

ROLES & RESPONSIBILITIES



CITY OF FLAGSTAFF **EMERGENCY OPERATIONS PLAN**

DECEMBER 2023



The City of Flagstaff Emergency Operations Plan (EOP) is the result of collaboration between city divisions and partners, led by Flagstaff Emergency Management. The Flagstaff EOP is located at: <https://www.flagstaff.az.gov/4746/Grants-Contracts-and-Emergency-Management>

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The City of Flagstaff contracted with Emergency Management Partners (EM Partners) to develop this EOP.





EOP Introductory Materials

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DIRECTOR'S EXECUTIVE SUMMARY



City of Flagstaff

December 4, 2023

Dear Emergency Management Partners,

The City of Flagstaff All Hazards Emergency Operations Plan (EOP) is a collaborative document that establishes **roles and responsibilities** for city divisions and partners during emergencies and disasters. To keep the EOP pertinent, accurate, and up to date, City of Flagstaff Emergency Management engages partners and practitioners from a wide variety of disciplines at all levels of government, the private sector, and nongovernmental organizations.

This plan is designed to be clear, concise, and easy to use during operations. The EOP contains roles and responsibilities, organizational structure for response, concept of operations, and other operational guidance.

The EOP translates national and state guidance to be applied to city operations. This plan aligns with Presidential Policy Directive (PPD) 8: National Preparedness, FEMA guidance and plans, the Arizona State Emergency Response and Recovery Plan (SERRP), the Coconino County Emergency Operations Plan, and other national best practices. This EOP is the city's step in the pathway from Presidential directive to local application of emergency management.

All city divisions are committed to supporting emergency operations as outlined in the EOP. During the development of this plan, the city identified six Coordinating Divisions as those that bring the most capabilities, authorities, and resources to emergency operations. Through formal promulgation, those six divisions committed to the roles and responsibilities they identified in their division annexes. At the direction of the Flagstaff City Council and City Management, this EOP formally establishes the structure that all city divisions shall follow for emergency response and recovery operations.

I would like to express my gratitude for the support we received from the Planning Team during the development of this plan. Partners and friends throughout the city contributed valuable content that ensured a successful plan. This plan is the product of the unique, strong personal and professional relationships we all have across our city. This plan will ensure the most robust emergency response support and coordination toward a safer place for all of our citizens, visitors, and businesses.

Respectfully,

Digitally signed by Stacey
Brechler-Knaggs
Date: 2023.12.04 11:56:26 -07'00'

Stacey Brechler-Knaggs
Emergency Management Director

CITY COUNCIL PROCLAMATION OF APPROVAL

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COORDINATING DIVISIONS PROMULGATION PAGE

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EOP Base Plan

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INTRODUCTION

The City of Flagstaff Emergency Operations Plan (EOP) is an **all-hazards** plan addressing the city's threat and hazard environment, including natural, technological, and human-caused emergencies or disasters. The EOP is designed as a high-tier **Whole Community** document identifying city division and partner entity **roles and responsibilities** during an emergency or disaster. Operational-level details are left to the appropriate division policy and procedure documents.

The EOP integrates, supports, and is consistent with all applicable local, county, state, and federal guidance, as listed in the Authorities and References section. This plan also utilizes the National Incident Management System (NIMS) and the Incident Command System (ICS) as a basis for the all-hazards structure.

The EOP is intentionally modeled after the Coconino County Emergency Operations Plan and the Arizona State Emergency Response and Recovery Plan (SERRP) to ensure the most effective and efficient integration of emergency operations across local, county, state, and federal levels of government. The EOP is also consistent with applicable 2022 Emergency Management Standard elements established by the Emergency Management Accreditation Program (EMAP) in order to align with national best practices and ensure a quality planning document.

The EOP acknowledges that all city divisions may execute critical functions in support of emergency response and recovery. Flagstaff Emergency Management appreciates the efforts of all city partners. The EOP identifies six Coordinating Divisions as those divisions and sections responsible for the management and coordination of the city prevention, protection, mitigation, response, and recovery activities for all hazards. These city entities were identified based on their capabilities, authorities, and resources in support of the city's emergency management functions, and as such have division-specific annexes to this EOP that outline their roles and responsibilities. The Coordinating Divisions are as follows:

- Flagstaff Community Development
- Flagstaff Emergency Management
- Flagstaff Parks, Recreation, Open Space and Events
- Flagstaff Public Affairs
- Flagstaff Public Works
- Flagstaff Water Services



Purpose

The purpose of the Flagstaff EOP is to establish the concept of operations for **all-hazards** emergency response and recovery as it applies to city divisions and partnering entities.

Scope

The EOP describes the structure for implementing Flagstaff’s response and recovery policies for all types of incidents. This plan is implemented when any incident reaches a level that overwhelms local responding resources, requires elevated city coordination and support, or is proclaimed a local emergency by the Flagstaff Mayor or declared an emergency by the proper county, state, or federal entity.

Applicability

The EOP applies not only to the six city Coordinating Divisions referenced within the plan, but also to all city divisions and partners that provide critical support during emergency operations. Therefore, the plan also applies to the following:

- Any city division that may:
 - Be tasked to provide emergency response or recovery assistance.
 - Require emergency assistance to perform critical missions and services per statutory requirements.
- Any non-governmental organization (NGO) or voluntary agency requiring or capable of providing emergency response or recovery assistance.
- Any private sector partner, including Critical Infrastructure/Key Resource (CI/KR) entities, capable of providing emergency response or recovery assistance.

Situation Overview

The EOP leverages the results of the annual Arizona State Preparedness Report (SPR), Threat and Hazard Identification and Risk Assessment (THIRA), and all other applicable local, county, tribal, and state threat and hazard data to develop the Core Capabilities addressed in this plan. Threats and hazards addressed include, but are not limited to, the following:



- Natural hazards, such as flooding/post-fire flooding, wildland and urban fires, drought, winter storms, heat emergencies, and other severe weather events.
- Technological and infrastructure hazards, such as transportation system failures and accidents, power failures, dam failures, chemical or other hazardous materials (HAZMAT) incidents, and radiological or nuclear material releases.
- Human-caused hazards, such as terrorist acts involving conventional weapons, weapons of mass destruction (WMDs), and cyber security threats.

This EOP specifically recognizes the ten principal hazards identified in the Coconino County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), 2021 version, as they apply to the City of Flagstaff’s threat and hazard environment:

- Wildland Fire
- Flood/Flash Flood/Post-Wildfire Flooding/Debris Flows
- Drought
- Public Health Outbreak/Pandemic
- Excessive Heat
- HAZMAT/Pipeline Failure/Transport Accident
- Winter Storm
- Dam Failure
- Earthquake and Seismic Hazards
- High Winds/Tornado

It is to be emphasized that Flagstaff recognizes the four new human-caused hazards in the Coconino County MJHMP compiled by the six individual jurisdictions (Flagstaff, Page, Williams, Sedona, Tusayan, Fredonia). However, they are not included in Coconino County’s ten principal hazards formally mitigated per the FEMA-approved 2021 MJHMP, because FEMA only recognizes natural hazards for these plans. For clarity, these hazards have been separated and listed below:

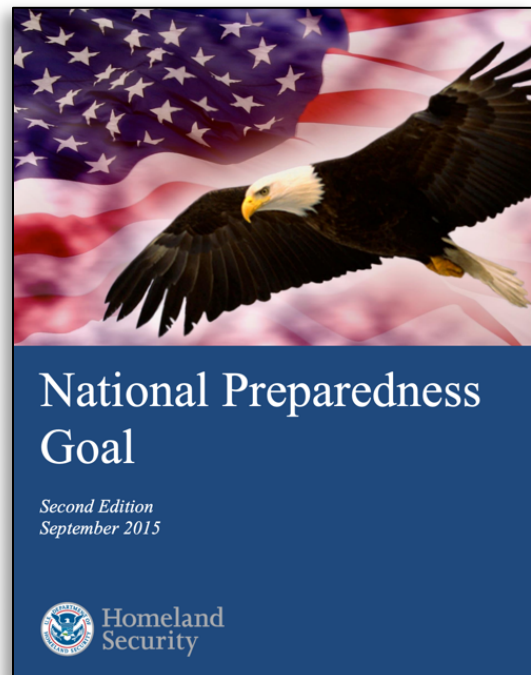
- Climate Change
- Aviation Accident
- Extended Power Outage
- Terrorism/Active Shooter

Core Capabilities

The Flagstaff Coordinating Divisions and partner entities support the development and implementation of the Federal Emergency Management Agency (FEMA) Core Capabilities across all five Mission Areas - prevention, protection, mitigation, response, and recovery. Building these Core Capabilities contributes to a more resilient city in alignment with the National Preparedness Goal for all hazards:

“A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

The table on the following page identifies the Common, Response, and Recovery Core Capabilities addressed by the EOP, organized by the city Coordinating Divisions and partners that have responsibilities within each functional area.



FEMA Core Capabilities Supported by the Flagstaff Emergency Operations Plan (EOP)	City Coordinating Divisions and Partners								
	Community Development	Emergency Management	Fire Department	Parks, Recreation, Open Space, and Events	Police Department	Public Affairs	Public Works	Voluntary Organizations Active in Disaster	Water Services
Common Core Capabilities									
Planning	All City Coordinating Divisions and partners support the three Common Core Capabilities.								
Public Information and Warning									
Operational Coordination									
Response Core Capabilities									
Critical Transportation					X		X		
Environmental Response/Health and Safety	X		X				X		X
Fatality Management Services					X				
Fire Management and Suppression			X						
Infrastructure Systems	X						X		X
Logistics and Supply Chain Management		X		X			X		
Mass Care Services								X	
Mass Search and Rescue Operations					X				
On-Scene Security, Protection, and Law Enforcement					X		X		
Operational Communications		X	X		X	X	X		
Public Health, Healthcare, and Emergency Medical Services			X						
Situational Assessment	X	X	X		X		X		X
Recovery Core Capabilities									
Economic Recovery	X							X	
Health and Social Services								X	
Housing	X							X	
Infrastructure Systems	X						X		X
Natural and Cultural Resources				X					X

Planning Assumptions

The EOP is based on the following planning assumptions:

- Incidents begin and end locally and are typically owned and managed by the jurisdiction in which the incident originates.
- Incidents may occur at any time and with little or no warning.
- Incidents may involve multiple hazards or threats that may impact multiple jurisdictions.
- Special events may require incident management support if impacted by threats or hazards.
- The **Whole Community** is considered in all operations.
- Response priorities are life safety, incident stabilization, and property and environment conservation, in that order.
- Organizations will respond during an emergency according to their respective **roles and responsibilities** by utilizing their authorities, capabilities, and resources.
- **The recovery phase begins during the response phase.**
- Incidents may exceed the capabilities of the city and partners in the affected area(s).
- Resource and policy issues are addressed at the most local organizational level practicable. Unresolved issues are elevated to the next level for support and resolution.
- Incidents may require the activation of the city Incident Management Team (IMT) to coordinate operations.
- Flagstaff City Council Resolution No. 2023-62 designates NIMS as the basis for all incident management in the city, in alignment with county, state, and national approaches.
- Incidents may require integration and significant information sharing across multiple local, county, state, tribal, and federal entities and between public and private sectors.
- The city will provide and request aid during an emergency, pursuant to mutual aid agreements.
- Incidents may have significant short-term and long-term impacts, both physical and economic.
- Incidents may result in many casualties, fatalities, health and medical problems, displaced persons, property loss, disruption of CI/KR systems, disruption of essential public services, and/or significant damage to the environment.
- Incidents may attract an influx of spontaneous volunteers and donations.
- Incidents may require prolonged incident management operations and support activities.

WHOLE COMMUNITY

Engagement of the full capacity of the private and non-profit sectors, including businesses, faith-based and access and functional needs organizations, and the general public, in conjunction with local, state, tribal, territorial, and federal governmental partners.

- Incidents may require long-term recovery activities.
- The Flagstaff Mayor may proclaim a local emergency exists in the city, per ARS Title 26-311.
- The Coconino County Board of Supervisors (BOS) may proclaim a declaration of emergency in the county, including incorporated jurisdictions, per Coconino County Resolution 2021-29.
- The Governor may issue a state emergency declaration for the entire state, a specific county, or an identified geographical area within the state.
- The Governor may request the President to declare a major disaster or emergency under the provisions of the Robert T. Stafford Act. Other federal disaster declarations may be requested from the applicable federal agency, through Coconino County Emergency Management (CCEM).
- Each city division and volunteer organization involved in response and/or recovery documents their costs throughout the incident and seeks reimbursement, as appropriate, for expenses incurred during operations.
- Annexes, procedures, and checklists supporting the implementation of the EOP are applicable to all hazards.



PLAN STRUCTURE

The EOP is comprised of a Base Plan and Annexes designed to facilitate and direct the integration of people and organizations into Flagstaff's emergency management operations.

Base Plan

The Base Plan serves as the foundation for all annexes in the EOP. It describes the overall city structure, concept of operations, and **roles and responsibilities** comprising the citywide approach to emergency management. The Base Plan is designed to integrate the efforts and resources of local, private sector, NGOs, and, if necessary, county, state, tribal, and federal government agencies.

Annexes

Annexes provide high-level overviews of **roles and responsibilities** from subject-matter expert city divisions and sections. They are meant to provide a simplified explanation of necessary actions that Coordinating Divisions can reference during stressful and rapidly developing incidents.

The EOP includes the six city Coordinating Division Annexes, which detail the divisions' roles and responsibilities during response and recovery operations. Coordinating Divisions are responsible for developing the procedures and checklists necessary to implement their annexes.

The Planning Universe

CCEM developed “The Planning Universe” as a representation of the comprehensive planning structure and operational relationships which support local emergency management operations.



The Planning Universe portrays how incidents begin and end locally, expanding out from local incidents as operations scale up to include more government levels of support and scaling back as operations de-escalate. Local jurisdictions within Coconino County that maintain local EOPs are represented, as well as state and federal government support. Flagstaff adopts use of the Planning Universe for the city EOP.

The relationships of planning documents necessary to implement emergency management operations are also represented, showing the Planning Universe as the space “where plans align.” The Presidential Policy Directive (PPD) 8: National Preparedness is the foundation of all planning documents, followed by policies, plans, procedures, and operational checklists. Each government level maintains each of these planning documents, as applicable.

CONCEPT OF OPERATIONS

The EOP is written as an **all-hazards** plan. The all-hazards approach is not focused on any specific threat, but instead addresses a broad spectrum of potential risks and impacts from any severe incident. This concept focuses on efforts to build, sustain, and deliver Core Capabilities by way of Coordinating Divisions and partner entities to achieve desired outcomes.

The City of Flagstaff’s response and recovery activities, as detailed in the EOP, are based on the situational needs related to each unique incident. Specific city division **roles and responsibilities** are outlined in the Coordinating Division

ALL-HAZARDS APPROACH

Focuses on capabilities-based preparedness to prevent, protect against, respond to, and recover from the full spectrum of emergencies and disasters.

Annexes. Nothing in the EOP alters or impedes the ability of city first responders to carry out their specific authorities or perform assigned responsibilities according to their policies and procedures.

The EOP facilitates the support and coordination of requested resources among local, county, state, tribal, federal, NGO, and private sector entities without superseding any organization's authorities or statutory functions and responsibilities.

City divisions and partner entities may be assigned several missions or tasks throughout an incident. The Coordinating Divisions are responsible for coordinating the activities of their applicable annex and ensuring that missions are accomplished. Coordinating Divisions have the authority to execute response and recovery operations.

Execution

The Flagstaff EOP is executed per the roles and responsibilities outlined in this EOP. The Flagstaff Emergency Management section coordinates support for incident response in the city to first response city divisions and the city all-hazards IMT structure, if activated. The Emergency Management section will elevate city response via request to CCEM for activation of the Coconino County Emergency Operations Center (EOC) and notify the appropriate city divisions, officials,



and partner entities. City divisions will take appropriate actions in accordance with their **EOP roles and responsibilities** and through their respective division policies and procedures.

Incidents typically begin and end locally. Decisions related to public protection are vested in the level of jurisdictional government that owns the incident and is responsible for conducting the situational

analysis. Incidents beginning on private property that may impact the community are owned by and coordinated with applicable private sector partners (i.e., railway incidents). When local resources and capabilities are overwhelmed, county assistance may be requested through the Coconino County EOC. County assistance may be requested with or without a City Council or a BOS proclamation of emergency declaration. Subsequently, the county BOS may request state assistance under a gubernatorial emergency declaration.

Response Facility Organization

During the response phase, multiple local, county, state, and federal operating facilities may be activated to facilitate the movement and utilization of personnel and resources. The following represents the key facilities most frequently activated during emergencies and disasters:

- **Incident Command Post (ICP)** – the physical location of the tactical-level, on-scene incident command and management organization for first responder organizations and IMTs.

- **County Emergency Operations Center (EOC)** – the single point of coordination for all emergencies within Coconino County and local jurisdictions (incorporated and unincorporated), maintained and operated by CCEM. The EOC provides general situational awareness, common operating picture, and provides support to and addresses requests for additional resources or information from responding agencies. The EOC also facilitates emergency management information sharing and operational support and coordination with other local, county, state, tribal, federal, and non-governmental EOCs.
 - The county will operate the EOC for all local jurisdictions within the county in coordination with the appropriate local response staff.
 - The City of Flagstaff may open a city-centric EOC when appropriate based on the needs of the incident and the availability of resources.
 - Based on the needs of the incident, the EOC may maintain a sustained 24/7 interagency coordination operation.
 - In the event the primary physical EOC is unavailable, an alternate location will be identified. This may be a physical or virtual presence.
- **Joint Information Center (JIC)** – the primary location for all incident-related information coordination and dissemination to the public and the media. The JIC establishes the foundational incident messaging and operates as a function of the EOC. For city-centric events, Flagstaff leads the JIC, either as an internal JIC, or in coordination with the county for incidents requiring additional support.
- **Virtual/Physical Call Center** – the ready-to-activate, scalable facility, which operates as a function of the EOC, and is equipped to answer calls from the public and provide timely and accurate incident information. The city may request county call center support to supplement the city call center, and subsequently, the county may request state support.
- **Virtual/Physical Community Assistance Center (CAC)** – a center, which operates as a function of the EOC, established to provide government and non-governmental services and programs to assist with the recovery process for an affected community after a disaster.
- **State Emergency Operations Center (SEOC)** – the primary location for coordination of state response and recovery support, maintained and operated by the Arizona Department of Emergency and Military Affairs, Emergency Management (DEMA-EM). The SEOC supports the county EOC as requested and during gubernatorial emergency declarations.
- **Joint Field Office (JFO)** – the primary location for the coordination of state and federal response and recovery operations during Presidential-declared disasters. This facility houses the Federal Coordinating Officer (FCO) and staff.
- **Disaster Recovery Center (DRC)** – the primary location within an impacted community for federal, state, local, and non-governmental recovery assistance to individuals and families affected by a Presidential-declared disaster.



Emergency/Disaster Declarations

When an incident exceeds the capabilities of a jurisdiction at any level, that jurisdiction may request assistance from the next level of government. The city proclaims emergency declarations, and makes proclamation requests to the county, as necessitated by an incident. Local, county, state, and federal declarations will be made in accordance with the following:

City Government

- Upon proclamation of a local emergency, the Flagstaff Mayor will govern by proclamation and has the statutory authority to impose all necessary regulations to preserve the commitments of local resources in accordance with this EOP.
- The Flagstaff Emergency Management section will forward the local emergency proclamation to the Coconino County Emergency Management Director. The Director will forward the proclamation to the BOS Chairperson and the SEOC.

County Government

- Upon receipt of a local emergency proclamation, the Coconino County Emergency Management Director will make a recommendation to the BOS Chairperson on whether or not to proclaim a county declaration in support of the local jurisdiction based on the situation and resources.
- The Coconino County Emergency Management Director will make a recommendation to the BOS Chairperson on whether or not to proclaim a county declaration for emergencies in unincorporated county areas. The county can issue a proclamation of emergency declaration for incidents in all areas of the county, except for tribal and federal land.
- The county is not required to issue a county declaration in support of a local proclamation, and a local proclamation will proceed to the state without a county declaration if the county formally declines to proclaim.

State Government

- Upon receipt of a local or county emergency declaration, the DEMA-EM Director will advise the Governor of the situation and provide recommendations. The Governor may proclaim a state of emergency in response to the request and execute all or portions of the SERRP in support of the local/county jurisdictions.
- The Governor can execute a gubernatorial declaration, without a local or county declaration or request for assistance, for all or part of the state if circumstances require such action.

Federal Government

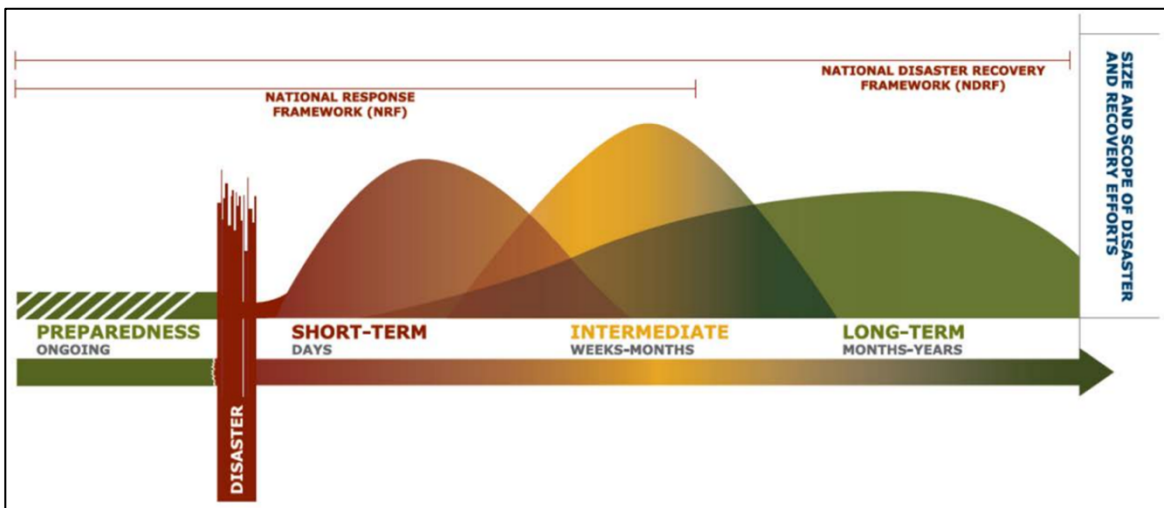
- When federal aid is needed or a Presidential emergency or major disaster declaration is requested, the Governor's designee will contact the FEMA Region IX Administrator for assistance and to submit a formal request. The following actions, in coordination with the impacted local/county jurisdictions, will support these requests:
 - Survey the affected areas, jointly with FEMA staff, if possible, to determine the extent of private and public damage.
 - Estimate the types and extent of federal disaster assistance required.

- Consult with the FEMA Regional Director on eligibility for federal disaster assistance.
- Furnish information on the extent and nature of state resources that have been or will be used to alleviate the conditions of the disaster.
- Certification by the Governor that state and local governments will assume all applicable non-federal cost share required by the Stafford Act.
- The completed request, addressed to the President, is sent through the FEMA Regional Director. The FEMA Regional Director makes a recommendation to the FEMA Administrator who recommends a course of action to the President.

Recovery Operations

The Emergency Management section is responsible for coordinating recovery activities. Recovery operations follow guidance from the City of Flagstaff EOP, Coconino County EOP, AZ SERRP, the National Disaster Recovery Framework (NDRF), and other federal recovery program policy and guidance documents.

The recovery phase begins during the response phase. The recovery phase may include short-term, intermediate, and long-term operations which may be years in duration, as depicted by the NDRF Recovery Continuum below.



Response operations should set the conditions for transition into an emphasis on recovery. Certain recovery activities may commence concurrently with response operations, such as preliminary damage assessments (PDAs), establishment of CACs for provision of disaster assistance, infrastructure repair, incident-related financial documentation (i.e., equipment trip tickets, EOC costs, overtime, etc.), and other critical functions necessary to initiate the recovery process.

The Flagstaff Emergency Management section coordinates via CCEM for the request and implementation processes for state and federal recovery assistance, including, but not limited to, the state-managed Public Assistance (PA) program, the FEMA PA program, the FEMA Individual Assistance (IA) programs, the Small Business Administration (SBA) disaster assistance programs, and other federal grant and assistance programs available after declared disasters.

DIRECTION, CONTROL, COORDINATION

The City of Flagstaff's approach to managing emergencies is to establish clear lines of direction, control, and coordination. This ensures that all responding entities and support organizations operate under a unified framework that is flexible and scalable based on the needs of an incident. Incident response and recovery efforts are managed using NIMS and ICS concepts and principles. ICS provides standardized terminology and procedures, unified command, and an action planning process that identifies incident response strategies and specific tactical actions.

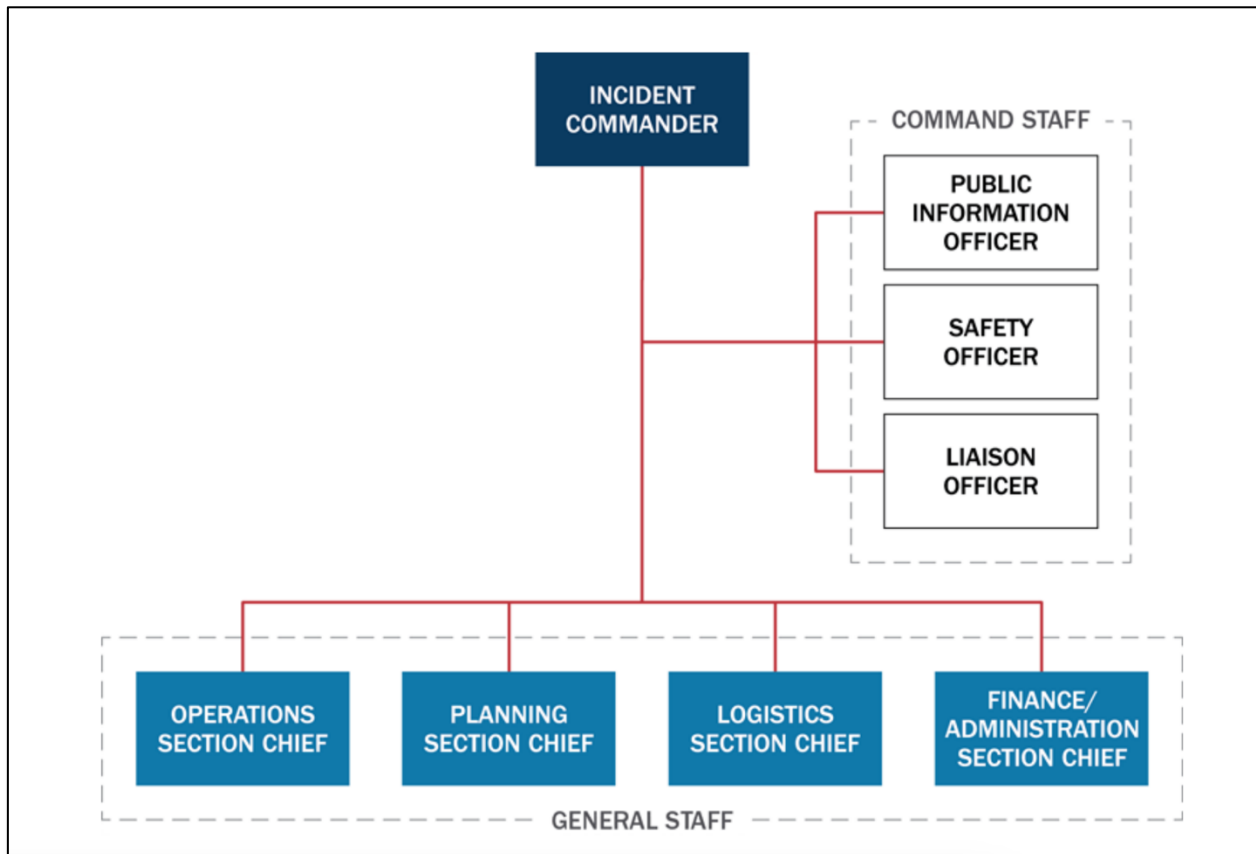
Coordination during an incident is carried out through the following protocols:

- Incidents are managed at the lowest organizational level possible, typically beginning with first response city divisions, i.e., Police Department, Fire Department, Public Works, Water Services, etc.
- The Flagstaff Emergency Management section is responsible for the coordination of support to responding city divisions for incidents within city limits.
- Based on the complexity and scale of an incident, Flagstaff may activate the city IMT. The IMT will be assembled, ideally, with qualified personnel trained in ICS, when available, and subject-matter experts based on the nature of the incident (achieving qualification for staff is a long-term priority goal). The IMT will have the capability to expand or contract to meet the needs of the incident.
- For incidents that surpass local response capabilities and require greater coordination and resources, the city Emergency Management section may request the activation of the county EOC as the all-hazards multi-jurisdictional EOC that supports all jurisdictions in the county. This EOC operates as the centralized facility for support and coordination when activated.
 - Utilizing ICS, the Coconino County EOC provides support and coordination of county resources to assist the local and county response staff and/or IMTs during emergency operations. The county EOC is comprised of ICS Command and General Staff. Flagstaff staff that are qualified per the Arizona Qualification System (AQS) and/or National Qualification Systems (NQS) may fill county EOC Command and General staff positions as necessitated by an incident.
 - Reference the Coconino County EOP for further details on the county EOC.
- All response and recovery activities will be closely coordinated with relevant local, county, state, and federal agencies, as well as non-governmental organizations and private sector partners as needed. When activated, the IMT develops Incident Action Plans (IAPs) which serve as the guiding documents for all incident activities.



IMT Organizational Chart

The organizational chart below from the FEMA NIMS doctrine portrays the IMT structure utilized by the city IMT.



ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section of the EOP outlines the high-level roles and responsibilities of key local, county, state, federal, non-governmental, and private sector entities within the scope of the EOP and in support of city response and recovery operations.

Flagstaff Mayor

The Flagstaff Mayor is responsible for the public safety and welfare of Flagstaff citizens and visitors. Specifically, the Mayor:

- Is responsible for providing strategic objectives for city resources to address the full spectrum of actions to prevent, protect, mitigate against, respond to, and recover from all-hazards incidents, including natural disasters, human-caused accidents, terrorism, and other incidents.
- Provides leadership and plays a key role in communicating to the public.

- Helps people, businesses, and organizations cope with the consequences of any incident within the city.
- May declare, by proclamation, a local emergency to exist per authorities in ARS Title 26-311.
- May, through the city Emergency Management section, authorize negotiations and entrance into mutual aid agreements with other jurisdictions to facilitate resource sharing.
- May, through the city Emergency Management section, request county assistance through CCEM when the city's capabilities are insufficient or exhausted.
- Participates in the Flagstaff Policy Group to provide policy guidance and oversight with other officials during emergencies.
- Exercises authorities per Flagstaff City Code 1-07-001-0004 – Emergency Powers of Mayor, during emergencies as appropriate.

Flagstaff City Manager

The Flagstaff City Manager “*shall be responsible for the organization, administration and operation of the City emergency services,*” per Flagstaff City Code 1-22-001-0003 – Duties of City Manager. Specifically, the City Manager, and/or Deputy City Managers if delegated:

- Is responsible, through delegation to the Flagstaff Emergency Management, for coordination of emergency activities of city divisions, including coordination with other local, county, state, and federal entities and the private sector.
- Serves as the Agency Administrator responsible for IMT activation decisions and providing policy guidance and oversight of IMT operations.
- Ensures the city's compliance with all applicable laws, regulations, and policies related to emergency management.
- Participates in the Flagstaff Policy Group to provide policy guidance and oversight with other officials during emergencies.
- Exercises authorities per Flagstaff City Code 1-22-001-0003 – Duties of City Manager, during emergencies as appropriate.

Flagstaff Policy Group

The Flagstaff Policy Group provides policy guidance and general oversight of all city functions during emergencies. The Policy Group is comprised of the Mayor, a designated City Council Member, City Manager, and Deputy City Managers. In unique circumstances, the Policy Group may decide to include other elected officials and division management as necessitated by the incident. The Policy Group coordinates with Emergency Management to maintain situational awareness, make policy decisions, and provide strategic objectives for the IMT and/or EOC. Responsibilities of the Policy Group may include, but are not limited to, information sharing with the City Council, funding decisions for incident response and recovery, participation in community meetings and messaging in coordination with the JIC, IMT activation decisions, emergency proclamations, and other policy items. Authorities of the Policy Group are dictated by the authorities of its individual members per the Flagstaff City Code.

Flagstaff Emergency Management

The Flagstaff Emergency Management section is responsible for coordinating the city's prevention, protection, mitigation, response, and recovery activities. The section is responsible for the coordination of support to responding city divisions for incidents within city limits. The section is also responsible for the development and maintenance of the EOP and coordination of all emergency management functions for the city.

The Flagstaff Emergency Management Director is responsible for directing the day-to-day emergency management program activities of the section, coordinating support of incidents, and maintaining relationships with Whole Community partners to achieve emergency management and life safety goals and objectives.

Flagstaff Police Department

The Flagstaff Police Department is the primary law enforcement entity for the city. The Flagstaff Police Department's roles and responsibilities are established by applicable Arizona Revised Statutes (ARS) and implemented by departmental policies, plans, and procedures. The department functions as the Public Safety Answering Point (PSAP) for Coconino County. They serve as the central communication and dispatch hub, playing a pivotal role in information dissemination and emergency response coordination for the county. The PSAP also maintains an emergency notification system (ENS) for internal city staff notifications.



The department's emergency-related roles and responsibilities encompass a range of capabilities, resources, and authorities. The Police Department's unique tactical capabilities include SWAT and negotiation team operations, a rapid response team that can be deployed within the county, a bomb response team utilizing advanced equipment such as x-ray robots, and a critical incident team structured to handle multi-agent officer-involved incidents. The Flagstaff Police Department partners with the Coconino County Sheriff's Office for operations such as search and rescue and coordinates with other regional, state, and federal law enforcement entities as necessitated by the incident. The Police Department also coordinates decisions and notifications with Flagstaff Emergency Management and CCEM for emergency evacuation and shelter-in-place orders within the city according to the Ready, Set, Go program.

The Police Department maintains a volunteer contingent, as well as coordinates with CCSO for activation of the Coconino County Community Emergency Response Team (CERT) volunteers when needed. The department also coordinates with Victim Witness Services, a private non-profit entity that contributes to community support during and after incidents.

Flagstaff Fire Department

The Flagstaff Fire Department is responsible for firefighting functions, emergency medical services, and hazardous materials response in the city. The Flagstaff Fire Department's roles and responsibilities are established by applicable Arizona Revised Statutes (ARS) and implemented by departmental policies, plans, and procedures.



The Fire Department includes several distinct teams and capabilities. They serve as primary providers of hazmat and technical rescue services for the northern Arizona region, forming partnerships for technical rescue with the Coconino County Sheriff's Office and the Sedona Fire Department to the south. The department may also support city damage assessment and field assessments.

The Flagstaff Fire Department handles fire dispatch services for Coconino County and manages various contractual agreements and mutual aid requests with local and regional fire departments/districts. They also participate in the Arizona Fire Chief's Association (AFCA) Fire Service Mutual Aid Plan. The department coordinates with other local and regional fire departments/districts and U.S. Forest Service partners, as applicable.

Flagstaff Incident Management Team

Incident management teams (IMTs) are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs are assigned to manage all-hazards incidents or to accomplish supporting incident-related tasks or missions in alignment with NIMS/ICS principles.



IMTs are established by the first response city divisions for local response based on the needs of an incident. For all-hazards incidents requiring additional support and resources, the city IMT may be activated to implement management of mission taskings to fulfill strategic objectives provided by the Flagstaff Policy Group. The city IMT will be assembled, ideally, with qualified personnel trained in ICS, when

available, and subject-matter experts based on the nature of the incident. Achieving qualification for staff is a long-term priority goal. The city maintains a roster of city IMT staff for all-hazards response operations. The IMT coordinates logistical needs through the Flagstaff Emergency Management section and the Coconino County EOC Logistics Section if activated. The IMT coordinates closely with other area IMTs for mission needs.

The City Manager's Office/Agency Administrators are responsible for the decision to activate an IMT, with recommendation from the Incident Commander (IC) and Flagstaff Emergency Management. The IC and Flagstaff Emergency Management will work with the requesting city division or section to determine the appropriate level of response based on the FEMA Incident Complexity Guide. The IC and Flagstaff Emergency Management will provide a synopsis of the event, the request from the requesting division, and the recommended level of response to the City Manager's Office. The City Manager's Office will then make a decision regarding the request for IMT activation, and the decision will be communicated appropriately to the requesting division.

All City Divisions

The EOP identifies the six Coordinating Divisions as the key city divisions responsible for coordinating emergency response and recovery activities. In addition, all other Flagstaff divisions may have a role in supporting response and recovery operations. Specifically, all city divisions:

- Support incident response and recovery operations using the all-hazards NIMS/ICS principles and structure, as directed by Flagstaff City Council Resolution No. 2023-62.
- Develop and maintain plans and/or procedures for accomplishing responsibilities assigned

in the EOP, including Continuity of Operations (COOP) Plans as applicable.

- Develop cooperative agreements and relationships with private organizations and associations that possess resources or capabilities for assistance.
- Establish and maintain relationships with county, state, and federal counterparts to ensure their procedures and available resources are current.
- May support the city IMT Command and General Staff with qualified division staff as necessitated by the incident.

City divisions and sections that may provide critical support, infrastructure, and resources during incident response and recovery operations include, but are not limited to, the following:

- **Information Technology (IT)** - supports incidents by ensuring network access, maintaining the functionality of city computers and printers, providing GIS resources and support, and supporting call center infrastructure. City IT coordinates with Coconino County IT when the County EOC is activated in support of incidents impacting Flagstaff. The IT Division collaborates with the Arizona Department of Homeland Security and the Arizona National Guard for cyber preparedness and incident response.
- **Economic Vitality** – provides services to the residents, visitors, and small businesses in Flagstaff. The division supports emergencies at the Flagstaff Airport, conducts marketing efforts, and manages the library, train station, and visitor center. The Economic Vitality division may leverage community relationships and facilities to support incident needs in coordination with the IMT if activated.
- **Flagstaff Pulliam Airport** – manages the non-hub commercial service and general aviation airport owned and operated by the City of Flagstaff. The airport provides Airport Rescue and Firefighting at the airport and maintains its Airport Emergency Plan (AEP) for emergencies occurring on airport property. The airport may also support all-hazards incidents in the city with resources and facility use, such as for staging, as appropriate. The Arizona Department of Public Safety (AZDPS) and Guardian Medical Transport (GMT) base aircraft at the airport to support first response and medical transport services.
- **Management Services** - manages federal resources, grants, finances, contracts, and procurement, as well as maintaining a customer service call center that may be utilized in emergencies.
- **Human Resources and Risk Management** – support personnel management, employee safety, and liability management during emergencies as needed.



Coconino County Emergency Management

Incorporated jurisdictions within Coconino County are responsible for incident management functions for their jurisdiction. These local jurisdictions may request support from Coconino County for incidents that overwhelm the local capabilities and resources. CCEM will operate the county EOC in support of local emergencies and according to existing mutual aid agreements. County emergency operations are implemented per the Coconino County EOP and associated plans and procedures.



Non-Governmental Organizations

Flagstaff has several volunteer organizations that provide assistance during emergencies. NGO support is coordinated via the Flagstaff Emergency Management section, or the NGO Branch within the county EOC Operations Section, if activated in support of an incident in Flagstaff, with support from the Coconino County Voluntary Organizations Active in Disaster (VOAD). Key NGO partners that are regularly engaged in response and recovery operations in collaboration with the City of Flagstaff include, but are not limited to, the following:

- **United Way of Northern Arizona (UWNA)** - supports various functions, including donations and volunteer management. Per the Memorandum of Understanding (MOU) for Disaster Related Services between the City of Flagstaff and UWNA, requests for UWNA assistance are made through the city Emergency Management section and the county EOC.
- **American Red Cross** - specializes in mass care, sheltering, feeding, and supply distribution. They maintain agreements with 23 pre-identified shelter sites within Coconino County. The Red Cross may also support damage assessments and collaborate with the Salvation Army for feeding operations.
- **Flagstaff Family Food Center** - operates the food bank in the city and focuses on community food distribution with neighborhood teams. They coordinate with local partners for efficient distribution, emphasizing neighborhood-focused assistance.
- **Native Americans for Community Action (NACA)** - provides vital health and behavioral health support during emergencies, offering medical care and counseling services. They assist the community with resources such as bus passes, hotel vouchers, food, clothing, and hygiene kits. NACA can mobilize medical providers and liaise with IMTs as needed.

The Coconino County VOAD may request additional support from organizations via the statewide Arizona Voluntary Organizations Active in Disaster (AZ VOAD). While each NGO is a stand-alone group, they regularly communicate with each other and exchange ideas, supplies, equipment, and volunteers.

Schools/Higher Education

Flagstaff is home to multiple schools and higher education institutions. These education partners coordinate with the city during emergencies and disasters.

The Flagstaff Unified School District (FUSD) coordinates the district's involvement in emergency scenarios. FUSD maintains school facilities recognized as shelter locations through their partnership with the Red Cross. Key assets within FUSD include its facilities and transportation

services. Bus drivers may provide support for city transportation and evacuation needs. FUSD collaborates with city first response divisions to respond effectively to various emergencies, including lockdowns.

The Coconino Community College (CCC) incident command team collaborates with the city and county for emergency response and recovery operations involving the college. CCC can provide facilities for staging and serves as a recognized distribution center by the Red Cross. The college also offers support through a small business assistance center, supplementing business support services post-incident.

The Northern Arizona University (NAU) Office of Emergency Management coordinates emergency management activities for the university campus and its satellite offices. The Flagstaff campus plays a crucial role in public safety by interacting with Flagstaff and Coconino County. NAU has identified approximately six Flagstaff campus locations that could function as shelters during emergencies. NAU is responsible for maintaining public-use streets, landscape management, snow removal, and transportation services. They also possess a substantial cache of radios for events. NAU maintains communication with city and county emergency management, utilizing WebEOC for connectivity during incidents. NAU implements emergency operations per their EOP and Recovery Plan.

Private Sector Partners

Flagstaff encourages cooperative relations between the private sector and governmental authorities. The EOP is designed to incorporate private-public partnerships across all critical infrastructure sectors to ensure effective coordination and integration with these partners during incidents. The City of Flagstaff maintains relationships with the private sector and organizations representing businesses in the community, including the Greater Flagstaff Chamber of Commerce and the Economic Collaborative of Northern Arizona (ECONA).



Private sector partners support many functions in the EOP, including being recognized as CI/KR and/or a city response resource coordinated throughout the Flagstaff Emergency Management section and/or the IMT, if activated, as applicable.

Key private sector partners that are regularly engaged in response and recovery operations in collaboration with the City of Flagstaff include, but are not limited to, the following partners in the utility, transportation, and healthcare/emergency services sectors:

- **Kinder Morgan** - operates in the natural gas sector for the Flagstaff area. They closely coordinate with emergency responders and UniSource in pipeline-related emergencies. Operations specialists respond as needed and maintain their ICP. Kinder Morgan's role includes ensuring service continuation and/or restoration, responding to disruptions of services, and assessing impacts to their infrastructure and facilities during emergencies.

- **UniSource Energy Services** – operates as an energy service provider in the Flagstaff area. Under the leadership of the District Manager. UniSource assesses facility impact during emergencies and initiates appropriate responses. Their priority is to swiftly restore service, collaborating with personnel from other districts when additional support is needed. Collaboration with Kinder Morgan for pipeline-related incidents is also included in their operational strategy.
- **Arizona Public Service (APS)** - operates as an electric utility in the Flagstaff area. In emergencies, APS prioritizes safety and quick power restoration, collaborating with the city first responders and emergency management. APS's role spans various emergency scenarios, including wildfires, where they have a dedicated response team.
- **The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)** - the transit agency that operates the Mountain Line, a public transit service in the greater Flagstaff area. The organization oversees fixed route and paratransit services. In emergencies, Mountain Line can assist with evacuations using their fleet, contingent on agreements for emergency support services. NAIPTA is also a signatory to the Flagstaff Regional Intergovernmental Agreement - Emergency Management Mutual Aid Compact.
- **Northern Arizona Healthcare (NAH)** - operates the Flagstaff Medical Center, playing a vital role in emergency response and medical support. NAH actively participates in the Arizona Burn Network, collaborating with six hospitals across the state for burn-related cases. They also contribute to the Arizona Department of Health Services (ADHS) medical countermeasure efforts for public health preparedness. In emergencies, NAH activates an IMT within their emergency department that coordinates with city first responders and emergency management.
- **Guardian Medical Transport (GMT)** - the sole ambulance provider for Flagstaff. GMT's emergency roles align with ICS and encompass various crucial capabilities including ambulance dispatch, the ability to assume IMT roles, welfare checks for isolated patients and other community services, and overseeing the medical group, triage, treatment, and hospital receiving operations. GMT operates a versatile fleet, including heavy-duty 4x4 ambulances, highly trained paramedics, and a stockpile of disaster supplies. GMT also employs a GIS/IT Specialist who can assume IMT roles to provide interactive mapping and printing of large-format plotter maps.

Additional private sector partners throughout the Flagstaff area and across all CI/KR sectors may provide resources and support based on the unique needs of an incident.

Arizona Department of Emergency and Military Affairs, Emergency Management

The Arizona Department of Emergency and Military Affairs, Emergency Management (DEMA-EM) supports the mission to provide emergency management capabilities to the citizens of Arizona and the Nation through the following responsibilities:

- Appointed by the Governor to coordinate state response and recovery activities.
- Provides necessary coordination of state personnel and equipment to support local, county, and tribal jurisdictions during an emergency or disaster, at the request of a jurisdiction.

- Coordinates the cooperative effort, within Arizona, of the Federal Government, state agencies and departments, political subdivisions, mutual aid, and Emergency Management Assistance Compact (EMAC)/AZ Mutual Aid Compact (AZMAC) partners, and NGOs.
- Coordinates with the Governor’s Office and State Emergency Council (SEC) regarding gubernatorial emergency declarations and use of the Governor’s Emergency Fund (GEF).
- Coordinates with the Federal Coordinating Officer (FCO) during Presidentially declared disasters.

Specific information related to state support can be found in the Arizona State Emergency Response and Recovery Plan (SERRP).

Federal Government Support

Pursuant to Homeland Security Presidential Directive (HSPD) 5 and delineated in the National Response Framework (NRF), the Secretary of the Department of Homeland Security, is responsible for coordinating federal operations to prepare for, respond to, mitigate against, and recover from major disasters, terrorist attacks, and other emergencies. Additionally, the Secretary is designated as the Principal Federal Official for domestic incident management. This role includes coordinating all federal resources used in response or recovery operations when federal support is requested by the state.

Specific information related to federal support can be found in the NRF and the Arizona All-Hazards Concept of Operations (CONOPS) Plan, used by Arizona and FEMA Region IX as a guide when FEMA assistance is needed in Arizona.

INFORMATION, COLLECTION, ANALYSIS, AND DISSEMINATION

The Flagstaff Emergency Management section coordinates the collection, analysis, and dissemination of city division and partner entity information during an incident. This process is coordinated with local, county, state, federal, non-governmental, and private sector organizations based on the scope of the incident. The Emergency Management section notifies the county EOC of significant events for situational awareness.

The National Weather Service (NWS) Flagstaff Office is a key partner in the city’s hazard monitoring and analysis process.

The city utilizes WebEOC, a web-based situational awareness incident management system, dynamic GIS mapping and analytics, and other technical tools. These resources are used to facilitate information flow during incidents and maintain a common operating picture among all involved entities.



Terrorist/active shooter incidents involving pre-incident intelligence may also include the Arizona Counter Terrorism Information Center (ACTIC), operated jointly by the Arizona Department of Public Safety (AZDPS) and the Federal Bureau of Investigation (FBI). Local Terrorism Liaison Officers (TLOs) coordinate with the ACTIC for intelligence and information sharing.

Alert and Warning

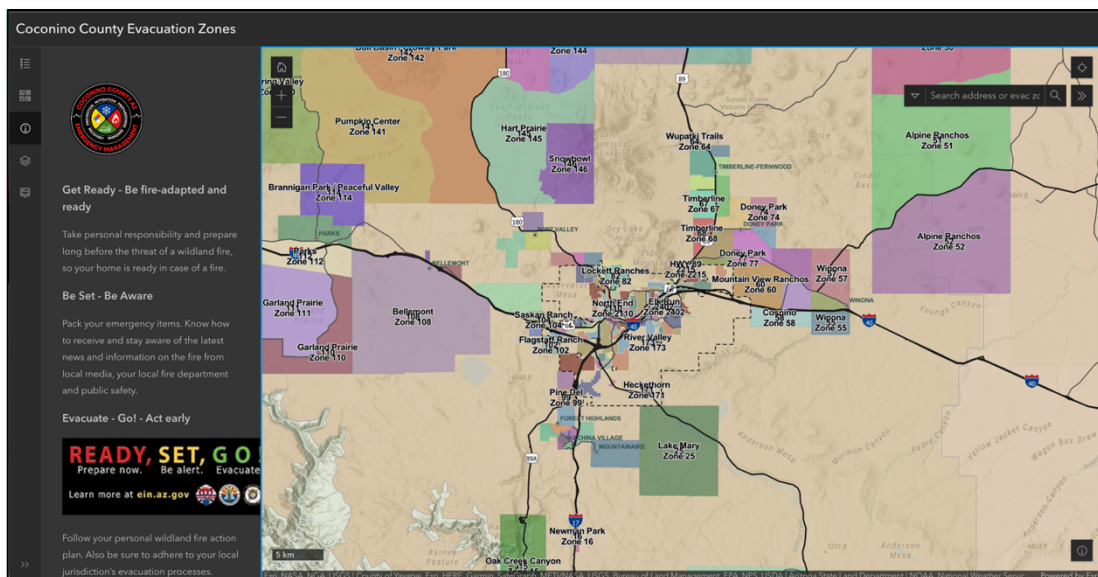
The Flagstaff Emergency Management section coordinates with CCEM for public alert and warning during emergencies. For internal city staff notification, the Emergency Management section may coordinate with CCEM for use of the county Emergency Notification System (ENS) and/or may coordinate with the PSAP for use of their internal ENS.



CCEM maintains and administers the county ENS for public alert and warning messages. This system is used to disseminate emergency messages to those individuals within the county who opt-in to the system using their mobile phone, landline, and/or email address. CCEM utilizes the ENS for all-hazards emergency messages, including evacuation and shelter-in-place order alerts in coordination with CCSO and/or Flagstaff Police Department and in alignment with the Ready, Set, Go program. The Flagstaff Emergency Management section may coordinate with CCEM to have ENS alert and warning messages sent to the public in Flagstaff for city incidents.

FEMA's national Integrated Public Alert and Warning System (IPAWS) may also be utilized in conjunction with the county ENS for alerting the public through mobile phones using Wireless Emergency Alerts, radio, and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radios. The state may support the county with IPAWS notifications if requested. The county also maintains a network of early warning emergency alert sirens, located based on threat and hazard analysis. CCEM administers siren alerts for the county-owned sirens.

CCEM, CCSO, and county IT/GIS maintain the Coconino County Evacuation Zones map viewer at coconino.az.gov/evacmap.



The Coconino County Evacuation Zones viewer supports all-hazards evacuation and re-entry orders and alerts per Ready, Set, Go and based on pre-identified zones throughout the county. The City of Flagstaff evacuation zones are maintained in this operational tool for seamless coordination between the city and the county during emergencies requiring mass notification and evacuation. The Whole Community in Flagstaff is encouraged to become familiar with the evacuation zones where they live and work.

OPERATIONAL COMMUNICATIONS

Response to and recovery from emergencies and disasters requires extensive communications support. Within Flagstaff, communications systems vary widely in type, size, and technical complexity. The city utilizes multiple communications systems to provide reliable and redundant operational communications. Dedicated communication networks have been established, linking the city with other local, county, state, and government partners, as well as NGOs and response facilities. Primary radio networks are monitored at levels appropriate to the incident. Operational communications are scalable to meet the communications needs of any incident. Radio, satellite, wireless, and other networks are available to provide communications support throughout the city.

When communications systems are disrupted, the city responds using available resources and capabilities. The city may request support from the county EOC, which serves as a full spectrum, continuously operating, countywide communications hub, maintaining contact with partner organizations throughout all phases of emergency operations. When additional support is required, the county may request communications assistance from DEMA-EM, which includes a wide range of communications equipment, operations centers, and communications-specific personnel. The EOC will also leverage private sector communications support, as needed.

FINANCE

Finance activities within the scope of EOP response and recovery activities will be conducted in accordance with local, county, state, and federal policies, plans, and procedures. Financial management guidance, as outlined in the EOP, is meant to ensure that funds are provided and financial operations are conducted in compliance with applicable authorities and requirements. This applies to the following:

- All political subdivisions, and local, county, state, or federal agencies that request assistance or aid in response to undeclared local incidents or emergencies/disasters declared by the Flagstaff City Council, County BOS, the Governor per ARS, and/or the President per the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
- An incident, per state guidance for the purposes of a gubernatorial declaration, can begin 48 hours before the harmful incident period (i.e., when the damage occurs) to include expenses related to emergency mitigation measures.

The following are guidelines for fiscal management activities:

- The Management Services division, city IMT Finance Section, and/or the county EOC Finance Section, if activated in support of an incident in Flagstaff, will collaboratively support the management of financial actions related to the coordination of response and recovery operations and resources.

- It is the responsibility of each Coordinating Division and partner entity to keep the city Emergency Management section and the IMT Finance Section, if activated, informed regarding funding needs to conduct operations.
- All involved entities should accurately document all mission assignments. This documentation should include the name of the requesting official, the organization that made the request, the content of the task, and what action was taken.
- A gubernatorial emergency declaration will permit funding from the GEF under the provisions of the ARS. Additional funds may also be made available by special appropriations of the State Legislature. The Flagstaff Emergency Management section will coordinate with DEMA-EM for access to these funds.
- An incident may result in a Presidential emergency or major disaster declaration, thus permitting supplemental response and recovery funding from the Federal Disaster Relief Fund. The Flagstaff Emergency Management section will coordinate with DEMA-EM for access to these funds via FEMA.
- Timely financial support of response activities is critical for successful emergency response. It is mandatory that adopted local, county, state, and federal fiscal policies, principles, and regulations (whichever is most stringent) be employed to ensure against fraud, waste, and abuse, and to achieve proper control and use of public funds.



LOGISTICS

Resource Management

The City of Flagstaff manages incident resource coordination utilizing the NIMS Resource Management guidance. Incident personnel, equipment, supplies, and services required to support city incident management and emergency management operations are coordinated by the city IMT Logistics Section, if activated, with support from the Flagstaff Emergency Management section as requested. When city resources are exhausted, the city Emergency Management section may route resource requests to the county EOC. The WebEOC Resource Inventory Deployment (order desk) is used for the entire cycle of the resource management process, from request to demobilization.

The IMT Finance Section, in coordination with the Logistics Section, is responsible for the procurement of equipment, supplies, and materials not available from city resources. The Flagstaff Emergency Management section may provide support and coordination with resource management as a liaison to the IMT. Responding government entities will be responsible for documentation of equipment and supplies utilized in the response and recovery operations.

Emergency Mutual Aid

The City of Flagstaff utilizes the Flagstaff Alliance for the Second Century Intergovernmental Agreement (IGA) as well as other established mutual aid and resource-sharing agreements during emergencies, as necessitated by an incident. The Flagstaff Emergency Management section requests and provides emergency management support as a signatory to the Flagstaff Regional IGA - Emergency Management Mutual Aid Compact between Northern Arizona University, City of Flagstaff, Coconino County, Coconino County Community College, Flagstaff Unified School District, and Northern Arizona Intergovernmental Public Transportation Authority. **This IGA serves as the standing written request for assistance between the participating parties in fulfillment of PA program requirements that mutual aid requests be documented prior to assistance being provided.**



The City of Flagstaff is also a signatory to the Arizona Mutual Aid Compact (AZMAC) for statewide emergency mutual aid. The Flagstaff Emergency Management section may request CCEM to coordinate AZMAC requests through DEMA-EM as the responsible entity for coordinating and approving mutual aid through the compact. The State of Arizona is a signatory to the national Emergency Management Assistance Compact (EMAC), which provides access to

resources nationwide under a gubernatorial emergency declaration. CCEM will also coordinate EMAC requests through DEMA-EM on behalf of all jurisdictions in the county.

PLAN DEVELOPMENT AND MAINTENANCE

The EOP is a living document meant to be continuously reviewed and revised. All involvement with the EOP follows Flagstaff Emergency Management's efforts to **plan, train, exercise, operationalize, and evaluate/improve** according to the Preparedness Cycle. Following this cycle ensures that the EOP remains a current and dynamic plan.

Development and maintenance of the EOP is conducted by the Flagstaff Emergency Management section. Because of the citywide significance, city management and Coordinating Divisions are jointly responsible for this plan. Maintaining the EOP in the most current form possible requires continuous commitment from all involved entities.



The Flagstaff Emergency Management section, in coordination with divisions and partners identified in this EOP, reviews this plan on an ongoing basis. Coordinating Divisions are responsible for reviewing and revising their respective annexes in coordination with the Flagstaff Emergency Management section. Regular meetings are held to review and refine the plan. Updates to the EOP continuously occur based on organizational and policy changes, gaps identified during exercises and actual events, and changes in roles and responsibilities. Minor changes, such as grammar and formatting, will be made by the Emergency Management section as they are identified. The Flagstaff Emergency Management Director/designee shall review and approve the EOP after significant changes, or at a minimum, annually. Revisions are made as needed, or at a minimum, every three years. Major revisions to the Base Plan will require City Council approval. Upon approval, revised versions of the EOP will be distributed via email to city Coordinating Divisions and partners. The City of Flagstaff EOP is published at <https://www.flagstaff.az.gov/4746/Grants-Contracts-and-Emergency-Management>.

City divisions are strongly encouraged to review and update their respective procedures and checklists in accordance with this and all future versions of the EOP.

Training and Exercising the Plan

The city commits to a robust training and exercise program designed to prepare city personnel, response partners, and the community for effective response and recovery operations. The Flagstaff Emergency Management section coordinates the emergency training and exercise activities for the city in support of operational priorities. This program includes a schedule of regular training to maintain proficiency in NIMS, ICS, and other emergency management focus areas, ensuring that all stakeholders understand their roles and responsibilities within the EOP. Exercises ranging from table-top discussions to full-scale simulations are conducted, focusing on the integration of city and partner entity resources to address a variety of potential emergency scenarios. These exercises are designed to validate the effectiveness of the EOP, identify areas for improvement, and ensure seamless operational coordination. A robust training and exercise program supports the overall preparedness and resilience of the city and partner entities.

The Emergency Management section also participates in the development process of CCEM's countywide Integrated Preparedness Plan (IPP). This plan documents Coconino County's overall training and exercise program priorities for a three-year period with input from City of Flagstaff partners and other countywide stakeholders. The IPP identifies the training and exercises that help the county build and sustain Core Capabilities across all Mission Areas needed to address life safety operational priorities.



Following city response during an exercise or real-world incident, the Flagstaff Emergency Management section will coordinate post-event debriefings and/or the preparation of an after-action report/improvement plan (AAR/IP) documenting the city response effort or involvement.

Flagstaff Emergency Management values the importance of reviewing previous incidents and the lessons learned in the development of robust improvement plans. An AAR/IP may be developed for any level of city response and recovery efforts or involvement, including undeclared events. Improvement plans inform the development of the IPP in order to fill identified gaps. The Flagstaff Emergency Management section may submit a copy of completed AAR/IPs to DEMA-EM and the Homeland Security Digital Library (HSDL.org) as a best practice.

AUTHORITIES AND REFERENCES

The following city, county, state, and federal legal authorities and references guide emergency management activities in the county:

City of Flagstaff

- Flagstaff City Council Resolution No. 2023-61 – A Resolution of the Flagstaff City Council, Approving the Adoption of the 2023 City of Flagstaff Emergency Operations Plan
- Flagstaff City Council Resolution No. 2023-62 – A Resolution of the Flagstaff City Council, Designating The National Incident Management System (NIMS) as the Basis for All Incident Management in the City of Flagstaff
- Flagstaff City Code 1-07-001-0004 – Emergency Powers of Mayor
- Flagstaff City Code 1-22-001-0003 – Duties of City Manager
- Flagstaff City Code Title 7 – Health and Sanitation
- Flagstaff City Code Title 12 – Floodplains

Coconino County

- Coconino County Board of Supervisors Resolution 2021-29 – A Resolution of the Board of Supervisors of Coconino County, Arizona, Authorizing the Chair of the Board of Supervisors to Declare the Existence of an Emergency or Local Emergency Pursuant to ARS Title 26-311
- Coconino County Board of Supervisors Resolution 2023-27 – A Resolution of the Board of Supervisors of Coconino County, Arizona, Approving the Adoption of the 2023 Coconino County Emergency Operations Plan

State of Arizona

- Arizona Revised Statute (ARS) Title 26-307. Power of counties, cities, towns, and state agencies designated by the governor to make orders, rules, and regulations: procedure
- ARS Title 26-308. Powers of local government; local emergency management establishment; organization
- ARS Title 26-311. Local emergency; power of political subdivisions; state agency assistance
- Arizona Administrative Code (AAC) Title 8 Emergency and Military Affairs, Chapter 2 Department of Emergency and Military Affairs – Division of Emergency Management
- Arizona State Emergency Response and Recovery Plan (SERRP)

Federal Government

- Homeland Security Presidential Directive 5 (HSPD-5)
 - National Incident Management System (NIMS)
- Presidential Policy Directive 8 (PPD-8)
 - National Preparedness Goal and National Preparedness System
 - National Response Framework (NRF)
 - National Disaster Recovery Framework (NDRF)
- FEMA Comprehensive Preparedness Guide (CPG) 101
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
- Title 44, Code of Federal Regulations (CFR)



Coordinating Division Annexes

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Annex A – Community Development

INTRODUCTION

Purpose

The Community Development Annex describes the division’s roles and responsibilities for coordinating the delivery of community services for the Whole Community in the City of Flagstaff during and after emergencies and disasters.

Scope

The City of Flagstaff Community Development division provides support to assist the community during city response and recovery operations. The division facilitates the delivery of community services, coordinates housing assistance, and conducts damage assessments for public and private structures and infrastructure to support disaster recovery in the city.

Activities within the scope of Community Development include:

- Conducting structural assessments.
- Supporting other infrastructure assessments.
- Coordinating with other city inspectors and divisions for inspections.
- Conducting preliminary damage assessments (PDAs).
- Supporting disaster housing assistance in collaboration with local partners.
- Providing data to support disaster declaration requests.
- Providing regulatory review assistance.
- Reviewing plans and permits for post-disaster reconstruction.
- Ensuring that local and federal laws pertaining to historic preservation in emergencies are implemented.

ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Community Development	Building Safety <ul style="list-style-type: none">• Receive notifications from Emergency Management about incidents, and coordinate with building inspectors and associated personnel for Individual Assistance (IA) and Public Assistance (PA) efforts.• Deploy the appropriate building safety teams as necessitated by the incident.

	<ul style="list-style-type: none">• Utilize and deploy distinct teams for different tasks, assigning building inspectors for IA (private property only) and construction inspectors and engineers for PA (city buildings and infrastructure).• Lead and conduct preliminary damage assessments (PDAs) for IA and PA based on the impacts of the incident, with support from Emergency Management and Public Works.<ul style="list-style-type: none">○ Coconino County serves as a backup for assessments led by the city Building Official (IA).• Coordinate with city Stormwater inspectors to assess sandbag locations concurrently with building inspections.• Coordinate with the county to make joint decisions when the involvement of county engineers is necessary.• Ensure smooth collaboration by assigning county engineers to city inspectors to jointly assess sandbag and jersey barrier installations, determine needs, and conduct assessments (occurs concurrently with IA assessments).• Coordinate with city IT and GIS to maintain the Survey 123 database for assessments, produce mapping products, and generate necessary reports for both internal and external use.• Determine assessment needs based on knowledge of incident location(s), as well as addresses reported by the call center and inspection requests from residents.• Coordinate with utility providers during and after disasters as needed.• Conduct structural assessments after disasters.<ul style="list-style-type: none">○ Code enforcement staff support assessment teams, as applicable.○ Make structural condemnation determinations.• Assess structural damage for re-permitting purposes during initial recovery.• Utilize the Flagstaff Alliance for the Second Century Intergovernmental Agreement (IGA) for intergovernmental procurement as needed.• Request and provide emergency management support to partners as part of the Flagstaff Regional IGA - Emergency Management Mutual Aid Compact between Northern Arizona University, City of Flagstaff, Coconino County, Coconino County Community College, Flagstaff Unified School District, and Northern Arizona Intergovernmental Public Transportation Authority.• Utilize the IGA with the Coconino County Community Development department for plan review and inspection services.• Engage in contracts for private services, such as plan review and inspections, for long-term disaster recovery.• Maintain vehicles for city IA and PA inspectors, as well as equipment for
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	<p>debris removal, in coordination with city Public Works and Stormwater.</p> <ul style="list-style-type: none">• Coordinate with Flagstaff Unified School District (FUSD) to plan for repairs and recovery efforts.• Serve as the Disaster Recovery Chief at the EOC level, overseeing critical recovery operations.• Support staffing of call centers with division employees on a volunteer basis.• Provide elected officials with recommendations and policy advisement on city and county codes and other community development matters during and after incidents.• Coordinate through Emergency Management to report relevant statistics and financial data to the Policy Group.• Provide data, in coordination with Emergency Management, to support county, state, and federal disaster declaration requests, including Public Assistance, Individual Assistance, and Small Business Administration disaster programs.• Support the establishment and staffing of a Community Assistance Center (CAC) as outlined in the county CAC plan and where applicable.• Ensure building permit review for disaster situations as appropriate. <p>Housing Section</p> <ul style="list-style-type: none">• Coordinate with the Continuum of Care to disperse information on available assistance.• Utilize the Housing Authority front desk as a resource point to refer those in need of emergency support to appropriate community resources.• Collaborate with the Continuum of Care to:<ul style="list-style-type: none">○ Assess needs and requests and provide aid as necessary, working closely with Emergency Management for reporting to the Policy Group.○ Collaborate with appropriate community partners as applicable.○ Seek additional emergency resources from state and federal sources as appropriate.○ Assist in delivering messaging to the community regarding available housing and community resources after disasters. <p>Planning and Development Services</p> <ul style="list-style-type: none">• Engage in long-term planning for rebuilding/land use planning.• Expedite the plan/permit review process for disaster situations as appropriate.• Intake all development applications for Community Development.• Support staffing of call centers with division employees on a volunteer
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	<p>basis.</p> <ul style="list-style-type: none">• Provide support to Building Safety when staff is in the field by answering phone calls, emails, etc.• Provide elected officials with recommendations and policy advisement on city land use codes during and after incidents.• Work with Building Safety on documentation, evaluation, and preservation of properties listed on the National Register of Historic Places.• Ensure federal undertakings comply with the National Historic Preservation Act and the Antiquities Act in coordination with the State Historic Preservation Officer (SHPO) as a Certified Local Government.• Coordinate with appropriate curation servicer, SHPO, and the State Museum when Native American Graves Protection Repatriation Act issues are identified.
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Annex B – Emergency Management

INTRODUCTION

Purpose

The Emergency Management Annex describes the section’s roles and responsibilities for overall coordination and support during emergencies and disasters within the City of Flagstaff.

Scope

The City of Flagstaff Emergency Management section provides response and recovery support and coordination throughout the city. Emergency Management develops and coordinates overall situational awareness and common operating picture for incidents through information management and emergency management functions in alignment with NIMS and ICS. Emergency response and initial recovery actions are coordinated by the city’s all-hazards Incident Management Team (IMT) in coordination with Emergency Management. When additional support is needed, the city will request activation of the Coconino County Emergency Operations Center (EOC). During emergencies, the Emergency Management Director reports to the City Manager.

This annex applies to Emergency Management’s responsibilities for response and recovery support and coordination for city incidents that are declared emergencies through City Council proclamation, Coconino County Board of Supervisors proclamation, gubernatorial declaration, and/or Presidential declaration, and incidents that do not meet the need for declaration but require additional support and coordination.

Activities within the scope of the Emergency Management Annex include:

- Support and coordination for all city emergency management operations.
- Situation reporting to city management, elected officials, and partners.
- Coordinating with Whole Community partners.
- Maintaining situational awareness and common operating picture.

ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Emergency Management	<ul style="list-style-type: none">• Monitor activities, including receiving notifications from first responders and other Whole Community partners, listening to radio traffic (dispatch and EMS), staying informed through the AZ DEMA ESF/RSF board, and using WebEOC for situational awareness.• Respond to incidents in the field, City Hall, and/or the Incident Command Post (ICP), and conduct field situation assessments, as needed.

	<ul style="list-style-type: none"> ○ Provide field situation assessments and report findings to the City Manager’s Office (CMO) and Public Information Officer (PIO). ○ Provide written situation reports and updates to the CMO, Mayor, Council, and other applicable partners as needed. ● Coordinate with Coconino County Emergency Management (CCEM) for emergency public alert messages for the city via the county emergency notification system (ENS). ● Provide support and coordination for incident management, whether it involves partner collaboration, a partial city IMT, or a full IMT. ● Collaborate as necessary with partners involved in the response. ● In cases where an EOC is activated, divide Emergency Management section responsibilities between the EOC and field based on the nature of the incident. ● Initiate Coconino County EOC activation requests in support of city incidents via CCEM. ● Coordinate with city divisions, county, state, federal, neighboring jurisdictions, non-governmental organizations (NGOs), the private sector, schools/higher education institutions, hospitals and healthcare providers, and other Whole Community partners. ● Serve as the Emergency Management Liaison in the city's IMT roster, actively participating in IMT and EOC planning meetings. ● Serve as a liaison with IMTs, national forests, and other relevant entities. ● Initiate coordination with the National Weather Service (NWS) as necessary during emergencies. ● Coordinate with the American Red Cross (ARC) for sheltering and mass care during emergencies. ● Coordinate with Public Affairs, including the PIO, on public messaging. <ul style="list-style-type: none"> ○ Coordinate with CCEM if the Joint Information System/Joint Information Center (JIS/JIC) is activated. ● Coordinate with and provide information to city IT and GIS for the development and use of decision support tools as needed. ● Coordinate with the city Finance and Purchasing sections for emergency procurement, incident financial tracking, and time/expense tracking. ● During flood operations, coordinate with the Flood Control Director’s protocol. ● Coordinate with city divisions for resource planning, utilization, and requests. ● Utilize the Flagstaff Alliance for the Second Century Intergovernmental Agreement (IGA) for intergovernmental procurement and resources as needed.
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	<ul style="list-style-type: none">• Request and provide emergency management support to partners as part of the Flagstaff Regional IGA - Emergency Management Mutual Aid Compact between Northern Arizona University, City of Flagstaff, Coconino County, Coconino County Community College, Flagstaff Unified School District, and Northern Arizona Intergovernmental Public Transportation Authority.• Coordinate with CCEM for resource requests and filling requests via the WebEOC Resource Inventory Deployment (order desk – ICS 213 RR).• Coordinate with the Coconino County EOC for Arizona Mutual Aid Compact (AZMAC) and Emergency Management Assistance Compact (EMAC) support.• Recommend city emergency proclamations and draft with legal support. Review and submit drafts to the CMO and Mayor for signature.<ul style="list-style-type: none">○ Send signed emergency proclamations to CCEM.• Act as the city’s coordination point, including authorized representative and alternate roles, during state and federal declarations.• Initiate contact with the city Recovery Chief to commence windshield and preliminary damage assessments (PDAs) in coordination with Community Development as the lead and Public Works support as needed.<ul style="list-style-type: none">○ Receive damage assessment information for reporting, specifically for emergency declarations.• Support the development of city Incident Action Plans (IAPs) and partner IAPs as requested.<ul style="list-style-type: none">○ Support Emergency Management information in city IMT IAPs.○ Support city-specific information in County Incident Support Plans (ISPs).○ Receive and use situation reports from responding agency leads in reporting to the city Policy Group.• Lead and coordinate initial long-term recovery planning.• Lead the coordination process, write plans, and participate in the Special Event Public Safety Planning Team. Support large events in the ICP, which may include events organized by the city, county, or Northern Arizona University (NAU).• Coordinate and support Flagstaff Pulliam Airport’s emergency management operations, response, and recovery as requested.• Provide regular policy advisement, situational awareness, and incident updates to city senior management and elected officials. Coordinate with the IC on incident reporting.• Maintain proper and accurate documentation of incident actions through WebEOC.
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	<ul style="list-style-type: none">• Collect and manage all incident data and documents.• Manage long-term maintenance of incident records per state records retention laws.
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Annex C – Parks, Recreation, Open Space and Events

INTRODUCTION

Purpose

The Parks, Recreation, Open Space and Events (PROSE) Annex describes the division’s roles and responsibilities for providing city parks, recreation, and open space land, facilities, and resources during emergencies and disasters.



Scope

PROSE provides support to assist in emergency management operations throughout the city. The division serves as a primary coordination point for the use of city parks and recreation centers during emergencies. PROSE is also the lead division for city events, which includes coordination with Emergency Management for special events planning and response.

Activities within the scope of PROSE include:

- Providing use of PROSE land, facilities, and equipment to support incident operations.
- Supporting for incident operations, such as traffic control, sandbag operations, and volunteer events.
- Supporting logistical needs related to the use of PROSE land and facilities during incidents.
- Providing management, planning, and permitting for special events.

ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Parks, Recreation, Open Space and Events	<p>Parks</p> <ul style="list-style-type: none">• Provide labor, fleet, and equipment to support incident response and recovery operations.• Support traffic control in coordination with the Streets Section and the city Incident Management Team (IMT), as requested.• Serve as flood watch observers in coordination with traffic control.• Establish and maintain PROSE-specific snow clearing priorities and assignments during snow operations, including city parking lots, sidewalks adjacent to city property, walk-to-school routes, commuter trails (paved sections of trails), and specific city-maintained alleys.<ul style="list-style-type: none">○ Manage the internal decision-making process for establishing priority levels.

	<ul style="list-style-type: none">• Provide courtesy snow berm removal for the specific applied and approved list of residences for emergency access per Arizona Department of Transportation (ADOT) Motor Vehicle Division placard requirements. Maintain the list, including annual verification.• Assist Public Works with sandbag operations as requested.• Support volunteer events and work with equipment, supplies, and logistical support through partnerships with Public Works and city IMT.• Maintain equipment for use during incidents, such as vehicles, skid steers, backhoes, and small tractors.• Support the city IMT Command and General Staff with qualified division staff as necessitated by the incident.• Coordinate with the Flagstaff Unified School District (FUSD), Mountain Line, Coconino County Emergency Management (CCEM), the Downtown Business Alliance, and other partners as necessitated by the incident.• Provide use of park grounds, including parking lots, to support incident response needs, such as responder campgrounds, staging areas, and sandbag stations.• Coordinate with Public Affairs to share information from division subject-matter experts.• Coordinate with the animal shelter agencies for the use of park grounds during response activities involving pets and livestock.• Sustain cemetery operations. <p>Recreation</p> <ul style="list-style-type: none">• Provide use of recreation centers for:<ul style="list-style-type: none">○ Emergency sheltering operations per Memorandum of Understanding (MOU) with the American Red Cross and in coordination with Emergency Management.○ Kitchen facilities to support emergency mass-feeding.○ Indoor air quality centers.○ Cooling and warming centers.○ Community Assistance Center (CAC) operations in coordination with Emergency Management, CCEM, and County Health and Human Services (HHS).○ Shower facilities at the Flagstaff Aquaplex and Jay Lively Activity Center to support wildland and responder crews.○ Hygiene and wellness facilities for responders, including gyms.• Support schools with reunification centers, if needed.• Provide parking lots at recreation centers for staging response equipment,
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	<p>setting up care trailers and tents, and other incident needs.</p> <ul style="list-style-type: none">• Provide fleet and equipment to support response operations, including crowd control fencing and sign boards. <p>Open Space</p> <ul style="list-style-type: none">• Support volunteer events and work, such as sandbag operations.• Provide the use of Open Space equipment for incident support.• Implement fire signage for fire restrictions on Open Space.• Coordinate with wildland teams for fire prevention and response activities on open space lands. <p>Events</p> <ul style="list-style-type: none">• Participate on the Special Event Public Safety Planning Team and develop special event response plans for signature events.<ul style="list-style-type: none">○ Incidents that occur within planned events are managed by the Special Event Planning Team or city IMT, depending on the size and scale of the incident.• Coordinate approval for private permitted events with the Event Routing Committee, including the Police Department, Fire Department, Risk Management, Parks, Engineering, and Public Works.<ul style="list-style-type: none">○ Provide conditions for events if incidents impact events.• Communicate to permit holders on closures for incidents.• Coordinate with the Police Department and Fire Department during incident planning and response.• Assist Public Affairs with communication to the public for any incidents impacting events.• Coordinate with Public Works on road closures for incidents.• Manage decision-making, in coordination with Emergency Management, the IMT, and city management and elected officials, regarding balancing the use of city parks for special events versus emergency needs as an important fiscal consideration for the city.• Provide use of equipment for incident operations, including truck, trailer, and sandwich boards.
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Annex D – Public Affairs

INTRODUCTION

Purpose

The Public Affairs Annex describes the section’s responsibilities for providing accurate, coordinated, and timely public information to the Whole Community within the city during emergencies and disasters.

Scope

The City of Flagstaff Public Affairs section within the Communication and Civic Engagement division is responsible for public information. Public Affairs supports city response operations with emergency public information. Public Affairs coordinates the Joint Information System (JIS) and Joint Information Center (JIC) for city-centric incidents. Public Affairs coordinates with Coconino County for additional support via the JIS/JIC in coordination with the County Emergency Operations Center (EOC).

Activities within the scope of Public Affairs include:

- Managing JIS/JIC operations in alignment with NIMS and ICS principles.
- Developing and distributing incident messaging.
- Coordinating with county, regional, state, federal, tribal, non-governmental organizations (NGOs), private sector, and other Public Information Officers (PIOs) and community relations personnel.
- Managing city media relations, social media, and other public information channels.

ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Public Affairs	<ul style="list-style-type: none">• Manage emergency public information via the JIS during incidents.• Establish the JIC during incidents as the central point of emergency public information coordination.<ul style="list-style-type: none">○ Fill the PIO position for the city Incident Management Team (IMT).○ Fill the JIC Chief and other JIC and PIO positions for city-centric incidents.• For city-centric events, lead the JIC, either as an internal JIC, or in coordination with the county for incidents requiring additional support.

	<ul style="list-style-type: none">• Develop foundational incident messaging out of the JIC to be shared with partners, media, and the public as the core emergency messaging.• The decision to activate a call center is made in coordination with the City Manager’s Office and Emergency Management based on the needs of an incident.• Request and coordinate county call center support through Coconino County Emergency Management (CCEM) as needed.• Coordinate emergency public messaging with:<ul style="list-style-type: none">○ City division PIOs and community relations staff including, but not limited to, Flagstaff Pulliam Airport, Fire Department, Police Department, Water Services, PROSE, and City Attorney’s Office.○ County, state, and federal partners, as necessitated by the incident, such as CCEM, Bureau of Land Management, U.S. Forest Service, and IMTs.○ Neighboring jurisdictions as needed.○ NGOs including, but not limited to, Flagstaff Shelter Services, United Way of Northern Arizona, Native Americans for Community Action, Flagstaff Family Food Center○ Schools/higher education institutions, including Flagstaff Unified School District, Coconino Community College, and Northern Arizona University.○ Tribal Nations, as needed or upon request, through the city’s Coordinator for Indigenous Initiatives.○ Other government organizations, NGO, and private sector PIOs as needed.• Liaise with city elected officials through the city Chief of Staff.• Amplify partner messaging via the JIC, as necessitated by the incident, including local, county, regional, state, federal, tribal, NGO, private, and other community partners.• Draft and publish news releases related to incidents. Post messages to social media channels with links to the full news releases.• Manage city media relations during incidents.<ul style="list-style-type: none">○ Manage communications and messaging to local media and coordinate with media outside of the county, as needed, during the incident.• Monitor media during emergencies, and correct misinformation when appropriate.• Utilize certified translator roster and other local resources for translation support for public meetings.• Coordinate with the county EOC Operations Section and Health and
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	<p>Human Services department for the use of the Language Line to support additional language needs.</p> <ul style="list-style-type: none">• Coordinate with the county EOC to utilize the state Emergency Response Interpreter Credentialing (ERIC) program via AZ DEMA for American Sign Language (ASL) interpreters and Communication Access Realtime Translation (CART) captioners for press conferences, community meetings, etc.• Coordinate press conferences, community meetings, and other public events with appropriate city and partner subject-matter experts.• Manage the main city social media accounts during incidents, including Facebook, X, Nextdoor, and Instagram. City division community relations social media pages shall be coordinated through the JIC and used <i>only to share</i> city messages during incidents.• Utilize YouTube, Facebook, Instagram, and Microsoft Teams as necessary for live-streaming community meetings, press conferences, and official city video updates.• Establish and manage incident-specific city web pages. Update the web pages immediately upon new information being disseminated.• Coordinate with city Emergency Management and CCEM for crafting emergency public alert messages utilizing the county Emergency Notification System (ENS), for city-centric events.• Establish an incident-specific on-call schedule, staffing the JIC, and setting the meeting schedule in coordination with the IMT and/or EOC schedule.• Fill out the Public Affairs ICS-204 form to be sent to the EOC Planning Section when the county EOC and/or JIC is activated in support of city incidents.• Maintain a record of incident-specific messaging and documentation sent out of the Public Affairs and/or JIC if activated during emergencies including the release date, time, and full text.
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Annex E – Public Works

INTRODUCTION

Purpose

The Public Works Annex describes the division’s roles and responsibilities for supporting city response and recovery operations with public works capabilities and resources during emergencies.



Scope

The City of Flagstaff Public Works division directs public works support for incident response operations in the city. Public Works maintains infrastructure, equipment, personnel, and other resources for incident operations. Responsibilities for incident response actions fall under the division’s sections as follows: Administration, Streets Section, Solid Waste, Facilities Maintenance, and Fleet Services.

Activities within the scope of Public Works include:

- Operational command and control of city public works incident operations.
- Public works and resource coordination and support.
- Providing all-hazards incident management, including qualified staffing resources for the city Incident Management Team (IMT).
- Providing initial support for incident operations such as traffic control, debris removal, sandbags, assessments, etc.

ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Public Works	Administration <ul style="list-style-type: none">• Support all-hazards incidents and problem-solving with division assets and resources. Utilize IMT expertise, including Incident Action Plan (IAP) development and planning processes, to effectively manage unique missions and taskings within Public Works' capabilities.• Support the city IMT Command and General Staff with qualified division staff as necessitated by the incident.• Coordinate resource requests beyond the division's capacities through city Emergency Management and the Coconino County Emergency Operations Center (EOC), if activated.

	<ul style="list-style-type: none">• Collaborate with Public Affairs, the IMT, and the Joint Information Center (JIC) if activated, for incident messaging related to division operations.• Provide incident administrative support, including call center support, EOC support, administrative assistance for field operations, staffing, maps, and GIS services.• Provide short-term engineering consultation and coordination, including site assessments and efforts for modeling and short-term mitigation.• Facilitate public works coordination and support between the city and regional partners, including Coconino County, Northern Arizona University, and other partners.• Request and provide emergency management support to partners as part of the Flagstaff Regional IGA - Emergency Management Mutual Aid Compact between Northern Arizona University, City of Flagstaff, Coconino County, Coconino County Community College, Flagstaff Unified School District, and Northern Arizona Intergovernmental Public Transportation Authority.• Engage with the Arizona Mutual Aid Compact (AZMAC) and Emergency Management Assistance Compact (EMAC) through the county EOC when necessary. <p>Streets Section</p> <ul style="list-style-type: none">• Coordinate initial incident response actions through on-call personnel, in coordination with the Fire Department and Police Department.• Manage all traffic operations, including the supervision of traffic signal systems. Coordinate traffic signal management and infrastructure maintenance in partnership with ADOT as applicable.• Coordinate with ADOT on daily traffic coordination, including receiving initial notification from ADOT on highway incidents in city limits and impacting the city.• Manage and support incident traffic control, including the deployment of barricades, road closures, water trucks, tankers, and light towers as needed.• Maintain roads, culverts, and small bridges within the transportation infrastructure of the city.• Manage debris removal in city streets, including the use of heavy equipment, loading, hauling, site identification, and landfill coordination.• Provide fleet support for incident response operations.• Document incident-related activities in WebEOC, including utilizing 213RR forms for resource requests.• Coordinate city snow operations during winter weather emergencies.• Collaborate with Coconino County Public Works and ADOT for snow operations outside the city.• Coordinate with BNSF Railway and support Police Department traffic
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	<p>control for incidents near or at rail crossings.</p> <ul style="list-style-type: none">• Manage the city's government-owned railway access through a rail spur, which can be used for staging.• Assist with evacuation services in collaboration with the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to move people during incidents.• Provide use of the Streets Section's resources during incidents, such as light towers, heavy equipment, sandbag stations, message boards, small trucks, etc.• Activate support from other sections within the Public Works Division in the event of catastrophic incidents. <p>Solid Waste</p> <ul style="list-style-type: none">• Support landfill operations for disposal, adhering to state and federal regulations, including material-specific waste inspection for debris.• Operate trash compactor, water trucks, and dozers for waste management operations.• Provide on-call collections for efficient waste removal during incidents.• Manage debris removal operations, and in coordination with Streets where applicable. Augment staff as needed for debris management.• Coordinate commercial containers for debris removal, working with Streets crews to identify locations for containers.• Implement temporary traffic control to support Streets.• Utilize the landfill as a staging location for equipment and debris during incident response.• Select appropriate sites for temporary storage yards and debris fields.• Consider health and safety regulations while managing debris removal operations.• Coordinate use of the city landfill by the county for incident operations outside the city.• Coordinate with Streets for debris hauling within their equipment capabilities.• Engage commercial transport for debris hauling and equipment transport.• Collaborate with the Fire Department for hazardous materials assessments and evaluation of hazardous debris.• Ensure continuity of service to customers by maintaining essential waste services during emergencies.• Perform post-incident cleanup efforts utilizing collections equipment, debris fields, rear load trucks for compacting materials, and roll-off containers for designated areas, and interface with the Streets section as needed.
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	<ul style="list-style-type: none">• Support bulky waste collection services as part of post-cleanup efforts in public right-of-way areas (residents are responsible for moving waste to the curb for pickup). <p>Facilities Maintenance</p> <ul style="list-style-type: none">• Contract and manage equipment and resource providers, including generators, trucking services, parts procurement, fueling, and mechanical repair.• Maintain generators at all critical buildings to ensure uninterrupted power supply. This also includes air filtration for air quality, resilience hubs for the community, and temperature control.• Support operations team functions through building management and backfill when needed, including providing backfill for Streets personnel to ensure normal operations continue.• Troubleshoot and address issues related to power, plumbing, heating, cooling, lighting, and other structural aspects to maintain city facility operations.• Maintain the regional secondary EOC at the Northern Arizona Center for Entrepreneurship and Technology (NACET) facility.• Ensure the operation of key facilities, including police and fire stations, resilience hubs, and other key city facilities.• Coordinate with the airport to maintain transportation hub facilities.• Manage and control access to city facilities.• Coordinate power shutdowns when necessary for facility maintenance or incident response.• Prepare facilities for various operational needs, such as sheltering, morgue operations, and staging areas.• Establish resilience hubs, such as community centers, cooling centers, warming centers, sheltering in city buildings, and other facility needs to support community resilience.• Identify warehouse locations for the delivery of supplies needed for resilience hubs and other large-scale incidents, providing logistics and supply support.• Ensure the functioning of basic city government operations by maintaining the safety, security, and operational capacity of city buildings.• Coordinate with Water Services to secure water for city facilities.• Coordinate with Stormwater on assessments and short-term emergency mitigation.• Manage biohazard needs for recovery efforts as necessary.• Distinguish between immediate repair and long-term repair efforts, securing facilities to enable continued use during incidents where possible.
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	<ul style="list-style-type: none">• Maintain the Facilities asset inventory using asset management and inventory software, which serves as a reference for key facility information.• Utilize GIS layers for all inventory to enhance data management and decision-making processes. <p>Fleet Services</p> <ul style="list-style-type: none">• Manage internal fuel sites, ensuring they are operational and well-supplied, including direct communication with partners regarding fuel usage and securing resupply to keep the fuel island available.• Coordinate with the county for a backup fuel island, and maintain vendor relationships for additional backup fueling and fuel delivery.• Maintain the Fleet facility as an essential service, including a backup generator and fuel island.• Support the maintenance of the main site and fuel island during operations.• Coordinate the delivery of fuel at ancillary locations, maintaining location information on internal GIS layers. Ensure sites are available, known, and fully stocked.• Arrange for remote fuel delivery through contracted services as needed.• Manage fuel supplies, including any additives. Address issues with bulk supply by reaching out to vendors.• Maintain bulk quantities by department for backup needs, available on pallets.• Operate and service fluid and fuel trucks.• Ensure fuel truck redundancy at the landfill for continuous fuel availability.• Support Facilities with generator repair and fueling to ensure uninterrupted power supply; this includes citywide generator support for Water Services wells.• Communicate active city assets to assess available resources during incident operations.• Provide personnel for labor, mechanical work, drivers, hazardous materials, and other incident staffing needs. Provide operators for vehicles, ensuring that CDL-qualified staff are available.• Manage and stock parts for vehicle repairs, and secure supplies through local private vendors.• Manage additional supplies, including fuel and fluids, at various city locations and water treatment plants to maintain a continuous supply.• Coordinate rental equipment and vehicles for fleet operations.• Maintain communication equipment in fleet vehicles, including truck
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	<p>radios, and keep an inventory of parts, backups, and hardware.</p> <ul style="list-style-type: none">• Maintain contact with all divisions to track their vehicle usage and fuel consumption, conducting fuel usage projections and analysis for scheduling fuel supplies, including bulk fuel quantity calculations.
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Annex F – Water Services

INTRODUCTION

Purpose

The Water Services Annex describes the division’s roles and responsibilities for supporting city response and recovery operations with water, wastewater, reclaimed water, and stormwater capabilities and resources during emergencies.

Scope

The City of Flagstaff Water Services division directs water and stormwater support for incident response operations in the city. The division is responsible for the installation, maintenance, and repair of the City of Flagstaff’s potable and reclaimed water distribution systems as well as the wastewater and stormwater collection systems. Water Services maintains infrastructure, equipment, personnel, and other resources for incident operations.

Activities within the scope of Water Services include:

- Managing physical infrastructure for water, wastewater, and stormwater.
- Managing stormwater including storm event tracking, Flood Director Protocol, and emergency mitigation measures.
- Ensuring compliance with regulations, maintaining sanitary conditions, and conducting contamination testing
- Maintaining emergency response plans, and ensuring both physical and cyber security for water services.



ROLES AND RESPONSIBILITIES

Coordinating Division	Actions
City of Flagstaff Water Services	<ul style="list-style-type: none">• Maintain water quality per all applicable state and federal regulations.<ul style="list-style-type: none">○ Maintain sanitary conditions and secure available resources in compliance with regulations.○ Ensure reporting and documentation are in compliance with regulations.○ Respond to customer complaints, conduct testing, and consider it a potential source of incident reporting.

	<ul style="list-style-type: none">○ Conduct contamination testing, monitoring, and notification.○ Maintain the list of permitted industrial users.● Manage physical city infrastructure for water, wastewater, and stormwater.<ul style="list-style-type: none">○ Water production, including surface water supplies and reservoirs, Upper Lake Mary Dam, treatment plants, wells, storage tanks, valves, pipelines, and booster stations.○ Distribution and collections, including pressure regulating or reducing stations, loadout stations for potable and reclaimed water, fire hydrants, and manholes.○ Communications equipment, including towers and radios.○ Vehicles, fleet equipment (heavy equipment, loaders, dozers, backhoes), and other equipment.○ Electrical systems, including backup generators and power supply.○ Ensure physical and cyber security of infrastructure, managing cyber security jointly with internal staff and a third-party vendor.● Manage and direct Stormwater incident response actions.<ul style="list-style-type: none">○ Manage Flood Director’s Protocol, including updating and maintaining it, providing staffing, and managing notifications.○ Notify relevant partners of storm events.○ Monitor rain gauges, stream flow gauges, and retention basins.○ Implement emergency mitigation measures, such as retention basins and water barriers.○ Coordinate with engineering and consultant services, as well as contractors, to support modeling, mapping, and other stormwater-related activities.○ Conduct construction site inspections and respond to drainage investigations.○ Maintain mitigation and readiness efforts.● Maintain 24/7 on-call staff for various sections, including water distribution, wastewater/stormwater collection, and water/wastewater treatment.● Manage the division Geographic Information System (GIS) to maintain current mapping of infrastructure.● Conduct damage assessments for responsible infrastructure with assistance from Community Development as needed.● Report damage assessment information to the Incident Management Team (IMT) and Emergency Management.
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	<ul style="list-style-type: none">• Coordinate internally with city divisions and teams, including Public Works, Emergency Management, Police Department, Fire Department, Engineering, Community Development, Engineering Construction Inspectors, Legal, Finance, and Procurement.• Coordinate externally with on-call engineering and contractors for job order contracting (JOC).• Maintain emergency contact information for chemical distributors, equipment rental companies, and equipment manufacturers.• Coordinate with external partners during incidents, including, but not limited to, BNSF, ADOT, APS, Unisource, Kinder Morgan, FUSD, NAH, NAIPTA, GMT, and ADWR.• Coordinate public communications in alignment with Public Affairs and the Joint Information Center (JIC), if activated.• Coordinate with the Arizona Department of Environmental Quality (AZDEQ) and Environmental Protection Agency Region 9 (EPA R9) for regulatory and resource matters.• Utilize mutual aid resources through AZDEQ community liaisons and Arizona Water/Wastewater Agency Response Network (AZWARN).• Coordinate with the Arizona Geological Survey for earthquake-related issues.• Notify customers about supply or water quality concerns.• Coordinate customer service billing in collaboration with management services.• Utilize Cityworks for tracking incident expenses related to labor, equipment, etc.• Maintain and coordinate risk management plans for treatment plants, including chlorine usage and storage.• Maintain and coordinate emergency response plans for treatment plants, covering on-site and off-site emergencies.• Maintain and coordinate the Emergency Action Plan (EAP) for Upper Lake Mary Dam.• Prioritize well shutdowns with support from water production staff and in coordination with APS as needed.• Manage Red Gap Ranch, a potential future water source approximately 40 miles East of Flagstaff.• Utilize the Water Availability Strategy in the City Code to curtail community water usage as needed.• Adhere to the authorities outlined in City Code Title 7 – Health and Sanitation and Title 12 – Floodplains.
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