health, veterinary support, and fatality management.

The Health and Medical Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the health and medical lifeline as swiftly as possible, thereby preventing cascading impacts.

- Provide a concept of operations that supports health and medical systems restoration procedures within the framework of community lifelines and core capabilities.
- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

The health and medical lifeline annex acts to respond and assist in health and medical emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, NGOs, essential service providers, and strategic private sector partners.

The term “health and medical” includes medical care, patient movement, public health, fatality management, and medical supply chain.

A “health and medical emergency” addresses the assessment of health needs, health surveillance, and provision of related services and supplies.

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-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.

Risk Assessment

From an emergency operations perspective, risk assessment considerations include surge capacity at hospitals and medical facilities to determine readiness for mass casualty incidents or infectious disease outbreaks. The City's ability to manage EMS and 911 overload during extreme heat events, pandemics, or large-scale accidents is managed effectively through the automatic aid system to reduce service delays or failures in response efforts.

Continued collaboration and coordination with the Maricopa County Department of Public Health is essential to ensure robust plans are in place for vaccination efforts, prophylaxis distribution, and response to biological or chemical contamination. Risks may also include disruptions in supply chain management.

Stabilization Target

Ensure that all survivors, including pets and services animals, have access to medical and veterinary care. Medical supply chains are capable of adequately resupplying providers.

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 Chandler affecting the Water Systems Lifeline including wastewater, solid waste, potable water could potentially 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.
- People receiving medical care before the incident will continue to receive 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 as a result 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.
- 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.
- 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 decompensation for their medical conditions or loss of independence due to disabilities and/or access and functional needs.

Concept of Operations

Lines of Effort

- Provide medical surge coordination with hospitals, alternate care sites, triage points and EMS.
- Activate plans for disease outbreaks, pandemics, and vector-borne threats while ensuring access to points of distribution (PODs)

- Ensure continuity of medical supply chains including vendors, suppliers, and distributors.
- Identify and include plans for mental and behavioral health support.
- Provide access and coordination for medical transportation, including emergency, non-emergency and accessible vehicles for the whole community.

Core Capabilities

- Planning
- Operational Coordination
- Situational Assessment
- Public Information and Warning
- Health and Social Services
- Public Health, Healthcare, and Emergency Medical Services
- Fatality Management Services
- Environmental Response/Health and Safety
- Logistics and Supply Chain Management

Incident Detection & Assessment

- Health threats may be reported via EMS data, hospitals, 911 calls, heat-related illness trends, or public health alerts.
- The Chandler Fire Department will coordinate with Maricopa County Public Health and local hospitals to assess scope.
- EOC situational reports will capture surge status, EMS strain, and hospital bed capacity.

Activation & Coordination

- Activate the EOC to support coordination with EMS, hospitals, behavioral health providers, and cooling center partners during extreme heat weather events.
- Ensure early collaboration with MCDPH and local clinics for disease, environmental, or mental health events.
- Activate health operations task forces as needed.

Response Actions

- Mobilize medical transportation and activate alternate care sites or medical tents if hospitals are overwhelmed.
- Support distribution of medical supplies and pharmaceuticals in coordination with regional partners.
- Disseminate public health guidance through trusted messengers.
- Address behavioral health and crisis intervention needs for impacted populations.

Recovery & Restoration

- Support long-term health recovery operations including community health assessments and public health outreach.
- Resume normal health inspection, EMS scheduling, and mental health support services.
- Coordinate support for medical facilities returning to normal operations.
- Conduct after-action reports in collaboration with healthcare partners.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and

scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Health and Medical Lifeline: Medical Care, Patient Movement, Public Health, Fatality Management, Medical Supply Chain

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

ICS for Field Operations

- The Incident Commander (IC) will establish command, leading on-site medical operations and public health response during an emergency affecting community health systems.
 - Determine appropriate strategy.
 - Establish overall incident objectives.
 - Set priorities.
 - Develop an action plan, communicate the plan.
 - Obtain and assign resources.
 - Planning-based on evaluating interventions and predicting outcomes.
 - Communicate specific objectives to tactical level units.
 - Initiate a Unified Command with other agencies.
- ICS will coordinate all tactical health and medical operations through the Incident Action Plan (IAP):
 - Define medical response objectives.
 - Deploy field clinics, alternate care sites, or mobile medical units.

- Support behavioral health response in coordination with public health.
- Ensure responder safety with PPE and decontamination when necessary.
- Coordinate medical transportation logistics, including ambulance strike teams or air medevac.
- ICS Sections (Operations, Planning, Logistics, and Finance/Admin) will support:
 - Resource tracking of EMS, hospitals, mobile units, and public health staff.
 - Real-time health data collection and epidemiologic analysis.
 - Procurement and distribution of medical supplies, medications, and equipment.
 - Cost tracking for personnel, contracts, and emergency medical aid.

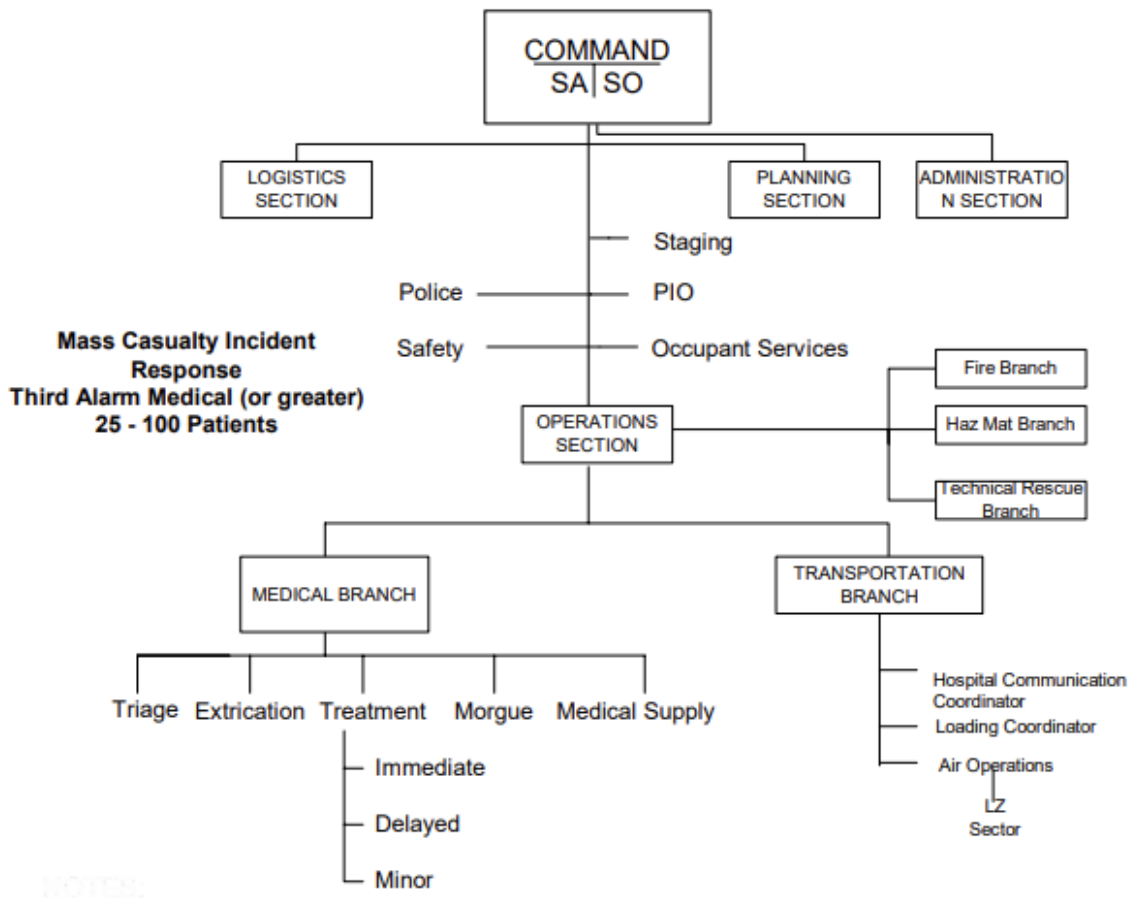


Figure 11 Mass Casualty Incident Response Third Alarm Medical (or greater) 25-100 Patients

Incident Support Model (ISM) for the EOC

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will coordinate with hospitals, public health departments, behavioral health partners, medical examiners offices, facilitate mutual aid, and provide public information updates.

- Coordinate the distribution of Strategic National Stockpile assets or local medical caches.
- Support reunification efforts with the establishment of a Family Reception Center. Transition to a Family Assistance Center if a longer-term solution is needed.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, health and social services recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary department will manage the emergency activities of the Health and Medical Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Health and Medical Lifeline activities.



Upon activation or standby notification of the Health and Medical Community Lifeline, the Chandler Fire Department will initiate established protocols to alert coordinating partners and as needed, mobilize personnel, facilities, and critical resources based on the nature and scope of the emergency.

Roles and Responsibilities

Primary Coordinating Department

Chandler Fire Department

Chandler Fire Department maintains central authority to plan, mitigate, respond, and recover from health and medical emergencies. CFD will lead disaster operations within the City of Chandler and provide specialized support within their scope. CFD will work to monitor, stabilize the health and medical lifeline within the City of Chandler. CFD will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Before an emergency

- Maintain strong, collaborative relationships with primary and supporting City departments, as well as key public, private, and non-governmental partners.
- Develop and maintain appropriate plans, procedures, and protocols.

During an emergency

- Serve in various Command and General Staff positions, including Policy, EOC Manager, and Resource Support Section Chief as needed in 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 Chandler Police Department and other responding departments and agencies to control operations at the scene of a health and medical incident.
- Primary responders for patient care, triage, and transport during mass casualty incidents, pandemics, and public health emergencies.
- Implement field triage protocols, deploy emergency medical services (EMS) strike teams, and coordinate with hospitals on patient distribution during surge scenarios.
- Support the establishment of casualty collection points, alternate care sites, and medical surge facilities.
- Coordinate with Crisis Intervention Team and behavioral health partners to identify and support individuals in crisis, especially after traumatic or high-fatality events for victims, volunteers, and first responders.
- Support public health campaigns, points of distribution, or public education as needed.
- Assist the Office of the Medical Examiner's with initial fatality assessments, as needed.
- Support temporary morgue set-up or dignified handling of decedents under guidance from public health.
- Streamline communication, resource allocation, and task coordination, involving key partners such as fire departments, dispatch centers, EMS, and healthcare.
- Coordinate public messaging for field operations by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.

- Designation of a spokesperson and alternative spokesperson if needed for field operations.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Chandler Municipal Airport

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.
- Share situational updates with leadership.
- Maintain field operations or activate contingency plans for impacted areas.
- Coordinate public messaging across departments for aviation specific emergencies.
- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Restore aviation operations after an incident.

Building and Facilities Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report any hazardous materials incidents.

During an emergency

- If requested, send representatives to the EOC.
- Coordinate temporary facility repairs.
- Maintain the functionality of City buildings, including access control.
- Share situational updates with leadership and the public.
- Support efforts to safely recover and restore any City facilities that may be impacted by a health and medical incident.

CAPA

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Create inclusive templates and scripts that support whole community messaging with accessibility and equity considerations for vulnerable populations.

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information with CFD PIO for City officials, the media, residents, and businesses to explain communications emergency

conditions, City response and recovery operations, and assistance programs.

- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Work with appropriate departments to develop and communicate messages to those impacted.
- Coordinate public messaging across departments by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Coordinate messaging in multiple formats (visual, text, audio) and languages as needed.
- Validate rumors or misinformation during system disruptions and provide corrective communications.
- Liaise with media partners and social media managers for distributed messaging.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.

- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

Before an emergency

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

During an emergency

- Serve as Agency Administrator and support the policy group.
- Provide policy direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response

remain functional.

- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA and CFD to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

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.
- Share situational updates with leadership and the public.
- Provide Geographic Information System (GIS) support as needed.

Human Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.

During an emergency

- If requested, send representatives to the EOC.
- Support messaging to City employees.
- Ensure employee safety, pay continuity, and benefit allocation.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.

- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.
- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.

Law Department

Before an emergency

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

During an emergency

- Serve as the Policy Legal Advisor.
- Share situational updates with leadership and the public.
- Support the logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.

- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- Review emergency declarations and executive orders with policy makers to ensure legal authority and compliance.
- Provide legal counsel on potential liabilities related to any hazardous materials emergencies impacting the City of Chandler.
- Support public-private partnerships by reviewing or communicating legal obligations.
- Manage legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

Before an emergency

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

During an emergency

- Serve as the EOC Finance Section Chief and any additional Command and General Staff positions as needed.
- Share situational updates with leadership.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.

- Ensure communication with banking institutions and access to funding by opening credit limits, identifying existing contracts and issuing purchase orders numbers.
- Ensure pay continuity is maintained for City staff.
- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Support the restoration of the hazardous materials lifeline by finding vendors to fill resource requests.

Chandler Police Department

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.
- Establish a Unified Command Post in conjunction with the Chandler Fire Department to control operations at the scene of a mass fatality incident.
- Control access to the immediate incident site for safety and limit entry to authorized personnel only.
- Perform security and traffic control at the incident site and for 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.

Public Works and Utilities

Before an emergency

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

During an emergency

- If requested, send representatives to the EOC.
- Share situational updates with leadership.
- Establish direct communication with field personnel, obtaining regular updates and determining resource and coordination needs.
- Provide support if requested by CFD.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

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

Maricopa County Animal Care and Control support the City of Chandler 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 the City of Chandler by doing the following:

- Staff the County EOC and support the City of Chandler as needed.
- Assist in the coordination of resource support to include durable medical equipment, consumable medical supplies, and other equipment requests within capability.
- Coordinate with other county agencies including MCOME, funeral directors, mortuary services, and coordinating groups or teams early



during an emergency to ensure required resources, assessment activities, and responsible agencies implement appropriate plans.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports the City of Chandler by doing the following:

- Coordinate health and medical service resources, equipment, and personnel.
- Provide a representative to the City of Chandler when necessary.
- Establish communication links with support agencies, healthcare units, and organizations.
- Obtain and distribute, through appropriate channels, incident contact information to emergency responders mobilized through this annex.
- 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 to include surveillance and investigation. Maintain access to an electronic disease tracking and surveillance system.
- Coordinate the communication and enforcement of community disease containment measures.
- Provide lifesaving medical countermeasures to residents and visitors of Maricopa County in a timely manner in response to a health and medical emergency in accordance with the Mass Dispensing Plan.
- 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.
- Maricopa County Department of Emergency Management or Maricopa County Department of Public Health evaluates, prioritizes, and fulfills the requests for the deployment or pre-deployment of Strategic National Stockpile (SNS) assets based on relevant threat information.
- Coordinate health-related risk communications and public information with appropriate public health authorities for release through the Joint Information System (JIS).

Maricopa County Medical Examiner's Office (MCOME)

Maricopa County Medical Examiner's Office supports the City of Chandler by doing the following:

- Activation of the Mass Fatality Management Plan for any incident having one or more of the following criteria:
 - Any incident having the potential to cause 20 or more fatalities.
 - Any incident involving a protracted or complex decedent recovery operation.
 - Any situation in which remains are contaminated by CBRNE agents or materials.
 - Any situation in which there are decedents that can be recovered and examined by MCOME or their associated resources within a customary timeframe.
 - Any incident or other special circumstance requiring a multi-agency or regional response to support Mass Fatality Management operations.
 - Manage incident fatalities in coordination with Unified Command.
 - Assist in the services of handling fatalities.
 - Identify fatality trends.



- Make provisions for expanded mortuary services.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports the City of Chandler by doing the following:

- May provide mutual aid support to the Chandler 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 the Health and Medical Lifeline for the City of Chandler 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 Health Services (ADHS)

ADHS supports the City of Chandler by doing the following:

- Support Maricopa County Department of Public Health, if needed, regarding public health disease surveillance activities.
- Assist and support county and local governments to procure and the administration of pharmaceuticals in response to emergency public health emergencies that exceed, or are anticipated to exceed, the local jurisdiction's resources.
- Maricopa County Department of Emergency Management or Maricopa County Department of Public Health evaluates, prioritizes, and fulfills the requests for the deployment or pre-deployment of Strategic National

Stockpile (SNS) assets based on relevant threat information. If they are unable to support, requests are escalated to the state to provide support.

- Coordinate with the Arizona Department of Agriculture on food safety and security activities.
- Maricopa County Department of Public Health is the primary agency leading the coordination with local and federal departments when the National Disaster Medical Systems (NDMS) is activated. ADHS supports the process.
- 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.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports the City of Chandler by doing the following:

- Implement controlled access to the affected area along state routes and interstates.
- Assist medical examiners, healthcare, emergency management, and human services agencies in coordinating victim identification, next-of-kin notifications, and support for family reunification efforts.

Strategic Public and Private Sector Partners

American Red Cross

The American Red Cross supports the City of Chandler 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.

Arizona Humane Society

Arizona Humane Society supports the City of Chandler (with Maricopa County Animal Care and Control assisting) by doing the following:

- Increase patrols to catch and secure stray animals, as needed.
- Assist in the evacuation of pets, utilizing vehicles.
- Provide temporary sheltering of and basic veterinary care for household pets and service animals for people who have been evacuated.
- Decontamination of household pets and service animals.

The Salvation Army

The Salvation Army supports the City of Chandler by doing the following:

- Oversee donations management, including medical supplies and equipment.

Phoenix Alarm Room

Before an emergency

- Maintain working relationships with Chandler Fire Department.
- Develop and maintain appropriate Fire and EMS communications standard operating procedures (SOPs).

During an emergency

- If requested, send representatives to the Incident Command Post or EOC.
- The Dispatch Center will dispatch an assignment to medical incidents according to the reported scale and severity of the situation. The assignment will be upgraded by Command, as necessary, based on the actual situation encountered.
- Dispatch is responsible for notifying and activating other agencies, including hospitals, to provide needed support for management of the incident.
- Ensure personnel are familiar with call handling protocols.
- Coordinate with police dispatch for shared resources or rerouting in overload scenarios.
- Assist with emergency alerting, if requested.
- Serve as the Secondary Public Safety Answering Point (PSAP).
- Support on-scene communications in conjunction with fire ground command.

Strategic Private Sector Partners

Hospitals and Medical Care Facilities

In the event of a disaster, it is necessary to use surge capacity to provide emergency care and appropriate definitive management of patients. Bed counts alone do not determine surge capacity or the ability to care for patients. The hospital has internal policies, plans, and procedures for patient surge within their facilities, including requesting medical material and pharmaceuticals and coordinating mass fatality responses.

Hospitals in Chandler may be requested to update their bed availability at the time of a disaster or large-scale emergency through a bed status alert initiated at the regional or state level. The hospital will update bed status alert(s) as requested to

assist with planning of patient transfers.

Health and medical entities have processes and policies for medical surge capabilities. These internal plans provide details with internal patient tracking procedures. Patients seen during an emergency will be tracked by utilizing these procedures. Hospitals will follow CMS and HIPAA regulations when reporting patient information. All participating health and medical organizations will assist in determining the health and medical impact of the emergency on the community.

Authorities and References

Federal

[National Disaster Recovery Framework](#)

[National Response Framework](#)

State

A.R.S. Title 36 – Public Health and Safety

A.R.S. §32-1471. Health Care Provider and Any Other Person; Emergency Aid; Nonliability

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Department of Public Health Mass Dispensing Plan

Maricopa County Emergency Operations Plan (EOP)

Maricopa County Fatality Management Plan



City

City of Chandler Continuity of Operations Plan (COOP)
Phoenix Regional Volume 2: Standard Operating Procedures
The Code of the City of Chandler, Arizona

Safety and Security Lifeline Annex

Primary City Department

City of Chandler Fire Department

City of Chandler Police Department

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Development Services

City of Chandler Human Resources

City of Chandler Information Technology

City of Chandler Law

City of Chandler Management Services

City of Chandler Municipal Airport

City of Chandler Municipal Courts

City of Chandler Public Works and Utilities

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Counter Terrorism Information Center (ACTIC)

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Public Safety (DPS)

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Sheriff's Office (MCSO)

Phoenix Alarm Room

Purpose and Scope

Purpose

The Safety and Security Lifeline Annex outline the capabilities, coordination, and continuity requirements essential to protecting people, property and critical infrastructure during emergencies in Chandler. It supports the City's Emergency Operations Plan (EOP) by outlining how the City of Chandler will coordinate public safety and security functions, including law enforcement, fire services, search and rescue efforts, and the protection of critical facilities. It supports the rapid stabilization of incidents by maintaining civil order, preventing and investigating criminal activity, and safeguarding responders and the public.

This annex focuses on the following functions within the Safety and Security Lifeline:

- Law Enforcement Security
- Fire Services
- Search and Rescue
- Government Services
- Community Safety

Scope

- The safety and security lifeline annex acts to respond and assist in public safety and security emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, Non-Governmental Organizations (NGOs), industry essential service providers, and strategic private sector partners.

- The term “safety and security” includes a unified command approach between Chandler Police and Fire Departments, and mutual aid partners to prevent, respond to, and recover from threats to public safety.
- A “public safety and security emergency” encompasses an actual or impending disruption that may impact the community, including natural disasters, technological incidents, acts of terrorism, and civil disturbances. It is the establishment of perimeter control, traffic management, site security, crowd control, and continuity law enforcement and fire suppression operations to maintain public trust and ensure life safety throughout the incident lifecycle.
- 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-government, faith-based and volunteer groups to successfully meet the needs of the whole community during times of disaster.
 - a. All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
 - b. The general population includes people with disabilities and others with access and functional needs.

Risk Assessment

Chandler’s safety and security vulnerabilities that can disrupt operations may include:

- Civil unrest, targeted violence, or complex coordinated attacks may occur at any time, with or without prior intelligence gathered from law enforcement or fusion centers.

- Analyze vulnerabilities and conduct threat assessments regarding security, access control, and reunification procedures for school campuses, public venues and critical infrastructures.
- Evaluate hydrant distribution and water systems resiliency and potential impacts during power outages or drought.
- Identify high-risk populations who may need assistance evacuating or being located.
- Evaluate building codes, historical structures, and high-occupancy facilities that may collapse due to a natural or human-caused disaster.
- Identify safety plans and support for vulnerable facilities such as schools, hospitals, assisted living facilities.

Stabilization Target

Law enforcement, security, fire services, search-and-rescue, EOC functions, and community safety are restored to operational levels. Threats to life safety are no longer a concern for all response personnel and impacted communities. Government essential functions, including executive leadership, are operational. Sufficient search and rescue assets are on-scene to assist all survivors. Sufficient fire resources are available to support fire suppression efforts.

Situation

An emergency or disaster will require extra effort by the Chandler 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.

The Chandler Fire Department (CFD) has 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 CFD

when authorized by the Fire Management Office of the State Land Department.

The City of Chandler 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.

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

Planning Assumptions

- During and after any emergency or disaster, the Chandler Police Department is the primary law enforcement department and Chandler Fire Department is the primary fire services department in the City of Chandler.
- An emergency incident or disaster will tax public safety efforts to protect life and property.
- The Chandler Police Department and Chandler Fire Department must be prepared to enlist support from other public safety departments during emergency situations.
- Automatic aid, mutual aid agreements and regional dispatch capabilities will be key to providing timely and coordinated support from outside agencies.
- 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.
- 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.

- All emergency response activities will align with the principles of equity and accessibility, ensuring that individuals with disabilities and others with access and functional needs receive appropriate support.
- The City of Chandler's emergency response efforts will be guided by existing plans, mutual aid agreements, and regulatory requirements, with continuous situational assessments informing decision-making and resource allocation.

Concept of Operations

Lines of Effort

- Maintain mutual aid and reunification plans for large events and civil unrest.
- Mobilize and stage resources to support safety and security incidents and events.
- Maintain public order and crime deterrence.
- Secure critical infrastructure and key resources.
- Implement traffic management for mass evacuations or restricted zones during emergencies.
- Maintain access routes for emergency vehicles through roadblocks, detours, and law enforcement escorts.
- Suppress structural and wildland fires by deploying resources to respond to fires and conduct rapid damage assessments and prioritize areas with life safety risk.
- Coordinate fire suppression through automatic aid and mutual aid agreements.
- Activate Technical Rescue Teams when conducting urban and technical search and rescue incidents.
- Ensure continuity of government throughout the incident.

- Facilitate timely local emergency declarations and public policy to access state and federal assistance, if applicable.
- Enforce local emergency ordinances and restrictions.
- Protect at risk populations and promote safety messaging and outreach.

Core Capabilities

- Planning
- Infrastructure Systems
- Operational Coordination
- Public Information and Warning
- Interdiction and Disruption
- On-Scene Security, Protection, and Law Enforcement
- Fire Management and Suppression
- Mass Search and Rescue Operations

Incident Detection & Assessment

- Threats, disruptions, or emergencies may be reported through 911, field responders, fire personnel, dispatch, or partner agencies.
- Chandler Police Department (CPD), Chandler Fire Department (CFD), and Emergency Management assess the threat level, scope of impact, and whether additional agencies are needed.
- Situational updates inform Unified Command and operational leadership regarding public safety threats, fire hazards, search and rescue needs, and potential disruptions to government services or community functions.
- Life safety considerations are prioritized, including for vulnerable populations, those in confined spaces, or incidents involving large gatherings.

Activation & Coordination

- Activate the EOC to coordinate across law enforcement, fire services, emergency medical services, emergency management, search and rescue, and government departments and agencies.
- Establish Unified Command or multi-agency coordination protocols for complex incidents such as active threats, major fires, search and rescue operations, or civil unrest.
- Coordinate with courts, schools, social services, and utilities to maintain essential government functions and community safety.
- The EOC will support resource requests, mutual aid coordination, and public information dissemination, policy guidance, and situational analysis.

Response Actions

- Secure and stabilize incident areas, prioritize life safety, and protect essential infrastructure and City assets.
- Deploy fire suppression assets, urban search and rescue teams, or hazardous materials teams as needed to manage secondary threats.
- Support traffic control, crowd management, and rapid search and rescue operations; establish access control points and safe corridors for response.
- Issue timely public messaging regarding protective actions.
- Coordinate logistics for response personnel including staging, hydration, rest cycles, and field communications support.

Recovery & Restoration

- Gradually demobilize safety and security assets once threats are mitigated and essential services are stabilized.

- Resume routine public safety operations including patrols, inspections, and permit oversight.
- Conduct criminal investigations, operational debriefings, or fire origin analysis as needed.
- Reopen affected public buildings, resume government services, and ensure public access to courts, City departments, and transportation routes.
- Conduct after-action reviews across all involved disciplines to refine procedures and update response plans for future incidents.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Safety and Security Lifeline: Law Enforcement/Security, Fire Services, Search and Rescue, Government Services, Community Safety.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

ICS for Field Operations

- The Incident Commander (IC) will establish and manage response efforts at the scene of the emergency.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.

- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Incident Support Model (ISM) for the EOC

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary department(s) will manage the emergency activities of the Safety and Security Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Safety and Security Lifeline activities.

Upon instructions to activate or the placement of the Safety and Security Lifeline primary or support departments on standby, the City of Chandler Fire Department will implement procedures to notify coordinating partners and, if necessary, mobilize all personnel, facilities, and physical resources likely to be needed, based on emergency circumstances.

Roles and Responsibilities

Primary Coordinating Departments – Unified Command

Chandler Police and Chandler Fire Departments maintain central authority to plan, mitigate, respond, and recover from safety and security emergencies as Unified Command (UC). UC will lead disaster operations within the City of Chandler and provide specialized support within their scope. UC will work to monitor, stabilize the safety and security lifeline within the City of Chandler. UC will coordinate both public and private services that are required to maintain population safety and security in alignment with local, state, and federal mandates.

Fire Department

Before an emergency

- Maintain strong, collaborative relationships with primary and supporting City departments, as well as key public, private, and non-governmental

partners.

- Develop and maintain appropriate departmental plans and standard operating procedures (SOPs).

During an emergency

- Serve in various Command and General Staff positions, including Policy and EOC Manager, at the Incident Command Post and the EOC.
- Lead as Unified Command in the integration of safety and security strategies across departments in the EOC.
- Manage and coordinate firefighting activities, including the detection and suppression of fires.
- Provide technical search and rescue response of survivors, and recovery missions when all living survivors have been rescued.
- Determine and assist with Unified Command protective action decisions to include evacuation or shelter in place.
- 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.
- Coordinate with regional mutual aid (automatic aid system).
- Lead the coordination for the establishment of damage assessment teams to include the collection, assembly and submission of damage assessments for the City of Chandler. Serve as the Applicant Agent for the state, allowing the City of Chandler to be reimbursed from the State of Arizona for approved expenditures incurred from disasters when emergency funds are available for the event.

Police Department

Before an emergency

- Maintain strong, collaborative relationships with primary and supporting City departments, as well as key public, private, and non-governmental partners.
- Develop and maintain appropriate departmental plans and standard operating procedures (SOPs).
- Coordinate threat intelligence with fusion centers and interagency reporting for threat detection, assessment, and dissemination to field officers.

During an emergency

- Serve in various Command and General Staff positions, including Policy, at the Incident Command Post and the EOC.
- Lead as Unified Command in the integration of safety and security strategies across departments in the EOC.
- Provide incident detection, response and safety mitigation during public safety emergencies.
- Maintain operational readiness of field staff and coordinate with regional mutual aid support and the EOC.
- Provide critical infrastructure protection.
- Coordinate traffic control actions.
- Coordinate assistance in specialized search and rescue operations in cooperation with the Chandler Fire Department.
- Collect, analyze, integrate, evaluate, and interpret intelligence and surveillance information.
- Identify regional concerns and threats.

- Conduct wellness checks, maintain visibility in impacted areas, and share real-time safety and intelligence in accordance with policies and procedures.
- Conduct criminal investigations post-incident and coordinate with regional and federal partners.
- 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.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Chandler Municipal Airport

Before an emergency

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

During an emergency

- If requested, send representatives to the EOC.
- Share situational updates with leadership.
- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, safety and security protocols.
- Restore aviation operational functions after an incident.

Building and Facilities Department

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 temporary facility repairs, support the deployment of generators or temporary power systems for communications hubs.
- Maintain functionality of City buildings, including generators and access control.
- Share situational updates with leadership and the public.
- Support efforts to restore operational functionality associated with City buildings.
- Support communications for field operations.

CAPA

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Create inclusive templates and scripts that support whole community messaging with accessibility and equity considerations for vulnerable populations.

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain communications emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Work with appropriate departments to develop and communicate messages to those impacted.
- Coordinate public messaging across departments by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Coordinate messaging in multiple formats (visual, text, audio) and languages as needed.
- Validate rumors or misinformation during system disruptions and provide corrective communications.
- Liaise with media partners and social media managers for distributed messaging.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.

- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

Chandler Municipal Courts

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 Incident Command Post or the EOC.
- Provide 24/7 emergency communications for Fire and EMS.
- Maintain computer-aided dispatch (CAD), radio console systems, and ties to regional fire communications networks.
- Coordinate with police dispatch for shared resources or rerouting in overload scenarios.
- Assist with emergency alerting, if requested.
- Serve as the Secondary Public Safety Answering Point (PSAP).
- Support on-scene communications in conjunction with fire ground command.

City Manager's Office

Before an emergency

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

procedures (SOPs).

During an emergency

- Serve as Agency Administrator and support the policy group.
- Provide direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA to provide official statements, press briefings, and

community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

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.
- Share situational updates with leadership.
- Conduct building inspections to assess structural safety and determine habitability following a safety and security emergency that caused significant damage to a City building.
- Provide Geographic Information System (GIS) support as needed to map outages, critical infrastructure, and response operations.

Human Resources and Safety

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.

During an emergency

- If requested, send representatives to the EOC.

- Support messaging to City employees.
- Ensure employee safety, pay continuity, and benefit allocation.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.

- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.

Law Department

Before an emergency

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

During an emergency

- Serve as the Policy Legal Advisor.
- Share situational updates with leadership.
- Support the logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- Review emergency declarations and executive orders with policy makers to ensure legal authority and compliance.

- Provide legal counsel on potential liabilities related to any public safety and security emergencies impacting the City of Chandler.
- Support public-private partnerships by reviewing or communicating legal obligations.
- Manage legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

Before an emergency

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

During an emergency

- Serve as the EOC Finance Section Chief and any additional Command and General Staff positions as needed.
- Share situational updates with leadership.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.
- Ensure communication with banking institutions and access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.
- Ensure pay continuity is maintained for City staff.
- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Provide information with location of diesel fuel tanks and back-up generators.

- Support the restoration of safety and security functions by finding vendors to fill resource requests.

Public Works and Utilities

Before an emergency

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

During an emergency

- If requested, send representatives to the EOC.
- Monitor and report any safety and security emergencies involving Water/Wastewater Services, Roadway and Traffic operations, Solid Waste and Capital Improvement.
- Share situational updates with leadership.
- Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- Track and/or service on-scene generators that support infrastructure as necessary. Implement any fuel rationing and prioritization as directed.
- Assist in obtaining emergency power generation capabilities for critical infrastructure and essential City of Chandler facilities impacted by a public safety emergency.
- Assessing the operation of traffic signal lights and streetlights throughout the affected area.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

County

The City of Chandler has several “county islands” within the jurisdiction. These county islands are owned and maintained by Maricopa County. Although the City of Chandler 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 of Chandler 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 the Safety and Security Lifeline for the City of Chandler by doing the following:

- Assist the City of Chandler in the coordination and execution of Wireless Emergency Alert (WEA) emergency notification and testing.
- Assist in the coordination and/or provision of personnel and resources in support of response and recovery operations.

- Assist with damage assessment surveys in conjunction with City of Chandler and State Assessors with the intent of seeking individual and public assistance from the federal government.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports the Safety and Security Lifeline for the City of Chandler by doing the following:

- MCSO will facilitate the provision of public safety and security measures for all unincorporated Maricopa County with support as appropriate from neighboring jurisdictions. These priorities will include general law enforcement activities, evacuation authorizations and support, and maintenance of property protections. MCSO will act as a conduit to request and maintain informational intelligence with state and federal resources on events that may exceed MCSO capabilities. Critical infrastructure security will be maintained or reinforced by MCSO resources, as needed, for county critical infrastructure during disaster operations.

State

Arizona Counter Terrorism Information Center (ACTIC)

Arizona Counter Terrorism Information Center supports the Safety and Security Lifeline for the City of Chandler by doing the following:

- The ACTIC is the focal point for managing and ensuring distribution of operational and threat awareness among county and municipal government organizations.
- The ACTIC conducts Threat and Vulnerability Analysis for all threats and hazards affecting critical infrastructure and key resources (CIKR) within Maricopa County. The ACTIC is responsible for managing the information

developed and coordinating protection efforts among county and municipal government organizations.

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Safety and Security Lifeline for the City of Chandler by doing the following:

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

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports the Safety and Security Lifeline for the City of Chandler by doing the following:

- Provide mutual aid to Chandler Police Department when existing law enforcement resources are overwhelmed and resources are requested.

Strategic Public and Private Sector Partners

Phoenix Alarm Room

Before an emergency

- Maintain working relationships with Chandler Fire Department.
- Develop and maintain appropriate Fire and EMS communications standard operating procedures (SOPs).

During an emergency

- If requested, send representatives to the Incident Command Post or EOC.
- Provide 24/7 emergency communications for Fire and EMS.
- Maintain CAD, radio console systems, and ties to regional fire communications networks.
- Coordinate with police dispatch for shared resources or rerouting in overload scenarios.

- Assist with emergency alerting, if requested.
- Serve as the Secondary Public Safety Answering Point (PSAP).
- Support on-scene communications in conjunction with fire ground command.

Authorities and References

Federal

[National Disaster Recovery Framework](#)

[National Response Framework](#)

[Homeland Security Presidential Directive 5 and 8](#)

State

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Emergency Operations Plan (EOP)

City

City of Chandler Continuity of Operations Plan (COOP)

Phoenix Regional Volume 2: Standard Operating Procedures

The Code of the City of Chandler, Arizona

Food, Hydration, Shelter Lifeline Annex

Primary City Department

City of Chandler Neighborhood Resources

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Community Services

City of Chandler Cultural Development

City of Chandler Development Services

City of Chandler Fire Department

City of Chandler Human Resources

City of Chandler Information Technology

City of Chandler Law

City of Chandler Management Services

City of Chandler Police Department

City of Chandler Public Works and Utilities

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Agriculture

Arizona Department of Emergency and Military Affairs (DEMA)

Maricopa County Animal Care and Control

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Public Health

Maricopa County Sheriff's Office (MCSO)

Phoenix Alarm Room

Strategic Private Sector Partners

American Red Cross

Arizona Humane Society

AZCEND

Chandler Interfaith Coalition

Maricopa County Community Organization Active in Disaster (MCCOAD)

The Salvation Army

Valley Metro Regional Public Transportation Authority

Purpose and Scope

Purpose

The Food, Hydration, and Shelter Lifeline Annex outline the City of Chandler's responsibilities for responding to and recovering from mass care emergencies or providing life sustaining resources, essential services and programs for people, their pets, and service animals, impacted by disasters. Sufficient resources are in place to sustain agricultural requirements. It supports the City's Emergency Operations Plan (EOP) by establishing protocols for maintaining and restoring

systems that mitigate threats to the delivery of mass care, emergency assistance, temporary housing, agriculture, and human service's needs.

The Food, Hydration, and Shelter Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the food, hydration, and shelter lifeline as swiftly as possible, thereby preventing cascading impacts.
- Provide a concept of operations that supports food, hydration, and shelter systems restoration procedures and wrap around services within the framework of community lifelines and core capabilities.
- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

The food, hydration, and shelter lifeline annex acts to respond and assist in mass care efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, NGOs, essential service providers, and strategic private sector partners.

The term “food, hydration, and shelter” includes mass care, emergency assistance, temporary housing, and human services.

- 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, 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 include supplemental nutrition assistance, crisis counseling, recovery case management, disaster unemployment, disaster legal services, and other state human services programs and benefits to survivors.

A “health and medical emergency” addresses all survivors, their pets, and service animals have access to food, water, and sanitation. Sheltering, including cellular reception, capacity, accessibility, and wrap-around services, is supporting the displaced population. Sufficient resources are in place to sustain agricultural requirements.

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-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.

Risk Assessment

From an emergency operations perspective, risk assessment considerations include an increased demand for food, hydration, and shelter resources during extreme weather events such as heat and drought. Severe storms could result in the displacement of residents, damage to homes, and contamination of food and water supply chains. Supply chain disruptions may impact farms, livestock, and food distribution centers.

Human-caused events may require sheltering, food, and hydration support due to contamination. Supply chain logistics may be interrupted due to human-caused events such as cyber-related incidents.

Sheltering conditions may impact other lifelines due to increased risk of transmission of pandemics or diseases.

The Food, Hydration, and Shelter Lifeline play a critical role in sustaining disaster survivors, but it rarely functions in isolation. This lifeline typically supports the sustainability of additional community lifelines that are simultaneously impacted during a disaster or emergency.

Stabilization Target

All survivors, their pets, and service animals have access to food, water, and sanitation. Sheltering, including cellular reception, capacity, accessibility, and wrap-around services, is supporting the displaced population. Sufficient

resources are in place to sustain agricultural requirements.

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. Offers of assistance may come in the form of organized community groups or through the spontaneous self-deployment of volunteers.

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 aid and support.

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

- 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 American Red Cross 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 assist in mass care operations.
- Large numbers of spontaneous volunteers will emerge, which will 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 be a significant percentage of the impacted community with disabilities and access and functional needs that will require additional functional needs support services to maintain their independence in the shelter setting and/or benefit from mass care response operations.
- Individuals will become separated from their support systems, family members, and caregivers and will need assistance locating each other.
- Long-term mass care will be required following some disasters.
- Some impacted survivors will require individual assistance beyond short-term recovery to long-term recovery.

- Individuals and families left homeless will have temporary and permanent housing as an unmet need requiring consideration in long-term recovery.
- Individuals and families may not have insurance or insufficient coverage to address damage to, or loss of, personal property.
- 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.
- 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 at Tucson, 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.

Concept of Operations

Lines of Effort

- Activate and manage shelter operations.
- Provide feeding operations for sheltered and displaced populations.
- Ensure water and hydration support through shelters and distribution points.
- Maintain logistics and supply chain continuity of sheltering equipment and resiliency of food and water supplies disrupted by disaster.

- Coordinate with strategic partners to strengthen local sourcing.
- Implement safety, security, and public health measures for the safety and wellness of residents and staff at shelters.
- Provide accessible transportation to shelters, feeding sites, and hydration points of distribution.
- Support reunification efforts so that victims can access wraparound services.
- Integrate sheltering with housing solutions for long-term recovery.
- Support the continuity of other lifelines to sustain operations.

Core Capabilities

- Planning
- Operational Coordination
- Public Information and Warning
- Situational Assessment
- Mass Care Services
- Health and Social Services
- Logistics and Supply Chain Management
- Public Health, Healthcare, and Emergency Medical Services
- Economic Recovery
- Housing
- Risk and Disaster Resilience Assessment
- Infrastructure Systems

Incident Detection & Assessment

- Food, water, and shelter needs may be identified through shelter intake forms, 911 calls, EMS data, and EOC situational awareness reports.

- The City of Chandler will track supply availability, shelter capacity, and distribution points.
- EOC situational reports will capture shelter occupancy, meal counts, water supply levels, and unmet survivor needs.

Activation & Coordination

- Activate the EOC to coordinate food, hydration, and shelter resources during incidents requiring mass care.
- Ensure early collaboration with strategic sheltering partners and local agriculture/food distribution partners.
- Activate mass care and shelter task forces to coordinate wraparound services with other lifelines.

Response Actions

- Open, staff, and sustain accessible emergency shelters and cooling/warming centers.
- Mobilize food, hydration, and supply distribution sites, including commodity points of distribution (PODs).
- Coordinate with agricultural producers, food banks, and suppliers to sustain local food chains.
- Coordinate volunteer and donations management with vetted non-profit or nongovernmental organizations.
- Provide safe and accommodating meals, hydration, and shelter amenities.
- Ensure safety, security, and sanitation within shelters to protect residents and staff.

Recovery & Restoration

- Support transition from congregate shelters into interim or long-term housing solutions.
- Resume normal food distribution systems by coordinating with local grocers, suppliers, and agriculture partners.
- Demobilize temporary shelters and return facilities to pre-disaster use.
- Connect shelter residents to case management, behavioral health, and long-term recovery services and financial aid programs.
- Conduct after-action reports with sheltering and feeding partners to capture lessons learned and improve future operations.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Food, Hydration, Shelter Lifeline: Food, Hydration, Shelter, Agriculture Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

ICS for Field Operations

- The Incident Commander (IC) will establish command, leading on-site mass care operations and response during an emergency affecting mass care systems or impacted lifelines requiring wraparound services.

- Determine appropriate strategy.
- Establish overall incident objectives.
- Set priorities.
- Develop an action plan, communicate the plan.
- Obtain and assign resources.
- Planning-based on evaluating interventions and predicting outcomes.
- Communicate specific objectives to tactical level units.
- Initiate a Unified Command with other departments or agencies.
- ICS will coordinate all tactical mass care operations through the Incident Action Plan (IAP):
 - 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, and/or Disaster Recovery Centers, upon request.
 - Staff City-operated shelters with an Access and Functional Needs (AFN) Coordinator to shelters.
 - 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.

Incident Support Model (ISM) for the EOC

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.
- Staff the EOC with a AFN Technical Specialist to support mass care operations.
- Support reunification efforts with the establishment of a Family Reception Center. Transition to a Family Assistance Center if a longer-term solution is needed.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, housing, health and social services recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary department will manage the emergency activities of the Food, Hydration, and Shelter Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Food, Hydration, and Shelter Lifeline activities.

Upon activation or standby notification of the Food, Hydration, and Shelter Community Lifeline, the Chandler Fire Department will initiate established protocols to alert coordinating partners and as needed, mobilize personnel, facilities, and critical resources based on the nature and scope of the emergency.

Roles and Responsibilities

Primary Coordinating Department

Neighborhood Resources Department maintains central authority to plan, mitigate, respond, and recover from food, hydration, and shelter emergencies. Neighborhood Resources will lead disaster operations within the City of Chandler and provide specialized support within their scope. Neighborhood Resources will work to monitor, stabilize the food, hydration, and shelter lifeline within the City of Chandler. Neighborhood Resources will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Neighborhood Resources Department

Before an emergency

- Maintain strong, collaborative relationships with primary and supporting

City departments, as well as key public, private, and non-governmental partners.

- Develop and maintain appropriate plans, procedures, and protocols.

During an emergency

- Serve in various Command and General Staff positions, including Policy and Resource Support Section Chief as needed in the EOC.
- Establish direct communication with on-scene Incident Command, obtaining regular updates and determining resource and coordination needs for incidents where additional lifelines are impacted and require stabilization.
- Establish Incident Command to control operations for a mass care incident.
- Primary responders for mass care, congregate sheltering, mass feeding, warming and cooling centers, transportation, voluntary organization coordination, donations management, reunification for persons and animals during emergencies.
- Provide emergency shelter operations for disaster victims. Use existing structures as shelter sites whenever possible.
- Coordinate with Maricopa County Animal Care and Control 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.
- Create temporary sheltering facilities when appropriate. Coordinate with 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 AFN Coordinator for the facility.
- Establish a disaster welfare system for disaster victims and emergency

workers.

- Assist CAPA with the distribution of public information related to mass care activities.
- Coordinate temporary housing programs with the county, state, and federal agencies, as needed.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Building and Facilities Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report any hazardous materials incidents.

During an emergency

- If requested, send representatives to the EOC.
- Coordinate temporary facility repairs.
- Maintain the functionality of City buildings, including access control.
- Share situational updates with leadership and the public.
- Support facility logistical efforts for City led mass care events such as facility access and custodial support as requested.

City Manager's Office

Before an emergency

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

During an emergency

- Serve as Agency Administrator and support the policy group.
- Provide policy direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.

- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA and Neighborhood Resources to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

CAPA

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Create inclusive templates and scripts that support whole community messaging with accessibility and equity considerations for vulnerable populations.

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain communications emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are

involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.

- Develop fact sheets and situation updates for internal staff use.
- Work with appropriate departments to develop and communicate messages to those impacted.
- Coordinate public messaging across departments by creating news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Coordinate messaging in multiple formats (visual, text, audio) and languages as needed.
- Validate rumors or misinformation during system disruptions and provide corrective communications.
- Liaise with media partners and social media managers for distributed messaging.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

Community Services

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.
- Share situational updates with leadership.
- 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 potential mass care locations, including shelters, reception and cooling centers.

Cultural Development

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.
- Share situational updates with leadership.
- Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.

- Open and staff designated City facilities when directed.
- Assist in the accessibility assessment of potential mass care locations, including shelters, reception and cooling centers.

Development Services

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.
- Share situational updates with leadership and the public.
- Provide Geographic Information System (GIS) support as needed.
- Support long-term recovery efforts such as permits, building codes and zoning efforts.

Fire Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate plans, procedures, and protocols.

During an emergency

- Serve in various Command and General Staff positions, including Policy, EOC Manager, as needed in the EOC.
- Establish direct communication with on-scene Incident Command,

obtaining regular updates and determining resource and coordination needs.

- Coordinate with Non-Governmental Organizations such as the American Red Cross and Neighborhood Resources to identify potential mass care locations, including cooling centers, feeding locations, and sheltering.
- Support mass care operations by identifying sources to fill resource requests for supplies, equipment, and personnel.
- Provide coordination for activation of the CFD Crisis Intervention Team if requested.
- Decontaminate evacuees prior to entering a mass care site, including shelters and reception centers, as necessary.
- Maintain emergency medical service and crisis intervention team support at shelters or other mass care locations as necessary.
- Coordinate Citywide establishment and logistical support of family assistance centers, relocation centers, other recovery facilities or long-term recovery operational support.
- Inspect shelter and mass care facilities for fire safety.

Human Resources and Safety

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.

During an emergency

- If requested, send representatives to the EOC.
- Support messaging to City employees.

- Ensure employee safety, pay continuity, and benefits allocation.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.

- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.

Law Department

Before an emergency

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

During an emergency

- Serve as the Policy Legal Advisor.
- Share situational updates with leadership and the public.
- Support the logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- Review emergency declarations and executive orders with policy makers to ensure legal authority and compliance.

- Provide legal counsel on potential liabilities related to any hazardous materials emergencies impacting the City of Chandler.
- Support public-private partnerships by reviewing or communicating legal obligations.
- Manage legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

Before an emergency

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

During an emergency

- Serve as the EOC Finance Section Chief and any additional Command and General Staff positions as needed.
- Share situational updates with leadership.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.
- Ensure communication with banking institutions and access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.
- Ensure pay continuity is maintained for City staff.
- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.

- Support the restoration of the food, hydration, and shelter lifeline by finding vendors to fill resource requests.

Police Department

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.
- Control access to mass care sites for safety and limit entry to authorized personnel only.
- Perform traffic control at mass care sites.

Public Works and Utilities

Before an emergency

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

During an emergency

- If requested, send representatives to the EOC.
- Share situational updates with leadership.

- Establish direct communication with field personnel, obtaining regular updates and determining resource and coordination needs.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an AFN Coordinator to shelters and AFN Technical Specialist to support the EOC when activated.
- Coordinate with volunteer teams and organizations.
- Coordinate with Valley Metro for the use of transit buses, additional temporary bus stops near mass care locations, including shelter facilities, recovery information centers and local assistance centers.

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 of Chandler 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

Maricopa County Animal Care and Control support the City of Chandler 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 Environmental Services

Maricopa County Department of Environmental Services supports the City of Chandler by doing the following:

- Responsible for the sanitarian inspection and report.
- Responsible for reviewing public health needs inspection and report.

Maricopa County Department of Emergency Management (MCDEM)

MCDEM supports the City of Chandler by doing the following:

- Serve as the primary agency for mass care, emergency assistance, temporary housing, and human services for Maricopa County.
- Staff the County EOC and support the City of Chandler as needed.
- Assist in the coordination of resource support within capability.
- Collaborate with American Red Cross, Community Organizations Assisting in Disasters, and Non-governmental Organizations to establish, maintain, and scale mass care services to affected communities.

Maricopa County Department of Public Health (MCDPH)

MCDPH supports the City of Chandler by doing the following:

- Monitor for disease outbreaks and other health-related problems associated with congregated care and/or sheltering in place.
- When necessary, facilitate and support shelter residents' access to pharmaceuticals.

State

Arizona Department of Agriculture

The Arizona Department of Agriculture supports the Food, Hydration, and Shelter Lifeline for the City of Chandler by doing the following:

- 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 is responsible for protecting the public from contagious and infectious diseases in livestock, poultry, commercially raised fish, meat, milk and eggs. Additionally, they enforce laws about moving, selling, importing, transporting, slaughtering and stealing livestock.

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Food, Hydration, and Shelter Lifeline for the City of Chandler by doing the following:

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

Strategic Public and Private Sector Partners

American Red Cross

Pursuant to a cooperative agreement between The American Red Cross and the City of Chandler, the American Red Cross supports the City of Chandler by doing the following:

- Provide liaison personnel to the EOC when requested.
- Staff and operate shelter and mass care facilities.
- Establish a consistent reporting mechanism for evacuation and emergency shelter counts and standards for sharing client registration using information sharing agreements.
- Register evacuees.
- Provide care to the whole community's disaster survivors and displaced persons to include immediate accessible emergency food, hydration, shelter, clothing, reunification, and other emergency assistance as required.
- Process inquiries from concerned families outside the disaster area.
 - Support disaster reunification, including facilitating communication related to urgent requirements, including unaccompanied minors and separated children.
 - Re-establishing contact with family members who have been separated within the disaster area.
 - Working with partners to resolve disaster reunification-related inquiries.
- Provide disaster health services and mental health assistance to disaster survivors.

- Conduct damage assessments of single-family and multi-family structures.
- Provide feeding for disaster impacted individuals including survivors, first responders, and relief workers.
- Provide training for volunteer agencies.

Arizona Humane Society

Arizona Humane Society supports the City of Chandler (with Maricopa County Animal Care and Control assisting) by doing the following:

- Increase patrols to catch and secure stray animals, as needed.
- Assist in the evacuation of pets, utilizing vehicles.
- Provide temporary sheltering of and basic veterinary care for household pets and service animals for people who have been evacuated.
- Decontamination of household pets and service animals.

AZCEND

AZCEND supports the City of Chandler by doing the following:

- Coordinate with Neighborhood Resources to provide mass care services, food, water, transportation, and personnel to support mass care needs for cooling centers and respite care.

Chandler Interfaith Coalition

Chandler Interfaith Coalition supports the City of Chandler by doing the following:

- Coordinate with Neighborhood Resources to support mass care needs when requested and based upon current access and availability of various local faith-based organizations.

Maricopa County Community Organization Active in Disaster (MCCOAD)

MCCOAD supports the City of Chandler by doing the following:

- Provide liaison personnel to the EOC when requested.
- Facilitate mass care related services through member agencies.
- Serve as coordination point for all NGO resources, personnel, donations, and volunteer management.

The Salvation Army

The Salvation Army supports the City of Chandler by doing the following:

- Provide congregate care to the whole community's disaster survivors and displaced persons to include accessible shelter, feeding, clothing, accessible medical care, registration, and welfare inquiry.
- Administer individual and family services for people requiring support due to personal disaster.
- Assist individual and family services to include casework services, repair coordination, furnishings, medical and nursing care, and occupation supplies and equipment.
- Provide for the feeding of emergency workers in the field as well as survivors.

Valley Metro Regional Public Transportation Authority

Valley Metro supports the City of Chandler under emergency orders/conditions by public safety by providing the following:

- Assist in providing transportation resources including drivers and vehicles that are capable to transport people with AFN, including the transport of wheelchairs/scooters or other large, durable medical equipment that may be needed by an individual.

Authorities and References

Federal

[Homeland Security Presidential Directive 5 and 8](#)

[National Disaster Recovery Framework](#)

National Mass Care Strategy

[National Response Framework](#)

Robert T. Stafford Disaster Relief and Emergency Assistance Act

United States Code 6, Sections 772 (National Disaster Housing Strategy) and 775
(Individuals with Disabilities Guidelines)

[Pet Sheltering Costs: Disaster Assistance Policy 9523.19](#)

State

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Emergency Operations Plan (EOP)

City

City of Chandler Continuity of Operations Plan (COOP)

The Code of the City of Chandler, Arizona

Communication Lifeline Annex

Primary City Department

City of Chandler Information Technology (IT)

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Development Services

City of Chandler Fire Department

City of Chandler Human Resources

City of Chandler Law

City of Chandler Management Services

City of Chandler Municipal Airport

City of Chandler Police Department

City of Chandler Public Works and Utilities

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Emergency and Military Affairs (DEMA)

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Sheriff's Office (MCSO)

Phoenix Alarm Room

Strategic Private Sector Partners

Purpose and Scope

Purpose

The Communications Lifeline Annex outlines the capabilities, coordination, and continuity requirements essential to sustaining communication pathways during emergencies in Chandler. It supports the City's Emergency Operations Plan (EOP) by establishing protocols for maintaining and restoring critical communications systems that support public safety, emergency response, and public information.

This annex focuses on the following functions within the Communications Lifeline:

- Emergency 911 services
- Public safety dispatch and communications
- Alert and warning systems
- Citywide internal communications infrastructure
- Restoration and coordination of telecommunications services
- Public information dissemination through trusted platforms

Scope

- The energy lifeline annex acts to respond and assist in energy emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, Non-Governmental Organizations (NGOs), industry essential service providers, and strategic private sector partners.
- The term “communications” includes capabilities that enable public safety coordination, emergency alerting, public information, and continuity of

government.

- A “communications emergency” encompasses an actual or impending disruption or shortage of internal systems, public-facing alert and warning platforms, and coordination with regional telecommunications partners.
- 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-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.

Risk Assessment

Chandler’s communications infrastructure is vulnerable to a range of hazards that can disrupt operations:

- Monsoon storms and lightning can down power and communications lines, disable cell towers, or flood critical facilities.
- Extreme heat and power outages can impact cooling systems and digital infrastructure, leading to data loss or service disruption.
- Cyberattacks and ransomware targeting municipal systems may disable email, dispatch, or 911 operations.
- Fiber line damage during construction or road work may result in outages for voice and data systems.

- Overloaded networks during large-scale incidents can delay emergency alerting or cause system failures.
- Loss or degradation of communication systems can lead to delays in emergency response, breakdowns in situational awareness, and failures in delivering life-saving information to the public.

Stabilization Target

Ensure that sufficient communications infrastructure is available to support critical information exchange between emergency responders, government agencies, and the public. Survivors have access to financial services.

Situation

Chandler faces a variety of hazards including extreme heat, flooding, cyber threats, and infrastructure failure, each of which can disrupt communication networks and financial institutions. Public safety and operational coordination depend on effective and redundant communications systems, especially during major events and disasters.

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. The public also requires access to banking services and electronic payment processing capabilities.

Methods to disseminate emergency public information will be dependent on the nature of the event. Primary methods include but are not limited to the following: the Emergency Alert System (EAS), 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.

The Communication Lifeline Annex addresses maintaining redundant, interoperable systems for responder coordination, ensuring continued operation of public safety communications, Emergency Operations Center (EOC) coordination, and timely and accessible public alert and warning systems for all populations including visual, auditory, and multilingual formats.

Planning Assumptions

- Communications infrastructure may be degraded or lost during an incident.
- City departments and partners will utilize redundant methods of communication following PACE (Primary, Alternate, Contingency, Emergency) planning principles.
- Coordination with local, county, state, federal and private sector partners are essential for restoring and maintaining communications and financial institutions.
- Public messaging will require rapid validation, coordination, and dissemination.
- Individuals will 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.
- All emergency response activities will align with the principles of equity and accessibility, ensuring that individuals with disabilities and others with access and functional needs receive appropriate support.

- 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 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 loss of electrical power may severely disrupt the normal flow and dissemination of information in the disaster area.
- The City of Chandler's emergency response efforts will be guided by existing plans, mutual aid agreements, and regulatory requirements, with continuous situational assessments informing decision-making and resource allocation.
- 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.
- 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 damage in dollars will determine what, if any, federal or state assistance may be available during the recovery phase.

Concept of Operations

Lines of Effort

- Preserve and protect life-sustaining communications infrastructure through continuity planning and protective measures.
- Coordinate public alert and warning with accurate, accessible, and timely messages.
- Maintain interoperable communications among public safety agencies and regional partners.
- Restore disrupted systems in collaboration with telecom and IT providers.
- Ensure access to communications for all individuals including people with access and functional needs.
- 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.
- 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. Should the City of Chandler exceed 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.

Core Capabilities

- Planning
- Infrastructure Systems

- Operational Coordination
- Public Information and Warning
- Cybersecurity

Incident Detection & Assessment

- Communication outages may be reported through 911 systems, City IT alerts, partner agencies, or field responders.
- Emergency Management, IT, and impacted departments will assess the scope and magnitude of the outage, including identification of affected lifeline components.
- EOC situational reports will track disruption and restoration progress.

Activation & Coordination

- Activate Emergency Operations Center (EOC) at the appropriate level to coordinate with IT, telecommunications providers, dispatch, public safety agencies and public messaging.
- The City of Chandler will oversee and manage communications-related emergencies impacting City services and the cascading effects across five key mission areas: Prevention, Protection, Mitigation, Response, and Recovery, utilizing core capabilities to effectively execute each mission.
- Prioritize communication restoration efforts for critical infrastructure.

Response Actions

- Implement a Primary, Alternate, Contingency, and Emergency (PACE) communications plan based on available resources and situation.
- Provide communication support to first responders and EOC personnel.
- Initiate public alert and warning systems for immediate protective actions.

- Mobilize amateur radio support (Chandler Fire Auxiliary Communications Unit) if conventional systems are inoperable.
- Deploy communication trailers or mobile hotspots as needed.

Recovery & Restoration

- Coordinate with utility and telecom providers to repair or replace infrastructure.
- Coordinate with financial institutions regarding restoration efforts of financial services.
- Continue messaging to the public regarding restoration progress.
- Support resumption of normal dispatch, data, and internal communications.
- Conduct after-action reviews to improve planning and response for future incidents.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Communications Lifeline: Infrastructure, responder communications, alerts, warnings, and messages, finance, 911 and dispatch.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

ICS for Field Operations

- The Incident Commander (IC) will establish and manage response efforts at the scene of the emergency.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.
- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Incident Support Model (ISM) for the EOC

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary department will manage the emergency activities of the Communications Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Communications Lifeline activities.

Upon instructions to activate or placement of the Communications Lifeline primary or support departments on standby, the City of Chandler Fire Department will implement procedures to notify coordinating partners and, if necessary, mobilize all personnel, facilities, and physical resources likely to be needed, based on the emergency circumstance.

PACE Planning Matrix

The PACE (Primary, Alternate, Contingency, Emergency) model ensures the City of Chandler can maintain effective communication during any disruption by layering communication methods and clarifying transition triggers. This framework supports field operations, emergency coordination, and public information dissemination.

Below are three communication elements identified by all City departments, each prioritized according to the PACE model to ensure reliable and effective communication continuity.

Communication from the EOC to Field Command

Department	Primary	Alternate	Contingency	Emergency
Airport	Radios	Cell phones	Microsoft (MS) Teams	Landline/Aviation radios
Building & Facilities	Cell phones	Radios	MS Teams/Email	In person
Fire	Radio	Computer Aided Dispatch (CAD)	Cell phones	In person
IT	Cell Phones	Internet	MS Teams	In person
Law	Cell Phones	MS Teams/Email	Radios	In person
Management Services	MS Teams	Email	Landline	Cell phones
Police	Radio	CAD/Cell phones	Satellite Phones	In person
Public Works	Cell phones	Radios	Satellite	In person

Department	Primary	Alternate	Contingency	Emergency
			Phones	
Other City Departments	Cell Phones	MS Teams/Email	Landline	In person

Table 4: Communication from the EOC to Field Command

Inter-Departmental Coordination

Department	Primary	Alternate	Contingency	Emergency
Airport	MS Teams/ Email	Cell phones	Radios	Landlines
Building & Facilities	MS Teams/ Email	Cell phones	Radios	In person
CAPA	MS Teams/ Email	Cell phones	Landline	Scheduled meeting/ briefings
HR	MS Teams/ Email	Landline	Cell phones	Pre-designated meeting place
IT	MS Teams	Email	Cell phones	In person
Law	MS Teams/ Email	Cell phones	Landlines	Pre-designated meeting place
Managemen t Services	Email/MS Teams	Landline	Cell phones	Scheduled meeting

Department	Primary	Alternate	Contingency	Emergency
Police	Send Word Now/Text	Email/Cell Phone	Landline	Manual logs/Meeting locations
Other City Departments	Cell phones	MS Teams/ Email	Landline	In person

Table 5: Interdepartmental Coordination

Public Warning and Alerting

Department	Primary	Alternate	Contingency	Emergency
CAPA	City Website	Media relations: Press releases/Briefings	Social media	Door-to-door
Public Safety/ Emergency Management	Reverse 911/ WEA/ IPAWS	Social media	Press conference	Door-to-door, Mobile PA systems, alerts to cell phones

Table 6: Public Warning and Alerting

Key Initiation Triggers

Triggers to escalate to a backup communications system when a department may become overwhelmed during an emergency.

- **From Primary to Alternate:** System degradation, coverage loss >25%, service delays >15 minutes. Loss of primary for more than 30 minutes, platform is unresponsive.
- **From Alternate to Contingency:** Loss of alternate due to infrastructure/network loss, utilizing additional resources to mitigate downed systems.
- **From Contingency to Emergency:** Complete system failure within the City or region, relying on in-person communication due to a regional cyberattack, EMP event, or physical access limitations.

Protective Action Measures

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 of Chandler 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.

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:

- Hazardous materials release for which actions such as sealing up windows and doors may be necessary.
- 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.

Evacuation

Evacuations require a coordinated effort by public safety agencies, government officials, the media, and the affected population.

The City of Chandler 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.

Re-entry

Re-entry will be initiated by the Incident Commander/Unified Command of the Incident Management Team. The Operations Section will coordinate re-entry

procedures with all agencies involved and ensure effective communication for the whole community. Priorities for re-entry include:

- Safety
- Security
- Damage assessments
- Restoration of services
- Communication of information

The area impacted 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.

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.

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 Oceanic and Atmospheric Administration (NOAA) Weather Radio (NWR)

NWR broadcasts continuous weather information. The system is also used to broadcast warnings about 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.

Integrated Public Alert & Warning System (IPAWS)

IPAWS is a modernization and integration of the nation's alert and warning systems. IPAWS integrates the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), NOAA Weather 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, contact 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. Maintain documentation on any EAS activation, including date, time, and emergency message or notification.

Wireless Emergency Alerts (WEA)

WEA allows 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 in emergencies to wireless phones and other enabled mobile devices.

State Government

The state will collaborate with the Counties to support their mass notification activities and serve as a backup capability for the Counties upon request.

The State of Arizona, acting through relevant agencies, is responsible for:

Distributing public alerts regarding the well-being of at-risk children (AMBER Alerts), elders (SILVER Alerts), and officer safety (Blue Alerts) to law enforcement, broadcasters, the National Center for Missing and Exploited Children, Lottery, ports of entry, and the public.

Arizona Emergency Information Network (AZEIN)

AZEIN is Arizona's online source for real-time emergency updates, preparedness and hazard information, and multimedia resources. 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 to 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, 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) and in each municipal Dispatch Center.

Flood Control District of Maricopa County

The Flood Control District Operates a 24-hour rain, stream, and weather gage network that provides "real-time" internet-based information to MCDEM and other agencies about rainfall, floods, and weather conditions in the County.

RAVE Alerts

The Maricopa County Sheriff's Office has implemented a new opt-in emergency alert system, RAVE Alerts, a system procured for the 81 public safety answering points (PSAPs) in Arizona. RAVE Alerts are used by 9-1-1 centers to notify the

public during emergencies including:

- incidents of public safety concerns,
- traffic accidents,
- missing people,
- wildfire evacuations,
- flooding, etc.

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.

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, X, and YouTube.

Traditional Media

All departments and agencies within the City of Chandler, 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 communication.

- All departments included in this annex 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 departments and agencies to post unlimited emergency information. The City department websites shall be accessible and meet standards. These websites will post emergency information; provide maps and directions to shelter locations and pick-up points; and feature links to additional information sources.

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.

Notifications to Schools, Designated Government Departments, and Designated Businesses

In addition to all hazards weather radios, calls will be made from the City of Chandler to schools alerting them of any potential danger. Calls will also be placed to designated government departments and businesses.

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. Chandler Police Department (CPD) and Chandler Fire Department (CFD) personnel will conduct an initial assessment to determine if it is safe for personnel to enter the affected areas. In addition, CPD will utilize knowledge of specialty officers to gather information on special demographic needs of the affected area.

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 CPD and CFD by slowly driving through the neighborhood.

Door-to-door notifications may be required to notify residents in a localized emergency. Door-to-door notification is highly effective, particularly for reaching individuals in rural areas, those asleep, or those not reached by other alert technologies. Trained personnel, often public safety, conduct this method. They should be proficient in assisting people with diverse needs and languages. Identifiable through uniforms, these personnel should connect with the target audience and receive training before deployment.

Community Disaster Preparedness Education

An integral part of a public warning system is educating the public on how to prepare 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.

Roles and Responsibilities

Primary Coordinating Department

The Information Technology Department maintains central authority to plan, mitigate, respond, and recover from communications emergencies. IT will lead disaster operations within the City of Chandler and provide specialized support within their scope. IT will work to monitor and stabilize the communications lifeline within the City of Chandler. IT will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Information Technology Department

Before an emergency

- Maintain working relationships with Supporting City Departments and strategic partners.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Maintain and test redundant data and voice systems, including cloud backups.
- Coordinate with cybersecurity partners to prevent, detect, and respond to threats targeting communications infrastructure.

During an emergency

- Incident Command or Unified Command for the Incident Management Team.
- Support deployment of temporary or backup communication solutions.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Coordinate messaging across City departments.
- Coordinate with private sector telecom partners.
- Provide user support during outages or tech transitions.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Maintain state or readiness for internet/telecom infrastructure, disaster recovery backups, and restoration of critical communications systems.
- Ensure the secure handling of sensitive information within the EOC.
- Implement backup and disaster recovery protocols for critical City databases and systems.
- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.
- Assist in restoring cyber-physical systems for backup power management.

- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Building and Facilities Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- If requested, send representatives to the EOC.
- Coordinate temporary facility repairs, support the deployment of generators or temporary power systems for communications hubs.
- Maintain functionality of City buildings, including generators and access control.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Support efforts to restore communications functions or infrastructure associated with City buildings.
- Support communications for field operations.

- Provide updates to leadership regarding facilities impacted by communications emergencies.

CAPA

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Create inclusive templates and scripts that support whole community messaging with accessibility and equity considerations for vulnerable populations.
- Protect against or report cyber threats to IT for systems.

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain communications emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Work with appropriate departments to develop and communicate messages to those impacted.
- Coordinate public messaging across departments by creating news releases,

status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.

- Designation of a spokesperson and alternative spokesperson if needed.
- Coordinate messaging in multiple formats (visual, text, audio) and languages as needed.
- Validate rumors or misinformation during system disruptions and provide corrective communications.
- Liaise with media partners and social media managers for distributed messaging.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

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 direction to all City departments.

- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- If requested, send representatives to the EOC.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Conduct building inspections to assess structural safety and determine habitability following communications disruption.
- Coordinate with external stakeholders and strategic partners to support restoration efforts and ensure accurate situational awareness.
- Provide Geographic Information System (GIS) support as needed to map outages, critical infrastructure, and response operations.

Human Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.
- Act as a Safety Representative for Information Technology by ensuring the staff know what tools, equipment, or knowledge they need to have to

complete tasks.

During an emergency

- If requested, send representatives to the EOC.
- Monitor and report communications outages.
- Support messaging to City employees.
- Ensure employee safety, pay continuity, and benefits allocation.
- Support workforce disruptions and psychological stress.

Chandler Municipal Airport

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- If requested, send representatives to the EOC.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Maintain airfield communications for field operations.
- Support the activation of emergency alerting systems.
- Coordinate public messaging across departments for aviation specific emergencies.
- Implement contingency plans for communication failures to ensure sustained airport functionality.

- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Establish communications procedures for emergency operations.
- Ensure continuity of air traffic control (ATC) communications, even if primary ATC operations are disrupted.
- Ensure the airport's backup power systems (generators, solar power, etc.) can sustain essential operations, including communications infrastructure.
- Provide backup communication systems for aviation personnel.
- Support communication efforts for the whole community, including access and functional needs populations.
- Provide translation/multilingual messaging support.
- Coordinate with private sector telecom partners or other strategic partners providing response and recovery services to impacted communications infrastructures.
- Restore aviation communication functions after an incident.

Fire Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- Serve in various Command and General Staff positions, including Policy and EOC Manager as needed in the EOC.

- Lead integration of communications strategies across departments in the EOC.
- Lead the activation of emergency alerting systems.
- Oversee updates to the PACE plan and ensure familiarity among departments.
- Coordinate regional requests for communications assets.
- Monitor and report disruptions in radio or computer aided dispatch (CAD) systems to EOC/IT immediately.
- Support Phoenix Alarm Room contingency dispatch procedures during partial or total system failures.
- Coordinate directly with field units to relay information when automatic systems are offline.
- Plan and allocate resources to prioritize incidents.
- Coordinate with regional mutual aid (automatic aid system).
- Deploy field liaisons or incident commanders to assist with communications during degraded systems.
- Use alternate or simplex radio channels if trunked systems fail.
- Employ in-person messengers or mobile command units if needed for comms redundancy.
- Support community alerting operations during major disruptions.
- Support evacuation and/or shelter-in place operations, when necessary, in coordination with UC and the EOC.
- Provide logistical or operational support for mobile communications trailers or command posts.
- Ensure backup power systems can sustain essential operations, including communications infrastructure.

- Support communication efforts for the whole community, including access and functional needs populations.
- Coordinate Citywide collection, analysis, and distribution of information regarding mass care programs and recovery assistance services.

Law Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- Serve as the Policy Legal Advisor.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Support the logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.

- Review emergency declarations and executive orders with policy makers to ensure legal authority and compliance.
- Provide legal counsel on potential liabilities related to any communications emergencies impacting the City of Chandler.
- Support public-private partnerships by reviewing or communicating legal obligations.
- Manage legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- Serve as the EOC Finance Section Chief and any additional Command and General Staff positions as needed.
- Ensure pay continuity is maintained for City staff.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.
- Ensure communication with banking institutions and access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.

- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Provide information with location of diesel fuel tanks and back-up generators.
- Support the restoration of communication functions by finding vendors to fill resource requests.
- Establish a long-term recovery committee to address unmet needs. Identify long-term recovery needs of the entire affected population. Ascertain vulnerable critical facilities as a basis for identifying recovery priorities.
- Assess impact to long-term economic recovery.

Police Department

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- If requested, send representatives to the EOC.
- Maintain interoperable communications including operational readiness of field communications.
- Ensure coordination with 911 Dispatch and the EOC during incidents.
- Train officers in backup communication protocols, including radio channel failover and in-person relay if necessary.

- Support community outreach if public-facing communications systems are down.
- Coordinate with traffic control and patrol to maintain public safety during public alerting disruptions.
- Receive, process, and dispatch 911 and non-emergency calls using established protocols.
- Maintain active monitoring of CAD, radio systems, and telecom interfaces.
- Support the activation of emergency alerting systems.
- Share situational awareness updates with leadership and the public.
- Initiate predetermined radio patches or cross-channel comms in coordination with Fire Dispatch.
- Ensure backup power systems can sustain essential operations, including communications infrastructure.
- Support communication efforts for the whole community, including access and functional needs populations.
- Support evacuation and/or shelter-in place operations, when necessary, in coordination with UC and the EOC.

Public Works and Utilities

Before an emergency

- Maintain working relationships with Supporting City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Protect against or report cyber threats to systems.

During an emergency

- If requested, send representatives to the EOC.

- Responsible for communications involving Water/Wastewater Services, Roadway and Traffic operations, Solid Waste and Capital Improvement.
- Monitor and report communications outages.
- Share situational updates with leadership and the public.
- Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- Track and/or service on-scene generators that support communications infrastructure as necessary. Implement any fuel rationing and prioritization as directed.
- Assist in obtaining emergency power generation capabilities for critical communications infrastructure and essential City of Chandler facilities.
- Assessing the operation of traffic signal lights and streetlights throughout the affected area.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

County

The City of Chandler has several “county islands” within the jurisdiction. These county islands are owned and maintained by Maricopa County. Although the City of Chandler 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 of Chandler 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 the Communications Lifeline for the City of Chandler by doing the following:

- Assist the City of Chandler as the Primary Authority in the coordination and execution of mass notification systems including Wireless Emergency Alert (WEA) emergency notifications and testing.
- Assist in the coordination and/or provision of personnel and resources in support of response and recovery operations.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports the Communications Lifeline for the City of Chandler by doing the following:

- May provide mutual aid support to Chandler Police Department when existing law enforcement resources, which may include communications resources, are overwhelmed.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Communications Lifeline for the City of Chandler 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 Homeland Security

Arizona Department of Homeland Security supports the Communications Lifeline for the City of Chandler by doing the following:

- Support and coordinate situational awareness and information relating to cybersecurity incidents.

Strategic Public and Private Sector Partners

Phoenix Alarm Room

Before an emergency

- Maintain working relationships with Chandler Fire Department.
- Develop and maintain appropriate Fire and EMS communications standard operating procedures (SOPs), including loss of 9-1-1 and/or radio communications and backup communications facilities.

During an emergency

- If requested, send representatives to the Incident Command Post or EOC.
- Provide 24/7 emergency communications for Fire and EMS.
- Maintain CAD, radio console systems, and ties to regional fire communications networks.

- Monitor system health and escalate outages following internal procedures.
- Ensure personnel are familiar with backup dispatch and call handling protocols.
- Coordinate with police dispatch for shared resources or rerouting in overload scenarios.
- Assist with emergency alerting, if requested.
- Serve as the Secondary Public Safety Answering Point (PSAP).
- Support on-scene communications in conjunction with fire ground command.

Authorities and References

Federal

[National Disaster Recovery Framework](#)

[National Response Framework](#)

[Homeland Security Presidential Directive 5 and 8](#)

[Federal Communications Commission Emergency Alert System Regulations](#)

[FEMA IPAWS Program](#)

State

Arizona Revised Statute (A.R.S.) §9-500.44. Communications: accessibility; emergency response interpreters.

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Emergency Operations Plan (EOP)

City

City of Chandler Continuity of Operations Plan (COOP)

City of Chandler Crisis Communications Plan

The Code of the City of Chandler, Arizona

Energy Lifeline Annex

Primary City Department

City of Chandler Public Works and Utilities

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs

City of Chandler Fire Department

City of Chandler Fleet Services

City of Chandler Information Technology (IT)

City of Chandler Law

City of Chandler Management Services

City of Chandler Municipal Airport

City of Chandler Neighborhood Resources

City of Chandler Police Department

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Emergency and Military Affairs (DEMA)

Maricopa County Department of Emergency Management (MCDEM)

Strategic Private Sector Partners

Arizona Public Service (APS)

[Electricity Information Sharing and Analysis Center \(E-ISAC\)](#)

El Paso Natural Gas

Kinder Morgan - Transmission Pipeline

Salt River Project (SRP)

Southwest Gas

Supreme Oil

Purpose and Scope

Purpose

The Energy Lifeline Annex outlines the City of Chandler's responsibilities for responding to and recovering from energy emergencies (both electric and fuel) or major disasters. The operational concepts, responsibilities, and procedures detailed in this annex apply to all City buildings, support departments, and City personnel involved in energy management.

The Energy Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the energy lifeline as swiftly as possible, thereby preventing cascading failures.
- Provide a concept of operations that supports energy restoration procedures within the framework of community lifelines and core capabilities.

- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

- The energy lifeline annex acts to respond and assist in energy emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, NGOs, industry essential service providers, and strategic private sector partners.
- The term “energy” includes producing, storing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy systems and components including electric power, petroleum products, natural gas, and propane.
- An “energy emergency” encompasses an actual or impending disruption or shortage of usable, energy resources, such that the maintenance of necessary services, the protection of public health, safety, and welfare, or the maintenance of economic security is imperiled within the City of Chandler when disruption occurs.
- 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-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.

Risk Assessment

Chandler's energy infrastructure is vulnerable to extreme heat events, which increase electricity demand and strain the grid, potentially leading to rolling blackouts or brownouts. The City is also at risk from monsoonal storms and microbursts, which can damage transmission lines and substations, disrupting power to residential, commercial, and critical facilities such as hospitals, shelters, and City facilities that provide critical services such as dispatch or the EOC. Prolonged outages of 48 hours or more, especially during excessive heat warnings, pose life-threatening conditions for vulnerable populations that lack backup power sources and disrupt continuity of operations for City services.

Utility providers may likely prioritize critical circuits for power restoration:

- Hospitals
- Water/wastewater treatment plants
- Airports
- Water reclamation facilities

Chandler may be on the critical list, but location and disaster scale may delay service, thus increasing risk due to length of time for restoration and associated weather impacts.

Stabilization Target

Electric power and natural gas are safely restored and maintained to all critical facilities and populations, ensuring life-sustaining systems remain operational.

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 rely on power to cool their homes, supply potable water, charge life-sustaining equipment, properly refrigerate medications, maintain access to transportation, communicate with financial institutions, and continue to preserve life and safety. The City of Chandler 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 Lifeline 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. An 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 fuel 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 as a result 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.
- All emergency response activities will align with the principles of equity and accessibility, ensuring that individuals with disabilities and others with access and functional needs receive appropriate support.
- The City of Chandler's emergency response efforts will be guided by existing plans, mutual aid agreements, and regulatory requirements, with continuous situational assessments informing decision-making and resource allocation.

Concept of Operations

Lines of Effort

- Coordinate with utility providers to prioritize power restoration to critical infrastructure.

- Pre-stage backup generators and fuel for essential services and lifeline partners.
- Implement public messaging on energy conservation and service restoration timelines.

Core Capabilities

- Infrastructure Systems
- Operational Coordination
- Public Information and Warning
- Situational Assessment

Incident Detection & Assessment

- Monitor energy infrastructure for disruptions through utility reports, SCADA (Supervisory Control and Data Acquisition) systems, and emergency calls.
- Conduct rapid damage assessments with utility providers to determine the scope and severity of outages.

Activation & Coordination

- Activate the Emergency Operations Center (EOC) to coordinate with energy providers, emergency services, and state/federal partners. The City of Chandler will oversee and manage energy-related emergencies impacting City services and the cascading effects across five key mission areas: Prevention, Protection, Mitigation, Response, and Recovery, utilizing core capabilities to effectively execute each mission.
- Prioritize power restoration efforts for critical facilities (hospitals, emergency shelters, water treatment plants, and critical communication hubs, etc.).

Response Actions

- Deploy backup power resources, such as generators, to essential facilities and emergency response operations.
- Implement load-shedding or energy conservation measures if necessary to stabilize the grid.
- Energy infrastructure events pose some of the most visible and high-profile events within the scope of any emergency response. Strategic private sector partners will issue notifications regarding significant power outages and fuel shortages. A Joint Information Center (JIC) may be established to support coordinated messaging such as power restoration efforts, energy conservation measures, and safety precautions.
- Thus, public relations and media management will be a primary objective of the local EOC with the assistance of the Communications Lifeline during and after the event.
- During extreme temperatures, these disruptions are particularly hazardous to vulnerable populations. The Health and Medical, Food, Hydration, and Shelter Lifelines will aid in administering and interacting with the whole community, including vulnerable and underserved populations, to ensure requests are being addressed.

Recovery & Restoration

- Inspection and condition assessment of public infrastructure; temporary repairs to infrastructure; interim or full restoration of critical utilities and services.
- Repair and modernize damaged energy infrastructure to improve system resilience against future disruptions.

- Support the restoration of power to residential, commercial, and industrial sectors to facilitate economic recovery.
- Enhance grid resilience through system hardening, redundancy measures, and alternative energy sources within City-owned facilities and critical infrastructures.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide EOC functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Energy Lifeline: Rapid restoration of power to emergency services, water treatment plants, and critical infrastructure.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

Incident Command System (ICS) for Field Operations

- The Incident Commander (IC) will establish and manage response efforts at the scene of the emergency.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.

- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Emergency Operations Center (EOC) Utilizing the Incident Support Model (ISM)

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary agency will manage the emergency activities of the Energy Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Energy Lifeline activities.

Upon instructions to activate or placement of the Energy Lifeline primary or support departments on standby, the City of Chandler Fire Department will implement procedures to notify coordinating partners and, if necessary, mobilize all personnel, facilities, and physical resources likely to be needed, based on the emergency circumstance.

Roles and Responsibilities

Primary Coordinating Department

Public Works and Utilities

Public Works and Utilities Department maintains central authority to plan, mitigate, respond, and recover from energy emergencies. Public Works and Utilities will lead disaster operations within the City of Chandler and provide specialized support within their scope. Public Works and Utilities will work to monitor and stabilize the energy lifeline within the City of Chandler. Public Works and Utilities will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Before an emergency

- Maintain working relationships with Supporting City Departments and strategic partners.

- Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency

- Incident Command or Unified Command for the Incident Management Team.
- Responsible for Water/Wastewater Services, Roadway and Traffic operations, Solid Waste and Capital Improvement.
- Lead coordination and information-sharing efforts and restoration priorities with strategic energy private sector partners and with state, local, county, and tribal authorities.
- Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- Collect, evaluate, and share information on the energy system and source damage while providing an estimation of the potential impacts to City-owned facilities within the affected areas of Chandler.
- Determine whether operational changes are to be implemented to conserve energy.
- Monitor for environmental impacts of disruption of energy systems.
- Track and/or service on-scene generators as necessary. Implement any fuel rationing and prioritization as directed.
- Assist in obtaining emergency power generation capabilities for critical infrastructure and essential City of Chandler facilities.
- Support incident response activities consistent with statutory authority, incident scope, or other directives.

- For extended energy-related emergencies, recommend specific energy conservation measures for City facilities to City leadership.
- Determine and communicate if the supply chain will be interrupted for an extended period.
- Ensure that the water treatment plant is operational and treating water to drinking water standards utilizing emergency generators as needed.
- If needed, locate buried utilities and infrastructure to isolate systems minimizing damage and restoring safety.
- Ensure that emergency generators are operating as needed to maintain Wastewater levels at sewer lift stations.
- Ensure that emergency generators are operational at water reclamation facilities and are treating wastewater.
- Assessing the operation of traffic signal lights and streetlights throughout the affected area.
- Ensure that emergency generators are operational at remote facilities and are operated to maintain water needs.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Chandler Municipal Airport

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.
- Maintain airfield operations for aviation.
- Implement contingency plans for fuel shortages, power outages, and communication failures to ensure sustained airport functionality.
- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Establish procedures for temporary aircraft parking, refueling, and runway prioritization for emergency operations.
- Implement emergency evacuation procedures for passengers, staff, and aircraft in coordination with the EOC.
- Ensure continuity of air traffic control (ATC) functions, even if primary ATC operations are disrupted.
- Ensure the airport's backup power systems can sustain essential operations, including lighting, fueling stations, and control towers.
- Work with utility providers to restore power to airport infrastructure quickly.

Building and Facilities Department

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 temporary facility repairs, ensure emergency generators are operational while evaluating fuel needs of generators.
- Maintain functionality of City buildings, including generators and access control.

CAPA

Before an emergency

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

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain energy emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Create news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television

stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.

- Designation of a spokesperson and alternative spokesperson if needed.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

Before an emergency

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

During an emergency

- Serve as Agency Administrator and support the policy group.
- Provide direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.

- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Maintain working relationships with utility providers ahead of disasters to identify vulnerabilities and resolve them.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).

During an emergency

- If requested, send representatives to the EOC.
- Conduct building inspections to assess structural safety and determine habitability following an energy disruption.
- Coordinate with private utility providers and strategic partners to support restoration efforts and ensure accurate situational awareness.
- Provide Geographic Information System (GIS) support as needed to map outages, critical infrastructure, and response operations.
- Develop and implement detours as necessary to maintain transportation flow and access to critical facilities during utility-related disruptions.

Human Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.
- Act as a Safety Representative for Public Works and Utilities by ensuring the staff know what tools, equipment, or knowledge they need to have to complete tasks.

During an emergency

- If requested, send representatives to the EOC.
- Ensure employee safety, pay continuity, and benefits.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.
- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.

- Ensure that Supervisory Control and Data Acquisition (SCADA) systems for power grid monitoring and control remain functional and secure.
- Assist in restoring cyber-physical systems for backup power management.

Fire Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Provide fire suppression or hazardous materials containment.
- Decontaminate affected personnel and areas impacted by toxic or flammable substances.
- Conduct search and rescue operations in facilities impacted by the energy emergency.
- Plan and allocate resources to prioritize incidents.
- Triage, treat, and transport any victims to hospitals.
- Assist with evacuations and establishing evacuation zones around hazardous energy sites.
- Support emergency power restoration by ensuring safe access for utility crews.
- Coordinate with regional mutual aid (automatic aid system).

Fleet Services

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.
- Determine needs to maintain and make provision for fleet resources used in the response to loss of energy systems.
- Determine petroleum needs for vehicles at the 24, 48, and 72-hour marks.
- Monitor and communicate routine energy consumption before, during, and after an emergency. Implement conservation measures for the City vehicle fleet.

Neighborhood Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Work with local non-profits and faith communities in securing resources.

During an emergency

- If requested, send representatives to the EOC.

- Prioritize the delivery of equitable mass care services—including climate-controlled shelter, food and water, cooling support, and navigation assistance—for vulnerable populations, including individuals and families with access and functional needs, while ensuring support for the whole community.
- Work with local non-profits and faith communities to get resources into the whole community, including vulnerable populations.

Law Department

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 Policy.
- Logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverages.
- Maintain public access to information and records.
- Provide rapid contract review for emergency procurement.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Assess risk management for disruption of services in City-owned and/or City-controlled facilities.
- Review emergency declarations and executive orders to ensure legal authority and compliance.

- Provide legal counsel on potential liabilities related to power outages, utility failures, or infrastructure damage.
- Support public-private partnerships with energy providers to facilitate rapid restoration of power while ensuring legal protection for the City.
- Advise on legal measures for enforcing curfews, evacuations, or business closures.
- Handle legal claims related to damages, injuries, or disputes arising from the incident.

Management Services Department

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.
- Allocate emergency response funds and track disaster-related expenses for reimbursement.
- Ensure access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.
- Ensure pay continuity is maintained for City staff.
- Maintaining access to supplies at Central Supply.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Provide information with location of diesel fuel tanks and back-up generators.

Police Department

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.
- Maintain community security and safety.
- Provide initial assessment and resource deployment.
- Support traffic control, looting deterrence, and crowd behavior near CIKR.
- Coordinate with surrounding law enforcement agencies for assistance.
- Staffing as needed depending on the duration and severity.
- Identify and communicate threats to specific energy facilities.
- Enforce energy shortage mitigation measures as required, including increased enforcement of traffic laws, etc.

Strategic Initiatives

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.
- Share situational updates with leadership.

- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

County

The City of Chandler has several “county islands” within the jurisdiction. These county islands are owned and maintained by Maricopa County. Although the City of Chandler 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 of Chandler 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 the Transportation Lifeline for the City of Chandler by doing the following:

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

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Energy Lifeline for the City of Chandler by doing the following:

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

Strategic Private Sector Partners

Salt River Project (SRP) and Arizona Public Service (APS)

Before an emergency

- Maintain working relationships with the City of Chandler.
- Develop and maintain appropriate agency standard operating procedures (SOPs).

During an emergency

- If requested, send representatives to the EOC.
- SRP Emergency Management will provide supplemental information regarding outages impacting the City of Chandler in addition to the outage information posted on the SRP Outage Map.
- Supplemental information may contain the following information: Storm outage information when more than 20,000 customers are impacted, significant substation or generation plant fires or damage, downed transmission lines greater than 115kV potentially adverse to public safety, extended power outages greater than 1-2 days where restoration is difficult, wildland fires potentially impacting utility infrastructure, and power curtailment/voluntary conservation activities.
- Supplemental information will be provided using the Storm Outage Sitrep.

Electricity Information Sharing and Analysis Center (E-ISAC)

Before an emergency

- Maintain working relationships with the City of Chandler.

- Develop and maintain appropriate agency standard operating procedures (SOPs) for information sharing, incident coordination, and cybersecurity support.
- Ensure the ability to rapidly share alerts, advisories, and incident data with local emergency management partners.

During an emergency

- If requested, send a liaison to the EOC or participate virtually via designated information-sharing platforms.
- Provide real-time information on threats to the energy sector, including physical and cyber disruptions.
- Coordinate with utility providers to support situational awareness and threat mitigation.
- Facilitate communication between regional utilities and the national energy coordination structure.

El Paso Natural Gas

Before an emergency

- Maintain working relationships with the City of Chandler.
- Develop and maintain appropriate agency standard operating procedures (SOPs) for gas transmission incident response and emergency communications.
- Participate in pre-incident planning to identify critical dependencies and restoration priorities.
- Conduct regular inspections and risk assessments on infrastructure in or near Chandler's jurisdiction.

During an emergency

- If requested, send a liaison to the EOC.
- Coordinate with local responders and utilities to assess and mitigate gas supply disruptions.
- Provide timely updates on infrastructure status, flow changes, and service restoration estimates.
- Support protective actions such as leak detection, shutdown coordination, and safety advisories.

Kinder Morgan – Transmission Pipeline

Before an emergency

- Maintain working relationships with the City of Chandler.
- Develop and maintain appropriate agency standard operating procedures (SOPs) related to hazardous pipeline incidents, shutoffs, and public safety notifications.

During an emergency

- If requested, send a liaison to the EOC or participate via virtual coordination platforms.
- Provide current status of pipeline infrastructure and any anticipated or confirmed service interruptions.
- Work with first responders to support isolation, containment, and remediation efforts as needed.
- Assist in issuing public safety information regarding hazardous materials or evacuation recommendations.

Southwest Gas

Before an emergency

- Maintain working relationships with the City of Chandler including contact updates and communication protocols.
- Develop and maintain appropriate agency standard operating procedures (SOPs) covering response, restoration, and customer safety measures.

During an emergency

- If requested, send a liaison to the EOC.
- Communicate real-time updates on gas service status, safety advisories, and restoration timelines.
- Support emergency responders in securing areas with suspected leaks or line ruptures.
- Coordinate with public information officers to ensure clear messaging on safety and service impacts.

Supreme Oil

Before an emergency

- Maintain working relationships with the City of Chandler.
- Develop and maintain appropriate agency standard operating procedures (SOPs).

During an emergency

- If requested, send representatives to the EOC
- Deliver diesel and unleaded fuel to bulk fuel tanks, generators, and equipment at various locations.

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 Chandler Continuity of Operations Plan (COOP)

The Code of the City of Chandler, Arizona

Transportation Lifeline Annex

Primary City Department

City of Chandler Public Works and Utilities

Supporting City Departments

Chandler Airport

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs (CAPA)

City of Chandler Development Services

City of Chandler Fire Department

City of Chandler Fleet Services

City of Chandler Law Department

City of Chandler Management Services

City of Chandler Police Department

City of Chandler Information Technology (IT)

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Public Safety

Arizona Department of Transportation - Phoenix Division

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Transportation (MCDOT)

Transportation Systems Lifeline Annex 264

FOUO

Maricopa County Sheriff's Office

Strategic Private Sector Partners

Chandler Unified School District

Valley Metro Regional Public Transportation Authority

Union Pacific Railroad

Purpose and Scope

Purpose

The Transportation Lifeline Annex outlines the City of Chandler's responsibilities for responding to and recovering from transportation emergencies or major disasters. The operational concepts, responsibilities, and procedures detailed in this annex apply to all City critical infrastructure and City personnel involved in transportation management.

The Transportation Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the transportation lifeline as swiftly as possible, thereby preventing cascading impacts.
- Provide a concept of operations that supports transportation restoration procedures within the framework of community lifelines and core capabilities.
- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

The transportation lifeline annex acts to respond and assist in transportation

emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, NGOs, industry essential service providers, and strategic private sector partners. Stakeholders and strategic partners are expected to coordinate transportation movement with the Emergency Operations Center. Specifically, it discusses:

- Stabilization and re-establishment of transportation infrastructure
- Traffic restrictions and transportation safety
- Coordination of resource movement
- Mutual aid and private sector transportation resources
- Movement restrictions to include the evacuation of people and resources
- Damage and impact assessment

The term “transportation lifeline” includes highway, roadway, mass transit, railway, aviation, and maritime critical infrastructures. It addresses both emergency transportation assistance and the maintenance of transportation routes.

A “transportation emergency” encompasses disruptions to the systems that enable the movement of people and goods. This includes impacts to roadways, railways, air travel, and maritime routes caused by natural disasters, infrastructure failures, or other incidents. Such emergencies hinder evacuation efforts, supply chain operations, and access to critical resources and services. Restoring transportation lifelines ensures safe travel, the delivery of emergency aid, and the resumption of normal operations within affected communities.

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-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.

Risk Assessment

Chandler's transportation systems, including major arterial roadways and public transit routes, are susceptible to impacts from flooding during monsoon storms, dust storms, and vehicle-related hazardous material incidents. Flash floods can quickly inundate underpasses and low-lying roads, disrupting emergency responses and evacuations. A mass casualty incident on a freeway or a major arterial corridor could also strain response capabilities and isolate parts of the City. Additionally, limited redundancy in public transit during disruptive events may disproportionately impact low-income and transit-dependent populations.

Stabilization Target

Key transportation routes are clear, accessible, and operational to support response operations, including evacuation, resource delivery, and public transit.

Situation

An emergency or disaster event will require transportation support to assist with incident management. Reporting damage to transportation infrastructure as a result 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. If the requirement for transportation capacity during the immediate life-saving response phase exceeds City of Chandler assets, the mayor or their delegate will determine when Maricopa County assistance is needed, and request aid as specified.

- All emergency response activities will align with the principles of equity and accessibility, ensuring that individuals with disabilities and others with access and functional needs receive appropriate support.
- The City of Chandler's emergency response efforts will be guided by existing plans, mutual aid agreements, and regulatory requirements, with continuous situational assessments informing decision-making and resource allocation.

Concept of Operations

Lines of Effort

- Conduct real-time roadway assessments to clear debris, signage obstructions, or floodwater blockages.
- Establish alternate routes and priority access for emergency vehicles and supply deliveries.
- Coordinate with Valley Metro and regional transit agencies to maintain continuity of mobility options for vulnerable populations.

Core Capabilities

- Critical Transportation
- Operational Coordination
- Logistics and Supply Chain Management
- Mass Care Services

Incident Detection & Assessment

- 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, sewage, and petroleum pipelines; hazardous materials leaks or spills; or other situations needing urgent attention.
- Identify blocked routes, structural hazards, and service interruptions.
- Assess damage to major roadways, bridges, and public transit systems to prioritize emergency repairs.
- Monitor roadway conditions, transit system functionality, and infrastructure damage through real-time traffic monitoring, aerial assessments, and field reports.

Activation & Coordination

- Activate EOC to coordinate and collaborate with local, regional, state, and federal agencies, as well as private sector partners (i.e., transportation companies, logistics providers), to manage resources and expertise effectively.
- Establish alternate transportation routes and debris removal operations to restore emergency access routes for first responders, medical personnel, and supply distribution.
- Identify and communicate alternate transportation routes or modes to maintain the movement of goods and people.

Response Actions

- Abide by traffic safety standards.
- Coordinate with law enforcement and public works to implement the clearing of debris and management of traffic control measures such as

road closures, detours, and perimeter cordon of affected areas.
Implement evacuation of endangered populations.

- Deploy resources for debris clearance, bridge inspections, and public transit alternatives.
- Establish emergency transit services for displaced residents and essential personnel.
- Provide timely updates to the public on travel restrictions, detours, and estimated restoration timelines.
- Throughout the response and recovery periods, evaluate and analyze information requests to move materials, equipment, and other resources as necessary; develop and update assessments of transportation service needs of persons in the impact area; and undertake contingency planning to meet anticipated demands or needs.

Recovery & Restoration

- Implement longer-term road closures and detours, if necessary.
- 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 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
- 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.
- Prioritization of the restoration of the transportation lifeline will include consideration of the weather and the impact that the loss of stabilization is having on the general 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.
- Prioritize repairs of major roadways, bridges, and transit hubs to restore economic activity.
- Integrate mitigation measures into recovery efforts to strengthen the transportation network against future disruptions.
- Conduct after-action reviews to update emergency traffic management plans.
- Work with regional and federal partners to secure funding for infrastructure upgrades and modernization.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM)

will guide Emergency Operations Center (EOC) functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Transportation Lifeline: Clearing debris and restoring emergency transportation routes for response personnel and supply chains.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

Incident Command System (ICS) for Field Operations

- The Incident Commander (IC) will establish and manage response efforts at the scene of the emergency.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.
- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Emergency Operations Center (EOC) Utilizing the Incident Support Model (ISM)

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.

- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the Emergency Operations Center. The representatives or designees of the primary agency will manage the emergency activities of the Transportation Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Transportation Lifeline activities.

Upon instructions to activate or placement of the Transportation Lifeline primary or support departments on standby, the City of Chandler Fire Department will implement procedures to notify coordinating partners and, if necessary, mobilize

all personnel, facilities, and physical resources likely to be needed, based on the emergency circumstance.

Roles and Responsibilities

Primary Coordinating Department

Public Works and Utilities Department maintains central authority to plan, mitigate, respond, and recover from transportation systems emergencies. Public Works and Utilities will lead disaster operations within the City of Chandler and provide specialized support within their scope. Public Works and Utilities will work to monitor and stabilize the transportation systems lifeline within the City of Chandler. Public Works and Utilities will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Public Works and Utilities

Before an emergency

- Maintain Traffic Roadways and Systems.
- Maintain working relationships with Supporting City Departments and strategic partners.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Maintain list of all Public Works and Utilities equipment to be used during emergency response.
- Recruit, designate, and maintain a list of both internal and external support personnel.

During an emergency

- Incident Command or Unified Command for the Incident Management Team.
- Maintaining a high level of service of all Chandler roadways, Chandler traffic control to include pavement preservation.
- Assessing the operation of traffic signal lights and streetlights throughout the affected area.
- Ensure roadways are safe and drivable. If needed, deploy barricades to ensure the safety of traveling motorists.
- Keep wastewater flowing in the collection systems so it does not pool in the roadway.
- Will work with its supporting departments and external stakeholders to seek, procure, plan, coordinate and/or direct the use of required assets.
- Establish direct communication with appropriate field personnel, obtaining regular updates and determining resource and coordination needs.
- Assist in establishing alternate routes of access required due to road closures.
- 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 state, and federal regulations.
- Establish policies, procedures, plans, and programs to address the recovery process.
- Monitor real-time status of transportation infrastructure.
- 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 of Chandler roads.
- Provide and coordinate the use of heavy equipment needs in the emergency area.
- Provide transportation, current roadways, bridges, culverts, traffic signals, and sign information and coordination.
- 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 inform the Arizona Department of Transportation (ADOT) of any bridges of potential concern 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.
- Serve on damage assessment and/or mitigation teams as requested.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has been met or exceeded and maintained.

Chandler Municipal Airport

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.
- Work with federal and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Establish procedures for temporary aircraft parking, refueling, and runway prioritization for emergency operations.
- Implement emergency evacuation procedures for passengers, staff, and aircraft in coordination with the EOC.
- Ensure continuity of air traffic control (ATC) functions, even if primary ATC operations are disrupted.
- Keep the airport open by maintaining airport infrastructure (runways, taxiways, fueling stations) for emergency and humanitarian flights.
- Assist with the rapid deployment of emergency response teams, including search and rescue operations, medical evacuations, and law enforcement deployments.
- Ensure road access to and from the airport remains open for emergency vehicles and supply transport.

Building and Facilities Department

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 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.

CAPA

Before an emergency

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

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain energy emergency conditions, City response and recovery operations, and assistance programs.
- Coordinate public information for City officials, the media, and the public concerning energy emergency conditions, City response and recovery operations, and assistance programs.

- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Create news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

Before an emergency

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

During an emergency

- Serve as Agency Administrator and support the policy group.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
-
- Provide direction to all City departments.

- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Action Plans (IAP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.
- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

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 Geographic Information System (GIS) support as needed to map transportation-related response operations.

Fire Department

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.
- 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.
- Coordinate with regional mutual aid (automatic aid system).
- Establish and provide a transportation sector to supervise regular and improvised ambulances until a medical coordinator is available.
- Recall off-duty personnel, as appropriate.

Fleet Services

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Maintain a current inventory of transportation resources.

During an emergency

- If requested, send representatives to the EOC.
- Serve on damage assessment and/or mitigation teams as requested.

Human Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.
- Act as a Safety Representative for Public Works and Utilities by ensuring the staff know what tools, equipment, or knowledge they need to have to complete tasks.

During an emergency

- If requested, send representatives to the EOC.
- Ensure employee safety, pay continuity, and benefits.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Implement backup and disaster recovery protocols for critical city databases and systems.

- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.
- Ensure cybersecurity monitoring and remediation efforts for transportation management centers, protecting against cyber threats that could disrupt critical infrastructure.
- Assist in restoring cyber-physical systems for backup power management.

Law Department

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.
- Logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverage.
- Maintain public access to information and records.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Ensure emergency response and recovery actions comply with federal, state, and local laws, including the Stafford Act, state emergency declarations, and local ordinances.

- Advise on the Mayor's emergency powers to enact curfews, evacuation orders, or resource allocation measures.
- Review and facilitate emergency declarations, mutual aid agreements, and intergovernmental coordination to expedite assistance.
- Advise on liability issues related to emergency actions, such as first responder actions, public shelter operations, and emergency health services.
- Ensure compliance with civil rights laws in emergency response, including accessibility in public messaging and shelters.
- Support legal aspects of disaster declarations and public-private partnerships for emergency response.
- Ensure emergency road closures, debris removal, and public transit modifications comply with transportation laws and liability protections.
- Assist in interjurisdictional agreements to facilitate regional traffic control, highway access, and emergency vehicle prioritization.
- Provide legal support for relocating displaced residents and businesses due to damaged transportation infrastructure.

Management Services Department

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.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.

- Mobilize additional resources as needed to expedite the damage assessment and cleanup process while minimizing disruptions to transportation operations.
- Ensure access to funding by opening credit limits, identifying existing contracts and issuing purchase orders numbers.
- Maintaining access to supplies at Central Supply.
- Ensure pay continuity is maintained for City staff.

Police Department

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 initial assessment and resource deployment.
- Enforce 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.
- Coordinate with surrounding law enforcement agencies for assistance.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.
- Coordinate buses, paratransit, and Ride Choice Services with Valley Metro.
- Help establish bus route detours as needed.
- Leverage Chandler Flex service to provide transportation to vulnerable populations.

County

The City of Chandler has several “county islands” within the jurisdiction. These county islands are owned and maintained by Maricopa County. Although the City of Chandler 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 of Chandler 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 the Transportation Lifeline for the City of Chandler by doing the following:

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

Maricopa County Department of Transportation (MCDOT)

Maricopa County Department of Transportation (MCDOT) supports the Transportation Lifeline for the City of Chandler by doing the following:

- During an incident, MCDOT will identify shortfalls by comparing their resource-based matrix to projected needs and assign appropriate entities and MOU partners to facilitate immediate deployment of resources. They will staff the EOC when requested by MCDEM and provide current roadways, bridges, culverts, traffic signals, and sign information to the county EOC. They will monitor transportation infrastructure status and assist in traffic management measures. Transportation information for public release will be channeled through the Joint Information System (JIS). They will coordinate methods of infrastructure restoration with state and federal Emergency Support Function (ESF) #1 – Transportation counterparts. Records of expenditures and resource documentation will be maintained by MCDOT.

Maricopa County Department of Waste Resources and Recycling Management

Maricopa County Department of Waste Resources and Recycling Management supports the Transportation Lifeline for the City of Chandler by doing the following:

- Coordinate accessible debris collection and removal, work with environmental services to resolve potential health issues related to debris removal, coordinate with PIOs to communicate debris management instructions for sorting and separation of debris, identify drop-off site(s), schedule pick-up times, and issue routine updates.

Maricopa County Sheriff's Office (MCSO)

Maricopa County Sheriff's Office (MCSO) supports the Transportation Lifeline for the City of Chandler by doing the following:

- Provide mutual aid to Chandler Police Department when existing law enforcement resources are overwhelmed and resources are requested.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Transportation Lifeline for the City of Chandler by doing the following:

- Assist in the coordination and/or provision of personnel and resources in support of recovery operations as appropriate.
- Deploy damage assessment teams after incident stabilization and to support the request for an Emergency Declaration.

Arizona Department of Public Safety (DPS)

Arizona Department of Public Safety (DPS) supports the Transportation Lifeline for the City of Chandler by doing the following:

- Provide mutual aid to Chandler Police Department when existing law enforcement resources are overwhelmed and resources are requested.

Arizona Department of Transportation (ADOT)

Arizona Department of Transportation (ADOT) supports the Transportation Lifeline for the City of Chandler by doing the following:

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

Strategic Private Sector Partners

Union Pacific Railroad

Union Pacific Railroad supports the Transportation Lifeline for the City of Chandler by doing the following:

- Operates the Phoenix subdivision, which runs east-west through Chandler to support rail critical infrastructure and transportation efforts.

Valley Metro Regional Public Transportation Authority

Valley Metro supports the Transportation Lifeline for the City of Chandler under emergency orders/conditions by public safety by doing the following:

- Assist in providing additional transportation resources including drivers and vehicles that can transport people with access and functional needs (AFN), including the transport of wheelchairs/scooters or other large, durable medical equipment that may be needed by an individual.
- May be called upon to assist with evacuations and transportation resources during emergencies.

Authorities and References

Federal

Homeland Security Presidential Directives

HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection
Transportation Systems Lifeline Annex

[National Disaster Recovery Framework](#)

[National Infrastructure Protection Plan](#)

[National Response Framework](#)

State

[State Emergency Response and Recovery Plan \(SERRP\)](#)

County

Maricopa County Emergency Operations Plan (EOP)

City

Utilities policy to keep $\frac{3}{4}$ tank full in all vehicles.

City of Chandler Continuity of Operations Plan (COOP)

The Code of the City of Chandler, Arizona

Water Systems Lifeline Annex

Primary City Department

City of Chandler Public Works and Utilities

Supporting City Departments

City of Chandler Building and Facilities

City of Chandler City Manager's Office

City of Chandler Communications and Public Affairs (CAPA)

City of Chandler Community Services

City of Chandler Development Services

City of Chandler Fire Department

City of Chandler Information Technology (IT)

City of Chandler Law

City of Chandler Management Services

City of Chandler Neighborhood Resources

City of Chandler Police Department

City of Chandler Strategic Initiatives

Supporting Public Sector Partners

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Environmental Quality

Arizona Department of Water Resources Dam Safety Division

Flood Control District of Maricopa County

Maricopa County Department of Public Health

Maricopa County Environmental Services (MCES)

Strategic Private Sector Partners

Arizona Public Services (APS)

Central Arizona Project

Gila River Indian Community

Salt River Project (SRP)

Purpose and Scope

Purpose

The Water Systems Lifeline Annex outlines the City of Chandler's responsibilities for responding to and recovering from water systems emergencies or major disasters. The operational concepts, responsibilities, and procedures detailed in this annex apply to all City buildings, support departments, and personnel involved in water systems management.

The Water Systems Lifeline Annex has been designed to achieve the following objectives:

- Collaborate with strategic partners to stabilize the water system's lifeline as swiftly as possible, thereby preventing cascading impacts.
- Provide a concept of operations that supports water systems restoration procedures within the framework of community lifelines and core capabilities.
- Describe the roles and responsibilities of City departments (both primary and support), allied public sector partners, and key private sector partners.

Scope

The water systems lifeline annex acts to respond and assist in water systems emergency efforts for the City of Chandler in cooperation with stakeholders from the county, state, tribal, and federal government agencies, NGOs, industry essential service providers, and strategic private sector partners.

The term “water systems” includes potable water infrastructure and wastewater management.

A “water systems emergency” involves disruptions to potable water supply, wastewater systems, and stormwater management. Such emergencies can result from natural disasters, contamination, infrastructure failures, or cyberattacks, leading to health risks, environmental impacts, and challenges in providing essential services. Addressing these disruptions is critical for public health, sanitation, and community resilience.

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-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.

Risk Assessment

Chandler relies heavily on surface water from the Salt and Verde watersheds and from Colorado River via Central Arizona Project (CAP), along with groundwater sources managed and maintained by Chandler.

Stabilization Target

Water and wastewater services are restored to meet the essential needs of the public, including hydration, sanitation, and fire suppression.

Situation

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

Planning Assumptions

- Water system emergencies may occur with little or no warning and can be caused by natural disasters, infrastructure failures, cyberattacks, or contamination events. The severity and duration of these incidents will vary, requiring scalable and flexible response efforts.
- The restoration of water services is critical to public health, emergency response operations, sanitation, fire suppression, and overall community resilience. Timely collaboration with local, state, tribal, and federal agencies, along with private sector partners, will be essential for effective response and recovery.
- Disruptions to potable water, wastewater, and stormwater systems may result in cascading impacts on other community lifelines, including healthcare, energy, and transportation. Emergency operations will prioritize stabilizing these systems to minimize secondary consequences.

- All emergency response activities will align with the principles of equity and accessibility, ensuring that individuals with disabilities and others with access and functional needs receive appropriate support.
- The City of Chandler's emergency response efforts will be guided by existing plans, mutual aid agreements, and regulatory requirements, with continuous situational assessments informing decision-making and resource allocation.

Concept of Operations

Lines of Effort

- Coordinate with Chandler's Public Works & Utilities Department to assess and stabilize water production and delivery systems.
- Develop water distribution points for bottled water or potable tanker trucks during supply disruption.
- Activate public messaging and boil water notices as necessary in coordination with public health agencies.

Core Capabilities

- Environmental Response/Health and Safety
- Public Health, Healthcare, and EMS
- Infrastructure Systems
- Planning

Incident Detection & Assessment

- Assess the operational status of water treatment plants, distribution systems, and wastewater facilities.
- Conduct water quality testing to detect contamination or service interruptions.

Activation & Coordination

- Activate EOC to coordinate with public utilities, state water agencies, and environmental protection authorities.
- Establish emergency water distribution sites for affected residents and critical facilities.

Response Actions

- Implement temporary measures to mitigate further contamination or loss of potable water supply.
- Implement emergency repairs on critical pipelines, treatment facilities, and pump stations.
- Issue public health advisories on water usage, including boil water notices, conservation measures, and sanitation measures. Provide clear instructions on water usage, boil water advisories, and safety precautions.
- Implement temporary measures like distributing bottled water and deploying portable treatment systems to affected areas.

Recovery & Restoration

- Repair or replace damaged water infrastructure, including pipelines, treatment facilities, and pumping stations.
- Restore full operational capacity to potable water, wastewater systems, and stormwater management systems. Focus on restoring water access to critical facilities such as hospitals and shelters.
- Strengthen water system cybersecurity and infrastructure resilience against future hazards.
- Collaborate with regulatory agencies and stakeholders to update emergency water management plans based on incident lessons learned and evolving risks. Secure funding for long-term improvements.

Direction and Control

The City of Chandler will manage emergency operations in accordance with the National Incident Management System (NIMS), ensuring a coordinated and scalable response structure. The Incident Command System (ICS) will be used for on-the-ground incident management, while the Incident Support Model (ISM) will guide Emergency Operations Center (EOC) functions. Response efforts will prioritize the stabilization of impacted community lifelines to minimize cascading effects and accelerate recovery:

Water Systems Lifeline: Repairing and sustaining potable water, wastewater, and stormwater management services to ensure public health and sanitation.

Lifeline assessments will be conducted continuously by both ICS field operations and EOC personnel to adjust response priorities.

Incident Command System (ICS) for Field Operations

- The Incident Commander (IC) will establish and manage response efforts at the scene of the emergency.
- ICS will coordinate response activities through an established Incident Action Plan (IAP), ensuring tactical operations are aligned with operational priorities.
- ICS Sections (Operations, Planning, Logistics, and Finance/Administration) will ensure effective resource deployment, situational awareness, and operational coordination.

Emergency Operations Center (EOC) Utilizing the Incident Support Model (ISM)

- The EOC will operate under ISM principles, focusing on resource coordination, policy guidance, and situational analysis to support ICS operations.
- The EOC will facilitate multi-agency coordination, integrating local, state, tribal, federal, and private sector partners to stabilize community lifelines.
- Support functions within the EOC will work to prioritize critical infrastructure restoration, facilitate mutual aid, and provide public information updates.

Unified Command and Multi-Agency Coordination

- If multiple jurisdictions or agencies are involved, a Unified Command (UC) structure will be established to ensure a cohesive and collaborative response.
- The EOC will maintain real-time communication with ICS field units to support decision-making, coordinate resource requests, and provide situational awareness to senior leadership.

Transition to Recovery

- As stabilization efforts progress, ICS will transition operations to long-term recovery teams while the EOC shifts its focus to reconstruction, economic recovery, and infrastructure resilience planning.
- After-action reviews will be conducted to incorporate lessons learned into future emergency response plans.

Alerts and Notifications

This Lifeline will be activated or placed on standby upon notification by the

Emergency Operations Center. The representatives or designees of the primary agency will manage the emergency activities of the Water Systems Lifeline. If additional support is required, the primary and support departments and strategic partners may jointly manage Water Systems Lifeline activities.

Upon instructions to activate or placement of the Water Systems Lifeline primary or support departments on standby, the City of Chandler Fire Department will implement procedures to notify coordinating partners and, if necessary, mobilize all personnel, facilities, and physical resources likely to be needed, based on the emergency circumstance.

Roles and Responsibilities

Primary Coordinating Department

Public Works and Utilities Department maintains central authority to plan, mitigate, respond, and recover from water systems emergencies. Public Works and Utilities will lead disaster operations within the City of Chandler and provide specialized support within their scope. Public Works and Utilities will work to monitor, stabilize the water systems within the City of Chandler. Public Works and Utilities will coordinate both public and private services that are required to maintain population health in alignment with local, state, and federal mandates.

Public Works and Utilities

Before an emergency

- Providing and ensuring Water and Wastewater Treatment meeting or exceeding state and the federal safe drinking act and the clean water act regulations.
- Maintain and Operate Water/Wastewater Systems.
- Notify the public as needed.

- Maintain working relationships with Supporting City Departments and strategic partners.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Maintain the Emergency Fuel Plan.

During an emergency

- Incident Command or Unified Command for the Incident Management Team.
- 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.
- Ensure availability of personnel, equipment, and material.
- Ensure and maintain water supply.
- Identify impacts of disruption to the water service, isolate damage, and make plans for repair of system.
- Maintain flow and treatment of wastewater through collection systems and water reclamation facilities.

Support Departments

Support departments will support the monitoring, maintenance, response, and recovery of all lifeline systems until the minimum lifeline stabilization target has

been met or exceeded and maintained.

Chandler Municipal Airport

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 for relief efforts where needed.
- Work with FAA, TSA, and local agencies to manage temporary flight restrictions (TFRs), airspace coordination, and security protocols.
- Establish procedures for temporary aircraft parking, refueling, and runway prioritization for emergency operations.
- Implement emergency evacuation procedures for passengers, staff, and aircraft in coordination with the EOC.
- Ensure continuity of air traffic control (ATC) functions, even if primary ATC operations are disrupted.
- Maintain airport infrastructure (runways, taxiways, fueling stations) for emergency and humanitarian flights.
- Assist with the rapid deployment of emergency response teams, including search and rescue operations, medical evacuations, and law enforcement deployments.
- Ensure road access to and from the airport remains open for emergency vehicles and supply transport.
- Ensure continued access to potable water and wastewater management for airport personnel and passengers during an emergency.

- Coordinate with City and county emergency management officials to transport emergency water supplies via air if local infrastructure is compromised.
- Maintain compliance with environmental and public health regulations if hazardous spills or contamination occur at airport facilities.

Building and Facilities Department

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 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.

CAPA

Before an emergency

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

During an emergency

- Serve as the EOC Public Information Officer (PIO).
- Coordinate public information for City officials, the media, residents, and businesses to explain energy emergency conditions, City response and recovery operations, and assistance programs.
- Support the activation of a Joint Information Center (JIC) when directed by the Incident Commander or EOC Manager when multiple jurisdictions are involved. A JIC operates under the direction of the Lead PIO in the EOC and ensures accurate and unified messaging of incident information is provided to the community on a timely basis.
- Develop fact sheets and situation updates for internal staff use.
- Create news releases, status updates, and other emergency information for news conferences, websites, social media, newspapers, television stations, radio stations, and e-mail that ensures inclusionary and accessible messaging is provided throughout the response.
- Designation of a spokesperson and alternative spokesperson if needed.
- Ensure that American Sign Language (ASL) interpreters are used when conducting live broadcasts and request that media ensure that the interpreter is visible in the frame.

City Manager's Office

Before an emergency

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

During an emergency

- Serve as Agency Administrator and support the policy group.
- Provide direction to all City departments.
- Inform the City council of ongoing operations.
- As agency administrator, approve Incident Support Plans (ISP) for each operational period.
- Ensure mission clarity and situational awareness for all operational periods.
- Provide executive leadership in coordinating Citywide response efforts and resource allocation.
- Ensure emergency actions align with local, state, and federal laws, ordinances, and policies.
- Serve as the primary liaison between the EOC, City Council, County Officials, and State Leadership to ensure coordinated response efforts.
- Authorize emergency declarations and request assistance from county, state, or federal agencies as needed.
- Oversee the continuity of City government operations, ensuring that essential services such as public safety, utilities, and emergency response remain functional.
- Develop contingency plans for governance and administration in case of prolonged disruptions.
- Support emergency procurement and contracting processes to expedite response efforts.

- Approve emergency funding and direct financial resources for response and recovery efforts.
- Assess short- and long-term consequences of the incident on residents and businesses.
- Work with CAPA to provide official statements, press briefings, and community updates to elected officials, the media, and the public. Ensure emergency messaging is clear, accessible, and addresses community concerns, including those of vulnerable populations.

Development Services

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 civil engineering services, review, and inspections where needed.

Fire Department

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.
- Establish on-site liaison at the Unified Command Post.
- 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.
- Coordinate with regional mutual aid (automatic aid system).
- Recall off-duty personnel, as appropriate.

Human Resources and Safety

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs), pre-event training and readiness.
- Act as a Safety Representative for Public Works and Utilities by ensuring the staff know what tools, equipment, or knowledge they need to have to complete tasks.

During an emergency

- If requested, send representatives to the EOC.
- Ensure employee safety, pay continuity, and benefits.
- Support workforce disruptions and psychological stress.

Information Technology Department

Before an emergency

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

During an emergency

- Send representatives to the EOC to support the Center Support Section or other positions as requested.
- Share situational updates with leadership.
- Ensure the secure handling of sensitive information within the EOC.
- Support deployment of temporary or backup of IT equipment solutions that support response efforts during the emergency.
- Monitor and report any IT outages.
- Coordinate IT specific messaging across city departments, as necessary.
- Ensure network connectivity for mission critical system and sites, including EOC, maintain internet access, intranet, and secure data sharing.
- Provide cybersecurity monitoring and remediation for any threats or alerts.
- Implement backup and disaster recovery protocols for critical city databases and systems.
- Provide IT help desk support for EOC and field operations personnel, ensuring rapid troubleshooting of technology issues or workarounds when primary systems are down.
- Deploy cloud-based storage and secure file-sharing for real-time situational awareness.
- Protect SCADA systems by ensuring they have connectivity and provide technical support where needed.

Law Department

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.
- Logistics, acquisitions, activation of intergovernmental agreements (IGA), maintaining legal compliance, and insurance coverage.
- Maintain public access to information and records.
- Provide legal support to other departments where necessary.
- Review liabilities tied to emergency staff actions and resource deployments.
- Ensure emergency response and recovery actions comply with federal, state, and local laws, including the Stafford Act, state emergency declarations, and local ordinances.
- Advise on the Mayor's emergency powers to enact curfews, evacuation orders, or resource allocation measures.
- Review and facilitate emergency declarations, mutual aid agreements, and intergovernmental coordination to expedite assistance.
- Advise on liability issues related to emergency actions, such as first responder actions, public shelter operations, and emergency health services.
- Ensure compliance with civil rights laws (ADA, Title VI, and equity provisions) in emergency response, including accessibility in public messaging and shelters.

- Support legal aspects of disaster declarations and public-private partnerships for emergency response.
- Support legal compliance for water quality and public health notifications, including boil water advisories, contamination alerts, and liability concerns.
- Assist in public utility regulations and rate adjustments for emergency water distribution and service restoration.
- Ensure legal protections for emergency water access agreements with private-sector providers, ensuring fair pricing and equitable distribution.

Management Services Department

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.
- Expedite purchasing of emergency supplies, fuel, and equipment to sustain response efforts.
- Ensure pay continuity is maintained for City staff.
- Mobilize additional resources as needed to expedite the damage assessment and cleanup process while minimizing disruptions to transportation operations.
- Ensure access to funding by opening credit limits, identifying existing contracts and issuing purchase orders (PO) numbers.
- Maintaining access to supplies at Central Supply.

- Evaluate environmental hazards such as potential leaks, spills, or contamination in the stormwater systems that could affect public health and the environment.
- Engage environmental contractors to assist with debris removal, cleaning, and repair of critical infrastructure, especially for stormwater systems.
- Coordinate with environmental contractors to quickly remove debris blocking stormwater drainage systems, preventing further flooding and reducing the risk of contamination.
- After stabilization, the department can lead or coordinate efforts for environmental restoration, cleaning up areas impacted by flooding or wastewater overflows.

Neighborhood Resources

Before an emergency

- Maintain working relationships with Supporting/Primary City Departments.
- Develop and maintain appropriate departmental standard operating procedures (SOPs).
- Work with local non-profits and faith communities in securing resources.

During an emergency

- If requested, send representatives to the EOC.
- Prioritize the delivery of equitable mass care services—including climate-controlled shelter, food and water, cooling support, and navigation assistance—for vulnerable populations, including individuals and families with access and functional needs, while ensuring support for the whole community.

- Work with local non-profits and faith communities to get resources into the whole community, including vulnerable populations.

Police Department

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.
- 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.

Strategic Initiatives

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.
- Share situational updates with leadership.
- Provide an Access and Function Needs (AFN) Technical Specialist to support the EOC when activated.

County

Maricopa County Department of Emergency Management (MCDEM)

Maricopa County Department of Emergency Management (MCDEM) supports the Water Systems Lifeline for the City of Chandler by doing the following:

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

Maricopa County Department of Public Health

Maricopa County Department of Public Health supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Issue public health advisories in coordination with AZDEQ during water contamination or service disruption events.
- Support risk communication and outreach to vulnerable populations during boil water notices or drought conditions.

Maricopa County Environmental Services (MCES)

Maricopa County Environmental Services supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Provide a listing of laboratories offering microbiological, organic, and inorganic analysis.
- In the event of an emergency, the City of Chandler will promptly notify the Maricopa County Environmental Services Department (MCESD). MCESD will report to the Arizona Department of Environmental Quality who may

provide guidance to support the safety, treatment, and restoration of potable water systems during the incident.

- Conduct water quality inspections and emergency response at regulated facilities that are licensed with the County.
- Collaborate with state and local water providers to assess and mitigate environmental hazards from compromised water systems.

Flood Control District of Maricopa County

The Flood Control District of Maricopa County supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Provide hydrologic modeling and flood threat assessments during severe weather to support proactive water system protection.
- Coordinate with local public works and emergency management to manage stormwater impacts and infrastructure vulnerabilities.

State

Arizona Department of Emergency and Military Affairs (DEMA)

Arizona Department of Emergency and Military Affairs (DEMA) supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Assist in the coordination and/or provision of personnel and resources in support of recovery operations as appropriate.
- Deploy damage assessment teams after incident stabilization and to support the request for an Emergency Declaration.

Arizona Department of Environmental Quality

Arizona Department of Environmental Quality supports the Water Systems Lifeline for the City of Chandler by doing the following:

- In the event of an emergency, the City of Chandler will promptly notify the Maricopa County Environmental Services Department (MCESD). MCESD will report to the Arizona Department of Environmental Quality who may provide guidance to support the safety, treatment, and restoration of potable water systems during the incident.
- Coordinate issuance of boil water advisories or water safety guidance for the public during contamination or infrastructure failure.

Arizona Department of Water Resources Dam Safety Division

Arizona Department of Water Resources supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Monitor and assess the structural integrity of regulated dams that could affect water supply or pose downstream hazards to Chandler.
- Coordinate emergency notifications and mitigation measures in the event of dam-related risks or failures.

Strategic Private Sector Partners

Salt River Project (SRP) and Arizona Public Services (APS)

SRP and APS support the Water Systems Lifeline for the City of Chandler by doing the following:

- Make every effort to restore power to critical infrastructure systems as soon as possible to minimize operational disruptions and maintain continuity of essential services.
- Key Account Managers are assigned to critical infrastructure customers and coordinate closely with Public Works to maintain situational awareness, assess potential cascading impacts of power outages, and support the stability of the water system.

Central Arizona Project (CAP)

CAP supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Provide operational status and contingency updates on Colorado River deliveries to Chandler and regional partners.
- Coordinate with state and local agencies during drought or emergency declarations that impact water allocation or access.

Gila River Indian Community

Gila River Indian Community supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Coordinates water management and infrastructure projects that affect shared boundaries and regional resources.
- Cooperates regionally on surface water delivery, reclaimed water, and groundwater recharge efforts.

Salt River Project (SRP)

SRP supports the Water Systems Lifeline for the City of Chandler by doing the following:

- Manage and report on surface water delivery reliability to Chandler and surrounding areas, including canal system readiness.
- Collaborate with City utilities and emergency management on infrastructure protection, drought response, and service restoration following disruption.

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 Chandler Continuity of Operations Plan (COOP)

The Code of the City of Chandler, Arizona