



**COCHISE COUNTY
EMERGENCY OPERATIONS PLAN
NOVEMBER 2024**

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1 – Introduction

1.1 – Introduction

The Cochise County Emergency Operations Plan (EOC) establishes a comprehensive, county-wide, all-hazards approach to providing effective and efficient incident support during an emergency.

The EOP will serve as a guide to facilitate the County’s response to major emergencies and disasters and to coordinate resources of state, federal, city, town, and non-governmental organizations (NGOs). The EOP is rooted in a myriad of best practices, National Frameworks, and Presidential Directives. The Plan includes:

- Base Plan – core plan
- Appendices – additional information related to the core plan
- Annexes – functional and hazard specific Standard Operation Procedures (SOP)/Standard Operating Guides (SOG)

The Cochise County Board of Supervisors is responsible for adoption of the Base Plan, and major revisions. The Cochise County Emergency Management Department is responsible for Base Plan maintenance, including minor revisions, and for the creation, deletion, and maintenance of Appendices and Annexes.

1.2 Promulgation Document

1.3 Record of Changes

This Record of Changes will manage modifications to the EOP throughout the document’s life. All attempts have been made to ensure the accuracy of the information within this EOP as of the initial distribution date.

This plan supersedes all prior plans, including:

- Cochise County Emergency Operations Plan, May 2022
- Cochise County Emergency Management Plan, March 2021
- Cochise County Emergency Management Plan, January 2018
- Cochise County Emergency Operations Plan, January 2017
- Cochise County Emergency Response and Recovery Plan, August 2006

Record of Changes			
Date	Page(s)	Description	Revised by
November 2024	All	Complete revision	D. Duchon

2 – Purpose, Scope, Situation Overview, and Assumptions

2.1 Purpose

The purpose of the Cochise County Emergency Operations Plan (EOP) is to create a guide to facilitate the County's response to major emergencies and disasters and to coordinate resources of state, federal, city, town, and non-governmental organizations (NGOs) in response and recovery operations.

Goals

The goal of the EOP is to provide for:

- Effective life safety measures and to reduce property loss and environmental damage;
- The rapid resumption of impacted businesses and community services; and
- Accurate documentation and records required for cost recovery efforts.

Objectives

- Support field emergency operations;
- Coordinate and liaise with appropriate federal, state, and local government agencies, private sector entities, and non-governmental organizations (NGOs);
- Establish priorities and resolve conflicting demands for incident support;
- Prepare and disseminate emergency public information to alert, warn, and inform the public; and
- Record and maintain damage information, time and cost records, and other essential data.

2.2 Scope

This EOP is for Cochise County, Arizona, specifically the unincorporated areas and communities. This EOP is additionally for Cochise County's support of and to municipal incorporations within the County. The provisions of this plan apply to all disasters of such magnitude that require a response above the normal role of local governmental agencies.

Relationship to Other Plans and References

This EOP is the primary document used by the County to describe the conduct of emergency support activities. The EOP describes emergency operations activities and how support will be requested and coordinated through mutual aid and other resources.

When emergencies or disasters necessitate resource support from regional, state, federal, non-governmental, or non-profit sources outside the immediate control of County Departments, then this EOP will serve as the primary guide to coordinating those resources.

At the same time, this EOP is not a stand-alone document. Its purpose is to support the emergency plans and procedures of County Departments and Offices. This plan is designed to be flexible enough to adapt to a changing response environment and the needs of supporting and requesting

organizations. Some of the plans and guidelines that this EOP will frequently support and complement include:

- [Arizona Mutual Aid Compact](#), October 24, 2023.
- [Arizona Fire Chiefs Association Fire Service Mutual Aid Plan](#), August 2020.
- [Emergency Management Assistance Compact \(EMAC\)](#).
- [National Disaster Recovery Framework](#), June 2016.
- [National Incident Management System](#), October 2017.
- [National Preparedness Goal](#), September 2015.
- [Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide 101 \(CPG101\)](#), v. 3.0, September 2021.
- [Threat and Hazard Identification and Risk Assessment \(THIRA\) and Stakeholder Preparedness Review \(SPR\) Guide](#), 3rd Ed. May, 2018.
- [Pre-Disaster Recovery Planning Guide for Local Governments, February 2017](#).
- [Community Lifelines Toolkit](#), v. 2.1, July 26, 2023.
- [Homeland Security Exercise and Evaluation Program \(HSEEP\)](#), January, 2020.
- [National Emergency Communications Plan](#), September 2019.
- Cochise County Health and Social Services (CHSS) plans:
 - Emergency Operations Plan, July 2023
 - Continuity of Operations Plan, January 2024
 - Medical Countermeasures Plan, August 2023
 - Infectious Disease Plan, January 2024
 - Pandemic Influenza Plan, December 2023

This plan shall also coordinate with the response and recovery plans of local jurisdictions within Cochise County. Local jurisdictions and municipalities are responsible for developing jurisdictional response plans to guide local roles, responsibilities, and actions.

2.3 Situation Overview

Hazard Analysis Summary

Cochise County and the jurisdictions within the county participate in the Cochise County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) development and revision every five years. Mitigation is defined as sustained actions that reduce or eliminate the long-term risk to people and property from natural hazards and their effects. Mitigation focuses on actions that produce repetitive benefits over time, not on those actions that might be considered emergency planning or emergency response. Hazard mitigation is the effort to reduce the effects of the hazard. Emergency preparedness prepares for the hazard's effects should the mitigation efforts fail. Hazard mitigation breaks the cycle of damage, reconstruction, and repeated damage of primarily natural hazards.

Hazard identification and risk assessment are the foundations of the mitigation plan. A risk assessment is included in the mitigation plan, which provides detailed information on the hazards, risks, and vulnerability to natural hazards in the County. Completing jurisdictional mitigation actions highlighted in the plan will help Cochise County and its jurisdictions sustain fewer losses and recover more quickly from emergencies or disasters.

A detailed analysis of the hazards facing Cochise County and its political subdivisions was conducted as part of the Cochise County Multijurisdictional Hazard Mitigation Plan (MJHMP). Refer to the [Cochise County MJHMP](#) for detailed information on natural hazards. The hazards determined to be the greatest risk within Cochise County according to the 2022 plan are:

- Building Collapse/Mine Subsidence
- Drought
- Earthquake
- Fissure
- Flood/Flash Flood
- Severe Wind
- Wildfire

Hazardous Materials

The Cochise County Local Emergency Planning Committee updated the Cochise County Hazardous Materials Plan Annex (Annex 1) in 2023, which covers the risks and response capabilities for hazardous materials incidents within the county.

Technological and Other Hazards

Through DEMA/EM, the State of Arizona completes a Threat and Hazard Identification and Risk Assessment (THIRA) process annually, which is reported in its State Preparedness Report. Cochise County participates in this process and addresses hazards addressed by coordinating training and exercises with the state and local jurisdictions.

Capability Assessment

Cochise County has implemented many capabilities to prepare for, respond to, recover, and mitigate the effects of an emergency or disaster. In addition, the County, cities, and towns within the County maintain local response capabilities and regional mutual aid agreements to assist when resources are exhausted. Capability Assessments are utilized to identify gap, and ultimately the use of limited resources to fill those gaps.

2.4 Planning Assumptions

- The Cochise County Emergency Management (CCEM) Director is the designated Emergency Manager for Cochise County.
- The Cochise County Sheriff is the Chief Law Enforcement Officer in the County and responsible for keeping the peace.
- An emergency or disaster may occur in the County anytime and without warning.
- Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
- Local jurisdictions and municipalities should have emergency response and recovery or emergency operations plans to guide their roles, responsibilities, and actions.
- Cities and towns, federal agencies, and others will participate in the Cochise County response as appropriate.

- Local authorities having jurisdiction are primarily responsible for emergency response and will commit all available resources to life safety, incident stabilization, and environmental and property conservation.
- The resources of Cochise County will be made available to local agencies and residents to cope with disasters affecting this area to the broadest extent possible.
- Cochise County will commit its resources reasonably before requesting mutual aid assistance from other jurisdictions or the State of Arizona.
- Mutual aid assistance may be requested when disaster relief requirements exceed Cochise County's ability to meet them.
- Emergency incidents involving federal agencies, military personnel, and equipment, such as an aircraft accident or act of terrorism, generally will be managed by the federal entity or military services.

3 - Concept of Operations

The Emergency Management organization in Cochise County develops policies, plans, and procedures to protect life, property, and the environment from potential threats. These documents and processes direct emergency preparedness, response, and support activities to maintain a robust emergency management organization with strong whole community capabilities between local government, community-based organizations and volunteers, public service agencies, and the private sector.

Emergency Operations Plan Activation

The Emergency Operations Plan may be activated:

- Upon the recommendation of the CCEM Director, County Administrator, County Sheriff, Emergency Manager, Health and Social Services Director, or their designee due to an emergency, hazard, or planned event;
- At the request of a local (or regional) jurisdiction to provide support to an emergency, hazard, or planned event in their area; or
- When the Governor proclaimed a State of Emergency in Cochise County.

Phases of Emergency Management Core Capabilities

Emergency management activities are associated with the five phases (or mission areas) outlined in the [National Preparedness Goal](#). Not every disaster necessarily includes all the phases. Each of these phases includes target capabilities.

- Prevention – avoid, prevent, or stop a threatened or actual act of terrorism.
- Protection – safeguard the homeland against acts of terrorism and human-caused or natural disasters.
- Mitigation – reduce loss of life and property by lessening the impact of disasters.
- Response – save lives, protect property and the environment, and meet basic human needs after an incident.
- Recovery - assist communities affected by an incident in recovering effectively.

3.1 Preparedness Cycle

Preparedness involves activities undertaken before an emergency or disaster to develop operational capabilities and effective response and recovery to a disaster. Preparedness activities according to the [National Preparedness System](#) include:

- Identifying and assessing risk based on existing, potential, and perceived threats and hazards in the community;
- Estimating capability requirements based on current capabilities and those that need improvement;
- Building and sustaining capabilities to best utilize resources;
- Planning to deliver capabilities to the whole community;
- Validating capabilities through training and exercises; and

- Reviewing and updating capabilities, resources, and plans.

Prevention and protection activities are those capabilities taken before a terrorism event or threat to the homeland, so they are not addressed in this plan as they are law enforcement-focused. However, preparedness cycle activities still cover those mission areas and associated capabilities.

According to the Homeland Security Exercise and Evaluation Program (HSEEP), the preparedness cycle includes the following:

- Developing policies, plans, and procedures,
- Organizing and equipping personnel,
- Training personnel and whole community partners,
- Exercising plans, policies, and procedures, and
- Evaluating and improving capabilities.

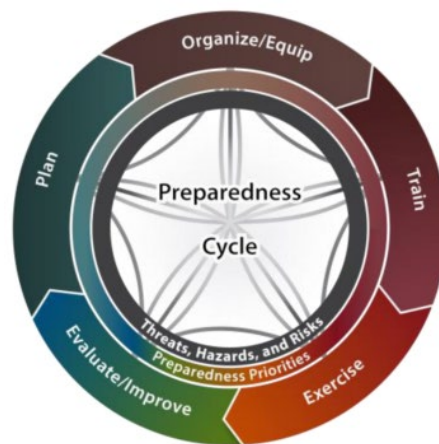


Figure 1: FEMA Integrated Preparedness Cycle

Source: [Homeland Security Exercise and Evaluation Program \(HSEEP\) January 2020](#)

Preparedness cycle activities are done well before an emergency or disaster occurs according to priorities determined by jurisdictional senior leaders based on prior events, risk assessments, capability assessments, grant requirements, and whole community input in Cochise County.

Public Education and Outreach

Public education and outreach promote preparedness, mitigation, response, and recovery concepts and techniques through the whole community’s participation in planning, education, training, exercising, and coordination with government, the public, businesses, non-governmental organizations, and private citizens. This is accomplished through various outreach activities, including hosting community meetings and workshops, coordinating educating seminars, providing disaster handouts and training, communicating through social media, and community-based presentations.

3.2 Training and Exercise

Training

The Cochise County Emergency Management will provide appropriate training or coordinate with the AZDEMA-EM for delivery of training courses.

All employees with emergency response responsibilities or assigned a position in the EOC will receive NIMS training. The appropriate NIMS training will also be provided to all public safety and first responder personnel according to the Authority Having Jurisdiction (AHJ). CCEM is responsible for providing NIMS training to employees with a role in emergency management, or the emergency operations center.

The [FEMA National Incident Management System Training Program \(2020\)](#) recommends the following core curriculum based on responder responsibilities including:

- Incident Command System (ICS) – responsible for tactical activities on-scene.
- Emergency Operations Center (EOC) – responsible for the operation and strategic coordination, resource acquisition, and information gathering, analysis, and sharing.
- Public Information Officers (PIOs) operating within the Joint Information System (JIS) are responsible for outreach and communication to the media and public.
- Multiagency Coordination (MAC) Group – responsible for policy guidance and senior-level decision-making.

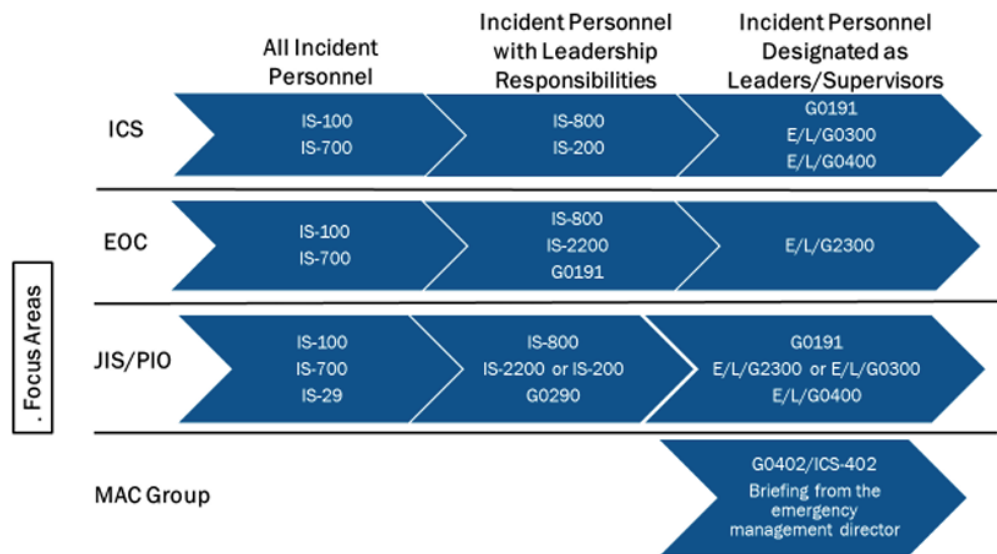


Figure 2: National Incident Management System Training Courses
Source: [NIMS Training Program](#)

The training is divided between all incident personnel or personnel with leadership or supervisory responsibilities. Additional courses may be required to fulfill NIMS qualification system requirements. Copies of NIMS training records are maintained through the DEMA/EM training system and are the responsibility of the AHJ and the individual.

Exercise

In addition to training, exercises are the best method of ensuring emergency personnel understand their roles and responsibilities. Exercises will follow FEMA's current Homeland Security Exercise and Evaluation Program (HSEEP) doctrine. Exercises allow emergency responders to become familiar with the procedures, facilities, and systems they use in emergencies. Exercises will be conducted regularly to maintain readiness. CCEM will lead or participate in exercise development, conduct, and After-Action Reports and Improvement Plans (AAR/IPs) to increase capabilities in procedures, organization, equipment, training, and exercises.

3.3 Response

Pre-Emergency

On receipt of a warning or the observation that an emergency is imminent or likely to occur, actions to be accomplished include, but are not limited to:

- Initiating pertinent plans, policies, and procedures;
- Alerting and notifying necessary agencies, NGOs, jurisdictions, departments, etc.;
- Advising threatened populations of the emergency and apprising them of safety measures they should take to protect themselves, up to and potentially including evacuation;
- Activating staff and the Emergency Operations Center;
- Assisting jurisdictions with mutual aid and, resource acquisition; and
- Proclamation of a local emergency by the AHJ;
- Conduct pre-incident public awareness information and education;
- Inspection of critical facilities;
- Notify current and recruit additional staff;
- Mobilize resources;;
- Test warning and communications systems.

Emergency Response

During this phase, emphasis is placed on saving lives and property, isolating and controlling the situation, and minimizing the effects of the disaster. Immediate response is accomplished within the affected area by local government agencies, the private sector, and non-governmental entities. One of the following conditions will apply to the County during this phase:

- The situation can be controlled without mutual aid assistance from outside the County,
- Evacuation of portions of the County is required due to uncontrollable immediate and ensuing threats,
- Mutual aid from outside the County is required, or
- The County is either minimally impacted or not impacted at all and is requested to provide mutual aid to other jurisdictions.

Cochise County will give priority to the following operations:

- Dissemination of accurate and timely emergency information and warning to the public,
- Situational awareness and analysis,
- Resource allocation and control,
- Evacuation and rescue operations,
- Medical and mass casualty operations,
- Care and shelter operations,
- Access and perimeter control,
- Public health operations, and
- Restoration of community lifelines.

When local resources are overwhelmed and additional resources are required, requests for mutual aid will be initiated through existing mutual aid agreements or DEMA/EM. Depending on the severity of the emergency, jurisdictional or the Cochise County EOC may be activated.

Emergency Declarations

The County Board of Supervisors may declare a local emergency in the unincorporated areas of the County. A local emergency may be declared in a city or town, by the municipal governing body. The CCEM Director will recommend the proclamation of an emergency based on the projected scope and cost of the event. The recommendation is sent to the Chairman of the Board of Supervisors. It is then sent to the DEMA/EM for delivery to the Governor. The CCEM Director may provide assistance and guidance to municipal corporations in the emergency declaration process.

Should a State of Emergency be proclaimed by the Governor, state agencies will, to the extent possible, respond to requests for assistance. These activities will be coordinated with the DEMA/EM, the Governor’s office, or the designated state agency. DEMA/EM may also activate the State Emergency Operations Center (SEOC) to support state agencies in ensuring the effectiveness of the state’s emergency response. The Governor of Arizona is responsible for any request for a Presidential declaration of emergency.

Incident Action Planning and Incident Support Planning

In an Incident Command System or Incident Command structure, CCEM may develop Incident Action Plans (IAP) via ICS Forms (ICS 201, 202, 203, 204, 205, 205A, 206, 207, 208). This IAP format is reserved for situation in which Cochise County Departments or Offices are taking command of an incident, opposed to Cochise County operating the EOC in support of an incident.

In an Emergency Operations Center structure, CCEM may develop Incident Support Plans. These plans outline the support the EOC will provide to the Incident Command, in respect to the ICS/EOC interface.

3.4 Emergency Operations Center Activation Levels

The magnitude of the emergency will dictate Cochise County’s response level and whether the EOC is functional. Response levels describe the type of event, extent of coordination or assistance needed, and degree of participation from County departments. Depending on the nature of the emergency, the EOC may be activated:

- Virtually
- Partially
- For Enhanced Monitoring
- Intermittently
- Fully

The EOC may be activated when one of the following individuals or their appointed designees requests EOC activation through CCEM:

- County Administrator,
- County Sheriff,
- Emergency Manager, or
- County Health and Social Services Director.

The activation level of the EOC is also based on the needs of the incident. To be consistent with the [NIMS Incident Complexity Guidelines](#), guidance for opening the EOC is as follows:

- **Type 5** – Isolated incidents handled by single local resources in a short time frame with minimal to no effects on community lifelines. EOC activation is unnecessary.
- **Type 4** – Incident handled by multiple local resources, with extended timeframes, and/or damages to community lifelines. EOC activation is unnecessary. CCEM may conduct situational awareness, and public information activities.
- **Type 3** – Incident handles by multiple local resources, including mutual aid resources, while objectives cannot be met in a 24-hour timeframe. Community lifelines suffer impacts. The incident has threatened or damaged residential, commercial, or cultural assets, with potential for cascading events. Incident Command System may be established; EOC may be activated, and an Incident Support Plan (ISP) or Incident Action Plan (IAP) may be completed.
- **Type 2** – Incident objectives may not be met for several days, and resource requirements are taxed locally. The incident threatens, damages, or destroys some residential, commercial, cultural, or natural resources. The incident has potential widespread or longer-term impacts on community lifelines or critical infrastructure. Cascading events or event escalation are likely. An incident management team (IMT) may be required. The EOC will open partially or fully with defined operational periods. County departments and offices are involved in the incident and may require resource support. The recovery phase may be required. IAPs and/or ISPs will be completed.
- **Type 1** – Incident objectives may not be met for many operational periods, and the incident is resistant to stabilization. The incident threatens, damages, or destroys numerous residential, commercial, cultural, or natural resources. Evacuations may require short to long-term shelter or housing resources. A high level of coordination is needed. Unified command and potentially even area command are in place. The EOC will likely be fully staffed and operational. County departments and offices are involved in the incident, and multi-departmental coordination is required in the EOC. IAPs and/or ISPs will be completed.

3.5 Emergency Support Functions

Emergency Support Functions (ESFs) are frameworks organized by FEMA and utilized by DEMA/EM in the Arizona State Emergency Response and Recovery Plan (AZSERRP) to coordinate federal and state assistance in response to disasters and emergencies. Each ESF is a collection of resources grouped by capability. They are designed to facilitate a coordinated and efficient response by leveraging resources and expertise from various federal, state, and local departments and agencies; non-governmental organizations; and the private sector.

The ESF Functions are described in Appendix D. Each ESF has designated lead and support agencies. The ESFs include:

- **Transportation (ESF #1)** - Provides support for transportation infrastructure recovery, movement restrictions, and damage assessments.
- **Communications (ESF #2)** - Ensures the restoration and coordination of communication systems.
- **Public Works and Engineering (ESF #3)** - Offers technical advice, engineering services, and construction management.
- **Fire Service (ESF #4)** - Mobilizes resources to support local fire departments in combating fires.
- **Information and Planning (ESF #5)** - Supports planning and information management activities.
- **Mass Care and Shelter (ESF #6)** - Assists with mass care, housing, and human services.
- **Resource Support (ESF #7)** - Manages logistics, including the provision of supplies and services.
- **Health and Medical Services (ESF #8)** - Coordinates public health and medical services, including mental health services.
- **Search and Rescue (ESF #9)** - Facilitates the deployment of search and rescue resources.
- **Oil and Hazardous Materials Response (ESF #10)** - Addresses oil and hazardous materials incidents.
- **Agriculture and Natural Resources (ESF #11)** - Supports food safety, animal and plant health, and natural and cultural resources.
- **Energy (ESF #12)** - Assists in restoring energy systems and infrastructure.
- **Public Safety and Security (ESF #13)** - Support law enforcement and public safety activities.
- **Recovery (ESF #14)** – Encompasses processes for recovery activities.
- **Public Information (ESF #15)** - Coordinates communication with the public, media, and other stakeholders.

3.6 Community Lifelines

FEMA outlined seven critical lifelines in the 2019 National Response Framework and added an eighth in 2023. The lifelines focus on critical business and government functions essential to human health and safety or economic security. Lifelines are the most fundamental services that, when disrupted, cause ripple effects through a community, and if not restored quickly, can affect the ability of the community and agencies to respond and contain the situation and begin recovery. Not every emergency or disaster will impact all of the lifelines or components.

These components protect life and property, maintain public order, and provide essential services that enable communities to recover from emergencies and disasters. The coordination and effectiveness of these services are crucial for a resilient and responsive emergency management system.

Community Lifeline dashboards, with reporting/indicator colors, below, are used as a tool for gathering situational awareness, measuring progress towards objectives, or as a guide in establishing objectives.

FEMA has developed a [Lifelines Implementation Toolkit](#), which contains reporting colors for situational awareness reporting, which Cochise County uses in incident support plans:

- **Unknown:** Grey indicates the extent of disruption and impacts to lifeline services is unknown.
- **Significant Impact:** Red indicates severe challenges and obstacles that hinder the essential services and resources associated with the lifeline. Immediate attention and resources are required to address the situation and restore functionality.
- **Moderate Impact:** Yellow indicates disruptions or limitations to delivering normal, pre-incident services and resources. The situation requires attention and proactive measures to prevent further deterioration and meet community needs. Restoration of this lifeline is still in progress, and the community has not returned to pre-incident service levels. This includes instances in which lifeline restoration is being addressed through temporary means.
- **Minimal Impact:** Green indicates that the lifeline functions at pre-incident levels, with only minor disruptions or limitations.
- **Administrative:** Blue does not indicate an operational status or condition; it is used for administrative purposes such as presentations and briefings.

The eight lifelines are as follows:

Safety and Security

This lifeline includes law enforcement and government services, including emergency management and the associated assets that maintain community security, provide search and rescue, evacuations, and firefighting capabilities, and promote responder safety. The Safety and Security lifeline ensures individuals' and communities' immediate safety and well-being during emergencies.

Food, Hydration, and Shelter

The Food, Hydration, and Shelter lifeline includes support systems that enable life sustainment, such as food and hydration distribution networks, sheltering, and agriculture. This lifeline focuses on ensuring the availability and accessibility of essential resources for sustaining human life during emergencies. It involves efforts to assess and meet the basic needs of affected individuals, including providing safe and adequate food, clean drinking water, and temporary shelter. The Food, Hydration, and Shelter lifeline aims to prevent hunger, dehydration, and exposure to harsh environmental conditions during emergencies.

Health and Medical

The Health and Medical lifeline encompasses the essential functions and services required to address the health and medical needs of individuals affected by emergencies. This lifeline includes healthcare infrastructure, service providers and delivery systems for medical supplies and equipment, emergency medical services, public health, patient movement, fatality management, veterinary support, and behavioral health support. It involves medical treatment, triage, healthcare facility operations, disease surveillance, and public health interventions.

Energy

The Energy lifeline encompasses critical functions and systems for producing, distributing, and managing energy resources during an emergency. This includes electric power infrastructure, including generation, transmission, and distribution systems, as well as gas and liquid fuel processing, transportation, and delivery systems. Disruptions can have a limiting effect on the functionality of other community lifelines. It involves activities such as power restoration, fuel distribution, infrastructure repairs, and ensuring the availability of energy resources for critical facilities and services. The Energy lifeline plays a vital role in supporting essential operations, maintaining critical infrastructure, and ensuring the functionality of lifeline-dependent systems during emergencies.

Communications

The Communications lifeline focuses on maintaining reliable and effective communication systems and networks during emergencies. The systems encompass many diverse modes of delivery and technologies, often intertwined but largely operating independently. This lifeline encompasses activities related to telecommunications, information sharing, public alerting, and emergency communication infrastructure. It involves establishing and maintaining communication channels for responders, authorities, and affected individuals, enabling the dissemination of critical information, coordination of response efforts, and public awareness during emergencies. Financial services accessibility is also included in this lifeline. Infrastructure owners and operators of broadband Internet, cellular networks, landline telephony, cable, satellite communications, and broadcast networks (radio and television) are included.

Transportation

The Transportation lifeline encompasses critical functions and infrastructure systems for moving goods, services, and people during emergencies. Transportation infrastructure generally includes highway/roadways, mass transit, railway, aviation, maritime, pipeline, and intermodal systems. This lifeline includes logistics support, emergency transportation services, and evacuation planning. The Transportation lifeline is crucial in enabling the efficient movement of emergency personnel, essential supplies, and evacuees, facilitating response, recovery, and evacuation efforts during emergencies.

Hazardous Materials

The Hazardous Materials lifeline focuses on managing and mitigating the risks associated with hazardous materials and substances during emergencies. This lifeline includes activities related to hazardous materials response, storage, transportation, and spill containment. This includes assessment of facilities that use, generate, and store hazardous substances, as well as specialized conveyance assets and efforts to identify, contain, and remove incident debris, pollution, contaminants, oil, or other hazardous substances. The Hazardous Materials lifeline aims to prevent and minimize the release and exposure to hazardous substances, ensuring the safe handling, storage, and disposal of such materials during emergencies.

Water Systems

The Water Systems Lifeline includes potable water and wastewater management infrastructure, including water treatment, transmission, distribution, and wastewater collection and treatment systems.

Integration of Lifelines with Emergency Support Functions

The FEMA Community Lifelines and their components do not directly cover all aspects that a community may require during a disaster, nor do they align directly with the Emergency Support Functions (ESFs). The primary ESF agencies should familiarize themselves with the Lifelines, start monitoring them, and implement plans to quickly restore them.

3.7 Recovery

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery consists of short-term activities intended to return community lifelines to operation and long-term activities designed to return those lifelines to pre-disaster conditions. Recovery also includes cost recovery activities. The recovery period has major objectives which may overlap, including:

- Reinstatement of family and individual autonomy;
- Provision of essential public services;
- Permanent restoration of private and public property;
- Identification of residual hazards;
- Plans to mitigate future hazards;
- Recovery of costs associated with response and recovery efforts; or
- Coordination of state and federal, private, and public assistance in cooperation with DEMA/EM and FEMA representatives, including timely completion of public and individual damage assessments as applicable.

As the immediate threat to life, property, and the environment subsides, restoring community lifelines in affected areas will begin through various recovery activities. Recovery activities involve restoring services to the public and rebuilding the affected areas. Examples of recovery activities include:

- Restoring all utilities, life support systems, and critical infrastructure,
- Establishing and staffing Local Assistance Centers and Disaster Assistance Centers,
- Applying for state and federal assistance programs,
- Conducting hazard mitigation analysis,
- Identifying residual hazards, or
- Determining recovery costs associated with response and recovery.

Recovery Support Functions (RSF) are utilized to organize lines of effort in Recovery, as ESFs are utilized during Response. The [National Disaster Response Framework \(NDRF\)](#) has identified six RSFs.

- **Infrastructure Systems:** The Infrastructure Systems RSF serves as a collaborative forum for federal government engagement with states, local governments, tribes, and territories (SLTT) as well as private sector representatives to focus on public engineering services that can reduce risks from disasters and expedite recovery.
- **Economic:** After a disaster strikes, communities are often faced with a complex and difficult recovery process. The Economic RSF supports states, localities, tribes, and territories' (SLTT) return to a state of economic health and development of new economic opportunities that result in a sustainable, economically resilient community.
- **Natural and Cultural Resources:** The Natural & Cultural Resources RSF coordinates departments and agencies working together to provide information and assistance to communities seeking to preserve, protect, conserve, rehabilitate, recover and restore natural and cultural resources during recovery.
- **Health and Social Services:** The Health and Social Services RSF restores and improves health and social services networks to promote the resilience, health, independence, and well-being of the whole community pre- and post-disaster. The HSS RSF implements the federal framework to support locally led recovery efforts focused on health care systems, human services, behavioral health, public health/environmental health, and education.
- **Community Assistance:** After a disaster, communities must lead complex efforts to recover. The Community Assistance RSF supports tribes and localities by building relationships, providing training, and supporting efforts to plan, prioritize, and implement their recovery goals and objectives.
- **Housing:** The Housing RSF works toward addressing disaster housing issues, focusing on solutions that are feasible, sustainable, and resilient. As states and communities look to the federal government for assistance in housing both disaster survivors and others who choose to live in recovering communities, the Housing RSF coordinates and effectively integrates available housing-related resources, addresses conflicting policy/program issues, and identifies gaps in service and assistance delivery.

RSFs will serve as a guide for Cochise County operations, goals and objectives, as Response operations cease, and Recovery operations begin.

Emergency Services Access – Functional Access Needs Populations

Access to emergency services shall not be denied based on race, color, national origin, sex, age, or handicap. To ensure this goal is met, Title II of the ADA requires state and local governments to make their programs and services accessible to persons with disabilities. This requirement extends to physical access at government facilities, programs, and events. Governmental entities must ensure effective communication -- including the provision of necessary auxiliary aids and services -- so that individuals with disabilities can participate in civic life.

Populations whose members may have additional needs before, during, and after an incident in functional areas, including, but not limited to - maintaining independence, communication, transportation, supervision, and medical care. Individuals needing in all phases of emergency management before, during, and after a disaster include:

- Those with Functional access needs,
- Medical needs,
- Cognitive limitations,
- Institutionalized individuals,
- Transportation disadvantaged,
- Older adults,
- Children,
- Limited English proficiency
- Economically challenged,
- Unhoused, or
- Other underserved communities.

Cochise County's priorities for these individuals will be on alerting and warning, life-saving operations, evacuations, and sheltering to address the issues related to communications, mobility, and accessibility. Included in the County's planning efforts for those with disabilities and others with access and functional needs are:

- ADA-compliant access to County programs, services, and facilities and Red Cross shelter facilities
- Assistance with animal services for evacuation of service dogs and sheltering
- Identified transportation assistance for those requiring physical assistance
- An emergency notification system with multiple modes of communication for specific geographic areas
- Notification and warning procedures
- Interpretive services and translation of warnings, notifications, and directions
- Evacuation considerations
- Emergency transportation needs
- Sheltering requirements
- Accessibility to medications, refrigeration, and backup power
- Animal Care Considerations

The PETS Act (Pets Evacuation and Transportation Standards Act of 2006) amended the Stafford Act and requires evacuation plans to consider the needs of individuals with household pets and service animals before, during, and after a major disaster or emergency. The Cochise County Animal Control Office will lead the effort to comply with the PETS Act in conjunction with the Sheriff's Office and fire departments responsible for evacuations and rescue of trapped persons. Animal Control will coordinate the evacuation and sheltering of households and service dogs in a disaster.

4 - Organization and Assignment of Responsibilities

4.1 - Emergency Organization and Assignment of Responsibilities

The Arizona Revised Statutes § 26-308 requires Cochise County to establish and provide for emergency management. The County's Emergency Management Office was granted authority by Resolution 79-05 on February 26, 1979 to meet the statutory requirements of § 26-308. All departments, jurisdictions, agencies, non-governmental organizations, and private entities involved in emergency management activities will use the NIMS and ICS for emergency response and provide emergency-related information.

Cochise County's Emergency Declaration and Resources Policy 2218, dated January 1, 2020, outlines the processes for declaring an emergency and guidance on allocating County resources and personnel.

Cochise County Emergency Management

On behalf of Cochise County, the CCEM Director has overall responsibility for the following:

- Developing response, recovery, and hazard mitigation plans for the County;
- Overseeing emergency management grants with designated state agencies;
- Organizing, staffing, and operating the Emergency Operations Center;
- Operating notification and warning systems;
- Providing information and guidance to the public and elected and appointed officials;
- Maintaining information on the status of resources, services, and operations;
- Obtaining support for Cochise County and providing support to other jurisdictions as needed;
- Identifying and analyzing potential hazards and recommending appropriate countermeasures; and
- Collecting, evaluating, and disseminating damage assessment and other essential information.

Field Response Level

The field response level is where emergency response personnel and resources, under the direction of the Authority Having Jurisdiction (AHJ), carry out tactical decisions and activities in direct response to an incident or threat. The Cochise County Sheriff's Office conducts law enforcement within the unincorporated County. Numerous fire departments and districts conduct fire, rescue, and emergency medical services within their jurisdictions. Local jurisdictions may also have police departments, and state and federal jurisdictions may have response personnel for their areas of responsibility.

County Departments that may assist with the incident include the Public Works Department, Engineering and Natural Resources, Health and Social Services, and numerous other supporting Departments and Offices. Utility companies, non-governmental organizations, and volunteers may support emergency response and operations.

Local Government Level

Counties and incorporated Cities and Towns are considered local governments. The basic role of a local government is to manage and coordinate the overall emergency operations activities within its jurisdiction. Cochise County coordinates with the field response level and other local governments and supports them as needed. Cochise County will conduct the following activities during emergencies:

- Establish coordination and communications with IC/UC/IMT/EOC;
- Assist local authorities with emergency notification and public information;
- Support existing mutual aid systems for coordinating fire and law enforcement resources;
- Provide situational assessments and resource requests to DEMA/EM when appropriate; and
- Establish coordination, situational assessment, and communications between any local, state, or federal emergency response AHJ at an incident.

Key Local Government Entities:

Municipalities:

- Benson
- Bisbee
- Douglas
- Huachuca City
- Sierra Vista
- Tombstone
- Willcox

Volunteer Organizations

- CCSO – Sheriff Assist Team (SAT)
- CCSO – Search and Rescue (SAR)

Nearby Partners

- Pima County Emergency Management
- Santa Cruz County Emergency Management

Fire Districts:

- Bowie
- Elfrida
- Fry
- Mescal J-6
- Naco
- Palominas
- Pirtleville
- Pomerene
- San Jose
- San Simon
- Sunnyside
- Sunsites-Pearce
- Whetstone

State Level

The State is responsible for providing support and coordination of adjoining jurisdictions, including cities/towns, counties, tribal nations, the State of Arizona, adjoining states, and federal resources in the event of an emergency or disaster that has overwhelmed the response capabilities of the local or county level resources. State departments or offices may provide support locally per their jurisdictional requirements.

The State Emergency Operations Center (SEOC) will be activated if state coordination and support is required. If activated, the SEOC provides state-level support to county EOCs and on-scene Incident Management Team (IMT) command functions. Furthermore, the SEOC provides an environment wherein the Governor will direct State policy in a disaster response. The state level also serves as the coordination and communication link between the state and the federal disaster response system.

Key State Partners:

- Arizona Department of Public Safety (law enforcement)

- Arizona Department of Emergency and Military Affairs – Emergency Management
- Arizona National Guard
- Arizona Department of Environmental Quality – Emergency Response Unit
- Arizona Department of Health Services

Federal Level

The Federal Emergency Management Agency (FEMA) is designated the main federal government agency during disasters and national security emergencies. Different federal agencies may be involved in disaster response and recovery operations. Federal disaster assistance is organized under the Emergency Support Functions (ESFs) defined in the National Response Framework. All contact with FEMA and other federal agencies is made through DEMA/EM during the response phase, working through their ESF organization. During recovery, cities or towns may work directly with FEMA and other federal agencies.

Key Federal Partners:

- Federal Emergency Management Agency (FEMA)
- Federal Bureau of Investigation (FBI)
- US Border Patrol (Naco, Douglas, Willcox, Sonoita)
- US Customs (Naco, Douglas)
- US Forest Service
- US National Park Service
- USDA Bureau of Land Management

Non-governmental, Volunteer, and Private Sector Organizations

The Cochise County EOC will establish communication with non-governmental organizations, the private sector, and other groups that provide emergency assistance and disaster services within the County. Volunteer agencies mobilize volunteers and other resources through their systems. They also may identify unmet resource needs and requests through the mutual aid system. Some agencies may have personnel participating in functional elements in the EOC, e.g., Red Cross personnel may assist with sheltering or mass care.

Some private organizations have established mutual aid arrangements to assist within their functional area. At a minimum, a liaison between the EOC and private sector entities involved in response should be established. Where there is a need for extensive coordination and information exchange, private entities should be represented in activated EOC.

4.4 Continuity of Government (COG)

In an emergency, the governmental response is an extraordinary extension of responsibility and action coupled with normal day-to-day activities. Normal governmental duties must be maintained, with emergency operations carried out by those agencies assigned specific emergency functions. A major disaster or national security emergency could result in the death or injury of key government officials or the partial or complete destruction of established seats of government and public and private records essential to the continued operations of government. Government at all levels is responsible for providing continuity of effective leadership, authority, and adequate direction of emergency and

recovery operations. Cochise County is developing a COOP/COG plan to carry out essential functions and maintain government operations within its jurisdiction during an emergency or disaster.

Key position succession:

- Emergency Manager – Director of Emergency Management, Emergency Management Coordinator, Sheriff’s Office leadership, Public Health Department leadership, or as designated by County Administration
- County Administration – County Administrator, Deputy County Administrator, Associate County Administrator, or as designated by the Board of Supervisors
- Elected Officials – as designated by Arizona Revised Statute

The use of ICS at the field level of a multiagency or multijurisdictional incident is required for these jurisdictions, agencies, and departments to work in a coordinated fashion. Requests for any resources or support that cannot be filled at the field level will be initially made through the individual agencies but can go through the EOC if needed.

5 - Direction, Control, and Coordination

The National Incident Management System (NIMS) guides all levels of government, non-governmental organizations, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from emergencies and disasters regardless of size or complexity. It integrates best practices into a standardized, flexible, and unified nationwide approach for emergency management. Cochise County has incorporated NIMS into its regular and emergency operations. The NIMS includes the following components:

- Resource Management – typing, qualifying, credentialing, inventorying, ordering, etc.;
- Command and Coordination – management by objectives, incident action planning, incident command system (ICS), etc.;
- Communications and Information Management – interoperable communications, etc.

The development of NIMS is a cooperative effort of all County departments and offices with an emergency response role within Cochise County. The CCEM Director has the responsibility for NIMS development and planning with responsibilities for:

- Communicating information within the County departments on NIMS requirements and guidelines;
- Coordinating NIMS development among departments and offices;
- Identifying all departments and agencies involved in the field-level response;
- Coordinating with other local jurisdictions within the County on the development of NIMS;
- Incorporating NIMS into all relevant agreements, policies, plans, and procedures; and
- Identifying non-governmental organizations (NGOs), private entities, and other groups that operate or provide emergency-related services in the County.

5.1 Incident Command System

The NIMS requires emergency response entities to use the Incident Command System (ICS) for multiagency, multijurisdictional incidents. The ICS is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure;
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private; and
- Establishes common processes for planning and managing resources.

All levels of government, non-governmental organizations, and the private sector use the ICS at all response levels. On-scene operations are managed by incident command (IC) with the authority having jurisdiction (AHJ). Depending on the size, scope, severity, and needs of emergency situation, Cochise County Emergency Operations Center may utilize the following EOC structures:

- Standard ICS
- Modified ICS
- Departmental

- Emergency Support Functions

Appendix C reviews options for Cochise County ICS/EOC Organization Charts.

5.2 Unified Command

For multiagency responses, Unified Command (UC) allows agencies responsible for a multijurisdictional incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, autonomy, responsibility, or accountability. The Cochise County Sheriff's Office, city/town police departments, Arizona Department of Public Safety, or fire departments/districts are commonly represented in Unified Command when needed.

5.3 Emergency Operations Center

When an emergency, disaster, or event exceeds the response capabilities of the on-scene Incident Command, the EOC may be activated as described in Chapter 3.4. An EOC is the central physical location where key County staff will gather to coordinate the response to an emergency, or support agencies directly responding. The EOC is responsible for multiagency/multijurisdictional coordination, policy implementation, information sharing, and resource coordination to support IC/UC in the field.

The following are priorities when supporting field operations through the EOC:

- Addressing rescue, evacuation, medical care, food, shelter, and the immediate public health and safety needs of residents during the emergency;
- Restoring community lifelines, such as;
 - Safety and security;
 - Food, hydration, and shelter;
 - Health and medical services;
 - Energy systems and delivery;
 - Communications;
 - Transportation;
 - Hazardous materials containment; and
 - Water and wastewater systems.
- Meeting people's recovery needs, including temporary housing, feeding, employment, etc.; and
- Providing for the community's recovery to its pre-disaster state to the greatest extent possible.

Appendix C includes options for the Cochise County Emergency Operations Center Organization Chart. Only certain functions may be activated depending on the nature of the incident. The EOC is staffed by County personnel and designated jurisdictional representatives specially trained to perform assigned duties to support the incident. The EOC facility has specialized equipment, information systems, and tools to support Incident Command structures in the field.

The EOC does not directly manage or command incidents as the Incident Command/Unified Command does this on scene. The EOC has several primary functions during an emergency:

- Developing and maintaining situational awareness and a common operating picture of the incident;
- Identifying and securing additional resources for emergency operations; and
- Performing accounting and record-keeping to track disaster costs.
- Provide policy level direction if needed.

The EOC performs these tasks by communicating across departments, agencies, and jurisdictions to relieve on-scene command of the burden of external coordination, resource allocation, and information collection, verification, and dissemination.

Day-to-day operations can be conducted from departments and agencies dispersed throughout Cochise County. Centralized services may be needed to facilitate coordinated support when a major event or disaster occurs. When open, the EOC will establish an agency representative with IC/UC Liaison for information sharing and resource acquisition. Effective coordination between the EOC and ICPs is key to successfully supporting emergency response operations.

The following additional tasks are also performed in the Cochise County EOC:

- Preparing situation reports and other reports as required;
- Developing emergency policies and procedures;
- Continuing analysis and evaluation of all data on emergency operations to maintain a common operating picture of the emergency or disaster situation;
- Collecting intelligence from and disseminating information to the various EOC representatives and, as appropriate, to local agency EOCs and state agencies;
- Receiving and disseminating warning information;
- Controlling and coordinating, within established policy, the operational and logistical support of department resources committed to the emergency, coordinating resource allocation priorities;
- Coordination of emergency management activities for Cochise County; and
- Providing emergency information and instructions to the public, making official releases to the news media, and scheduling press conferences as necessary.

5.4 Multiagency Coordination (MAC) Groups

Multiagency or Inter-agency Coordination is defined as the participation of agencies and disciplines working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents. Different MAC groups may be organized during larger, more complex incidents or disasters for specific support. The EOC may house MAC groups where local governments can coordinate interagency and executive decision-making to support incident response and recovery operations.

5.5 Mutual Aid

When County resources and capabilities are overwhelmed, mutual aid agreements provide mechanisms to mobilize and employ resources from surrounding jurisdictions to support the incident command. When disasters are far-reaching, mutual aid agreements provide for agencies from outside the affected area to provide resources and personnel to assist the municipalities in need. Jurisdictions in the State of Arizona will provide mutual aid per ARS § 26-309 and § 13-3872. These statutes empower municipalities

(counties and cities) to establish policies regarding rendering aid to other jurisdictions. There are also many mutual aid agreements established between municipalities within Cochise County.

Examples of the key tenants of mutual aid include:

- Providing parties are not required to provide mutual aid and shall only provide mutual aid if able, considering their own service needs. The providing party shall be the sole judge of what mutual aid it can render.
- Resources shall not self-deploy.
- Providing parties may be reimbursed by requesting party, if agreed to upon in advance.
- Each party shall maintain Workers' Compensation insurance of its own employees.
- Each party shall bear the risk of its own actions, as it does with all its operations.
- From the time of arrival to the time of departure at the emergency scene, the Providing Party shall be considered for all purposes to be under the direction and control (other than for the purposes of Workers' Compensation) of the Requesting Party.
- In proceeding to and returning from the emergency scene, the Providing Party shall not be under the direction and control of the Requesting Party.

See the full [AZMAC](#) agreement for further details.

Arizona Mutual Aid Compact (AZMAC)

Cochise County is a signatory to the AZMAC along with the other Arizona counties and many tribes in Arizona. AZMAC is a statewide mutual aid assistance agreement that provides resources amongst its signatory jurisdictions and provisions for payment, reimbursement, insurance, and liability clauses.

Emergency Management Assistance Compact (EMAC)

EMAC, a congressionally ratified organization that provides form, structure, and procedures for rendering emergency assistance between states, was established in 1996 and serves as the nation's mutual aid system. All 50 states, including the District of Columbia, Puerto Rico, Guam, and the US Virgin Islands, have enacted legislation to become EMAC members. EMAC offers assistance during governor-declared states of emergency, allowing unaffected states to send personnel, equipment, and commodities to help disaster relief efforts in other states. Once the conditions for assisting a requesting state have been set, EMAC establishes a legally binding contractual agreement that makes affected states responsible for reimbursement. The EMAC legislation solves the problems of liability and cost responsibilities and allows credentials, licenses, and certifications to be honored across state lines.

6 - Information Collection, Analysis, and Dissemination

One of the most important functions is to collect, analyze, and properly disseminate situational information to the EOC's command and general staff, senior leadership, County Departments and Offices, and response partners. Developing a common operating picture facilitates collaborative planning. It assists all levels of the emergency organization in making policy decisions, developing the EOC support plan, prioritizing the use of resources, approving purchase requests, etc.

CCEM partners with AZDEMA-EM for access to the WebEOC and Common Operation Picture (COP) interfaces.

To obtain true and accurate situational information, all entities operating within the EOC must submit updates, damage assessments, and resource status reports to the Planning Section. WebEOC should be used to collect information and disseminate the status of the situation across the EOC. Critical incident information can also be communicated through formal reporting channels within the ICS structure.

Each representative within the EOC must be able to reach out to personnel operating within their area of responsibility at the field level as well as outward to other agencies when necessary to obtain the most accurate incident status.

The collection and organization of the incident situation and status information and the evaluation, analysis, dissemination, and display of that information are critical for use by all sections in the EOC.

The Situation Status Unit in the Planning Section is the lead for collecting, validating, and consolidating the situation analysis, but each section is responsible for contributing to this task:

- **Command Staff** - Provides overall guidance, coordination, and direction for intelligence collection; provides Status Reports to the EOC and other agencies on the status of the overall emergency operations.
- **Operations Section** – Provides information on the status of field operations, updates on the nature and scope of the disaster, and requests for resources from on-scene command.
- **Planning Section** - Collects, verifies, and combines input from other sections and agencies into the situation status; Develops GIS products when possible and disseminates Situation Reports via networked digital systems or hard copy as required.
 - The Planning Section's Situation Status and Resource Status Units are the primary EOC positions tasked with collecting, validating, and consolidating emergency- related information into the common operating picture.
 - The Situation Status/Analysis Unit is responsible for compiling information regarding incident- related events and current emergency response operations in the EOC. The Situation Status/Analysis Unit will work with the Operations Section to capture and present field operations to the EOC.
 - The Resource Status Unit is responsible for compiling information regarding resource requests, allocation, and status in the EOC. The Resource Status Unit will work with the Logistics Section to capture and present resource allocation activities for the EOC.
 - If GIS is available, the production of maps and imagery of the incident will assist in identifying locations suitable for staging areas and incident command posts and analyzing critical infrastructure (facilities essential for the operation and sustainability of

health services, food services, and government operations) to help decision makers understand the scope of the damage.

- **Logistics Section** - Provides information on available, committed, and ordered resources; Relays support facilities and communications systems status.
- **Finance/Administration Section** - Provides information on costs, claims, and damage assessments related to the emergency.

A key component of information collection, analysis and dissemination is the “Scene Size Up” which contains basic information to start the emergency management action and decision making process.

Size up examples:

All Hazards Size-Up	Wildfire Size-Up	HAZMAT Size-up
<ul style="list-style-type: none"> • Contact IC/AHJ and obtain following information: <ul style="list-style-type: none"> ○ Location ○ Hazardous Conditions ○ Threats to Public ○ On going actions ○ Comms Plan (Command and Tac) • Determine Needs <ul style="list-style-type: none"> ○ Resources Requests (supplies or people) ○ Messaging (emergency alerts, to partners, or to public) ○ Information (assist IC/AHJ gain SA with partners) 	<ul style="list-style-type: none"> • Location • AHJ/IC • Terrain and position of fire on slope • Size of Fire (acres) • Fuel Type (grass, brush, timber) • Behavior (smoldering, creeping, running, crowning) • Values Threatened • Weather Conditions • Resources on Scene • Evacuations • Communications (Command and Tac) • Benchmarks: <ul style="list-style-type: none"> ○ Forward Progress ○ Stopped ○ Fire Out ○ Mop Up Complete 	<ul style="list-style-type: none"> • Location • AHJ/IC • Container • Chemical • Behavior/state of matter <ul style="list-style-type: none"> ○ Leaking, color, boiling, spattering, evaporating, blowing, flowing • Injuries • Impacts (traffic) • Weather • Values Threatened • Evacuations • Resources on Scene • Tier II Information (myADEQ) • Communications (Command and Tac)

See Annex 7: EOC Checklist and Quick Start Guides for further size-up information.

7 - Communications and Coordination

7.1 Radio Systems

Cochise County Emergency Responder Radio System

The primary radio system in Cochise County is a 7/800 trunked system used by most law enforcement and fire agencies. The primary Public Safety Answering Point (PSAP) is the Southeast Arizona Communications (SEACOM) center, which dispatches for all entities except Fort Huachuca, City of Douglas, and City of Benson – who all maintain individual PSAPs. Cochise County IT maintains the trunked system and dispatch systems at SEACOM.

CCEM RACES operates a Mobile Communications Unit (MCU) which offers myriad communications capabilities: VHF, HF, public safety, amateur, patching, and satellite internet. The Cochise County EOC at SEACOM contains base station radios with many capabilities: VHF, HF, public safety, amateur, DRN, SEOC, and AIRS.

Cochise County has communications plans and participates in the interoperability of radio systems and available shared frequencies for multiagency response. The State of Arizona provides various communications systems, shared frequencies, and planning to assist the counties and cities in the state with their emergency communications needs.

Amateur Radio

During emergencies or disasters where communications systems may be degraded, volunteer amateur radio operators bring communications relief to local governments and the state. Amateur radio, often called Ham radio, utilizes non-public safety radio frequencies and networks that inherently operate well during emergencies due to their ad hoc and decentralized nature. Cochise County has an officially sanctioned Radio Amateur Civil Emergency Services (RACES) team, which operates according to Federal Communications Commission (FCC) rules (Part 97 Amateur Radio Service). RACES is a volunteer organization reporting to CCEM, consisting of licensed amateur radio operators who donate time, energy, and skills. Additionally, the Amateur Radio Emergency Service (ARES), a function of the Amateur Radio Relay League (ARRL), consists of licensed amateurs who have voluntarily registered their qualifications and equipment to the ARRL for communications duty in the public service when disaster strikes. During an Emergency, CCEM may utilize RACES and/or ARES radio operators to provide emergency communications.

State Radio Systems

The Arizona Interagency Radio System (AIRS) is a suite of full-time, cross-banded (i.e., VHF, UHF, and 800 MHz) mutual aid channels designated for multiagency use across Arizona. The AIRS suite is limited to one frequency pair per band. Agencies and organizations wishing to operate on AIRS must sign a Memorandum of Understanding (MOU) with the Arizona Department of Public Safety (DPS), which holds the licenses for AIRS frequencies. AIRS is designed to provide interoperable communications capability to first responders such as police, fire, and EMS agencies and other personnel of municipal, county, state, tribal, and federal agencies performing public safety or public service activities. DPS may also determine that selected non-governmental organizations (NGOs) performing public safety or public service activities are eligible for approval to use AIRS.

These radio frequencies are to be used in the event of a multiagency, multi-discipline, or multijurisdictional operation requiring the use of the common state radio channel(s), specifically to coordinate activities during identified incidents. AIRS frequencies are not to be used by a single agency for routine public safety operations. However, AIRS frequencies may be used by a single agency to reconstitute communications in case of a system failure or other significant communications loss. The Arizona Department of Public Safety maintains responsibility for AIRS. Additional details regarding AIRS policies, procedures, programming guidelines, coverage, and access can be found online.

The State Emergency Operations Center (SEOC) radio network is a trunked radio system on the APS backbone which provides SEOC to County EOC communications.

The DEMA Radio Network is a linked VHF repeater radio network maintained by the Arizona Department of Public Safety (AZDPS) and utilized by State Emergency Management, National Guard, County EOCs, and AZDPS.

7.2 Alerting and Warning Systems

Alert and warning involves notifying governmental forces and the general public of the threat of imminent extraordinary danger. Depending upon the nature of the threat and the population group at risk, warning can originate at any level of government.

Integrated Public Alert and Warning System (IPAWS)

Established by Presidential Executive Order 13407, IPAWS brings together existing and new public alert and warning systems and technologies to provide all levels of government to alert and warn the public through a range of messaging options and communications pathways. IPAWS facilitates timely emergency alerts and warning information to more people over more media before, during, and after a disaster. IPAWS also provides a means for messaging people with disabilities and access and functional needs. Using IPAWS, Federal, State, local, tribal, and territorial governments can integrate their alert and warning systems with the national alert and warning infrastructure. Through this, the IPAWS will increase the resilience of local systems and provide additional means by which life-saving information is distributed during a crisis.

Emergency Alert System (EAS)

Success in saving lives and property depends on the timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the population within their jurisdiction. Government officials accomplish this through broadcast stations, cable, and wireless cable systems. The EAS capabilities include: Broadcast stations, cable systems, participating satellite companies, and other services that can send and receive emergency information quickly and automatically, even when these facilities are unattended.

EAS is designed so that if one link in disseminating alert information is broken, the system will not fail. The message automatically converts to any language the broadcast station or cable system uses.

Wireless Emergency Alerts (WEA)

WEA are emergency messages sent by authorized government alerting authorities through your mobile carrier. Registered users will receive alerts about extreme weather and other threatening emergencies in the area such as, Amber Alerts, Silver Alerts, Blue Alerts, and Presidential Alerts during a national emergency. The National Weather Service (NWS) will send messages about tsunamis, tornadoes, flash flood warnings, hurricanes, typhoons, dust storms, and extreme wind warnings. The WEA message looks like a text message and will show any actions you should take, and the agency which issued the alert. When sent, it uses a special tone and vibration, repeated twice. WEA messages are unaffected by network congestion, and the system will still function during disasters.

National Weather Service (NWS)

The National Weather Service Weather Radio All Hazards transmitters broadcast on one of seven VHF frequencies. The Zone Area Forecast for Southern Arizona and all of Cochise County are issued out of Tucson. The Tucson Weather Forecast Office is at 520 North Park Ave., Suite 304, Tucson, AZ 85719. Phone: (520) 670-6526.

- Tucson WXL30 – 162.550
- Safford KXI24 – 162.475
- Nogales WNG703 – 162.500
- Silver City, NM WZ2516 – 162.425

8 - Administration, Finance, and Logistics

8.1 Administration

Documentation

A vital administrative function is documentation to create a legal and historical record of the response to and recovery from a disaster. The Documentation Unit conducts documentation in the Planning Section, but all positions, both at the field level and EOC, are responsible for recording their actions and expenses using timecards, forms, purchase orders, messages, and cost receipts. Additional items such as incident command logs, cost recovery, damage assessment, personnel and resource logs, etc., provide vital information to record all jurisdiction actions during an emergency or disaster. The EOC Director and Finance/Administration Section Chief shall ensure the following tasks are completed:

- Ensure the implementation of a record-keeping system to document all related costs, actions, decisions, and communications;
- Track equipment purchases, rentals, usage, and personnel hours, including overtime or backfill;
- Develop estimates of monetary loss and identify possible funding sources for future needs;
- Maintain a central database of County government damages/expenses;
- Authorize emergency spending when necessary; and
- Ensure all records for the Finance/Administration Section are properly maintained.

Vital Records Preservation

Preserving vital records is critical to the County's recovery from a disaster. In addition to the documentation and collection of information requirements of response and EOC positions, each response function has a record-keeping component. Although the principal focus of vital records preservation is to support recovery through reimbursement of disaster-related costs, vital records also have a broader and arguably more important function. Vital records help to describe a complete compilation of damage, death, physical or mental trauma, and allocation of public and private resources, making it possible to learn from the disaster experience. In Cochise County, the Clerk of the Board is responsible for preserving vital records. The Clerk of the Board stores hardcopy minutes, resolutions, deeds, and contracts regularly. In a disaster, these records create a legal and historical record of the county's actions to respond to and recover from the disaster.

After Action Report/Improvement Planning

After any significant event, CCEM will complete an after-action report and improvement plan similar to the HSEEP AAR/IP process after exercises. The report will identify strengths and areas for improvement and then assign appropriate corrective actions to the responsible entity.

8.2 Finance

Cochise County Procurement policy provides a mechanism for emergency procurement with approval by the County Administrator. Release of further funding is provided by approval of the Board of Supervisors at a regularly scheduled or emergency meeting.

During a disaster, prompt implementation of a disaster accounting system is vital to supporting the response activities, vital record retention, and documentation of the emergency or disaster. The EOC Finance/Administration Section's primary responsibility is to maintain, to the greatest extent, the financial systems necessary to keep the County functioning during a disaster.

The Finance/Administration Section also supervises the negotiation and administration of vendor and supply contracts and procedures in consultation with Planning and Logistics.

The Finance/Administration Section also performs the following tasks during a disaster:

- Maintain accounting of costs associated with response and recovery,
- Recommend long-term economic recovery strategies to the Board of Supervisors and County Administrator,
- Establish chart of accounts tracking for emergency expenditures.

8.3 Logistics

See Annex 3 for information on logistics and resource management. ESF 7 handles resource management in the Logistics Section of the EOC organization. Logistics for the Cochise County EOC are focused on providing resources (personnel, facilities, equipment, food, hydration, medical, etc.) to support the County operations or in conjunction with the on-scene incident or unified command structure.

9 - Plan Development and Maintenance

Cochise County Emergency Management is responsible for annually reviewing and maintaining the EOP. Individual County departments are responsible for regularly updating and revising their departmental information and submitting updates to the CCEM, which will incorporate them into the EOP. These updates should include new or revised information, such as revisions of relevant standard operational procedures or positions. All changes to the EOP will be documented in the revisions table record. CCEM will maintain electronic copies as well as paper copies in the EOC.

The Cochise County Board of Supervisors is responsible for adoption of the Base Plan, and major revisions. The Cochise County Emergency Management Department is responsible for Base Plan maintenance, including minor revisions, and for the creation, deletion, and maintenance of Appendices and Annexes.

10 - Authorities and References

10.1 Federal Authorities

- Homeland Security Act of 2002, 6 USC Section 101, et seq., as amended
- Homeland Security Presidential Directive 5 (HSPD 5), February 28, 2003
- Homeland Security Presidential Directive 7 (HSPD 7), December 17, 2003
- Homeland Security Presidential Directive 8 (HSPD 8), National Preparedness, March 30, 2011
- Americans With Disabilities Act (ADA) 1990, Public Law 101-336
- Americans with Disabilities Act, Amended of 2008, Public Law 110-325
- Post-Katrina Emergency Reform Act of 2006, Public Law 109-295
- The Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308
- Disaster Assistance Program, Federal Emergency Management Agency- Eligible Costs Related to Pet Evacuations and Sheltering, Federal Emergency Management Agency (OAP 9523.19)
- Disaster Mitigation Act of 2000, Public Law 106-390
- Public Law 84-99 (US Army Corps of Engineers-Flood Control Act)
- Federal Civil Defense Act of 1950 (Public Law 920), as amended
- Public Law 81-920 and Title 44 Code of Federal Regulations (CFR) Part 205 and 205.16 Federal Disaster Assistance
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93- 288
- Volunteer Protection Act of 1997, Public Law 105-19
- Public Law 920, Federal Civil Defense Act of 1950, as amended

10.2 State Authorities

- ARS § 11-952 Intergovernmental agreements and contracts
- ARS § 13-3872 Law Enforcement Mutual Aid
- ARS §§ 26-301-321 Emergency Management
- ARS §§ 26-401-404 Emergency Management Assistance Compact
- Arizona State Emergency Response & Recovery Plan (SERRP), 2019

10.3 County Authorities

- Resolution No. 79-5: A Resolution Related to Cochise County Civil Defense and Emergency Services.....
- Policy 2218: Emergency Declaration and Resources
- County of Cochise Procurement Policy, Section Ten: Emergency Procurement



APPENDICES
EMERGENCY OPERATIONS PLAN

Appendix A: Acronyms

AAR/IP	After Action Report/Improvement Plan
ADEQ	Arizona Department of Environmental Quality
ADFFM	Arizona Department of Forestry and Fire Management
ADOT	Arizona Department of Transportation
AHJ	Authority Having Jurisdiction
ARS	Arizona Revised Statutes
AZDPS	Arizona Department of Public Safety
CFR	Code of Federal Regulations
CRS	Community Rating System
CWPP	Community Wildfire Protection Plan
DEMA/EM	Arizona Department of Emergency & Military Affairs - Emergency Management
DMA 2000	Disaster Mitigation Act of 2000
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right to Know Act
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
IGA	Intergovernmental Agreement
LEPC	Local Emergency Planning Committee
MAC	Multiagency Coordination Group
MJHMP	Multijurisdictional Hazard Mitigation Plan
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NWCG	National Wildfire Coordination Group
NWS	National Weather Service
PIO	Public Information Officer
SARA	Superfund Amendments and Reauthorization Act
SEAGO	Southeastern Arizona Government Organization
WUI	Wildland Urban Interface

Appendix B: Glossary

Access and Functional Needs. Individuals including, but not limited to, people with disabilities, older adults, and individuals with limited English proficiency, limited access to transportation and/or limited access to financial resources to prepare for, respond to and recover from the emergency. Federal civil rights law and policy require nondiscrimination, including on the bases of race, color, national origin, religion, sex, age, disability, English proficiency and economic status. Many individuals with access and functional needs are protected by these provisions.

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

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

Community Lifeline. A means of identifying, grouping, evaluating and reporting on the status of government and business functions that are essential to the health, safety and economic security of the community.

Continuity. The ability to provide uninterrupted services and support while maintaining organizational viability, before, during and after an incident that disrupts normal operations.

Damage Assessment. Appraising or determining the number of injuries and deaths, damage to public and private property and status of key facilities and services (e.g., hospitals and other healthcare facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural disaster.

Deliberate Plans. Plans developed under non-emergency conditions that outline a concept of operations with detailed information on personnel, resources, projected timelines, planning assumptions and risk analysis.

Disability. Individual who has a physical or mental impairment that substantially limits one or more major life activities (an “actual disability”), or a record of a physical or mental impairment that substantially limits a major life activity (“record of”), or an actual or perceived impairment, whether or not the impairment limits or is perceived to limit a major life activity, that is not both transitory and minor (“regarded as”) and specific changes to the text of the ADA. State laws and local ordinances may also include individuals outside the federal definition.

Emergency Operations Center. The physical location where the coordination of information and resources to support incident management activities (on-scene operations) normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan. A plan for responding to a variety of potential hazards.
Emergency Support Function. A grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services to manage domestic incidents.

Federal Coordinating Officer. The official appointed by the President to execute Stafford Act authorities, including the commitment of FEMA resources and mission assignments of other federal departments or agencies. In all cases, the federal coordinating officer represents the FEMA Administrator in the field to discharge all FEMA responsibilities for the response and recovery efforts underway. For Stafford Act incidents, the federal coordinating officer is the primary federal representative with whom the state coordinating officer and other response officials interface to determine the most urgent needs and to set objectives for an effective response in collaboration with the unified coordination group.

Governor's Authorized Representative. An individual empowered by a governor to: (1) execute all necessary documents for disaster assistance on behalf of the state, tribe, territory or insular area, including certifying applications for public assistance; (2) represent the governor of the impacted state in the unified coordination group, when required; (3) coordinate and supervise the state disaster assistance program, to include serving as its grant administrator; and (4) identify, in coordination with the state coordinating officer, the state's critical information needs for incorporation into a list of essential elements of information.

Incident. An occurrence, natural or human caused, that necessitates a response to protect life or property. In this document, the word "incident" includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Action Plan. An oral or written plan containing the objectives established by the incident commander or unified command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Command System. A standardized approach to the command, control and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS combines procedures, personnel, facilities, equipment and communications in a common organizational structure to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Management Assistance Team. A team of ICS-qualified personnel configured according to ICS that deploys in support of affected jurisdictions and/or on-scene personnel.

Incident Management Team. A rostered group of ICS-qualified personnel consisting of an incident commander, command and general staff and personnel assigned to other key ICS positions.

Incident Plans. Collective term that includes plans to deal with specific actual or impending incidents or threats. Incident planning typically involves shorter timelines and uses actual situational information to replace some or all planning assumptions used in deliberate plans.

Insular Area. American Samoa, the Federated States of Micronesia, Guam, the Marshall Islands, the Northern Mariana Islands, the Trust Territory of the Pacific Islands, and the Virgin Islands; areas for which FEMA has statutory responsibilities relating to disasters. Jurisdiction of or related to an island or islands; standing alone.

Joint Field Office. The primary federal incident management field structure. The joint field office is a temporary federal facility that provides a central location for coordinating organizations with primary responsibility for response and recovery, including state, local, territorial, tribal, insular area and federal governments and private sector and nonprofit organizations.

Joint Information Center. A facility in which personnel coordinate incident-related public information activities. It serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the joint information center.

Jurisdiction. Jurisdiction has more than one definition. Each use depends on the context:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, state or federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (e.g., federal, state, county, parish, municipality) with the responsibility for public safety, health and welfare within its legal authorities and geographic boundaries.

Lifeline. See “Community Lifeline.”

Local Government. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity or agency or instrumentality of a local government; a rural community, unincorporated town or village or other public entity.

Mass Care. Congregate sheltering, feeding, distribution of emergency supplies and reunification of children with their parent(s)/legal guardians and adults with their families.

Mitigation. A sustained action to reduce or eliminate risk to people and property from hazards and their effects.

National Incident Management System. A systematic, proactive approach to guide all levels of government, nonprofits and the private sector to work together to prevent, protect against, mitigate, respond to and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated federal response.

National Response Framework. A comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles and structures that organize the way United States jurisdictions plan and respond.

National Special Security Event. Planned major events, designated by the Department of Homeland Security, that warrant the full protection, incident management and counterterrorism capabilities of the federal government.

Nonprofit Organization. A group that meets the requirements of Internal Revenue Service Code Section 501(c)(3)47 and is based on the interests of its members, individuals or institutions. A nonprofit is not created by a government, but it may work cooperatively with government. Examples of nonprofits include faith-based groups, relief agencies, organizations that support people with access and functional needs and animal welfare organizations.

Planning Assumptions. Parameters that are expected and used as a context, basis or requirement for developing response and recovery plans, processes and procedures. If a planning assumption is not valid for a specific incident's circumstances, the plan may not be adequate for response success. Alternate methods may be needed. For example, if a decontamination capability is based on the planning assumption that the facility is not within the zone of release, this assumption should be verified at the beginning of the response. Prevention. The capabilities necessary to prevent, avoid or stop an imminent threatened or actual act of terrorism.

Protection. The capabilities to safeguard the homeland against acts of terrorism and manmade or natural disasters, focusing on actions to protect United States people, vital interests, and way of life.

Recovery. The timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by an incident.

Resilience. The ability to withstand and recover rapidly from deliberate attacks, accidents and natural disasters, as well as unconventional stresses, shocks and threats to the nation's economy and democratic system.

Resource Management. Systems for identifying available resources at all jurisdictional levels to enable timely, efficient and unimpeded access to resources needed to prepare for, respond to or recover from an incident.

Response. The capabilities necessary to save lives, protect property and the environment and meet basic human needs after an incident has occurred.

Scenario. Hypothetical situation composed of a hazard, an entity impacted by that hazard and associated conditions, including consequences when appropriate.

Scenario-Based Planning. A planning approach that uses a hazard vulnerability assessment to assess the hazard's impact on an organization based on various threats that the organization could encounter. These threats (e.g., hurricane, terrorist attack) become the basis of the scenario(s).

Service Animal. Any guide dog, signal dog or other animal individually trained to assist an individual with a disability. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision;
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell and fire alarms);
- Pulling a wheelchair;
- Retrieving dropped items;
- Alerting people of impending seizures; and
- Assisting people who have mobility disabilities with balance or stability.

Standard Operating Procedure/Guideline. A reference document or operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State Coordinating Officer. The individual appointed by the governor to coordinate state disaster assistance efforts with those of the federal government. The state coordinating officer plays a critical role in managing the state response and recovery operations following Stafford Act declarations. The lines of authority flow from the governor to the state coordinating officer, following the state's policies and laws.

Appendix C: ICS/EOC Organizational Structures

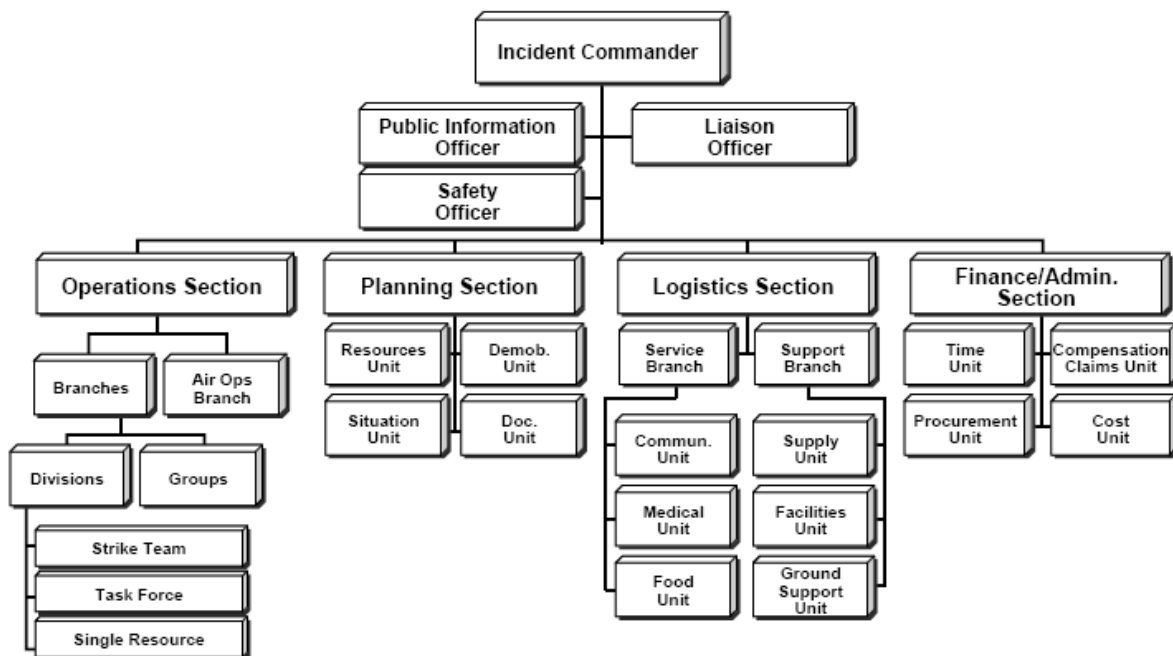
Cochise County may operate different types of organization structures depending on size, scope, and severity of the emergency. A large factor in determining what type of organization structure will be used is if Cochise County is the Authority Having Jurisdiction (AHJ) and operating in the Incident Commander (IC) role, or if Cochise County is operating an Emergency Operations Center (EOC) in support of another AHJ serving as IC. Types of Organizational Structures:

Standard ICS Structure

This is the basic ICS structure that includes the full Command and General Staff functions:

- Command Staff: Incident Commander, Safety Officer, Public Information Officer, and Liaison Officer.
- General Staff: Operations, Planning, Logistics, and Finance/Administration sections.

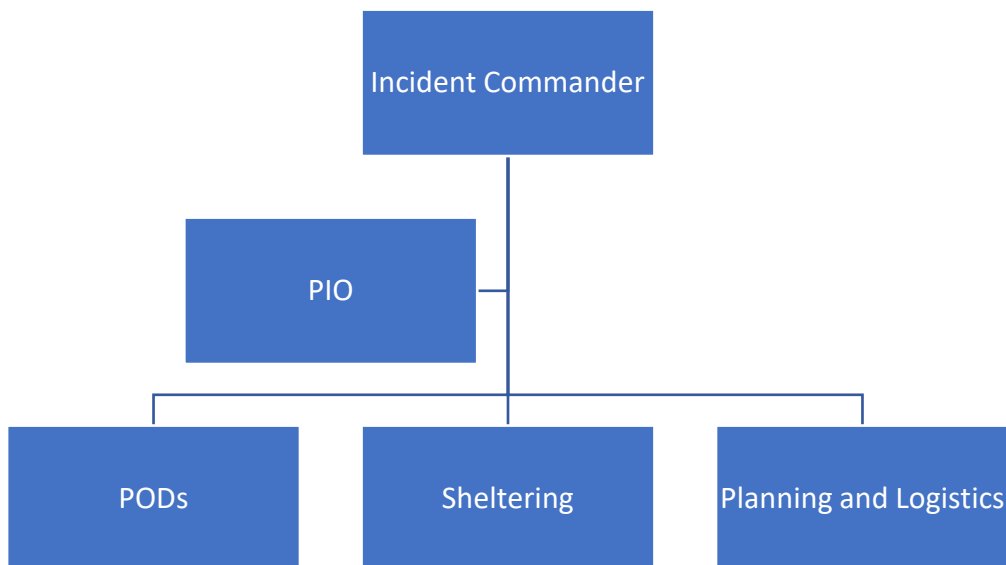
This structure is typically used for large or complex incidents that require full engagement of all ICS sections. Each of the General Staff sections may include multiple units and branches depending on the size and complexity of the incident.



Modified ICS Structure

In some cases, the full ICS structure is not needed, so it can be modified to meet the needs of a smaller or less complex incident. The Incident Commander may decide to only activate certain parts of the structure.

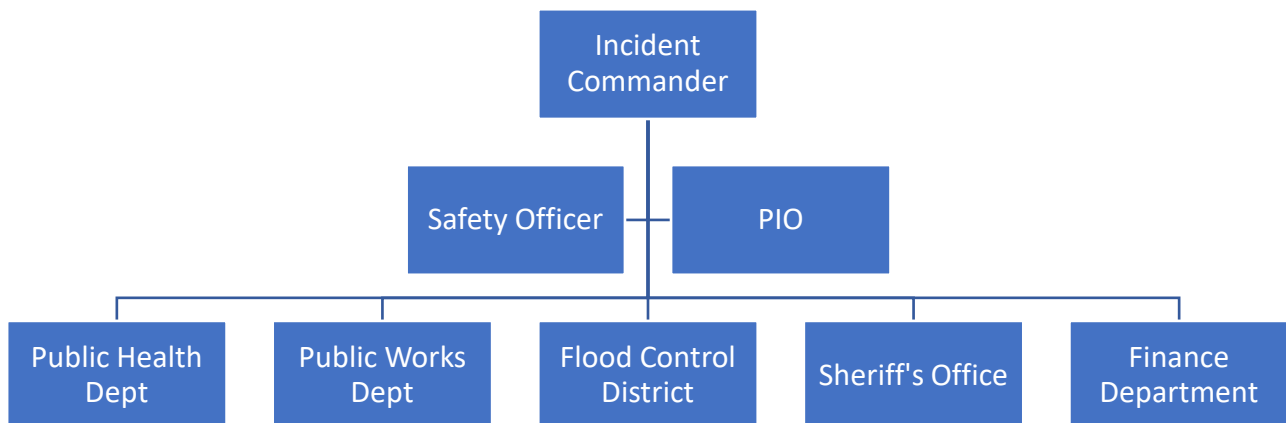
- **Reduced Staffing:** For smaller incidents, some sections may not need to be activated, or a single person may assume multiple roles (e.g., one person could manage both the Planning and Logistics functions).
- **Streamlined Command:** The Incident Commander may not activate the full General Staff, and instead directly manage smaller operational tasks without assigning an Operations Section Chief.
- **Expansion/Contraction Flexibility:** A modified ICS structure can be expanded or contracted as the incident evolves. For example, during the early stages of an incident, only Operations and Planning might be activated, with other sections being added later if needed.



Departmental ICS Structure

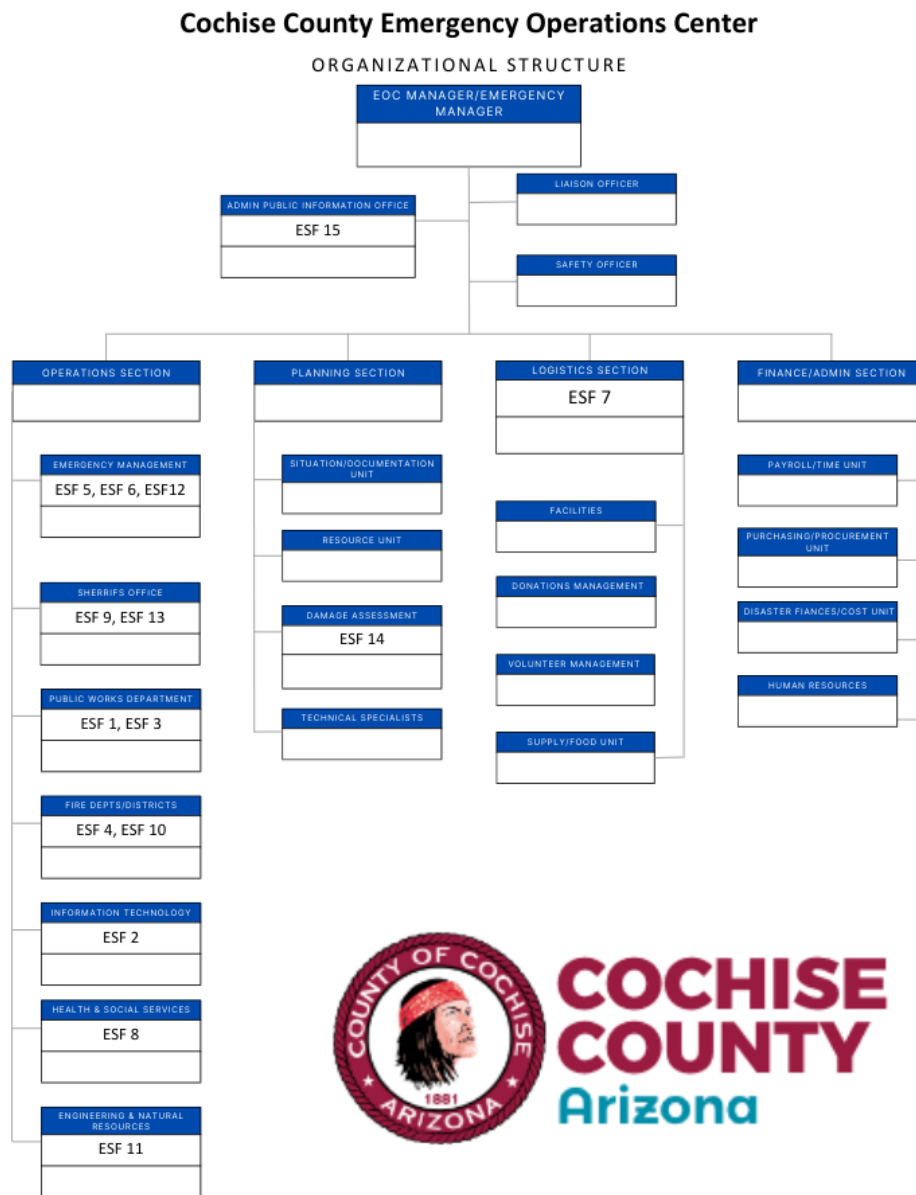
The departmental ICS structure is designed to reflect the operational divisions of specific departments or agencies. This structure is often used in organizations that have internal departmental boundaries that need to be maintained during incident management.

- **Agency-Specific Structure:** This structure might be used when the incident is managed within the jurisdiction or domain of a specific department (e.g., police, fire, or public health) that already has its own internal divisions.
- **Departmental Hierarchy:** Rather than activating traditional ICS sections (Operations, Planning, Logistics, etc.), the organizational structure may mirror the departments or divisions of the organization. For example, a fire department might have a Fire Suppression Division and a Rescue Division activated as separate branches.
- **Functional Units within Departments:** Each department can manage its own resources and functions under the department's typical structure, reporting to a central Incident Commander or Unified Command.




Emergency Service Functions (ESF) within Standard ICS Structure

An ICS structure based on emergency service functions is often used when managing incidents that require the expertise of various emergency services, such as fire, police, medical, and public health. This structure typically organizes resources and personnel by their operational function. This structure is beneficial at the local level during expanding incidents as incoming resources from the State and Federal Government will be organized into ESFs.



Appendix D: Emergency Support Functions (ESF)

ESF #1: Transportation

Lead Agency:	Cochise County Public Works Department
 <p style="text-align: center; margin-top: 10px;">ESF-1 TRANSPORTATION</p>	<p><u>Local</u> School Districts Municipal Public Works Departments</p> <p><u>County</u> Cochise County Emergency Management Cochise County Sheriff's Office Regional Transportation Authority County Engineering and Natural Resources</p> <p><u>State</u> Arizona Department of Transportation</p>

Introduction

The Transportation Emergency Support Function (ESF) involves the direction, coordination, operations, and follow-through of transportation services during an emergency or disaster.

Purpose

The purpose is to provide local agency transportation service support, including:

- Evacuation routing
- Coordinating transportation infrastructure restoration and recovery activities
- Supporting and assisting agencies in traffic access, control, and public information
- Providing access to transportation equipment and personnel as available.

Community Lifelines

- Food, Hydration, Shelter
- Transportation
- Hazardous Materials

Scope

ESF #1 is designed to provide transportation support to assist in incident management throughout the county and upon request from an overwhelmed jurisdiction. Activities within the scope of ESF #1 functions include:

- Processing and coordinating requests for county, local jurisdiction, private, and non-governmental transportation support.
- Coordination of alternate transportation services as required.

- Coordination of county agencies and resources to manage, restore, and maintain transportation arteries.
- Assess the damage to the transportation infrastructure.
- Analyze the effects of the disaster on the county roads and county-wide transportation system.
- Monitor the accessibility of transportation capacity and congestion in the transportation system.
- Implement management controls as required.

Guidance for transporting people and supplies is contained in the ESF relating to the specific need (e.g., ESF #6 - Mass Care and Sheltering, Evacuation Support Annex, ESF #9 -Search and Rescue, etc.). However, ESFs must advise ESF #1 of all transportation movements arranged directly to ensure the orderly flow of resources.

Assumptions

The extent of damage to the infrastructure of the affected area, in addition to the peculiarities of the transportation network in the area, will influence the strategy or pattern of assistance available and offered by transportation providers. The resources of any department or agency will never be under the command of an individual not associated with that department or agency.

Concept of Operations

The Cochise County Public Works Department coordinates county resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency/disaster. This function will be coordinated with other support agencies and organizations.

Preparedness/Mitigation

- Plan and coordinate with support agencies and organizations.
- Maintain a current inventory of transportation equipment and resources. A list of current equipment and resources is on file with Emergency Management.
- Establish policies, procedures, plans, and programs to effectively address transportation needs.
- Recruit, designate, and maintain a list of emergency personnel; and
- Participate in drills and exercises to evaluate transportation capabilities.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Establish a working relationship with support agencies, transportation industries, and private transportation providers.
- Provide transportation resources, equipment, and vehicles upon request.
- Determine the operational capacity status of streets, roads, bridges, and highways.

- Channel transportation information for public release through the EOC and continue providing information and support upon re-entry; and
- Maintain records of expenditures and document resources utilized during recovery.

Organization


Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all transportation resources, develop operations assignments, and direct deployment in cooperation with team members.
- Establish liaison with ESF #5 (Emergency Management) to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organization available for transportation operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #2: Communications

Lead Agency:	Cochise County Information Technology Department
Support Agencies:  ESF-2 COMMUNICATIONS	<u>Local</u> Fire Departments and Districts Police Departments <u>County</u> SEACOM Dispatch Center Cochise County Administration Public Information Office Cochise County Emergency Management Cochise County RACES Cochise County Sheriff's Office <u>State</u> Arizona Department of Emergency and Military Affairs/Emergency Management Arizona Department of Public Safety <u>Private</u> Telecommunications Providers

Introduction

The Communications Emergency Support Function (ESF) involves direction, coordination, operations, and follow-through during an emergency or disaster.

Purpose

This ESF Annex aims to establish a framework for coordinating and providing all communications support to other ESF Annexes within the County emergency response team and agencies as required.

Community Lifelines

- Communications

Scope

Communications support includes providing equipment (e.g., computers, radios) and resources for emergency response. All major population centers must be able to communicate during a large-scale emergency when traditional lines of communication may be down. Potential operations include:

- Receiving and transmitting messages,
- Issuing alert and warning messages or notifications,

- Ensuring technical support and equipment exist that enable functional county-wide communications systems,
- Implementing lease agreements for commercial services or equipment, and
- Identifying government or private sources that can render communications assistance from outside the affected area.

Assumptions

State, County, and Local emergency management agencies will maintain open, reliable, and redundant systems.

State, County, and Local emergency management personnel will monitor local and national reporting services that indicate present and impending weather conditions that might impact the communications infrastructure.

The extent of damage to the communications infrastructure of the affected area, in addition to the peculiarities of the telecommunications network in the area, will influence the strategy for assistance offered by service providers.

The Emergency Alert System can be activated for local, county, or regional public announcements.

Concept of Operations

This ESF Annex plans, coordinates, and assists in providing communication support to County emergency response elements. This ESF Annex will coordinate the communications assets (personnel, equipment, and services) available from County agencies, the telecommunications industry, and other government entities. A list of communication assets is on file in the Cochise County Emergency Management offices.

Preparedness/Mitigation

- Establish methods of communication for probable emergencies, including type of emergency, projected time, area to be affected, anticipated severity, forthcoming warnings, and necessary actions. A warning method must be available for the public, including people with visual and hearing impairments or non-English speaking.
- Ensure that primary and alternate communication systems are operational.
- Facilitate communication systems for the affected emergency or disaster area.
- Develop maintenance and protection arrangements for disabled communications equipment; and
- Participate in drills and exercises to evaluate local communications and warning response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.

- Establish communication capability among the County EOC, agencies, and organizations with ESF responsibilities and other jurisdictions, as necessary.
- Coordinate communications with response operations (e.g., dispatch centers/9-1-1, on-scene personnel), hospitals, shelters, lodging, and food facilities.
- Provide a system for designated officials to communicate with the public, including people with access and functional needs, such as those with visual or hearing impairments or non-English speaking.
- Coordinate with the private telecommunications industry to provide equipment, services, and systems necessary for communications with ESF agencies and the public.
- Continue coordinated communications to achieve rapid recovery.
- Establish contact with the County EOC and other regional EOCs; and
- Maintain records of expenditures and document resources utilized during the incident.

Organization


Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all communications resources, develop operations assignments, and direct development in cooperation with team members.
- Ensures team members receive shift relief from their respective departments or organizations at appropriate intervals as additional personnel are available.
- Establish liaison with ESF #5 (Emergency Management) to facilitate information and data sharing.
- Collect, compile, and report information and data.
- Appoint personnel to fulfill the roles and responsibilities of the EOC Communication Leader.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective departments or organizations available for communications operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective departments or organizations and share that information with the Team Leader.

ESF #3: Public Works and Engineering

Lead Agency:	Cochise County Public Works Department & Cochise County Engineering and Natural Resources
Support Agencies:  ESF-3 PUBLIC WORKS & ENGINEERING	<u>County</u> Cochise County Development Services Cochise County Emergency Management Cochise County Internal Services Cochise County Sheriff's Office <u>State</u> Arizona Department of Transportation Arizona Department of Environmental Quality <u>Private</u> Utility Providers

Introduction

The Public Works and Engineering Emergency Support Function (ESF) involves direction, coordination, operations, and follow-through during an emergency or disaster.

Purpose

The purpose is to provide public works, including engineering services and technical assistance; inspection, evaluation, repair, and maintenance of infrastructure; debris removal; solid waste disposal; and restoration of roads and bridges through coordination with appropriate agencies or the private sector.

Community Lifelines

- Food, Hydration, Shelter
- Transportation
- Water Systems

Scope

Public Works and Engineering support includes providing engineering, construction management, building inspection services; providing contracting services; and performing real estate services. Potential operations include:

- Construction or restoration of public infrastructure,
- Repair, restoration, or maintenance of public facilities,
- Emergency flood control operations,
- Emergency demolition or stabilization of public facilities or structures,
- Damage assessment or inspection of damaged buildings and facilities,
- Establish and manage disposal sites,

- Identify landfill locations to dispose of debris,
- Establish and maintain temporary storage sites for debris,
- Segregate and manage debris, and
- Monitor operations and sites for compliance with State and Federal regulations.

Assumptions

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 for assessment and restoration operations and the strategy developed by the debris management team. Debris may include trees, rocks, dirt, sand, building materials, metal, garbage and sewage, damaged vehicles, various hazardous materials, tires, and personnel property.

Following disasters that result in significant debris, pre-existing disposal sites may not represent effective debris management solutions because of capacity limitations and continuous, regular solid waste management operations. Unattended and long-standing debris may pose safety and health threats to the public.

The ESF Team Leader, in conjunction with team members, may appoint a supplemental staff member as resource coordinator to coordinate the deployment of a specific resource. The resources of any department or agency will never be under the command of an individual not associated with that department or agency.

Local jurisdictions are responsible for response and recovery operations up to their capability. Mutual Aid Agreements (MAA) should exist among jurisdictions and be exhausted before the county's assistance is sought.

Concept of Operations

The Cochise County Public Works Department operates heavy equipment while the Engineering and Natural Resources Department provides engineering and flood plain management. Together, these two Departments will work to clear transportation routes and maintain large public works infrastructure. Further, coordinating with municipal public works and engineering departments to maintain, repair, or monitor municipal infrastructure.

Preparedness/Mitigation

- Establish liaison with support agencies, organizations, and the private sector to ensure responsiveness.
- Develop and maintain an inventory of equipment, supplies, and suppliers to sustain emergency operations.
- Develop and maintain plans, policies, and procedures for flood control operations, debris removal, utility and waste management, and related issues.
- Recruit, train, and designate public works and engineering personnel to serve in the Emergency Operations Center (EOC).

- Participate in drills and exercises to evaluate public works and engineering response capability.

Response/Recovery

- Staff the EOC when notified by the EOC Director or designee.
- Alert emergency personnel of the situation and obtain necessary resources such as debris clearing and road closure operations.
- Establish response operations and support personnel working in the EOC.
- Maintain coordination and support among applicable agencies, organizations, and the private sector (e.g., utility and waste companies).
- Prioritize service restoration for emergencies.
- Channel all pertinent emergency information through the EOC.
- Assist in evaluating losses, assess damage to buildings and infrastructure, recommend measures for conservation of resources, and respond to needs on a priority basis.
- Conduct restoration and maintenance operations until completion of repair services.
- Maintain records of expenditures and document resources utilized during recovery.

Organization


Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective departments or organizations at appropriate intervals, as additional personnel are available.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective departments or organizations available for public works operations and debris management.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective departments or organizations and share that information with the Team Leader.

ESF #4: Fire Service

Lead Agency:	Local Fire Departments and Districts
Support Agencies:  ESF-4 FIRE SERVICE	<u>Local</u> Fire Chiefs Association of Cochise County Non-Governmental Agencies American Red Cross Arizona Fire Chiefs Association <u>County</u> Cochise County Emergency Management Cochise County Sheriff's Office Cochise County Public Works Department <u>State</u> Arizona Department of Forestry and Fire Management Arizona Department of Emergency and Military Affairs/Emergency Management <u>Federal</u> USDA – US Forest Service, Coronado NF USDOJ – Bureau of Land Management, Gila District USDOJ – National Park Service, SEAZ Group

Introduction

The Fire Services ESF involves direction, coordination, operations, and follow-through during emergencies or disasters.

Purpose

The purpose is to provide fire service support, including personnel, equipment, and supplies to detect and suppress rural and urban fires.

Community Lifelines

- Safety & Security
- Hazardous Materials

Scope

Fire services support entails managing firefighting activities in rural, urban, wildlands, or forests and providing personnel, equipment, and supplies for emergency response or assistance operations when such resources would be useful in firefighting operations. Potential operations include:

- Performing fire suppression operations,

- Providing rural and urban water delivery capability,
- Providing supplemental resources to jurisdictions, and
- Conducting damage assessment.
- The Fire Services ESF team or its members may participate in debris management activities when appropriate and as necessary.

Assumptions

Urban commercial and residential fire incidents typically can be managed by local jurisdictions and will not require extensive County support or involvement; however, management support and resources are available for those instances in which either is necessary.

The Arizona Department of Forestry and Fire Management manages wildland fires on state land and will provide support and resources if necessary. After certain disaster events, urban water systems may be unavailable, inoperable, or sufficiently damaged, so some conventional fire suppression techniques are severely challenged.

The extent of damage to transportation infrastructure after some disaster events will influence the firefighting strategy as well as the ability of wheeled-vehicle firefighting apparatus to gain access to an active fire site. The ESF Team Leader, in conjunction with team members, may appoint a supplemental staff member as resource coordinator to coordinate the departments.

The resources of any department or organization will never be under the command of an individual not associated with that department or organization. Support and assistance from outside the County can be obtained through the State. Mutual Aid Agreements (MAA) have been established with the Arizona Mutual Aid Compact (AZMAC), Statewide Fire AAA, and local Fire MAA.

Concept of Operations

Standard Operating Guidelines (SOGs) will be developed and maintained by local and state Fire Districts/Departments. This function will be coordinated with and involve other support agencies and organizations.

The primary responsibility for fire services rests with fire districts/departments in the jurisdiction or area of responsibility (e.g., unincorporated areas) where the fire emergency/disaster occurs.

Preparedness/Mitigation

- Keep abreast of fire and weather forecasting information and maintain a state of readiness.
- Implement efficient and effective agreements with other fire first response agencies.
- Establish reliable communications and incident command systems between support agencies for an emergency site and EOC.
- Recruit, train, and designate fire service personnel to serve in the EOC; and
- Participate in drills and exercises to evaluate fire service response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Provide a fire liaison from the fire district/department in the jurisdiction where the fire emergency/disaster occurs.
- Maintain a list of current fire service agencies and resource capabilities.
- Coordinate fire services support among and between the EOC, functional support agencies, the American Red Cross, hospitals, other organizations, and other EOCs.
- Obtain, maintain, and provide fire situation and damage assessment information.
- Channel fire services information for public release through the EOC.
- Conduct firefighting operations.
- Establish liaison with ESF #8 - Public Health and Medical Services to provide or coordinate emergency medical services, mass casualty operations, or mass fatality operations.
- Establish liaison with ESF #9 - Search and Rescue to coordinate and support search and rescue activities.
- Provide technical assistance and advice in the event of fires that involve hazardous materials.
- Continue fire service operations through re-entry; and
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all firefighting resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish liaison with ESF #5 - Emergency Management, ESF #8 - Public Health and Medical Services, and ESF #9 - Search and Rescue to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Departments or Agency: The support agencies will:

- Assist the team leader and make resources of their respective departments or organizations available for firefighting operations, if possible.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #5: Information and Planning

Lead Agency:	Cochise County Emergency Management
Support Agencies:	<p><u>County</u> Other County Offices and Departments</p> <p><u>Local</u> Fire Chiefs Association of Cochise County Local Fire Departments and Districts School Districts Municipalities</p> <p><u>State</u> Arizona Department of Emergency and Military Affairs/Emergency Management Arizona Department of Environmental Quality Arizona Department of Agriculture Arizona Department of Water Resources Arizona Department of Forestry and Fire Management</p> <p><u>Private</u> Utility Providers</p> <p><u>Non-Governmental</u> American Red Cross COAD/VOAD</p> <p><u>Federal</u> National Weather Service – Tucson Office</p>



ESF-5
EMERGENCY
MANAGEMENT

Introduction

The Information and Planning ESF involves the overall direction, coordination, operations, planning and follow-through during an emergency or disaster.

Purpose

Emergency management aims to coordinate the County's overall Emergency Operations Center (EOC) response of county resources by collecting, analyzing, and disseminating information and developing incident support plans via the planning cycle.

Community Lifelines

- Food, Hydration, Shelter
- Energy

- Communications
- Transportation
- Hazardous Materials
- Water Systems

Scope

Emergency management information and planning support includes collecting, processing, and disseminating information to State, Tribal, county, and local officials, non-governmental organizations, and the private sector involved in emergency response and recovery operations, as well as the Federal government when Federal representatives are involved in response and recovery activities. Potential operations include:

- Obtaining damage assessments from affected jurisdictions,
- Gathering data and information and developing reports.
- Collecting deployment information from ESF teams, and
- Producing status reports and creating strategic operations plans for the event.

Assumptions

The extent of damage to the affected area's transportation and communications infrastructures will influence the strategy or pattern of data collection practiced by the ESF team. The ESF #5 - Emergency Management team will rely on county and local reports, damage assessments, and information from other ESF teams to develop a County or regional summary of events, damages, and response operations. The fundamental information the ESF team will seek to gather includes:

- Geographic boundaries of the affected area.
- Social, physical, economic, and political impacts of the disaster.
- Status of transportation systems in the affected area.
- Status of communications systems in the affected area.
- Access and entry points to the affected area.
- Hazard-specific data and information regarding the disaster.
- Current and forecast weather conditions for the affected area.
- Status of critical infrastructure facilities in the affected area.
- Scope of emergency activation by local governments in the affected area.
- Decisions regarding emergency declarations by appropriate jurisdictions.
- Political district boundaries in the affected area.
- Major concerns, activities, and deployments of all ESF teams.
- Resource needs and unmet service needs.
- Response and recovery priorities are in jurisdictions and the county.
- Status of pending ESF operations.
- Parameters of the volunteers and donations strategy for the event; and
- Relevant historical information regarding the affected jurisdictions.
- Documents developed by the ESF #5 - Emergency Management team will not be released directly to the public.

Concept of Operations

Cochise County Emergency Management maintains the Emergency Operations Plan to guide the initial response to most emergencies. When the County EOC is activated, this function will be coordinated with and involve other support agencies and organizations.

Preparedness/Mitigation

- Identify hazards and capacities for response in the County.
- Develop and maintain the Emergency Operations Plan with agencies and organizations with primary ESF responsibilities.
- Distribute the ERRP and accompanying major revisions.
- Coordinate and secure standard operating procedures (SOPs) or standard operating guidelines (SOGs) from agencies and organizations with primary responsibilities for ESFs.
- Review the State Emergency Response and Recovery Plan (SERRP).
- Maintain equipment and systems in the EOC.
- Coordinate communication resources with other agencies and organizations (e.g., law enforcement offices, DPS Media Alert, EAS local primary stations, and amateur radio) to establish an emergency warning system.
- Establish and maintain Geographic Information System (GIS) data and applications to support mitigation and response efforts.
- Establish and maintain an information-sharing repository.
- Identify resources and equipment to support agencies and organizations with ESF responsibilities (e.g., mobile command posts and critical facilities).
- Conduct drills and exercises to evaluate information and planning capability.

Response/Recovery

- Activate and obtain resources for the EOC.
- Notify appropriate agencies and organizations with ESF responsibilities about EOC activation and necessary response.
- Notify the Arizona Department of Emergency and Military Affairs/Division of Emergency Management, surrounding counties, and other key stakeholders of EOC activation.
- Coordinate emergency warning and communication with appropriate local, state, and volunteer agencies and organizations.
- Activate the Geographic Information System to display and analyze location-based incident information and maintain a common operating picture.
- Provide information on plans for evacuation during potential threats or imminent situations under the direction of the county government and in coordination with local governments, other agencies, and organizations.
- Coordinate needs and damage assessment of affected areas for dissemination to appropriate agencies and organizations.
- Prepare timely situation reports for the county EOC, city/town EOCs, public information, and other appropriate personnel.
- Prepare the Incident Action Plan (IAP) for the next operational period.
- Secure and disseminate necessary information in support of other ESFs.

- Provide weather forecasts for the next operational period and alerts of significant weather events affecting the current operational period.
- Establish a closing (demobilization) date for EOC.
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish liaison with other ESF teams to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for planning operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

- Serving meals to displaced families or individuals, and
- Collecting damage assessment information.

Assumptions

A significant disaster event may deny the population access to food, spoil food, ruin clothing, or displace a population from their homes, creating a widespread need for shelter, food, and other basic human needs. The extent of damage to infrastructure in the affected area will influence the demand for shelters. The damage to shelters in the affected area and the availability of shelter space will influence the strategy for assistance offered by service providers.

Shelter sites may consist of existing, pre-identified facilities; temporary, built-to-demand structures; or tent cities. Communication capabilities between each shelter facility and emergency operations center will be established. Some individuals with special needs may require transportation assistance to reach a shelter facility. Shelter and feeding activities will continue as long as the need persists.

Emergency medical assistance at the shelter is intended to address only first aid.

The Volunteer and Donations Support Annex can help organize volunteer resources and donated goods. The Public Information team will be a critical partner in mass care and sheltering activities. For more details on public information operations, refer to ESF #15 - Public Information. Following hazardous materials or radiological incidents, no individuals will be allowed entry to a shelter facility unless fully decontaminated.

Concept of Operations

This function will be coordinated with and involve other support agencies and organizations to ensure operational readiness in times of emergency. The primary responsibility of the emergency mass care and shelter function rests with Cochise County Emergency Management.

Preparedness/Mitigation

- In collaboration with the American Red Cross, maintain shelter locations with all relevant information (e.g., location, capacity, health inspection status, accessibility level, pet space, contact persons' telephone and pager numbers).
- Assist in securing shelter and feeding agreements, emergency housing, and food supplies.
- Establish a communication system among the Emergency Operations Center (EOC) and shelters.
- Participate in drills and exercises to evaluate mass care and shelter response capability.

Response/Recovery

- Staff the EOC when notified by the EOC Director or designee.
- Support opening and operating shelters.
- Upon request, assist with staffing support for service and local assistance centers.

- Coordinate food, transportation, and evacuation assistance to the public with considerations with people with access and functional needs.
- Ensure evacuation and care of recipients and arrange for re-entry; and
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:


- Act as team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operational assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Coordinate with ESF #5 - Emergency Management to facilitate information and data sharing.
- Coordinate with ESF #1 - Transportation and Infrastructure to determine evacuation routes and facilitate evacuation; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for care and sheltering operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share information with the Team Leader.
- Assist Access and Functional needs of at-risk individuals and those that have medical needs
- Infectious disease surveillance
- Ensure Environmental Health support/inspection.
- Support decontamination at the site.

ESF #7: Logistics

Lead Agency:	Cochise County Emergency Management
Support Agencies:	<u>Local</u> School Districts <u>County</u> Cochise County Public Works Department Cochise County Facilities <u>Non-Governmental</u> American Red Cross COAD/VOAD



ESF-7
RESOURCE SUPPORT

Introduction

The Logistics ESF for Resource Management involves direction, coordination, operations, and follow-through during an emergency or disaster.

Purpose

Establish responsibilities, policies, and procedures for requesting, coordinating, and obtaining emergency resources.

Community Lifelines

- Resource Support
- Food, Hydration, Shelter
- Energy
- Communications
- Transportation
- Hazardous Materials
- Water Systems

Scope

Logistics support includes providing or obtaining goods or services, executing logistical or administrative activities for emergency response operations, and coordinating the use of the resources to facilitate an effective, efficient, and appropriate result. Potential operations include:

- Procuring equipment or supplies,
- Leasing temporary office space or mobile office units,
- Initiating contracting agreements,
- The Resource support team or its members may participate in debris management activities when appropriate and as necessary.

Assumptions

The extent of damage to the affected area's public infrastructure and the condition of the transportation network in the area will influence the strategy or ability to provide support. Supplies and equipment will be provided from existing County and local inventories whenever possible.

Supplies and equipment obtained from commercial providers will not be stockpiled; however, the scope of procurement operations will be consistent with the event's severity. Procurement will be conducted under Federal, State, County, and local laws and regulations, including emergency procurement and no-bid contracting provisions.

The Volunteer and Donations Management Support Annex can complement the effort to obtain resources under some circumstances.

Concept of Operations

Standard Operating Procedures (SOPs) will be developed and maintained by Cochise County Emergency Management for emergency procurement during disasters. This function will be coordinated with and involve other support agencies and organizations.

Preparedness/Mitigation

- Coordinate with all applicable agencies and organizations to prepare for an emergency or disaster.
- Identify available and needed resources or personnel that may be necessary.
- Maintain a list of available resources, including locations and quantities, during an emergency.
- Establish uniform procedures and train personnel on procurement and documenting expenditures, such as supplies and equipment.
- Participate in drills and exercises to evaluate resource support response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Alert resource support agencies regarding a potential emergency or disaster.
- Implement resource inventory, record keeping, and control system, including storage, donated goods, maintenance, and replacement of resources.
- Request logistical assistance from supporting agencies and mutual aid partners.
- Document and request additional resources, personnel, and staging area support to complete the re-entry.
- Maintain records of expenditures and document resources utilized during the incident.

Organization

Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish liaison with ESF #5 (Emergency Management) to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for resource support operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #8: Health and Medical Services

Lead Agency:	Cochise County Health and Social Services
Support Agencies:	<p><u>Local</u> Local Fire Departments and Districts</p> <p><u>County</u> Cochise County Attorney's Office Cochise County Development Services Cochise County Internal Services Cochise County Emergency Management Cochise County Sheriff's Office</p> <p><u>State</u> Arizona Department of Health Services</p> <p><u>Private</u> Hospitals Arizona Coalition for Healthcare Emergency Response (AZCHER) Ambulance Service Providers</p> <p><u>Non-Governmental</u> COAD/VOAD Regional Behavioral Health Association</p> <p><u>Other</u> Pima County Medical Examiner</p>



ESF-8
HEALTH & MEDICAL
SERVICES

Introduction

The Health and Medical Services ESF outlines the operations, responsibilities, directions, and control necessary for the health and medical services function before, during, and after an emergency or disaster.

Purpose

The purpose is to coordinate health and medical services, including emergency medical services; disease, epidemic, and vector control; immunizations; food, water, and environmental hazard surveillance; health and safety inspections; crisis counseling; and public information.

Community Lifelines

- Health & Medical
- Food, Hydration, Shelter
- Hazardous Materials

- Water Systems

Scope

Health and Medical support include coordinating health and medical professionals and treatment and managing medical supplies and resources to facilitate an effective, efficient, and appropriate result. Potential operations include:

- Identifying health hazards,
- Disseminating public health information,
- Managing vector control,
- Importing medicines, medical professionals, or supplies into the affected area,
- Coordinate establishment of temporary morgues,
- Coordinate forensic examinations and completing victim identification,
- Coordinating mortuary services and the disposition of remains; and
- Offering crisis counseling and organizing disaster assistance teams.

Assumptions

A significant disaster may cause many injuries, produce physical or biological health hazards throughout the county and local jurisdictions, and create a widespread need for medical care or public health guidance.

The extent of damage to the affected area's public infrastructure and the condition of the transportation network in the area will influence the strategy or ability to provide support. The damage to the affected area's medical, mental health, and extended care facilities will influence the strategy and ability to coordinate care and provide appropriate treatment. 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 and the disruption of electrical power services may foster long-term conditions that propagate bacteria and disease. Medicines and supplies will be provided from existing, Local, County, or State-managed inventories whenever possible.

In the event of a pandemic incident, the Arizona Department of Health Services will activate relevant statewide public health plans. Procurement will be conducted per Federal and State laws and regulations, including emergency procurement and no-bid contracting provisions.

In conjunction with team members, the Health and Medical Services Team Leader may appoint a supplemental staff member as resource coordinator to coordinate the deployment of a specific resource.

Concept of Operations

Standard Operating Guidelines (SOGs) will be developed and maintained with the Cochise County Health and Social Services. This function will be coordinated with and involve other

support agencies and organizations. Emergency health and medical functions are the primary responsibility of Cochise County Health and Social Services. Secondary support for this function is the responsibility of the fire districts in Cochise County.

Preparedness/Mitigation

- Plan for the continuity of health and medical services in conjunction with the American Red Cross, Medical Reserve Corps, and others.
- Establish a directory of health and medical resources.
- Work with the American Red Cross and COAD/VOAD on identifying volunteers and providing training and credentialing.
- Maintain a coordinated approach with state public health; and
- Participate in drills and exercises to evaluate health and medical services response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Support shelter operators with health and medical services during shelter operations, as requested upon opening.
- Assist partners and stakeholders with obstacles affecting the access and functional needs population.
- Provide informational support to emergency medical services.
- Coordinate with the Pima County Medical Examiner, who is responsible for mortuary services and identification of the deceased upon request.
- Establish liaison with ESF #4 - Fire Service to provide or coordinate emergency medical services, mass casualty operations, or mass fatality operations.
- Establish liaison with ESF #9 - Search and Rescue to coordinate and support search and rescue activities.
- Channel all relevant health and medical information for public release through Cochise County Emergency Management, ESF #15 - Public Information, and the Arizona Department of Health Services.
- Continue service assistance throughout re-entry until all health and medical issues are resolved.
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:


- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all health-related and medical resources, develop operations assignments, and direct deployment in cooperation with team members.

- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for medical operations, if possible.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

- **ESF #9: Search and Rescue**

Lead Agency:	Cochise County Sheriff's Office
Support Agencies:  ESF-9 SEARCH & RESCUE	<u>Local</u> Local Fire Departments and Districts <u>County</u> Cochise County Emergency Management Cochise County Public Works Cochise County Health and Social Services <u>State</u> Arizona Department of Emergency and Military Affairs/Emergency Management <u>Federal</u> FEMA US&R <u>Non-Governmental</u> COAD/VOAD

Introduction

The Search and Rescue Emergency Support Function (ESF) involves the overall direction and coordination, operations, and recovery for search and rescue operations, including urban search and rescue, during an emergency or disaster.

Purpose

To provide search and rescue services, including the location of individuals reported missing or in jeopardy, extrication of persons trapped, provision of medical assistance, and retrieval of persons or property.

Community Lifelines

- Safety & Security

Scope

Search and Rescue support includes locating, extricating, and providing immediate medical treatment to missing persons or victims trapped in collapsed structures and retrieving deceased victims from otherwise inaccessible locations. Potential operations include:

- Conducting water and wilderness searches,
- Searching for victims of mine failures and building-collapse incidents, and
- Performing underwater recovery operations.

Assumptions

The nature of the operations will determine the strategy employed and influence the determination of which resources and staff members are deployed. Search and rescue responders can render emergency medical treatment; other providers may provide acute care. The resources of any department or agency will never be under the command of an individual not associated with that department or agency.

Federally sponsored task force teams and specialized equipment are available to assist the County or other jurisdictions in search and rescue operations following any severe structural collapse that other resources or conventional methods cannot overcome.

Concept of Operations

Cochise County search and rescue responsibility is statutorily delegated to Cochise County Sheriff's Office. Cochise County will support the search and rescue efforts through coordination and logistical support when needed.

Preparedness/Mitigation

- Establish and maintain uniform search and rescue procedures.
- Conduct or support community education programs on survival.
- Establish a record-keeping system; and
- Participate in drills and exercises to evaluate search and rescue response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Conduct search and rescue operations.
- Monitor response efforts.
- Establish liaison with ESF #4 - Fire Service and ESF #8 - Health and Medical Services to provide or coordinate emergency medical services, mass casualty operations, or mass fatality operations.
- Coordinate dissemination of information through the EOC.
- Utilize the National Incident Management System (NIMS) in all response operations; Support requests from other agencies or jurisdictions; and
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:


- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.

- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for search and rescue operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #10: Hazardous Material Response

Lead Agency:	Fire Department and Districts
 <p style="text-align: center; margin-top: 10px;">ESF-10 OIL & HAZARDOUS MATERIALS RESPONSE</p>	<p><u>County</u> Cochise County Emergency Management Cochise County Health and Social Services Cochise County Public Works Department Cochise County Sheriff's Office Local Emergency Planning Committee (LEPC)</p> <p><u>State</u> Arizona Department of Environmental Quality - ERU Arizona Department of Transportation Arizona Department of Public Safety (HAZMAT) Arizona Department of Emergency and Military Affairs/Emergency Management State Emergency Response Commission</p> <p><u>Other</u> Railroad Providers National Response Center</p>

Introduction

The Hazardous Materials ESF involves direction, coordination, operations, and follow-through during an emergency or disaster.

Purpose

To establish responsibilities, policies, and procedures for a coordinated response by public and private agencies to minimize the adverse effects of hazardous materials on man and the environment resulting from an uncontrolled release of, or exposure to, such chemicals. Hazardous materials potentially threaten the County at both fixed facilities and during transport.

Community Lifelines

- Energy
- Hazardous Materials

Scope

Hazardous Material Response support includes detecting, identifying, containing, cleaning up, or disposing of released chemicals and hazardous materials. Potential response and recovery operations include:

- Stabilizing the release through the use of berms, dikes, or impoundments,
- Capping of contaminated soils or sludge,

- Use of chemicals and other materials to contain or retard the spread of the release or to decontaminate or mitigate its effects,
- Drainage controls; fences, warning signs, or other security or site-control precautions; removal of highly contaminated soils from drainage areas; removal of drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials; and other measures as deemed necessary,
- Household hazardous waste collection after disasters,
- Permitting and monitoring of debris disposal,
- Water quality monitoring and protection,
- Air quality sampling and monitoring, and
- Protection of biological resources and natural ecological resources.

Assumptions

The LEPC and Cochise County Emergency Management are responsible for developing, maintaining, and exercising the Cochise County Local Emergency Response Committee Hazardous Materials Plan, an appendix to the Cochise County Emergency Operations Plan. The committee may be able to assist in the EOC if activated.

Local and county governments are primarily responsible for protecting public health and safety. Local firefighters, paramedics, and law enforcement officers are usually the first on the scene of hazardous materials incidents. Cochise County fire departments or districts with hazardous materials teams can seek assistance from other local hazardous materials teams by activating mutual aid agreements.

Hazardous materials emergency response and recovery operations often require extensively trained teams and specialized equipment. Local government may not have adequate resources to develop and maintain the personnel, specialized training, and equipment needed to safely and effectively respond to hazardous materials emergencies/disasters.

No single agency at the State, local, tribal, Federal, or private-sector level possesses the authority and expertise to act unilaterally in response to the many difficult issues that may arise in response to an incident of this nature.

A hazardous materials incident may occur in a large population center within the State of Arizona involving Weapons of Mass Destruction (WMD). It may produce major consequences that could almost instantaneously overwhelm the capabilities of many county and local governments.

State and Federal resources will be needed to respond to and recover from such an incident. The federal government may respond to hazardous materials incidents under the provisions of the ESF #10 - Oil and Hazardous Material Emergency Support Function Annex of the National Response Framework (NRF), Environmental Protection Agency (EPA), National Contingency Plan

(NCP) (40 CFR, part 300), or USDOE Radiological Assistance Plan (RAP). In conjunction with team members, the Oil and Hazardous Material Response Team Leader may appoint a supplemental staff member as resource coordinator to coordinate the deployment of a specific resource. The resources of any particular department or agency will never be under the command of an individual not associated with that department or agency.

Concept of Operations

Standard Operating Guidelines (SOGs) will be developed and maintained by the Arizona Department of Environmental Quality, which has primary functional responsibility for this ESF. This function will be coordinated with and involve other support agencies and organizations. The legal duty for reporting, containing, and clean-up of a hazardous materials incident rests with the party responsible for the material before the incident. Facilities have been identified in Cochise County that either produce, utilize, transport, or store hazardous materials.

Preparedness/Mitigation

- Prepare a facility profile and inventory of potential hazardous materials.
- Identify potential contacts and resources to conduct a community vulnerability analysis to determine potential hazardous material threats and on-site inspections.
- Update and train on the Hazardous Materials Plan.
- Plan for response to hazardous material incidents and coordinate with other first responders.
- Develop procedures for identification, communications, warning, public information, evacuation, control, and clean-up of hazardous materials.
- Obtain training for response personnel available through the Arizona Division of Emergency Management, manufacturers and shippers of hazardous materials; and
- Participate in drills and exercises to evaluate mass care and shelter response capability.

Response/Recovery

- Verify incident information and notify the Arizona Department of Environmental Quality and other applicable agencies.
- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Establish a command post at a safe distance near the scene and staff the EOC as necessary
- Provide further information on the situation to Cochise County Emergency Management and convey warnings for dissemination to the public.
- Consider activating the LEPC Hazardous Materials Response Plan.
- Request assistance for emergency health and medical (ESF #8) and mass care (ESF #6) if the situation warrants.
- Ensure availability of expertise and equipment to manage the incident; utilize proper procedures for containment and clean-up to prevent additional dangers.
- Support response teams, owner, shipper, and state or federal environmental personnel during clean-up.

- Establish area security and prohibit all unauthorized personnel from entering the containment area.
- Terminate clean-up operations after the dangerous situation subsides; and
- Maintain records of expenditures and document resources utilized during recovery.
- State/local agencies may recover hazardous materials emergency response costs per Arizona Revised Statutes (ARS) §12-972.
- Ensure proper reporting to ADEQ and/or National Response Center

Organization


Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for oil and hazardous materials response, if possible.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #11: Agriculture and Natural Resources

Lead Agency:	Cochise County Engineering and Natural Resources (partial) Cochise County Health and Social Services (partial)
Support Agencies:  ESF-11 AGRICULTURE & NATURAL RESOURCES	<u>County</u> Cochise County Emergency Management Cochise County Sheriff's Department <u>State</u> Arizona Department of Agriculture Arizona Department of Game and Fish Arizona Department of Water Resources Arizona Department of Environmental Quality <u>Other</u> University of Arizona/County Extension Office Veterinarian Organizations US Centers for Disease Control and Prevention

Introduction

The Agriculture and Natural Resources ESF supports the State of Arizona Emergency Response and Recovery Plan (SERRP) ESF #11 Annex to control and eradicate any outbreak of a highly contagious or economically devastating animal or zoonotic disease or any outbreak of an economically devastating plant pest or disease; ensure the safety and security of the commercial food supply; and protect natural and cultural resources and historic property resources.

Purpose

The purpose of ESF #11 is to coordinate resources to prevent and address environmental health risks. ESF #11 operates with ESF #8 (Health and Medical Services) to ensure the county's safe food and public water supplies. To monitor plant and animal diseases in coordination with federal and state agencies and in cases where animal, veterinary, or wildlife issues arise and ensure public health.

Community Lifelines

- Safety & Security
- Food, Hydration, Shelter
- Water Systems

Scope

This ESF addresses the control and eradication of an outbreak of a highly contagious or economically devastating animal and plant disease, food safety and defense assurance, and the prevention, detection, and response to foodborne illnesses. The Arizona Department of Agriculture has primary functional responsibility for this ESF, while Cochise County provides partial lead agency functions through the Health and Social Services Department and Engineering and Natural Resources Department.

It also provides for collaboration with federal and state agencies responsible for the inspection, detection, prevention, and eradication of highly pathogenic exotic plant diseases or economically devastating plant pest infestation. Of key importance is the safety of livestock and crops against the introduction of contaminants and the protection of wildlife, public land, and natural, cultural, and historic properties.

Assumptions

The transportation of plants, animals, and animal products in and out of Cochise County, the ease of international travel, the ongoing threat of agro-terrorism, and the consequences of an outbreak of a significantly impacting plant or animal disease within Cochise County indicate our vulnerability and need for vigilance.

Important natural, cultural, and historic properties within Cochise County must be protected during disasters. County infrastructure may sustain damage. This damage may influence the means and accessibility of relief services and supplies. Disaster responses may be difficult to coordinate effectively during the immediate post-disaster phase. Additional federal resources may not be available for up to 72 hours if needed.

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. Jurisdictions, agencies, and other activated ESFs may compete for the same resources. Local livestock producers, dairymen, feedlot operators, poultry farmers, and equine and swine producers within Cochise 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, the Arizona Veterinary Diagnostic Laboratory at the University of Arizona County Extension, or a private laboratory. A widespread outbreak of disease or infestation in this industry would have a major impact on the economy of Cochise County, surrounding counties, and the state.

Any plant or animal diseases have the potential to adversely affect wildlife, domestic pets, or public health and welfare. There are significant historical, cultural, and natural resources, especially water, within Cochise County. In addition, Native American communities cultivate and harvest non-commercial crops that have cultural or religious significance, which must be protected.

Concept of Operations

Standard Operating Procedures (SOPs) will be developed and maintained with the Arizona Department of Agriculture, which has primary functional responsibility for this ESF. This function will be coordinated with and involve other support agencies and organizations.

An aggressive and proactive response by the Primary Agencies ensures the safety and security of Cochise County's commercial supply of food products following an incident. In a liaison role, they support the state or federal government should the situation necessitate such actions, as may occur if the situation impacts the State of Arizona or beyond.

Preparedness/Mitigation

- Identify agencies and organizations with animal or zoonotic disease monitoring and response capabilities and coordinate with appropriate entities.
- Maintain procedures and responsibilities for animal or zoonotic disease or any outbreak response.
- Develop and maintain a monitoring and notification system for disease outbreaks; and
- Participate in tests and exercises to evaluate food distribution and service response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Work with other agencies to determine the impact on public health, food or water bourn, or wildlife to engage the appropriate entities.
- Begin plan implementation as expeditiously as possible.
- Coordinate community resources and personnel to assist with food and water services or distribution.
- Provide accurate public information to ESF #15 - Public Information team to assist with public education, awareness, and safety.
- Establish sites for food and water service, distribution, and issuance.
- Monitor food or water for contamination and issue health-related public service announcements as necessary.
- Continue the provision of food or water throughout re-entry and recovery; and
- Maintain records, expenditures, and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:


- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.

- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.
- Again, CHSS and ENR Departments provide lead agency operations to only a portion of this ESF. In this case, CHSS and ENR may establish liaisons with Federal and State agencies providing support to the remaining ESF #11 operations.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available to feed operations as much as possible.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #12: Energy

Lead Agency:	Cochise County Emergency Management
Support Agencies:  ESF-12 ENERGY	<u>Local</u> Municipalities <u>County</u> Cochise County Public Works Department Cochise County Sheriff's Office Cochise County Engineering and Natural Resources <u>Private</u> Utility Providers APS, SSEVC, Columbus Valley Elec. Coop.

Introduction

The Energy ESF involves direction, coordination, operations, and follow-through during emergencies or disasters.

Purpose

To establish responsibilities, policies, and procedures for providing, maintaining, and restoring energy services that were interrupted, damaged, or destroyed during and after emergencies/disasters.

Community Lifelines

- Food, Hydration, Shelter
- Energy
- Communications

Scope

Energy support includes addressing significant disruptions in energy supplies and the impact that damage to an energy system in one geographic region may have on energy supplies, systems, and components in other regions relying on the same system. Potential operations include:

- Conducting damage assessment of energy facilities and systems,
- Determining the cause of the disruption and configuring a strategy to repair and restore the energy system,
- Repair or restoration of water supply systems and wastewater or solid waste treatment facilities, and
- Isolate power and utility lines.

Assumptions

Private Utility Companies are primarily responsible for providing energy supplies to the public. These companies have the personnel, equipment, and resources to repair and restore energy supplies.

The extent of damage to energy facilities and infrastructure of the affected area, in addition to the peculiarities of the energy system in the area, will influence the strategy or pattern of assistance available and offered by Public Utility Companies. Close cooperation will be maintained with ESF #15 - Public Information to distribute information about impact areas, repair, and restoration forecasts.

Close cooperation will be maintained with ESF #1 - Transportation, ESF #3 - Public Works and Engineering, ESF #4 - Fire Service, and ESF #13 - Public Safety and Security to coordinate and deploy resources in the field to control traffic and mitigate against safety issues due to an energy supply outage.

The ESF Team Leader, in conjunction with team members, may appoint a supplemental staff member as resource coordinator to coordinate the deployment of a specific resource. The resources of any particular department or agency will never be under the command of an individual not associated with that department or agency.

Concept of Operations

Standard Operating Procedures (SOPs) will be developed and maintained by Cochise County Emergency Management, which has primary functional responsibility for this ESF. This function will be coordinated with and involve other support agencies and organizations.

Preparedness/Mitigation

- Establish liaison support between Cochise County Emergency Management and the private sector to ensure responsiveness.
- Identify additional resources and assistance teams.
- Develop emergency response support plans.
- Prepare damage assessment, repair and restoration procedures, and reporting mechanisms.
- Recommend actions to conserve energy and provide conservation guidance.
- Encourage utility providers to identify and mitigate vulnerabilities to their energy facilities.
- Determine critical energy supply needs of priority populations (e.g., infants, elderly, and other people with access and functional needs); and
- Participate in drills and exercises to evaluate energy response capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.

- Gather, assess, and share information on energy system damage and estimate repair and restoration time.
- Activate assistance teams and obtain necessary resources to assist in recovery.
- Serve as the focal point for the EOC to protect the health and safety of affected persons.
- Work with ESF #15 - Public Information to provide public service announcements on energy conservation, mitigation impacts, and restoration forecasts.
- Work with ESF #1 - Transportation, ESF #3 - Public Works and Engineering, ESF #4 - Fire Service, and ESF #13 - Public Safety and Security to mitigate against secondary incidents such as traffic accidents due to traffic light outages.
- Coordinate with other affected areas to maximize resources and information exchange.
- Monitor repair and maintenance operations until restoration of all services; and
- Maintain records of expenditures and document resources utilized during recovery.

Organization

Lead Agency: The lead agency will:


- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for energy operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #13: Public Safety and Security

Lead Agency:	Cochise County Sheriff's Office
Support Agencies:	<u>County</u> Cochise County Court Services Cochise County Attorney Cochise County Emergency Management Cochise County Public Works Department <u>Local</u> Police Departments <u>State</u> Arizona Department of Public Safety Arizona Department of Corrections <u>Federal</u> US Customs and Border Protection Federal Bureau of Prisons



ESF-13
PUBLIC SAFETY &
SECURITY

Introduction

The Public Safety and Security Emergency Support Function (ESF) involves the overall direction and coordination, operations, and recovery for law enforcement operations during an emergency or disaster.

Purpose

The purpose is to maintain law and order, protect life and property, provide traffic control and law enforcement support, provide site security for essential facilities/supplies, and coordinate mutual aid.

Community Lifelines

- Safety & Security
- Hazardous Materials

Scope

Public safety and security support includes enforcing state statute and keeping the peace.

Potential operations include:

- Establishing roles and responsibilities of local, county, tribal, state, and federal law enforcement agencies during an emergency/disaster requiring mutual aid.
- Deploying resources during potential or actual emergency/disaster.
- Providing incident management in response to an emergency/disaster.
- Maintaining law and order.

- Protecting life and property.
- Providing traffic control.
- Providing security for critical infrastructure and supplies.

Assumptions

The nature of the operations will determine the strategy employed and influence the determination of which resources and staff members are deployed. The Cochise County Sheriff's Office is primarily responsible for providing safety and security to the public in collaboration with mutual aid partners and federal agencies if necessary.

Federally sponsored task force teams and specialized equipment are available to assist the County or other jurisdictions in safety and security operations following any severe incident that other resources or conventional methods cannot overcome.

The ESF Team Leader, in conjunction with team members, may appoint a supplemental staff member as resource coordinator to coordinate the deployment of a specific resource. The resources of any department or agency will never be under the command of an individual not associated with that department or agency.

Concept of Operations

Standard Operating Procedures (SOPs) will be developed and maintained by the Cochise County Sheriff's Office, which has primary functional responsibility for this ESF. Cochise County Sheriff's Office will support law enforcement operations through coordination and logistical support when needed to local jurisdictions.

Preparedness/Mitigation

- Analyze hazards and determine needs and public safety requirements.
- Identify agencies and organizations capable of providing resources and support.
- Coordinate with County Management on critical facilities that require special security.
- Establish a chain of command and succession of authority for law enforcement and other first responders.
- Participate in drills and exercises to evaluate law enforcement response capability; and
- Ensure all response personnel are trained in the National Incident Management System (NIMS).

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Coordinate dissemination of information through the EOC.
- Assist with evacuation, traffic control, and security in restricted areas, as well as providing communications.
- Support the EOC by maintaining an effective, interoperable law enforcement communication and warning signals system.

- Control exits and entry into the emergency or disaster area.
- Report traffic control situations to the EOC in coordination with other agencies.
- Arrange for security at critical facilities (e.g., shelters, EOC, etc.) in coordination with respective public safety jurisdictions.
- Develop, conduct, and manage information-related security plans and operations, including safeguarding sensitive information.
- Request additional support through MOUs.
- Assist in the return of evacuees.
- Provide volunteer resources as dictated by the situation.
- Utilize NIMS in all response operations; and
- Maintain records of expenditures and document resources utilized during all operation phases.

Organization


Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Aid the team leader and make resources available for their organization's public safety and security operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #14: Recovery

<p>Lead Agency:</p>	Cochise County Emergency Management
<p>Support Agencies:</p> <div style="text-align: center; margin-top: 20px;">  <p>ESF-14 RECOVERY</p> </div>	<p><u>County</u> Cochise County Assessor's Office Cochise County Board of Supervisors Cochise County Development Services Cochise County Health and Social Services Cochise County Engineering and Natural Resources Cochise County Public Works Department Cochise County Sheriff's Office</p> <p><u>State</u> Arizona Department of Emergency and Military Affairs/Emergency Management</p> <p><u>Non-Governmental</u> American Red Cross COAD/VOAD</p> <p><u>Private</u> Utility Providers</p>

Introduction

The Recovery Emergency Support Function (ESF) supports the State of Arizona Emergency Response and Recovery Plan (SERRP), ESF #14 - Recovery and Mitigation, which supports the National Response Framework, ESF #14 - Long-Term Community Recovery and Mitigation. ESF #14 structure requires the identification of Lead and Support Agencies. These Agencies will be pre-identified to initiate, develop, and maintain training and exercise activities to support the response phase.

Purpose

The purpose of ESF #14 is to coordinate recovery support to the affected community via local, state, and federal resources, requiring recovery resources to perform recovery missions following an emergency or disaster event. Recovery missions may include assistance from state and federal governments in housing, business and employment, community infrastructure, and social services.

Community Lifelines

- Safety & Security

Scope

ESF #14 is designed to provide recovery coordination as part of the overall incident management effort throughout the unincorporated county. The incorporated communities can coordinate recovery activities with the ESF #14 function but may work independently with some state or federal assets. ESF #14 is divided into two areas of concentration:

Human Services and Economic Recovery to address human and business community needs
Infrastructure Recovery to address restoration of public infrastructure
Recovery assistance and support in the event of a federal declaration can include Public Assistance (PA), support to political subdivisions, state agencies, certain private non-profit agencies, and tribal nations, as well as Individual Assistance (IA), support to the whole community's individuals, households, and families.

Recovery also refers to state and federal government programs of assistance, support, and technical services that facilitate recovery actions for those impacted, such as federal grants and low-interest loans for lodging, rent, repair, rebuild, or replacement of homes, businesses, property, and infrastructure, for technical assistance, education, and information distribution to the whole community.

Assumptions

Individuals and families of the whole community will initially receive immediate emergency assistance through food, clothing, shelter, health care, and registration provided by the American Red Cross, the Salvation Army, or similar welfare organizations. Locations of Reception and Care Centers or Evacuation Centers will be publicized through ESF # 15 Public Information processes.

Assistance from the state and federal governments may be required to repair infrastructure to its pre-disaster condition. Additional federal resources, if needed, may not be available for up to 72 hours.

Recovery activities may occur simultaneously with response activities. Gradual clearing of access routes and resumption of services will permit a sustained flow of recovery missions. However, some recovery missions may not begin until after the response phase of the emergency has ended.

Concept of Operations

Standard Operating Procedures (SOPs) will be developed and maintained by Cochise County Emergency Management, which has primary functional responsibility for this ESF. Federal, state, county, and local governments, non-governmental organizations, and key community stakeholders will support short-term, intermediate-term, and long-term recovery efforts.

Preparedness/Mitigation

- Analyze hazards and determine needs and public safety requirements.
- Conduct pre-disaster recovery planning.

- Review, update, and implement the Cochise County Multi-Hazard, Multi-Jurisdiction Mitigation Plan.
- Provide community capacity- and resilience-building.
- Form strategic partnerships with private, public, and non-governmental sectors.
- Articulate protocols in disaster plans for services to meet the emotional and health care needs of adults and children; and
- Participate in drills and exercises to evaluate recovery capability.

Response/Recovery

- Staff the EOC when notified by the EOC Director or designee.
- Assist with short-term recovery. Tasks can include:
 - Providing mass care and sheltering.
 - Removing debris from primary transportation routes.
 - Establishing temporary or interim infrastructure to support business reopening.
 - Providing emotional and psychological support for children and adults who need counseling or behavioral health services; and
 - Assessing and understanding infrastructure risks and vulnerabilities
- Assist with intermediate recovery. Tasks can include:
 - Providing interim housing.
 - Initiating debris removal and planning immediate repair of damaged infrastructure.
 - Supporting the reestablishment of businesses where appropriate.
 - Providing emotional and psychological support for children and adults who need counseling or behavioral health services.
 - Ensuring continuity of care through temporary facilities; and
 - Informing community members of opportunities to build back stronger.
- Assist with long-term recovery. Tasks can include:
 - Developing permanent housing.
 - Rebuilding infrastructure to meet community needs.
 - Implementing business revitalization strategies.
 - Supporting emotional and psychological services for children and adults who need counseling or behavioral health services.
 - Reestablishing health care facilities; and
 - Implementing mitigation strategies identified in the Cochise County Multi-Hazard, Multi-Jurisdiction Mitigation Plan.

Organization

Lead Agency: The lead agency will:


- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.

- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Aid the team leader and make resources available for their organization's public safety and security operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader.

ESF #15: Public Information

Lead Agency:	Cochise County Public Information Officer Cochise County Sheriff Public Information Officer
 <p style="text-align: center; margin-top: 10px;">ESF-15 PUBLIC INFORMATION</p>	<p><u>County</u></p> <p>Cochise County Board of Supervisors Cochise County Attorney Cochise County Emergency Management</p> <p><u>State</u></p> <p>Arizona Department of Emergency and Military Affairs/Emergency Management</p>

Introduction

The Emergency Support Function (ESF) Annex of Public Information involves communications and warning, direction and coordination, operations, and follow-through during an emergency or disaster.

Purpose

The purpose is to establish responsibilities, policies, and procedures for conducting public information programs to educate and inform the public of emergency preparedness programs, the status of response to major emergencies/disasters, and a system for informing citizens of any restrictions or limitations (i.e., danger zones, road closings, etc.) which might be imposed during such incidents.

Community Lifelines

- Safety & Security
- Health & Medical
- Food, Hydration, Shelter
- Energy
- Communications
- Transportation
- Hazardous Materials
- Water Systems

Scope

Public Information support includes providing public information before, during, and after a potential or actual emergency/disaster. ESF #15 is responsible for communicating coordinated, timely, reliable, and actionable information to the whole community through user-centered methods that are clear, consistent, accessible, and culturally and linguistically appropriate.

Assumptions

During an emergency or disaster, the public requires a wide range of information, including protective action instructions, actionable information regarding disaster relief, and government response and recovery operations updates.

People demand more emergency preparedness/response information during an emerging crisis. Incidents of county-wide significance create significant public interest that can attract local, national, and international media. This will place a heavy burden on communication systems. County, local, and tribal governments are responsible for providing information to their citizens. If a county, local, or tribal government cannot perform these responsibilities, the state may provide vital crisis and emergency risk information to the affected population.

A public information program that includes public education and community relations will help reduce disaster-related casualties, property damage, and economic loss. The ESF Team Leader, in conjunction with team members, may appoint a supplemental staff member as resource coordinator to coordinate the deployment of specific resources. The resources of any department or agency will never be under the command of an individual not associated with that department or agency.

Concept of Operations

Operating procedures will be developed and maintained by the Cochise County Administration Public Information Office, primarily responsible for this ESF, in cooperation with other departments. This function will be coordinated with and involve support agencies and organizations.

Preparedness/Mitigation

- Designate an individual to serve as a public information officer or coordinator.
- Assist agencies and organizations with ESF responsibilities in the development of uniform procedures for media releases.
- Maintain a media directory.
- Support disaster public awareness initiatives by disseminating information through various media such as news articles, social media, or audio-visual materials.
- Establish communication resources to provide people with sensory disabilities (e.g., visual and hearing impaired) and non-English speaking persons with emergency management information regarding emergencies or disasters.
- Educate the public on alert messages such as watches and warnings through radio, television, and social media or print media.
- Develop protocols for agencies and organizations with functional support responsibilities to inform the media about emergency or disaster plans; and
- Participate in drills and exercises to evaluate public information capability.

Response/Recovery

- Staff the Emergency Operations Center (EOC) when notified by the EOC Director or designee.
- Define public notification timeframe regarding an emergency or disaster and disseminate information to the media.
- Maintain a system to ensure accurate dissemination of emergency information such as location, type of hazard, extent of damage, casualties, shelters open, evacuation routes, and other protective actions.
- Provide a designated area for media or press conferences and conduct briefings.
- Provide updates (e.g., response to inquiries about missing individuals, restricted access areas, or re-entry instructions) regarding the emergency or disaster.
- Establish media responsibilities and appropriate spokespersons from other agencies and organizations with ESF responsibilities.
- Disperse timely information concerning emergency events to the available information networks to inform the public of pertinent emergency bulletins.
- Establish JIC/JIS, media pools, briefing locations and the like.

Organization

Lead Agency: The lead agency will:

- Act as the team leader and representative in policy discussions, negotiations with other ESF teams, and other matters.
- Develop team procedures and policies, as necessary, in cooperation with team members.
- Act as the coordinating agent for all related resources, develop operations assignments, and direct deployment in cooperation with team members.
- Ensure team members receive shift relief from their respective organizations at appropriate intervals, as additional personnel are available.
- Establish a liaison with ESF #5 - Emergency Management to facilitate the sharing of information and data; and
- Collect, compile, and report information and data.

Support Agencies: The support agencies will:

- Assist the team leader and make resources of their respective organizations available for public information operations.
- Provide supplemental staff to support the team, as necessary; and
- Track the use of resources from their respective organizations and share that information with the Team Leader