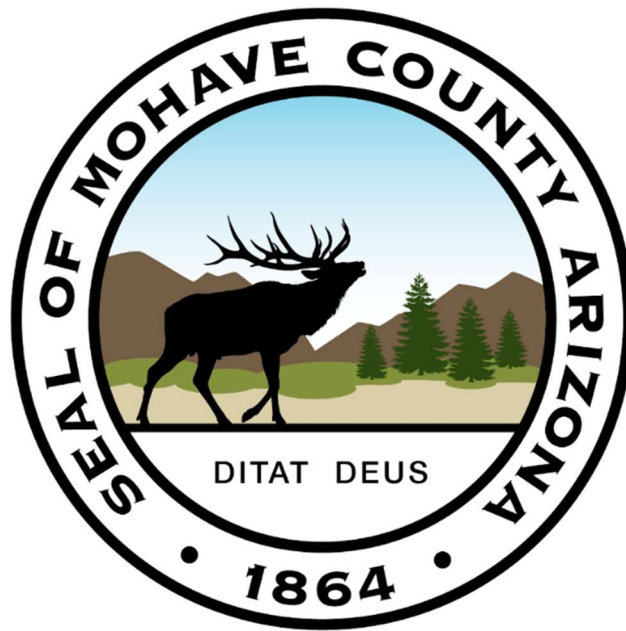


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**Mohave County, Arizona**  
**EMERGENCY OPERATIONS PLAN**



**July 2025**

V.2025.1

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# Immediate Action Checklist

Use the following Immediate Action Checklist to initiate Mohave County's response to and support of an emergency incident.

<b>1. Receive alert of incident.</b> Alerts may be received through 9-1-1 dispatch, responding agencies, on-scene Incident Commander, or the public.	
Alert the Emergency Manager.	
If the Emergency Manager is unavailable, alert alternates based on line of succession.	
<b>2. Determine need to implement the Emergency Operations Plan (EOP).</b>	
Determined by Emergency Manager, in coordination with the on-scene Incident Commander, what level of support is needed from the County for the incident. This may range from the Emergency Manager being on stand-by to full activation of the Mohave County Emergency Operations Center (EOC).	
Utilize Incident Command System in managing the EOC.	
Primary EOC Location	Mohave County Sheriff's Administration – Training/Conference Room: 600 W. Beale St., Kingman, AZ
Alternate EOC Locations	<b>Alternate 1:</b> Mohave County Development Services – Cycloptic Room, 3250 Kino Ave., Kingman, AZ <b>Alternate 2:</b> Mohave County Public Works – Gold Room, 3715 Sunshine Dr., Kingman, AZ
Implement County Continuity of Operations (COOP) procedures, as appropriate.	
Identify the key personnel needed to support emergency operations, including staffing the EOC, if activated.	
<b>3. Notify key personnel and response partners.</b>	
Based on incident needs, the Emergency Manager will notify the Arizona Department of Emergency and Military Affairs (DEMA) of the EOC activation.	
Notify appropriate emergency response agencies using calling rosters. Initial notification requests will be made by the Incident Commander through County Dispatch as the primary 9-1-1 entry point, and requests for support will be forwarded to the Emergency Manager to determine the incident's jurisdiction.	
<ul style="list-style-type: none"><li>• Contact the AZ DEMA Duty Officer at 602-469-3401</li><li>• If there is an oil or chemical spill to report or if radioactive materials are involved, responsible parties should call the National Response Center at 800-424-8802, the Arizona Department of Environmental Quality at 602-771-2300, and the local fire department if they have not been contacted already.</li></ul>	
<b>4. Establish communications with the on-scene Incident Commander.</b>	
Identify primary and back-up means to maintain contact with the on-scene Incident Commander.	
<b>5. Identify key incident needs, in coordination with the on-scene Incident Commander.</b>	
Consider coordination of the following, as required by the incident:	
<ul style="list-style-type: none"><li>• Protective action measures, including evacuation and shelter-in-place</li><li>• Shelter and housing needs for displaced citizens</li><li>• Emergency public information and coordination with the media</li><li>• Provisions for Access and Functional Needs Populations, including unaccompanied children</li><li>• Provisions for animals in disaster</li></ul>	
<b>6. Declare a State of Emergency, as appropriate.</b>	
<ul style="list-style-type: none"><li>• If the incident exceeds or will exceed the County's resources to respond, the County should declare a State of Emergency.</li><li>• Emergency Manager will advise the County Manager who will in turn advise the Board of Supervisors to declare a State of Emergency.</li><li>• The proclamation should be submitted to Arizona Department of Emergency and Military Affairs.</li></ul>	

# Preface

This Emergency Operations Plan (EOP) is an all-hazard plan that describes how Mohave County (County) will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Arizona, and other applicable laws; regulations; plans; and policies, including Presidential Policy Directive 8, the National Response Framework (NRF), and Arizona Department of Emergency and Military Affairs (DEMA) plans.

A primary responsibility of government is response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage. It is the goal of the County that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. Therefore, this EOP utilizes the National Incident Management System (NIMS) for managing emergencies involving multiple jurisdictions and agencies.

Consisting of a Basic Plan, Emergency Support Function (ESF) Annexes, and Incident Annexes, this EOP provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how the County and its departments will coordinate their resources and activities with other jurisdictions and agencies (federal, state, local) and the private sector (community organizations, faith-based organizations, and others).

# Letter of Promulgation

To All Recipients:

Promulgated herewith is the Emergency Operations Plan for Mohave County. This plan supersedes any previous plans. It provides a framework within which the County can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the County.

Focused on response and short-term recovery activities, this Emergency Operations Plan provides a framework for how the County will conduct emergency operations. The plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordinating with response partners, and establishes a system for incident management. The outlined framework is consistent with the Incident Command System and the National Incident Management System.

This plan has been approved and adopted by the Mohave County Board of Supervisors at the recommendation of the Mohave County Emergency Manager. All recipients are requested to advise the Mohave County Emergency Manager of any changes that might result in its improvement or increase its usefulness.

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Travis Lingenfelter, Chairman  
Mohave County Board of Supervisors

# EOP Review Assignments

Unless otherwise stated, the County Emergency Manager is responsible for coordinating with County personnel to update all components of the EOP. Changes will be forwarded to the County Emergency Manager for incorporation into the plan and dissemination of the changes to the jurisdictions, agencies, and organization that are identified on the EOP Distribution List. This does not preclude other jurisdictions, agencies, and organizations with an interest in the EOP from providing input to the document; such input is encouraged. It is also encouraged that the plan be reviewed concurrently with the promulgation of other County emergency plans and procedures to enhance compatibility and accuracy.

Section/Annex	Responsible Party
<b>Basic Plan</b>	Emergency Management
<b>ESF 1</b> Transportation	Public Works Department
<b>ESF 2</b> Communications	Sheriff's Office Emergency Management
<b>ESF 3</b> Public Works and Engineering	Public Works Department
<b>ESF 4</b> Firefighting	Jurisdiction Fire Department / Fire District
<b>ESF 5</b> Information and Planning	Emergency Management
<b>ESF 6</b> Mass Care	Public Health Department Emergency Management
<b>ESF 7</b> Logistics Management and Resource Support	Emergency Management Procurement Department
<b>ESF 8</b> Public Health and Medical	Public Health Department
<b>ESF 9</b> Search and Rescue	Sheriff's Office
<b>ESF 10</b> Hazardous Materials	Jurisdiction Fire Department / Fire District
<b>ESF 11</b> Agriculture and Natural Resources	Public Health Department Animal Shelter
<b>ESF 12</b> Energy & Utilities	Public Works
<b>ESF 13</b> Public Safety and Security	Sheriff's Office
<b>ESF 14</b> Cross-Sector Business and Infrastructure	Procurement Department Economic Development Department
<b>ESF 15</b> External Affairs	County Manager Emergency Management Sheriff's Office

# 1

## Introduction

### 1.1 General

Mohave County has determined that an integrated approach to emergency operations will enhance its ability to respond to and recover from disaster. Therefore, the County has developed this Emergency Operations Plan (EOP) to ensure that it is prepared for an incident or disaster by ensuring coordination of protection, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce the impacts of emergency events on the citizens of Mohave County.

While the principles described in the EOP can be applied to small, routine responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of first responders.

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This plan promulgates such a framework for the County that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders, to bear on any incident. This EOP provides the foundation and guidance for use of National Incident Management System (NIMS) principles necessary to effectively manage incidents within or affecting the County.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the County will respond to emergencies to the utmost of their ability, it is possible that some natural or technological disasters will overwhelm their resources. While recognizing this possibility, this plan is designed to help the County fulfill its response function to its practical capacity.

### 1.2 Purpose and Scope

#### 1.2.1 Purpose

The primary purpose of the EOP is to outline the County's all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP, the County designates the National Incident Management System (NIMS) and the Incident Command System (ICS) as the frameworks to conduct all emergency management activities.

### **1.2.2 Scope**

The EOP is implemented whenever the County must respond to an emergency incident or planned event for which the size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact any area of the County. This plan is intended to guide the County's emergency operations while complementing and informing the emergency response plans and procedures of other local, State of Arizona (State), and federal entities, as well as private-sector resources.

The primary users of this plan are County elected and appointed officials, department heads and their senior staff members, emergency management staff, lead response agencies, and other stakeholders that support emergency operations. The public is also welcome to read the EOP for their own information about how the County plans to prepare for and manage emergencies.

This EOP does not replace the need for departmental-level standard operating procedures and standard operating guides to perform their EOP responsibilities and assignments.

## **1.3 Plan Implementation**

As adopted by the Mohave County Board of Supervisors, this EOP is in effect and may be implemented in whole or in part to respond to incidents in or affecting the County.

An emergency proclamation is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The County Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.



## 1.4 Plan Organization

### EOP Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the County's emergency management structure. It serves as the primary document outlining roles and responsibilities of County departments and partners during an incident.

Emergency Support Function Annexes	Incident Annex
<p>The Emergency Support Functions (ESFs) focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting resources and seeking additional support from State agencies. The ESFs, which supplement the information in the Base Plan, are:</p> <ul style="list-style-type: none"><li>• ESF 1 Transportation</li><li>• ESF 2 Communications</li><li>• ESF 3 Public Works</li><li>• ESF 4 Firefighting</li><li>• ESF 5 Information and Planning</li><li>• ESF 6 Mass Care</li><li>• ESF 7 Logistics Management and Resource Support</li><li>• ESF 8 Public Health and Medical</li><li>• ESF 9 Search and Rescue</li><li>• ESF 10 Hazardous Materials</li><li>• ESF 11 Agriculture and Natural Resources</li><li>• ESF 12 Energy &amp; Utilities</li><li>• ESF 13 Public Safety and Security</li><li>• ESF 14 Cross Sector Business and Infrastructure</li><li>• ESF 15 External Affairs</li></ul>	<p>While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, the Incident Annex supplements the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards.</p>

## 1.5 Emergency Powers

Based on A.R.S. §26-301 et.seq., a proclamation declaring an emergency by the Board of Supervisors allows for flexibility in managing resources under emergency conditions, such as:

- Divert funds and resources to emergency operations in order to meet immediate needs.
- Make, amend, and rescind orders, rules and regulations necessary for emergency functions.

- Receive resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels as well as emergency procurement of private sector furnished equipment, materials, and supplies.
- Set the stage for requesting State and/or federal assistance to augment local resources and capabilities.
- Raise public awareness and encouraging the community to become involved in protecting their resources.

### 1.5.1 Local Declaration of Emergency

In the event of an emergency or disaster, Mohave County Emergency Management will coordinate the emergency response effort within Mohave County. When the event is beyond the capacity of the local government, the Emergency Manager will request State assistance through the Arizona Department of Emergency and Military Affairs (DEMA).

Criteria	Procedure
<p>Are or will local government resources be exhausted and does a significant need exist for State and/or federal resources?</p> <ul style="list-style-type: none"> <li>• If yes, a declaration is necessary.</li> <li>• If no, a declaration is not needed.</li> </ul>	<ol style="list-style-type: none"> <li>1. Analyze/identify/confirm that an emergency/disaster has occurred.</li> <li>2. Provide available assistance to contain the incident.</li> <li>3. Use Rapid Assessment information and other information as available.</li> <li>4. Identify the nature, severity and potential impacts.</li> <li>5. Submit for review and signature by the County Manager and County Attorney's Office.</li> <li>6. If necessary, convene the Board of Supervisors to adopt the Declaration of Emergency.</li> </ol>

### 1.5.2 Requesting State Assistance

Emergency assistance to local governments is available from the State and federal governments when specific conditions are met. Some resources and assistance may be obtained without a local declaration of an emergency. Other resources and assistance require the Board of Supervisors to declare that an emergency exists through a formal procedure. Additional resources and assistance are available after the Governor declares a "State of Emergency." Significant federal resources and assistance become available if the President of the United States proclaims a Presidential Declaration.

Criteria	Procedure
<p>Are resources deployed and/or obtained within local and State budgets determined to be sufficient to mitigate and eliminate the threat to life and property?</p> <p>Has the economy of the jurisdiction been impaired beyond its capability to recover?</p>	<ol style="list-style-type: none"> <li>1. Plan and outline necessary resources that cannot be obtained locally.</li> <li>2. Contact DEMA, describe the situation, and provide a copy of the Rapid Assessment information to DEMA for review.</li> <li>3. Order resources necessary for appropriate response               <ol style="list-style-type: none"> <li>a. Channel all requests through a central point of contact within the County.</li> <li>b. Remember that generally the County is initially responsible for costs of the resources obtained from the State.</li> </ol> </li> <li>4. Plan for receipt of resources               <ol style="list-style-type: none"> <li>a. Staging area(s)</li> <li>b. Distribution points</li> </ol> </li> </ol>

### 1.5.3 Damage Assessment

The documentation of disaster-related damages is necessary to ensure receipt of public assistance. The County will establish a damage assessment team from among County departments (e.g., Public Works Department, Assessor's Office, Risk, Finance) with assessment capabilities and responsibilities. Additional activities may include:

- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the County's economic index, tax base, insurance ratings, etc., for use in long-range recovery planning.

DEMA is available to provide support and guidance on damage assessment policy and activities.

## 1.6 Continuity of Government

A major disaster, emergency, or attack could result in great loss of life and property, the partial or complete destruction of County buildings, and the destruction of public and private records essential to the continued operation of government. In the aftermath of an emergency, disaster, or attack, law and order must be preserved, and government services must be maintained to the extent possible. This is an implicit responsibility of government. Therefore, it is essential that local units of government continue to function.

Refer to the County's Continuity of Operations Plan for additional details.

### 1.6.1 Lines of Succession

The people to whom responsibilities have been assigned must know their assignments and must be available to carry them. Emergencies may happen when some critical personnel are absent from the County. The emergency may isolate, incapacitate, or otherwise eliminate some critical personnel. To prepare for this occurrence, each primary County position has a pre-determined

sequence of succession. Each person listed in the line of succession should be aware and familiar with his or her potential responsibilities.

<b>Board of Supervisors Succession</b>	<b>County Manager Succession</b>
1. Vice Chairman, Board of Supervisors	1. Chief Financial Officer 2. Other Department Heads
<b>Emergency Manager Succession</b>	Note: Lines of succession for elected officials and department heads shall be in accordance with standard operating procedures established by each department in their respective Continuity of Operations Plans.
1. Public Works Director 2. Emergency Management Technician	

## **1.6.2 Preservation of Vital Records**

Each County department must provide for the protection, accessibility, and recovery of the department's vital records, systems, and equipment. These are records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the department's ability to conduct business or carry out essential functions. Each department should have a maintenance program for the preservation and quality assurance of data and systems. The program should consider the cost of protecting or reconstructing records weighed against the necessity of the information to achieving the agency mission. County departments and agencies should follow established records retention policies and operating procedures and continuity of operations plans.

## **1.7 Administration and Logistics**

### **1.7.1 Request, Allocation, and Distribution of Resources**

Resource requests may be submitted by the EOC Manager or Emergency Manager according to provisions outlined under NIMS. The Incident Commander is responsible for the direction and control of the County's resources during an emergency. All assistance requests are to be made through the County via the EOC, if activated. The EOC processes subsequent assistance requests to the State.

See ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the County.

### **1.7.2 Financial Management**

During an emergency, the County is likely to find it necessary to redirect their funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Board of Supervisors. If an incident requires major redirection of County fiscal resources, the general procedures below will be followed:

- The Board of Supervisors will meet in emergency session to decide how to respond to the emergency funding needs.
- The Emergency Manager will advise the County Manager who will in turn advise the Board of Supervisors to declare a State of Emergency.
- If a quorum of Supervisors cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the Chairman of the Board of

Supervisors may act on emergency funding requests. The Board of Supervisors will be advised of such actions as soon as practical.

- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Section and managed through the County Finance Department to identify budgetary shortfalls. The Chief Financial Officer, Procurement Director, and Human Resources Director will also support procurement issues, financial issues, and personnel callback time and compensation issues. In addition, copies of expense records and all supporting documentation should be submitted for filing State and federal reimbursement requests. During activation of the EOC, financial management will be handled by the Finance Section, which will be staffed by the County Finance Department, Procurement Department, and Human Resources Department staff.

### **1.7.3 Legal Support and Liability Issues**

The County Attorney's Office provides legal support for the County's emergency management organization. County Attorney legal services include:

- Advising County officials regarding the emergency powers of local government and necessary procedures for invocation of measures, including but not limited to:
  - Implement price controls;
  - Establish rationing of critical resources;
  - Establish curfews;
  - Restrict or deny access;
  - Specify routes of egress;
  - Limit or restrict use of water or other utilities; and
  - Remove debris from publicly or privately owned property.
  - Developing mutual aid agreements
- Reviewing and advising County officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising County officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

### **1.7.4 Reporting and Documentation**

Proper documentation and reporting during an emergency are critical for the County to receive reimbursement for emergency expenditures and to maintain a historical record of the incident. Staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include:

- Incident Action Plans (IAPs)
- Incident and damage assessment reports
- Incident Command logs
- Cost recovery forms
- Incident After Action Reports (AARs)

## **1.8 Safety of Employees and Family**

All department heads (or designees) are responsible for the safety of employees while working. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Department heads should ensure that notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

It is the responsibility of all County employees to prepare themselves for disaster service duties by ensuring that they and their families are ready for an emergency. Employees should familiarize themselves with County and department emergency response policies. While all County department employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. If an employee is at home, they may be called in to work. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

# 2 Situation and Planning Assumptions

## 2.1 Situation

The County may be subject to a variety of natural, technological, and human-caused hazards and threats. The following table identifies the hazard/threat most likely to impact the County.

<b>Natural</b> Results from Acts of Nature	<b>Technological</b> Results from Accidents or Failures of Systems and Structures	<b>Human-Caused / Adversarial Threats</b> Result from Intentional Actions of an Adversary
<ul style="list-style-type: none"><li>• Wildfire</li><li>• Drought</li><li>• Flood</li><li>• Earthquake</li><li>• Subsidence and Fissures</li><li>• Climate Change</li></ul>	<ul style="list-style-type: none"><li>• Dam Failure</li><li>• Hazardous Materials</li><li>• Infectious Disease</li><li>• Infestation</li><li>• Power Grid Failure</li><li>• Communications Failure</li></ul>	<ul style="list-style-type: none"><li>• Terrorism</li><li>• Chemical, biological, radiological, nuclear, and explosive (CBRNE)</li><li>• Active Shooter Incidents</li><li>• Mass Casualty Incidents</li></ul>

### 2.1.1 Hazard Assessment

The County works closely with statewide partners and the Arizona Department of Emergency and Military Affairs (DEMA) to identify and assess risks through several key planning frameworks. This includes the State Preparedness Report (SPR) and the Threat and Hazard Identification and Risk Assessment (THIRA), which help prioritize top threats and hazards on an annual basis and guide resource allocation and grant funding strategies.

In addition to these statewide assessments, the County maintains a FEMA-approved All-Hazard mitigation Plan (AHMP), which identifies local vulnerabilities and outlines long-term strategies to reduce or eliminate risks from natural and human-caused hazards. The Community Wildfire Protection plan (CWPP) further supplements these efforts by addressing wildfire-specific risks and mitigation priorities across the wildland-urban interface (WUI), helping to shape community resilience and guide fuel reduction projects.

Together these coordinated planning tools inform the County's preparedness, response, and mitigation strategies, ensuring a multi-tiered and data-driven approach to hazard management.

### 2.1.2 Protection of Critical Infrastructure and Key Resources

Critical infrastructure and key resources support the delivery of critical and essential services that support the security, health, and economic vitality of the County. Examples include the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation; disruption of which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

Key facilities that should be considered in infrastructure protection planning include:

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

## **2.2 Assumptions**

This EOP is based on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All key emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding County department and agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents. Challenges may exist in meeting the needs of nonresidents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazards related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations may be disrupted during a general emergency; however, the



County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

- Familiar with established policies and procedures;
- Assigned pre-designated tasks;
- Provided with assembly instructions; and
- Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

# 3 Concept of Operations

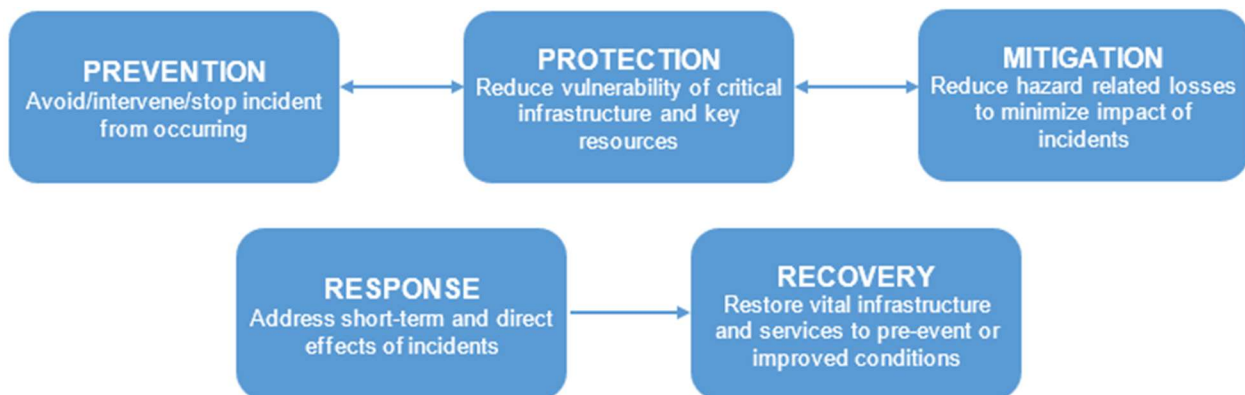
## 3.1 General

The County is responsible for emergency management and developing plans to aid in protecting the lives and property of individuals within their jurisdictions. This EOP provides a concept of operations for managing emergency response when individual response agencies are reaching or have exceeded their capabilities to respond to an emergency. The concept of operations is scalable and adaptable and may also be used during non-routine incidents or pre-planned events when the normal organization and functions of County government are determined insufficient to effectively meet potential response requirements.

## 3.2 Emergency Management Mission Areas

### 3.2.1 Response and Recovery Priorities

This plan adheres to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard specific. The focus of this EOP is response and short-term recovery actions. Nevertheless, this plan impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the County in the following five mission areas.



#### 3.2.1.1 Response

Response activities within the County are undertaken immediately after an incident. The County's response priorities are defined below:

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to critical infrastructure and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

#### 3.2.1.2 Recovery

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or "new normal" conditions. Short-term

recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. The County's short-term recovery priorities are defined below:

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

### **3.3 Incident Management**

Upon implementation of all or part of this EOP, the Incident Commander (or designee) in cooperation with the Emergency Manager may take the following actions:

- Alert threatened populations and initiate evacuation as necessary.
- Initiate emergency sheltering procedures with the American Red Cross and other community partners, if evacuation procedures are activated.
- Instruct appropriate County emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the Board of Supervisors to prepare to make formal declaration of emergency when it is determined that local resources will not meet the needs of local emergency operations.
- Prepare to staff the County EOC as appropriate for the incident with maximum 12-hour shifts.
- Deploy County personnel and support staff to restore normal activity and provide essential community services as soon as possible following the emergency.

#### **3.3.1 Alert and Warning**

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager. Response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, internet/email, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the EOC, if activated and as appropriate.

In addition, alerts and warnings are critical to informing the public on an imminent threat. Electronic news media such as radio, television, and the internet will serve as the primary sources of emergency information for the public. All alert and warning functions will be managed through Emergency Management, serving as the local warning point. Additional alert and warning resources to protect the public include:

- The RAVE Mobile Safety System is used to issue alerts to landline and cellular phones within defined geographic areas.
- The Integrated Public Alert and Warning System (IPAWS), including the Wireless Emergency Alert (WEA), delivers mobile notifications.
- The Arizona Emergency Alert System (EAS) is used to transmit warning messages and instructions from local government to broadcasters.

- The local National Oceanic and Atmospheric Administration (NOAA) weather radio station broadcasts weather watches and warnings, as issued by the National Weather Service.
- The Las Vegas National Warning System Weather Forecast Office will also issue weather warning messages.
- The Arizona State Emergency Operation Center (SEOC) may issue warnings to the County that will also be relayed using existing alert and warning resources.
- If local systems become inoperable, DEMA may issue IPAWS alerts on behalf of Mohave County or its incorporated jurisdictions.

### **3.3.2 Communications**

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

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively through the use of systems, personnel, and equipment. Interoperable voice, data, or video-enabled communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

To ensure continuity of communications, the County maintains deployable tactical communications equipment and utilizes local Auxiliary Communications (AUXCOMM) and Amateur Radio volunteers for backup communications in rural or remote areas.

Emergency response activities will be conducted using interoperable communication protocols based on the County Tactical Interoperable Communications Plan (TICP), the Arizona Interagency Radio System (AIRS), and other established systems. Incident-specific Communications Plans as needed.

### **3.3.3 Situational Awareness and Intelligence Gathering**

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and are the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as severe weather forecasts issued by the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during low-level incidents when the EOC is not fully activated, the County, primary agencies, and supporting response agencies will:

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

If the EOC is activated, the Planning/Intelligence Section Chief within the EOC will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated.

### **3.3.4 Cyber Security**

Cyber security is an additional concern during both normal operations and emergency situations. Information Technology specialists are involved in EOC security protocols, and the following tasks have been addressed through county-wide cybersecurity incident response planning and the cybersecurity annex to this EOP:

- Develop a cyber security system: Malware and viruses can allow hackers to access confidential and proprietary information within the EOC network.
- Identify weaknesses throughout the system: For example, areas that are especially prone to attack or have inherent weaknesses.
- Establish web access policies: Personnel are educated on the risks posed by certain types of websites and the risks of opening suspicious emails. In addition, policies are in place to decrease the likelihood of a security breach.

### **3.3.5 Public Information Dissemination**

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

- Press releases – A press release is a prepared written news release that uses current data and information.
- Media briefing or conference – A briefing is an exchange of information on a single topic and typically includes a question-and-answer period, whereas a conference is a gathering of media where reporters expect to be able to ask questions on a variety of topics.
- Print Media – Print media, including newspapers and magazines, allow Public Information Officers (PIOs) to disseminate public information, such as detailed information, background, and input from subject matter experts.
- Radio – In addition to warnings issued by the EAS, radio allows PIOs to release audio clips and sound bites to the public.
- Television – PIOs may utilize television to disseminate visuals, sound bites, and graphics to the public.
- Internet – The internet is a dynamic communication conduit that includes webpages, Really Simple Syndication (RSS) feeds, and email and can be used as a strategic path for sharing information during an emergency.

- Newsletters/Mailers – Information sent directly to the public can provide details on events and activities as well as background information on the County’s emergency management programs.
- Social Media – Web-based platforms may be used for alerting the public in the sudden onset of and rapidly developing disasters, directly communicating with large groups of constituents, building situational awareness, fostering transparency and accountability, obtaining feedback, and responding quickly to inaccurate information. Common types of social media are:
  - Social networking (e.g., Facebook, X);
  - Media sharing (e.g., YouTube, Instagram); and
- Call Center – May be used as a way to divert unnecessary calls away from the 9-1-1 system, gather information to increase situational awareness of the incident, and disseminate emergency public information.

### **3.3.6 Access and Functional Needs Populations**

Access and Functional Needs Populations (also referred to as vulnerable populations and special needs populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

Examples of individuals who have Access and Functional Needs include, but are not limited to:

- Individuals who are deaf or hard of hearing.
- Individuals with impaired vision.
- Individuals with limited English proficiency.
- Children and the elderly.
- Individuals without vehicles.
- Individuals with special dietary needs.
- Individuals who experience physical disabilities.
- Individuals with medical equipment requiring power (e.g., ventilators).
- Pregnant women.

Persons with Access and Functional Needs within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities.

#### **3.3.6.1 Evacuation Support**

Evacuations can be difficult for all members of the community, and especially difficult for those with Access and Functional Needs. County Emergency Management will support these populations through targeted tactics including:

- Coordinate accessible transportation services through School District transportation services and other service providers.
- Support individuals to contact their families and/or care providers.

### **3.3.6.2 Sheltering**

Access and Functional Needs Populations may require support within shelters that cannot be provided at a number of potentially feasible shelter locations. As such, general population shelters within the County should be outfitted to support these populations, including:

- Equipped with accessible resources (i.e., ADA accessible bathrooms, living areas, showers, etc.).
- Staffed with support personnel trained to provide care to Access and Functional Needs Populations (i.e., personal care providers, service animals, etc.).

### **3.3.6.3 Children and Disasters**

Planning and preparing for the unique needs of children is of utmost concern to the County, and, whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters on themselves and their children through personal preparedness activities.

### **3.3.7 Animals in Disaster**

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by people affected by disasters. Preparing for the care of animals during a disaster is the responsibility of owners. However, the County may coordinate with local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. In addition, the Mohave County Animal Shelter is minimally available to support animal shelter operations and resource needs. The County may elect to coordinate a volunteer group to lead animal evacuation and shelter planning needs as able.

If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through DEMA.

### **3.3.8 Demobilization**

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

The following issues will be considered when demobilizing:

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

The Emergency Manager, with advice from the on-scene Incident Commander, will determine when a State of Emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

# 4 Roles and Responsibilities

## 4.1 General

Agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

Other departments that may be involved in emergency response have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency.

## 4.2 Policy Group

The Policy Group may include representation from each County department with primary responsibilities during an event. The members of the group include both elected and appointed executives with legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
  - The County's jurisdiction, including persons, property, and structures;
  - Access and Functional Needs Populations, including unaccompanied children and those with service animals; and
  - Individuals with household pets.
- Leading and encouraging all citizens (including Access and Functional Needs Populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

### 4.2.1 Board of Supervisors

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of Supervisors. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions



and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the Board of Supervisors will provide an elected liaison with the community and other jurisdictions. In the event that proclamation of emergency is needed, the Board of Supervisors will initiate and terminate the State of Emergency through a proclamation.

General responsibilities of the Board of Supervisors include:

- Establishing emergency management authority by County resolution.
- Adopting this EOP and other emergency management-related resolutions.
- Declaring a State of Emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending PIO briefings.

Other elected officials may have responsibilities related to their elected status and should be kept updated regarding activities that relate to their roles.

#### **4.2.2 County Manager**

The County Manager is responsible for continuity of government, overall direction of administrative emergency operations, and dissemination of public information, including the following tasks:

- Ensuring that all departments develop, maintain, and exercise their respective standard operating procedures and Continuity of Operations Plan that support this EOP.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements to the extent there are funds available.
- Implementing the policies and decisions of the Board of Supervisors.
- Ensuring that plans are in place to protect and preserve County records.

#### **4.2.3 Emergency Manager**

The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Policy Group to ensure that there are unified objectives with regard to the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

- Serving as staff advisor to the Board of Supervisors and County Manager for emergency matters.
- Coordinating the planning and general preparedness activities of County government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory (including call-down lists).
- Ensuring the operational capability of the EOC.

- Activating the EOC.
- Keeping the Board of Supervisors and County Manager apprised of the County's preparedness status and anticipated needs.
- Serving as day-to-day liaison to DEMA.
- Maintaining liaison with organized emergency volunteer groups and private agencies.
- Maintaining liaison with State and Federal agencies, including AZDEMA, ADEQ, AZFFM, AZDHS, AZDPS, FEMA, BLM, and EPA.

#### **4.2.4 County Department Heads**

Department heads collaborate with the Policy Group during development of local emergency plans and provide key response resources. County department heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercises to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the County Manager.

#### **4.2.5 Responsibilities of All Departments**

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, the majority of County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All County departments are responsible for:

- Supporting EOC operations to ensure that the County is providing for the safety and protection of the citizens they serve.
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department.
- Developing alert and notification procedures for department personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section, if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard operating plans.
- Notifying the Emergency Manager of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete required training (including required NIMS and ICS training).

- Dedicating staff time for participation in training exercises.
- Preparing and maintaining supporting standard operating procedures (including incorporation of NIMS components, principles, and policies).

## 4.3 Responsibilities by Function

ESFs include services required for an effective emergency management program, of which response is a key element. ESFs are performed by agencies including fire departments/districts; law enforcement; Emergency Medical Service (EMS) providers; and public health, environmental health, and public works departments.

Agencies with responsibilities under an ESF may serve in one of the following roles:

- **Primary Agency(s)** – Identify lead departments and agencies for emergency functions based on the agency’s coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Departments or agencies assigned as primary may not be responsible for all elements of a function and will coordinate with primary agencies at other levels of government and supporting agencies to ensure operational continuity.
- **Supporting County Agency(s)** – Identify departments with substantial support roles during major incidents.
- **Community Partners** – Identify largely nongovernmental organizations that provide subject matter expertise and support emergency operations.
- **State Agencies** – Identify the appropriate primary agencies at the State level.

### 4.3.1 Transportation

**Primary County Agency:** Public Works Department

**Supporting County Agencies:** Sheriff’s Office, Emergency Management

**Community Partners:** City Public Works, City/Tribal Law Enforcement, School Districts (buses), Health Agencies

**State Agencies:** Arizona Department of Transportation, Arizona Department of Public Safety, Arizona Department of Administration, Arizona National Guard, Arizona State Forestry Department, Arizona State Parks, Arizona Department of Emergency and Military Affairs (DEMA)

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the County’s transportation system and infrastructure.
- Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of County transportation systems and infrastructure.
- Coordinating support of emergency operations activities among transportation stakeholders within the County’s authorities and resources limitations.

### 4.3.2 Communications

**Primary County Agency:** Sheriff's Office and Emergency Management

**Supporting County Agencies:** Public Works Department

**Community Partners:** Volunteer Amateur Radio Emergency Services, Local Cellular and Telephone Companies, City/Tribal Law Enforcement, Jurisdiction Fire Department / Fire District

**State Agencies:** DEMA, Arizona State Department of Forestry, Arizona National Guard, Military Amateur Radio Systems, Arizona Department of Transportation

Responsibilities related to alert and warning include:

- Activating alerting systems such as RAVE, IPAWS, and EAS.
- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or PIO.
- Receiving and disseminating warning information to the public and key County officials.
- Delivering prompt, actionable, and clear information using culturally and linguistically appropriate methods to inform emergency responders and the public about recommended or required protective measures.

Communication-related responsibilities include:

- Establishing and maintaining interoperable communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).
- Incorporating AUXCOMM resources for rural or degraded system support.
- Coordinate with service providers to restore sufficient communications infrastructure in affected areas to support life-sustaining activities, provide basic human needs, and facilitate the transition to recovery.

### 4.3.3 Public Works and Engineering

**Primary County Agency:** Public Works Department

**Supporting County Agencies:** Emergency Management, Development Services Department

**Community Partners:** City Public Works, Associated General Contractors of Arizona

**State Agencies:** DEMA, Arizona Corporation Commission, Arizona Department of Transportation, Arizona Department of Environmental Health, Arizona Department of Environmental Quality, Arizona National Guard, Arizona Department of Water Resources

Responsibilities related to public works and engineering include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Coordinating the transition from emergency measures to long-term restoration activities.
- Executing emergency repair and service contracts for damaged public infrastructure.
- Supporting critical facility stabilization and continuity of life-sustaining services.

- Coordinating repair and restoration of the County’s critical infrastructure and debris removal as required.

#### 4.3.4 Firefighting

**Primary County Agency:** Jurisdiction Fire Department / Fire District, Kingman Dispatch Center (Zone Dispatch Center under Mutual Aid Plan)

**Supporting County Agencies:** Emergency Management

**Community Partners:** Local Fire Departments/Districts, Bullhead City Dispatch Center Lake Havasu City Dispatch Center, Mohave County Fire Officers Association (MCFOA), American Red Cross, Bureau of Land Management, Salvation Army, Other Volunteer Agencies

**State Agencies:** DEMA, Arizona Fire Chiefs Association, Arizona State Forestry and Fire Management, Arizona Department of Administration, Arizona Department of Public Safety, Arizona Department of Agriculture, Arizona Department of Transportation, Arizona Department of Contractors, Arizona Department of Corrections, Arizona Department of Environmental Quality, Arizona Bureau of Indian Affairs, Arizona Department of Game & Fish, Arizona State Land Department, Arizona Department of Health Services, Arizona State Parks

Responsibilities related to fire services include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Providing hazardous materials spills emergency response, planning, and coordination.
- Conducting search and rescue operations to locate and rescue people in distress.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.

#### 4.3.5 Information and Planning

**Primary County Agency:** Emergency Management

**Supporting County Agencies:** County Manager, Board of Supervisors

**Community Partners:** City Councils, City Emergency Managers, American Red Cross, Mohave County Community Organizations Active in Disaster, Salvation Army, National Weather Service, Civil Air Patrol

**State Agencies:** DEMA, Arizona Department of Public Safety, Arizona Department of Administration, Arizona Department of Agriculture, Arizona Attorney General, Arizona National Guard, Arizona Commerce Authority (ACA), Arizona Registrar of Contractors Arizona Corporation Commission, Arizona Department of Corrections, Arizona Department of Economic Security, Arizona Department of Education, Arizona Department of Environmental Quality, Arizona Game and Fish Department, Arizona Geological Survey, Governor's Office, Arizona Department of Health Services, Arizona Industrial Commission, Arizona State Land Department, Arizona Mine Inspector, Arizona State Parks, Arizona Department of Health Services Bureau of Radiation Control, Arizona Department of Revenue, Arizona Department of Transportation, Arizona Department of Water Resources

#### Emergency Operations Center

The County Emergency Manager is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. Departments will be requested to designate personnel who can be made available to be

trained by Emergency Management staff and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the County to activate and utilize the EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- Activating and deactivating ESOs as required by the incident.
- Coordinating an effective response among ESOs when an emergency occurs.
- Providing support to ESOs as requested.
- Ensuring that EOC personnel operate in accordance with ICS.
- Ensuring accurate record keeping.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.
- Developing additional information technology resources that may be utilized such as Geographic Information Systems (GIS) and associated tools.

#### **4.3.6 Mass Care, Emergency Assistance, Housing and Human Services**

**Primary County Agency:** Public Health Department, Emergency Management

**Supporting County Agencies:** Sheriff's Office, Public Works Department

**Community Partners:** City emergency managers, American Red Cross, Schools and School Districts in Mohave County, Mohave County Food Banks, Mohave Community Organizations Active in Disasters, Emergency Medical Services, National Disaster Medical System, Salvation Army, Community Emergency Response Teams, Public Utilities, Western Arizona Council of Governments, Western Arizona Humane Society

**State Agencies:** DEMA, Arizona Department of Economic Security (Aging and Adult Administration), Arizona Department of Health Services, Arizona Department of Public Safety, Arizona Department of Transportation, Arizona Department of Agriculture

Responsibilities related to mass care, emergency assistance, housing, and human services include:

- Maintaining and implementing procedures for care and shelter of displaced citizens and animals.
- Delivering resources and capabilities to feed and shelter displaced citizens, including those with access and functional needs (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- Identifying, establishing, staffing, and equipping emergency shelters, ensuring that shelters are accessible for individuals with access and functional needs.
- Providing emotional support to affected individuals.
- Coordinating support with other departments, relief agencies, and volunteer groups.

- Designating a coordinator/liaison to participate in all phases of the emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Transitioning displaced people to interim housing.

### 4.3.7 Logistics Management and Resource Support

**Primary County Agency:** Emergency Management, Procurement Department

**Supporting County Agencies:** Finance Department, Public Health Department

**Community Partners:** Mohave County Food Banks, American Red Cross, Mohave County Community Organizations Active in Disaster

**State Agencies:** DEMA, Arizona Department of Administration, Arizona Game and Fish Department, Arizona Department of Agriculture, Arizona National Guard, Arizona Department of Building and Fire Safety, Arizona State Land Department, Arizona Department of Commerce, Arizona State Parks Department, Arizona Corporation Commission, Arizona Department of Public Safety, Arizona Department of Corrections, Arizona Department of Health Services, Bureau of Radiation Control, Arizona Department of Environmental Quality, Arizona Department of Transportation, Arizona State Fire Marshal, Arizona Department of Water Resources

Responsibilities related to logistics management and resource support include:

- Following Mohave County Personnel Policies and Procedures for:
  - Employing temporary personnel for disaster operations;
  - Maintaining a staffing reserve, in cooperation with law enforcement; and
  - Deploying reserve personnel to departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.
- Coordinating mutual aid request to DEMA.

The County follows FEMA resource typing guidelines when appropriate. Volunteer organizations such as the Red Cross and Salvation Army may be utilized to coordinate donation management.

#### 4.3.8 Public and Behavioral Health and Medical Services

**Primary County Agency:** Public Health Department

**Supporting County Agencies:** Emergency Management, Sheriff's Office Animal Control, Public Fiduciary

**Community Partners:** American Red Cross, United Blood Services, City Animal Control, Mohave Mental Health, Kingman Regional Medical Center, Western Arizona Regional Medical Center, Lake Havasu Regional Medical Center, Valley View Medical Center, River Medical (American Medical Response), Indian Health Service, Long Term Health Care Facilities

**State Agencies:** DEMA, Arizona Department of Health Services, Arizona Department of Public Safety, Arizona Chapter of the American College of Emergency Physicians, Arizona Chapter of the Emergency Department Nurses, Arizona Hospital Association, Arizona Medical Association, Arizona Nurses Association, Arizona Osteopathic Medical Association, Arizona National Guard

##### Public Health

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care providers, and behavioral health organizations for potential surge needs.
- Coordinating public health surveillance including emergency health preparedness, vector control, and epidemiology.
- Coordinating medical countermeasure receipt, distribution and dispensing in support of treatment or mass prophylaxis (oral or vaccination), if needed.
- Coordinating isolation and/or quarantine actions, as needed
- Coordinating dissemination of public health information.
  - Health surveillance and epidemiological analyses of community health status.
  - Assurance of food safety.
  - Assist in management of exposure to hazardous agents.
  - Assist in coordination of mental health services.
  - Provision of medical and health public information protective action recommendations.
  - Assist in coordination of vector control services.
  - Assurance of drinking water safety.
  - Assurance of the safe management of liquid, solid, and hazardous wastes.
  - Investigation and control of communicable disease.
- Designating a coordinator/liaison to participate in all phases of the County's emergency management program, when necessary or as requested.

##### Medical Services

The Jurisdictional Fire Department / Fire District is the primary agency for all EMS-related responsibilities including:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.

Responsibilities related to County Medical Examiner include:



- Coordinating mass fatality operations to provide identification and disposal of the deceased.
- Sharing information with ESF 6 to assist in family reunification.
- Providing counseling to the bereaved.

#### 4.3.9 Search and Rescue

**Primary County Agency:** Sheriff's Office

**Supporting County Agencies:** Emergency Management, Public Health Department

**Community Partners:** Jurisdictional Fire Departments / Fire Districts, City/Tribal Law Enforcement, Phoenix Fire Department, Civil Air Patrol

**State Agencies:** DEMA, Arizona Department of Public Safety, State Fire Marshall, Arizona National Guard, Arizona Department of Health Services, Arizona Department of Transportation

Search and rescue responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

#### 4.3.10 Oil and Hazardous Materials

**Primary County Agency:** Jurisdiction Fire Department / Fire District

**Supporting County Agencies:** Emergency Management, Sheriff's Office, County Attorney's Office, Public Health Department, Public Works Department

**Community Partners:** Local Fire Departments/Districts, City/Tribal Law Enforcement, U.S. Environmental Protection Agency, AZNG 91<sup>st</sup> Civil Support Team, United States Coast Guard

**State Agencies:** DEMA, Arizona Department of Environmental Quality, Arizona Department of Public Safety, State Fire Marshall, Arizona Department of Administration, Arizona Attorney General's Office, Arizona Emergency Response Commission, Arizona Game & Fish Commission, Arizona Department of Health Services, Arizona State Mine Inspector, Arizona Department of Transportation

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials releases for the public and responding agencies.
- Conducting environmental short- and long-term cleanup.

Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.

- Providing input to the statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the Arizona Department of Health Services Bureau of Radiation Control or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

#### 4.3.11 Agriculture and Natural Resources

**Primary County Agency:** Public Health Department, Animal Shelter

**Supporting County Agencies:** Emergency Management, Public Works Department

**Community Partners:** Mohave County School Districts, Mohave County Food Banks American Red Cross, Salvation Army, Mohave County Community Organizations Active in Disaster

**State Agencies:** DEMA, Arizona Department of Economic Security, Arizona Department of Health Services, Arizona Department of Agriculture, Arizona National Guard, Arizona Department of Transportation

Responsibilities related to agriculture and natural resources include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Coordinating with pet owners in protecting the safety and well-being of household pets (working alongside ESF 6)

#### 4.3.12 Energy and Utilities

**Primary County Agency:** Public Works Department

**Supporting County Agencies:** Emergency Management

**Community Partners:** Unisource Energy, Mohave Electric Cooperative, Southwest Gas, El Paso Natural Gas, U.S. Department of Energy

**State Agencies:** DEMA, Arizona Governor's Office of Energy Policy, Arizona Department of Weights and Measures, Arizona Department of Environmental Quality, Arizona Department of Administration, Arizona National Guard, Arizona Power Authority, Arizona Department of Water Resources, Arizona Department of Commerce, Arizona Corporation Commission

Responsibilities related to energy and utilities include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- Identifying customers with special utility service needs (i.e., assisted living centers or those requiring electricity for medical needs) and establishing service recovery priorities.
- Coordinating with local utilities to reduce the risk of physical or cyberattack on lifeline utility systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include

primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

### 4.3.13 Public Safety and Security

**Primary County Agency:** Sheriff's Office

**Supporting County Agencies:** Emergency Management, County Attorney's Office

**Community Partners:** City/Tribal Law Enforcement, Federal Bureau of Investigation

**State Agencies:** DEMA, Arizona Department of Public Safety, Arizona Department of Corrections Rehabilitation and Reentry, Arizona National Guard, Arizona Attorney General's Office, Arizona Game and Fish Department, Arizona State Parks

In the event of terrorist activity, the Federal Bureau of Investigation (FBI) will be the lead agency for any response.

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Protecting critical infrastructure during prevention activities or emergency response, when requested.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.
- Conducting search and rescue operations (particularly lost person search and rescue), including all necessary training for search and rescue responders (coordinate with ESF 9 – Search and Rescue).
- Coordinating and planning evacuation procedures and operations.
- Maintaining mutual aid agreements.

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and private sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control
  - Health and medical requirements
  - Transportation needs
  - Emergency Public Information materials
  - Shelter and reception location.
- Developing procedures for sheltering in place.

#### 4.3.14 Cross-Sector Business and Infrastructure

**Primary County Agency:** Procurement Department, Economic Development Department  
**Supporting County Agencies:** Board of Supervisors, County Manager, Finance Department, Development Services Department, Community Services Department, Emergency Management

**Community Partners:** City Emergency Managers, Community Organizations Active in Disasters, American Red Cross, Salvation Army

**State Agencies:** DEMA, Arizona Department of Administration, Arizona Attorney General Arizona Commerce Authority, Arizona Department of Environmental Quality, Arizona State Land Department, Arizona Department of Public Safety, Arizona Department of Revenue, Arizona Department of Water Resources, Arizona Voluntary Organizations Active in Disasters, Arizona Department of Agriculture, Arizona Economic Security, Arizona Registrar of Contractors, Arizona Department of Education, Arizona Department of Health Services, Arizona Department of Insurance, Arizona Department of Transportation

Coordination of cross-sector operations, including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses, and their government partners.

#### 4.3.15 External Affairs

**Primary County Agency:** County Manager, Emergency Management, Sheriff's Office  
**Supporting County Agencies:** Public Health Department

**Community Partners:** Cities Governments, Tribal Governments

**State Agencies:** DEMA

Individual departments may also be tasked with providing public information specific to their respective agencies' functions and the emergency.

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.
- During emergency response, compiling and disseminating critical information related to hazards, response operations, evacuations and evacuation routes, shelters, and other information to support live-saving and life-sustaining activities and protection of property.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Escorting media representatives within restricted areas.
- Identifying non-English-speaking bilingual and functional needs population centers within the County and preparing training and news releases to enhance communications in those communities.
- Monitoring traditional media outlets and social media services and correcting misinformation.

- Overseeing and providing information to call-takers who receive requests for assistance from the public.
- Continuing to provide public information updates into the long-term recovery phases.

## **4.4 Local and Regional Response Partners**

The County's emergency organization is supported by a number of outside organizations, including private sector organizations, nongovernmental organizations, and individuals and households. While not a part of the County's formal emergency management organization, each of these entities has an important role to play in ensuring the community's ability to respond effectively to a disaster.

### **4.4.1 Private Sector**

Private sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing assistance agreements and contracts to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

### **4.4.2 Community and Faith-Based Organizations**

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. Nongovernmental/faith-based organizations such as the American Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental and faith-based organizations in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

### **4.4.3 Individuals and Households**

Individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

## **4.5 State Response Partners**

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. Responsibility for conducting ESFs is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. Some State agencies may call upon their federal counterparts to provide additional support and resources following established procedures and policies for each agency.

## **4.6 Federal Response Partners**

Federal response partners are typically requested by the Arizona Department of Emergency and Military Affairs in the event that State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Arizona State Comprehensive Emergency Management Plan and, if necessary, the National Response Framework.

# 5 Command and Control

## 5.1 General

The ultimate responsibility for command and control of departments and resources lies with the County Manager; however, the Emergency Manager will maintain direction and control of the EOC, unless otherwise delegated. County emergency operations, both on scene and in the EOC, will be conducted in a manner consistent with NIMS, including use of the Incident Command System. ICS is typically considered part of the broader Incident Management System outlined in NIMS. ICS refers to the command control protocol at the incident scene. NIMS covers the entire incident management process, including command structures like ICS as well as preparedness activities, resource management, and communications and information management.

## 5.2 On-Scene Incident Management

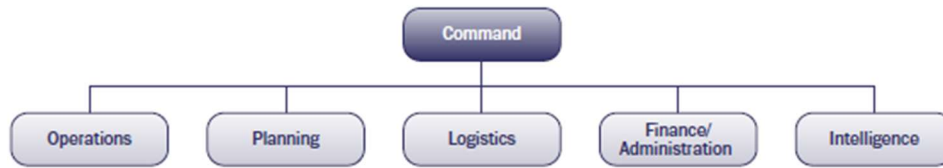
Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Sheriff's Office, and/or Fire Department), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post (ICP) and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander may notify the Emergency Manager who in turn may consider activation of the EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with County and State leads.

## 5.3 Incident Command System

NIMS specifies an ICS organization consisting of five major functions: Command, Operations, Planning, Logistics, and Finance & Administration. A sixth function, Intelligence, is sometimes added to an ICS organization in response to the NIMS guideline that an ICS must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Responsibilities in each functional area include:

- Command – provide on-scene management and control authority.
- Operations – direct incident tactical operations.
- Planning – prepare incident action plan and maintain situation and resources status.
- Logistics – provide services and support to the incident.
- Finance and Administration – track incident costs and account for reimbursements.
- Intelligence – provide analysis and sharing of information and intelligence during the incident.



### **Basic Functional Structure of an Incident Command System**

Throughout an incident, Command determines the size of the ICS organization needed to respond to and mitigate the effects of a highway incident. This involves decisions on who to involve and subsequently release from duty. Command considers the following three major priorities when identifying assisting agencies and structuring the ICS organization:

- Life Safety – protect emergency responders, incident victims, and the public.
- Incident Stability – minimize incident effects on the area surrounding the scene and maximize the response effort while efficiently using resources.
- Property Conservation – minimize damage to property while achieving the established incident objectives.

The on-scene Incident Command (IC) or Unified Command (UC) must maintain a “big picture” perspective of the incident in order to set objectives and strategies that collectively delineate a course of action. Hence, a key responsibility of the IC or UC involves obtaining early and frequent input from all assisting agencies and responders. This allows the IC or UC to understand the role and capabilities of assisting agencies, responding resources, and the impending effects of the incident on transportation operations and public safety.

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#### **Responsibilities of the IC or UC**

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- Assume and announce Command.
  - Possess clear authority and knowledge of agency policy.
  - Ensure incident safety.
  - Establish an Incident Command Post.
  - Determine incident objectives and strategies to be followed.
  - Establish immediate priorities.
  - Initiate, maintain, and control the communications process within the ICS organization.
  - Analyze intelligence information.
  - Establish the size of ICS organization needed and monitor the effectiveness of that organization.
  - Coordinate multi-jurisdictional traffic management and control operations.
  - Manage planning meetings as required.
  - Approve, implement, and evaluate the incident action plan.
  - Coordinate activity for all Command and General Staff.
  - Approve requests for additional resources or for the release of resources.
  - Approve the use of volunteer and auxiliary personnel.
  - Authorize the release of information through the Public Information Officer.
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**Responsibilities of the IC or UC**

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- Order demobilization of the incident when appropriate.
  - Ensure completion of incident after-action reports.
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### **5.3.1 Command Methods**

Command represents a function, not a person. The duties and responsibilities of the Command function can be performed either as Single Command or Unified Command. The selection of one method over the other depends on issues of legal or functional jurisdiction.

The Command function is conducted under Single Command if the incident does not overlap jurisdictional or functional agency boundaries. One ranking person has management and control authority over the incident, and this designated Incident Commander has the responsibility of ensuring that all functional areas work to accomplish the common objectives of the incident response and mitigation effort.

The Unified Command method employs multiple ranking personnel that collectively perform the Command function. Unified Command is typically used when an incident affects more than one political jurisdiction, involves multiple geographic agencies within a single jurisdiction, or involves multiple functional agencies within a single jurisdiction.

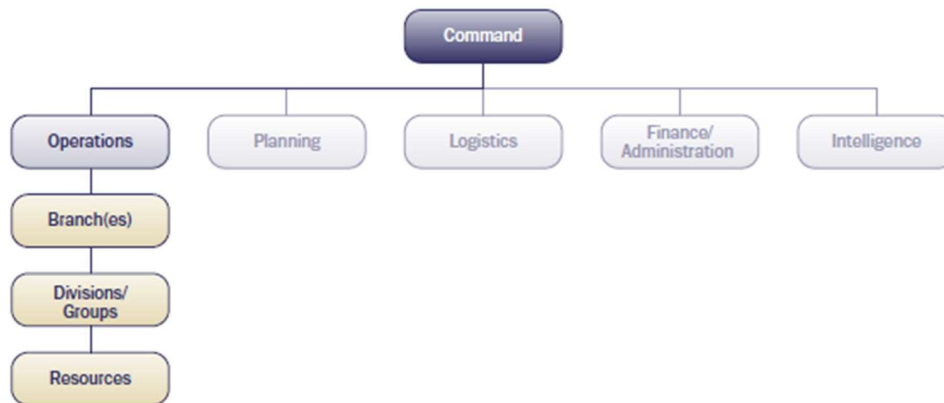
As an incident increases in complexity, the role of the IC or UC evolves from hands-on activities to overall scene management and command. Increasing responsibilities drain the IC's or UC's time required for effective management. As a result, the IC or UC may designate one or more Command Staff positions to perform various management activities critical to the success of the response effort. These Command Staff positions include the Public Information Officer, Safety Officer, and Liaison Officer:

- Public Information Officer maintains responsibility for all interaction between Command and the media and coordinates the release of information on the situation and response efforts.
- Safety Officer has responsibility for monitoring on-scene safety conditions and developing measures to ensure the safety of all assigned personnel.
- Liaison Officer acts as the on-scene contact point for representatives of assisting agencies assigned to the incident. The Liaison Officer assists in establishing and coordinating interagency contacts and maintains a list of assisting agencies and corresponding Agency Representatives. These represent individuals designated by assisting agencies for the purpose of making authoritative decisions on matters affecting the agency's participation in the incident. Agency Representatives report directly to the IC/UC or designated Liaison Officer.

### **5.3.2 Operations Section**

The Operations Section performs all incident tactical operations. Divisions and groups are organizational elements that divide the ICS into geographic areas and functional areas of operation, respectively. Divisions organize resources on the basis of separations in terrain, geography, or fueling locations. Groups organize resources based on major operations functions performed by the collective resources.

The IC/UC or Operations Section Chief may establish branches when the number of divisions and groups exceeds the span of control limit. The chief or IC/UC might also establish branches as a response to an increasingly complex incident in order to facilitate efficient management of resources required for multiple operations activities. Branches are commonly organized according to geography, function (e.g., by assisting agency), or jurisdiction (e.g., city, county, State, Federal). Each assigned branch is managed by a designated Branch Director responsible for implementing the portion of the incident action plan applicable to the branch.



### Major Organizational Elements of Operations Section

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#### Responsibilities of the Operations Section Chief

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- Manage tactical operations.
  - Ensure safety of Operations Section personnel.
  - Ensure interagency coordination and collaboration.
  - Assist in developing the operations response objectives and strategies of the incident action plan.
  - Supervise the execution of the operations portion of the incident action plan.
  - Maintain close contact with subordinate positions.
  - Request additional resources to support tactical operations through the IC or UC.
  - Approve release of resources from active assignments (not from incident) through the IC or UC.
  - Make or approve expedient changes to the incident action plan as necessary.
  - Ensure the Operations Section operates effectively and within span of control limits.
  - Assemble and disassemble Task Forces and Strike Teams assigned to the Operations Section.
  - Provide the IC or UC with situation and resource status reports within the Operations Section.
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A single tactical resource can be a personnel crew or piece of equipment assigned to perform a specific tactical operation at an incident. Equipment resources also include the personnel required for equipment operation and maintenance.

As the number of on-scene resources increase, management of single resource elements becomes critically important to the success of the overall operations effort. Two types of organizational elements for managing single resources are “Task Forces” and “Strike Teams.” These organizational elements exist on the same level, below divisions and groups in an ICS organization chain of command. One or multiple assisting agencies may supply individual resources within a particular task force or strike team. Both task forces and strike teams must have: (1) a designated leader, (2) communications capability from resource-to-resource, resource-to-leader, and leader-to-resource, (3) its own transportation, and (4) an operation within the limits of the span of control.

Task forces contain a combination of single resources assembled for executing a specific operations mission. Strike teams contain multiple single resources of the same kind (function) and type (performance capability).

Resource tracking requires that each responding resource have an assigned status condition. Standard resource status conditions include:

- Assigned—performing active operational function.
- Available—ready for immediate assignment.
- Out-of-Service—not ready for assigned or available status because of mechanical, personnel rest, or operational cost issues.

Given a current incident situation, the status of a particular resource may be changed by the IC/UC, Operations Section Chief, or Division/Group Supervisor depending on ICS configuration. The supervisor assigned to control a resource may only maintain and update its status condition, not change it.

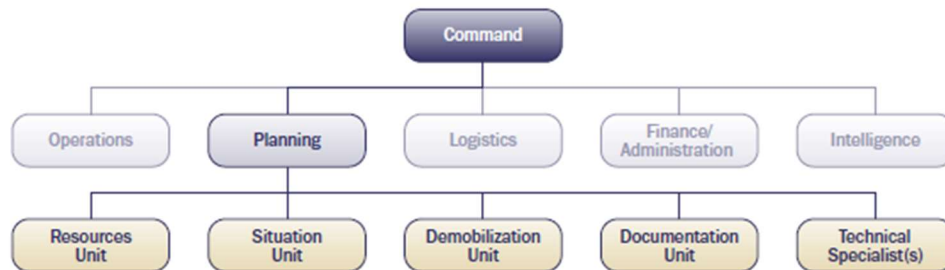
### **5.3.3 Planning Section**

The Planning Section functions to maintain resource status and situation status, produce the incident action plan, and provide technical specialists. A central function of this section involves the collection and evaluation of operational information about the incident, including the current and forecasted situation and the status of assigned resources. This information is needed to understand the current situation, predict a probable course of incident events, and prepare alternative strategies for mitigating incident effects.

The Planning Section organization may include as many as five primary units and various technical specialists. Specifically, these organizational elements are:

- Resources Unit – ensures on-scene check-in of all assigned personnel and equipment resources and maintains both current resource status and location.
- Situation Unit – collects and evaluates situation information (e.g., including intelligence information as necessary), prepares situation summaries, and forecasts future incident events.

- Demobilization Unit – prepares an incident demobilization plan containing instructions for all personnel and resources requiring demobilization and ensures plan distribution within the ICS organization.
- Documentation Unit – maintains accurate and complete files about the incident (e.g., major steps taken to resolve the incident).
- Technical Specialist – directs planning and operations activities specific to the specialist's area of expertise.



### **Planning Section Organization**

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#### **Responsibilities of the Planning Section Chief**

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- Collect and evaluate all operational data about the incident.
  - Provide input to the IC/UC and Operations Section Chief in preparing the incident action plan.
  - Supervise preparation and documentation of the incident action plan.
  - Conduct and facilitate planning meetings.
  - Assign available on-scene personnel to ICS organizational positions as necessary.
  - Evaluate span of control within the ICS organization.
  - Evaluate real-time performance of the incident action plan with the IC/UC.
  - Establish information requirements and reporting schedules for resources.
  - Determine need for any specialized resources in support of incident operations.
  - Provide Resources Unit within the organizational structure of the Planning Section to maintain status of all assigned resources.
  - Assemble and disassemble task forces and strike teams not assigned to the Operations Section
  - Assemble information on alternative strategies.
  - Provide periodic predictions on incident potential.
  - Report any significant changes in incident status.
  - Compile and disseminate incident status information.
  - Incorporate traffic plans, medical plans, communications plans, and other supporting material into the incident action plan.
  - Supervise preparation of an incident demobilization plan.
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### 5.3.4 Logistics Section

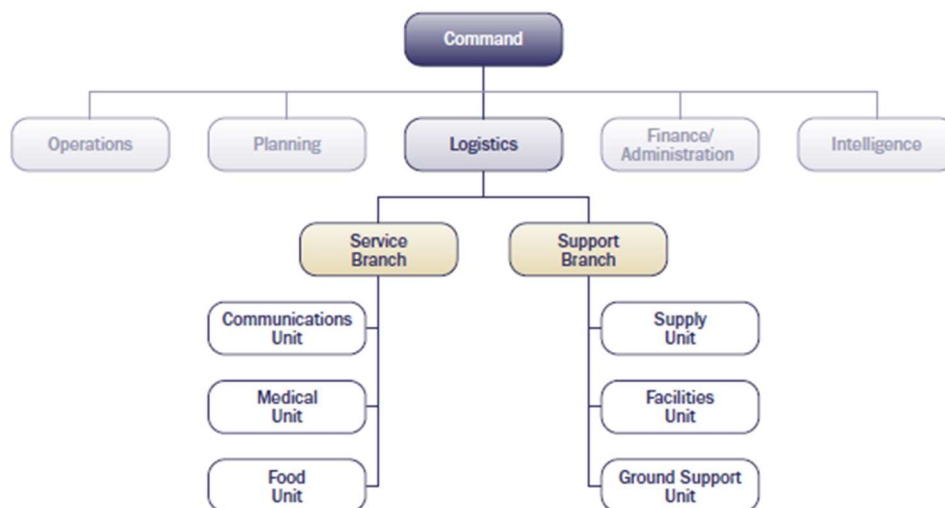
The Logistics Section provides services and support to the incident response effort in the form of personnel, facilities, and materials. It serves as the support mechanism for the ICS organization. Services provided by the Logistics Section are dedicated to incident responders and not the incident victims.

The Service Branch of the Logistics Section provides all service activities at the incident and contains the following organizational elements:

- Communications Unit – develops plans governing all communications protocol and communications equipment. Unit activities include installing and testing communications equipment, distributing communications equipment to responders, and repairing and maintaining communications equipment.
- Medical Unit – provides on-scene medical services for incident responders only.
- Food Unit – supplies food needs of incident responders throughout the incident life cycle. It coordinates with other units to determine personnel requirements, fixed feeding locations, supplies for food ordering, and ground support to transport food.

The Support Branch of the Logistics Section provides personnel (e.g., equipment operators), equipment, facilities, and supplies to support incident operations. This branch contains the following organizational elements, each of which may be supported by assisting transportation agencies:

- Supply Unit – requests personnel, equipment, and supplies to support on-scene incident operations. Unit activities also include receiving and storing incident supplies, maintaining a supply inventory, and servicing supplies and equipment.
- Facilities Unit – identifies required on-scene facilities (e.g., equipment staging, food service, sanitation, sleeping) and provides facility management, including set up, maintenance, and demobilization.
- Ground Support Unit – provides ground transportation in support of incident operations (e.g., transporting personnel) and services all mobile vehicles and tactical equipment.



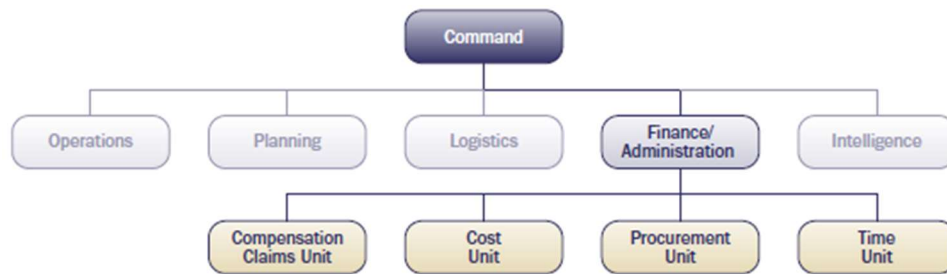
**Logistics Section Organization**

### 5.3.5 Finance and Administration Section

The Finance and Administration Section tracks incident costs (e.g., response, scene management, and removal) and accounts for reimbursements. Recovery of expenditures requires careful tracking and recording of costs and financial operations. The IC or UC often establishes this section when there are several accounting activities to perform (e.g., cost monitoring, personnel hours, and reimbursement).

The Finance and Administration Section organization may include as many as four primary units:

- Compensation/Claims Unit – ensures completion of all forms required by worker's compensation agencies and local agencies and maintains files of all injuries and illnesses associated with the incident. Claims Unit investigates all claims (e.g., tort claims against responders) involving property associated or involved in the incident.
- Procurement Unit – administers all financial matters relating to vendor contracts (e.g., equipment rental).
- Cost Unit – collects all cost data, performs cost-effectiveness analyses, and provides cost estimates and recommendations for reducing incident costs.
- Time Unit – ensures preparation of daily personnel time recording documents and compliance with the agency's time policy. Unit activities also include confirmation of equipment time reporting in the Ground Support Unit of the Logistics Section.



**Finance/Administration Section Organization**

### 5.3.6 Intelligence Section

The Intelligence Section provides analysis and sharing of information and intelligence during the incident. Examples of intelligence information include national security or classified information. The Intelligence Section may also manage operational information such as risk assessments, medical intelligence, weather information, building and transportation infrastructure designs, and toxic contaminant levels. If intelligence factors have a heavy influence on the incident response, particularly response to a terrorism incident, the IC or UC might establish a separate Intelligence Section.

### 5.3.7 Incident Command Post

An Incident Command Post (ICP) functions as the center of communications at the scene of an incident. ICP designation should occur upon initiating the ICS Command function. Initially, the first responder's vehicle (hood) may represent the ICP. As an incident escalates in scale and complexity, Command will establish a permanent, fixed ICP such as an on-scene mobile command post or nearby building. NIMS defines the operating characteristics of an ICP as follows:

- Signifies the location of the tactical-level, on-scene incident command and management organization.
- Typically comprises the IC (or UC) and immediate staff and may include other designated incident management officials and responders from jurisdictional agencies, as well as supporting private-sector and nongovernmental organizations.
- Typically located at or in the immediate vicinity of the incident scene and is the locus for the conduct of direct, on-scene control of tactical operations
- Incident planning is conducted at the ICP, and an incident communications center would normally be established at this location.

### **5.3.8 Staging Areas**

Large-scale, complex incidents necessitate a significant amount of personnel and equipment resources for tactical operations and incident support. The establishment of a Staging Area allows for the organization of all resources ready for immediate assignment, which permits Command or the Operations Section Chief to more effectively appropriate resources as needed throughout the life cycle of an incident. Command should designate a Staging Area(s) upon first indication of a large-scale or complex incident as it can accommodate a fast ramp-up in response efforts. A Staging Area may collocate with an ICP if feasible. However, unlike Incident Command Posts, Command or the Operations Section Chief may establish, move, or discontinue Staging Areas as needed and maintain multiple Staging Areas at one time. Use of multiple Staging Areas represents a good approach to minimizing the collective response time of all resources originating from different directions.

NIMS defines the operating characteristics of a Staging Area as follows:

- Established for the temporary location of available resources.
- Established by Command or the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned.
- Any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.
- Includes temporary feeding, fueling, and sanitation services as necessary.
- Operations Section Chief assigns a (required) Staging Area Manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief's request, and requests Logistics Section Support, as necessary, for resources providing support and service to the incident response effort (non-tactical) and located in the Staging Area.
- If a Resources Unit exists at the Staging Area, then personnel for supporting on-scene operations (non-tactical) check in with that unit.
- If a Supply Unit exists at the Staging Area, then equipment and supplies for supporting on-scene operations (non-tactical) check in with that unit.

Selection of a Staging Area location and its subsequent operation involves consideration of factors such as: (1) avoidance of a present and potential hazard zone, (2) allowance of fast access (i.e., within 5 minutes) to the location of tactical operations upon dispatch, (3) maintenance of separate ingress and egress points, and (4) capability of expanding as necessary. Command or the Operations Section Chief should ensure that some marking clearly identifies the Staging Area, and all responding agencies and nongovernmental responders receive advance notification of the exact

staging area location to avoid any unnecessary confusion at the incident scene. Aside from supervising resource check-in and dispatch, other key responsibilities of the Staging Area Manager include monitoring the real-time status (e.g., available or out-of-service) of resources, apprising the Operations Section Chief of any key condition changes, maintaining an activity log, maintaining clear identification and unimpeded access to/from the Staging Area, and supervising Staging Area demobilization or relocation.

### **5.3.9 Mutual Aid Agreements**

NIMS defines a mutual-aid agreement as a written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. Certain agreements may contain provisions regarding reimbursement for services. Mutual-aid agreements include two or more public agencies representing one or more governmental levels (e.g., state, county, local).

The County maintains auto-renewing Resource Sharing Agreements with the City of Kingman and City of Bullhead City for the purpose of enabling mutual cooperation and providing for the furnishing and exchanging of equipment, personnel, facilities, and supplies.

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#### **Key Elements of Mutual-Aid Agreements**

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- Definitions of key terms used in the agreement
  - Roles and responsibilities of participating agencies
  - Definitions of participating agency jurisdictional boundaries
  - Procedures for requesting and providing assistance
  - Procedures, authorities, and rules for payment, reimbursement, and allocation of costs
  - Notification procedures
  - Protocols for interoperable communications
  - Relationships with other agreements among jurisdictions
  - Workers compensation
  - Treatment of liability and immunity
  - Recognition of qualifications and certifications
  - Future evaluation and modification of procedures and protocols
  - Training responsibilities
  - Sharing agreements
- 

### **5.3.10 Resource Management**

Resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident. Incident response resources include: (1) personnel or equipment available to perform a specific tactical operation toward accomplishing an incident strategy, and (2) supplies and facilities to support on-scene incident operations. Incident Command authorizes tactical resource assignments, and a supply unit or the Logistics Section Chief typically orders supply items (e.g., food) and facilities (e.g., equipment staging).



The objective of resource management is to optimize resource use while maintaining cost-effectiveness and resource safety, consolidate control of single resources in order to reduce communications activity, and instill resource accountability in part to reduce responder freelancing. Resource management enhances the benefit of mutual-aid agreements and improves interoperability among jurisdictions and disciplines.

<b>Resource Management Processes</b>	
<b>Process</b>	<b>Characteristic</b>
Identifying and typing resources	<ul style="list-style-type: none"> <li>• Categorize by capability resources commonly requested, deployed, and employed.</li> <li>• Facilitate frequent use and accuracy in obtaining needed resources.</li> </ul>
Certifying and credentialing personnel	<ul style="list-style-type: none"> <li>• Attest that individuals meet professional standards for the training, experience, and performance required for key incident management functions.</li> <li>• Provide documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.</li> <li>• Ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, experience, capability, etc. to execute assigned tasks.</li> </ul>
Inventorying resources	<ul style="list-style-type: none"> <li>• Assess the availability of assets provided by public, private, and volunteer organizations.</li> <li>• Determine whether or not the primary-use organization needs to warehouse items prior to an incident.</li> <li>• Manage inventories with shelf-life or special maintenance considerations.</li> </ul>
Identifying resource requirements	<ul style="list-style-type: none"> <li>• Identify what (e.g., personnel, equipment, supplies, facilities) and how much is needed, where and when it is needed, and who will be receiving or using it.</li> </ul>
Ordering and acquiring resources	<ul style="list-style-type: none"> <li>• Use standardized procedure for requesting, through local emergency operations center or multi-agency coordinating entity, items that Command cannot obtain locally.</li> </ul>

<b>Process</b>	<b>Characteristic</b>
Mobilizing resources	<ul style="list-style-type: none"> <li>• Notify incident personnel through established channels of: <ul style="list-style-type: none"> <li>• Date, time, and place of departure</li> <li>• Mode of transportation to the incident</li> <li>• Estimated date and time of arrival</li> <li>• Reporting location (address, contact name, and phone number)</li> <li>• Anticipated incident assignment</li> <li>• Anticipated duration of deployment</li> <li>• Resource order number</li> <li>• Incident number</li> <li>• Applicable costs and funding codes</li> </ul> </li> <li>• Perform resource management tasks: <ul style="list-style-type: none"> <li>• Equip and train personnel</li> <li>• Designate assembly points</li> <li>• Obtain transportation to deliver resources to the incident most quickly, in line with priorities and budgets</li> <li>• Plan and prepare for demobilization process</li> </ul> </li> </ul>
Tracking and reporting resources	<ul style="list-style-type: none"> <li>• Conduct throughout the life cycle of an incident by all agencies at all levels.</li> <li>• Provide incident managers with a clear picture of where resources are located.</li> <li>• Help staff prepare to receive resources.</li> <li>• Protect the safety of personnel and security of supplies and equipment.</li> <li>• Enable the coordination of movement of personnel, equipment, and supplies.</li> </ul>
Recovering resources	<ul style="list-style-type: none"> <li>• Perform resource rehabilitation, replenishment, disposal, and/or retrograde.</li> </ul>
Reimbursement	<ul style="list-style-type: none"> <li>• Implement mechanism to fund critical needs that arise from incident-specific activities.</li> <li>• Ensure resource providers are reimbursed in a timely manner.</li> </ul>

### **5.3.11 Communications and Information Management**

Communications and information management represents the backbone of interoperability across jurisdictions and disciplines that make up an ICS organization, enabling essential functions such as tactical planning and operations and resource identification and assignment. According to NIMS, effective communications is based on two broad principles:

- Common operating picture – achieving a broad view of the overall situation in order for Command and ICS staff at all levels and jurisdictions to make effective, consistent, and timely decisions.
- Common communications and data standards – ensuring voice and data communications flow efficiently through a commonly accepted architecture using clear text and ICS terminology.

### 5.3.12 ICS Implementation

Considerations in Developing an ICS Organizational Structure	
Action	Consideration
Establish Command	<ul style="list-style-type: none"> <li>First responder assumes role of Incident Commander.</li> </ul>
Transfer Command (Single Command)	<ul style="list-style-type: none"> <li>Arrival of a more qualified person at the incident scene representing the same agency as the acting IC.</li> <li>Change in priority mission requiring control by a new agency with functional or jurisdictional responsibility.</li> <li>Specification of a single agency staffing the IC position by law or agreement.</li> <li>Decrease in incident complexity to a level where a once less qualified on-scene responder from the same agency as the acting IC can control the situation.</li> <li>Extended incident duration necessitating relief of the acting IC by a comparable on-scene responder.</li> </ul>
Use Unified Command	<ul style="list-style-type: none"> <li>Multi-jurisdictional incident               <ul style="list-style-type: none"> <li>Each UC agency has the same functional responsibility.</li> <li>Incident location affects multiple political or legal jurisdictions.</li> </ul> </li> <li>Multi-agency incident               <ul style="list-style-type: none"> <li>Incident type necessitates UC represented by agencies with contrasting functional responsibilities.</li> <li>Political and legal jurisdictions of agencies comprising UC overlap.</li> </ul> </li> <li>Combination multi-jurisdictional and multi-agency incident               <ul style="list-style-type: none"> <li>Incident type necessitates UC represented by agencies with contrasting functional responsibilities.</li> <li>Incident location affects multiple political or legal jurisdictions.</li> </ul> </li> </ul>
Designate UC Lead Agency	<ul style="list-style-type: none"> <li>Initially UC agency that previously administered Single Command.</li> <li>UC agency whose functional responsibility becomes the designed priority mission.</li> </ul>

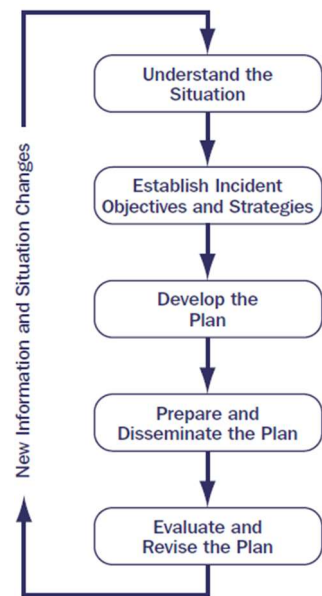
Action	Consideration
Establish Divisions or Groups	<ul style="list-style-type: none"> <li>• Number of single resources, task forces, and strike teams exceed span-of-control limit of supervisor (typically IC). <ul style="list-style-type: none"> <li>• Divisions organize resources based on geographic areas of operation.</li> <li>• Groups organize resources based on functional areas of operation.</li> </ul> </li> <li>• Present supervisor has little or no direct control of single resources.</li> <li>• Observed incident hazards require close control of single resources.</li> </ul>
Establish Branches	<ul style="list-style-type: none"> <li>• Number of divisions, groups, and single resources exceed span-of-control limit of supervisor (typically IC).</li> <li>• Incident objectives require two or more different functional operations, and each assisting agency organizes under a specific functional branch.</li> <li>• Incident location affects two or more political/legal jurisdictions and responding agencies within each affected jurisdiction organize under a specific jurisdictional branch so that resources may be managed by the agencies that normally control them.</li> </ul>
Establish Operations Section	<ul style="list-style-type: none"> <li>• Number of branches, divisions, and groups exceed span-of-control limit of IC.</li> <li>• Unified Command established.</li> </ul>
Establish Planning Section	<ul style="list-style-type: none"> <li>• Increase in incident complexity, scale, and/or estimated duration that requires Command to designate a Planning Section Chief to supervise development and documentation of an Incident Action Plan and monitor situation and resource status.</li> </ul>
Establish Command Staff	<ul style="list-style-type: none"> <li>• Increase in incident complexity, scale, and/or estimated duration that requires Command to relinquish certain time consuming, hands-on activities and designate a single on-scene responder for each of the following Command Staff positions as needed: <ul style="list-style-type: none"> <li>○ Information Officer – interact with media, and release public information</li> <li>○ Liaison Officer – represent on-scene contact for assisting and cooperating agencies</li> <li>○ Safety Officer – monitor scene safety conditions, and ensure safety of all personnel</li> </ul> </li> </ul>
Contract Unified Command to Single Command	<ul style="list-style-type: none"> <li>• All UC agencies have fulfilled their functional responsibility, but one agency remains responsible for restoring normal operations.</li> <li>• Location of incident currently affects one political or legal jurisdiction.</li> </ul>

### 5.3.13 Incident Action Plan

Two constants in incident response and active emergency management are: (1) establishing an ICS structure and (2) developing an Incident Action Plan (IAP). Just as the scale and complexity of an incident influence the size of the ICS organization that evolves from Command, the same incident characteristics influence the scope of the IAP.

NIMS defines an IAP as an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It also may include attachments that provide direction and important information for management of the incident during one or more operational periods. NIMS specifies the development of a written IAP when one or more of the following criteria are met:

- Resources from multiple agencies and/or jurisdictions are involved.
- Multiple jurisdictions are involved.
- The incident will effectively span several operational periods.
- Changes in shifts of personnel and/or equipment are required.
- There is a need to document actions and/or decisions.



**Key Activities and Outputs of NIMS Planning Process**

Phase	Activity
Understand the Situation	<ul style="list-style-type: none"> <li>• Gather, record, analyze, and display situation and resource information (i.e., conduct incident briefing) – determine what happened, responding agencies and roles, and threats or risks to responders.</li> <li>• Obtain a clear picture of incident scale, complexity, and potential impact.</li> <li>• Ensure ability to accurately determine resources required to develop and implement an effective IAP.</li> </ul>
Establish Incident Objectives and Strategy	<ul style="list-style-type: none"> <li>• Formulate and prioritize incident objectives.</li> <li>• Identify, analyze, and evaluate reasonable alternative strategies (i.e., “what” has to be done) that will accomplish overall incident objectives and conform to the legal obligations and practice of all affected agencies.</li> </ul>

<b>Phase</b>	<b>Activity</b>
Develop the Plan	<ul style="list-style-type: none"> <li>• Determine tactical direction (i.e., how, where, and when) and the specific resource, reserves, and support requirements for implementing selected strategies for one operational period.</li> <li>• Select operational period – shorter for escalating and complex incidents and longer for less complex incidents.</li> <li>• Identify resource needs and availability.</li> <li>• Configure ICS organizational structure to execute tactics and determine work assignments and resource requirements specific to ICS (Operations Section) organizational elements.</li> <li>• Determine need to develop IAP attachments (e.g., Communications Plan, Medical Plan, Health and Safety Plan, etc.).</li> </ul>
Prepare and Disseminate the Plan	<ul style="list-style-type: none"> <li>• Format IAP in accordance with the level of complexity of the incident – well-prepared outline for oral briefing or written plan.</li> <li>• Obtain IAP attachments and review for completeness and approval.</li> <li>• Ensure the IAP is up-to-date and complete in relation to the incident situation.</li> <li>• Reproduce IAP and distribute before the start of the next operational period.</li> </ul>
Evaluate and Revise the Plan	<ul style="list-style-type: none"> <li>• Compare planned progress with actual progress on a regular basis, and identify deviations – changes in resource availability, mission failure or unexpected success, and new safety/cost/political/environmental considerations.</li> <li>• Input new information and situation changes into the first step of the planning process as necessary to modify the IAP for the current or subsequent operational period.</li> </ul>

## 5.4 Emergency Operations Center

The Emergency Operations Center (EOC) supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel. The EOC does not provide tactical direction to the various incidents that are being conducted in the field using ICS. On-Scene Incident Commanders have clear authority to command and tactically direct the resources under their control.

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the EOC and assign an EOC Manager. The EOC Manager supports on-scene operations and coordinates mobilization of County resources. The request will be submitted to the Emergency Manager, who will determine whether to activate the EOC and will assume, or designate, the role of EOC Manager.

The following individuals and their designees are authorized to activate the EOC:

- Sheriff
- County Manager

- County Emergency Manager

#### 5.4.1 EOC Activation

The EOC will be activated when an emergency situation occurs that exceeds local and/or in-field capabilities to adequately respond to and mitigate an incident(s). The scope of an emergency, rather than the type, will largely determine whether the EOC will be activated, and to what level. When an emergency occurs in or affects the County, the EOC will operate at one of the activation levels defined below.

EOC Activation Levels	
Level	Characteristics
Steady State / Level 0	<ul style="list-style-type: none"> <li>• Normal monitoring status reflective of day-to-day operations. A planned or special event may be imminent which may require minor information or resource coordination. The Emergency Operations Center (EOC) will not be formally activated.</li> </ul>
Level 1	<ul style="list-style-type: none"> <li>• A minor to moderate incident has occurred whereas local resources are adequate and available, or intelligence information suggests an event may be impending. A 'LOCAL EMERGENCY' may or may not be declared. Emergency Management functions will typically operate remotely. The EOC may or may not be formally activated.</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• A moderate to severe incident where local resources are not adequate and mutual aid may be required on a county or statewide basis. A 'LOCAL EMERGENCY' may be declared, and a 'STATE OF EMERGENCY' may also be declared. The EOC may be activated on a full or partial basis.</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• A major disaster or emergency has occurred whereas resources in or near the impacted area are overwhelmed and extensive state and/or federal resources may be required. A 'LOCAL EMERGENCY' will be declared, and a 'STATE OF EMERGENCY' may be declared. Further, a 'PRESIDENTIAL DECLARATION OF DISASTER OR EMERGENCY' may also be requested. The EOC will be fully activated.</li> </ul>

During emergency operations, and upon EOC activation, EOC staff will assemble and exercise direction and control, as outlined below.

1. The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
2. The EOC will be activated by the County Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.
3. The EOC Manager will determine the level of staffing required within the EOC and will alert the appropriate personnel, agencies, and organizations.

4. Emergency support operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. State and Federal support will be requested if the situation dictates.
5. Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate resources.
6. Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.

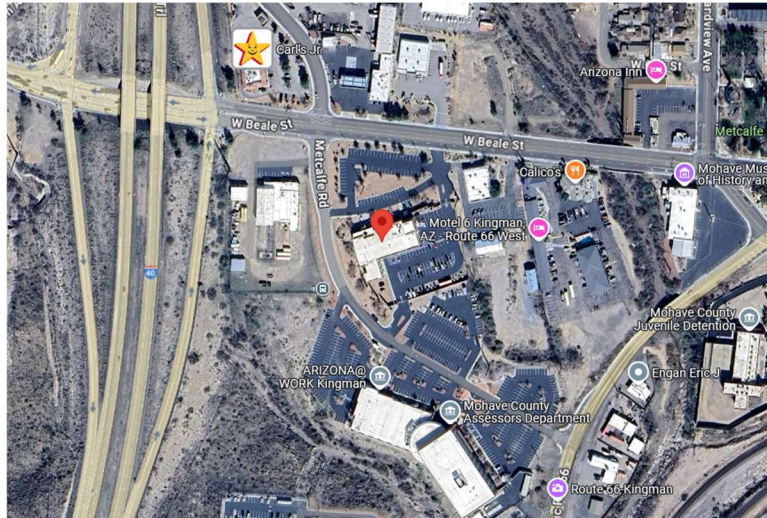
The EOC may operate on a 24-hour basis, as appropriate.

### 5.4.2 Emergency Operations Center Locations

The **primary location** for the EOC is:

Sheriff's Office Administration – Training/Conference Room  
600 W. Beale St., Kingman, AZ

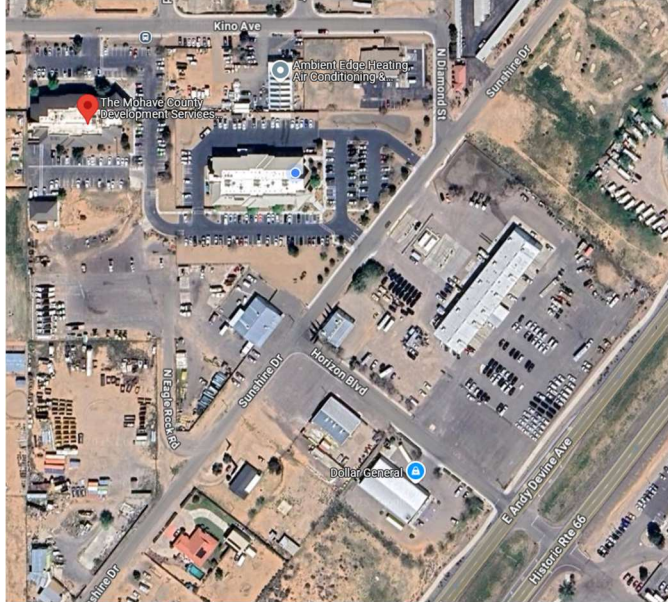
#### Primary EOC Location





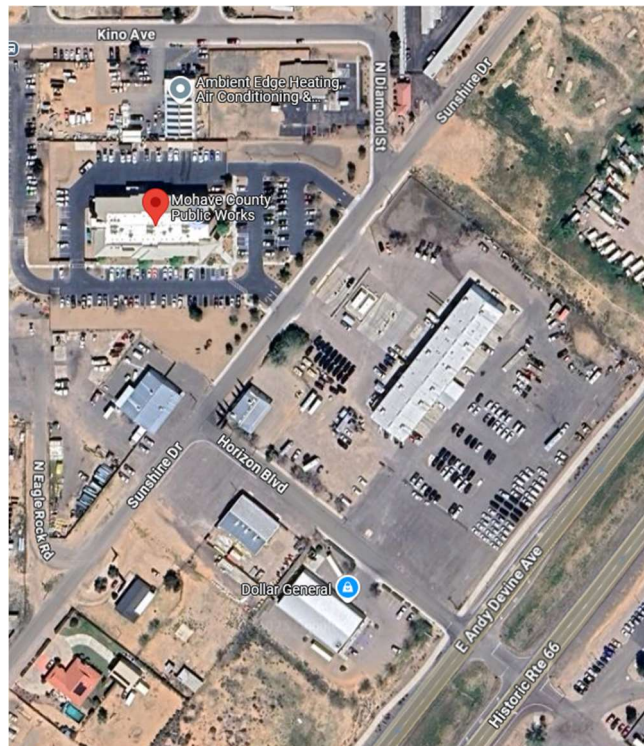
If necessary, the **Alternate 1 location** for the EOC is:  
Mohave County Development Services – Cycloptic Room  
3250 Kino Ave., Kingman, AZ

#### **Alternate location 1**



If necessary, the **Alternate 2 location** for the EOC is:  
Mohave County Public Works – Gold Room  
3715 Sunshine Dr., Kingman, AZ

#### **Alternate location 2**



The location of the EOC can change as required by the needs of the incident. Coordination and control for emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Manager will designate an alternate facility.

### **5.4.3 Incident Action Plan/Incident Support Plan**

Incident Action Planning and Incident Support Planning are an essential element of NIMS at the local government level. Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response coordinating, supporting, or recovery efforts.
- Plans that document the priorities and objectives, and the tasks and personnel assignments, associated with meeting the objectives.

Incident Action Plans may be developed by the Incident Commander in the field. However, this may not always be possible, and large-scale incidents may require multiple Incident Action Plans. If field-generated plans are not possible, the EOC may be assigned or volunteer to develop an Incident Action Plan for each shift.

The planning process should involve the EOC Manager and General Staff, along with EOC elements and other agency representatives as needed. The Planning Section is normally responsible for development of the Incident Action Plan and for facilitation of action planning meetings.

Action plans are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

### **5.4.4 Access and Security**

During an emergency, access to the EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. Authorized personnel in the EOC include EOC staff, County, and other jurisdiction officials, and those with legitimate business in the EOC. The EOC Manager or Security Officer (if designated) may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present. All authorized EOC staff, visitors, and the media will be issued identification cards for EOC access. These identification cards will identify the bearers as visitors or members of the emergency management team.

### **5.4.5 Deactivation**

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Manager, and Emergency Manager.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information.

The Emergency Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified of its activation. If necessary, the EOC may also be re-opened, and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC occurs at the direction of the Emergency Manager.

## **5.5 EOC Staffing**

Depending on the incident type, assigned County departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC Manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain the EOC, the County may request support from the State.

Departments involved in emergency operations and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

All primary and alternate EOC staff should be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency.

- EOC staffing requirements for a Level 0 (monitoring) and/or Level 3 (partial) activation will be based on the scope and nature of the emergency, as well as current requirements.
- The County Manager will ensure that the appropriate functions of the emergency management organization are notified for Level 2 and 1 EOC activations.
- Staffing requirements for Level 1 (full) activations will require full staffing in the EOC, including all sections and public health for medical surge support.
- Extended EOC operations may require the use of multiple shifts and position alternates.

### **5.5.1 EOC Manager**

The EOC Manager is responsible for operations in the EOC when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Manager is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.
- Coordinating activities in support of emergency operations.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer;
  - EOC PIO; and
  - EOC Liaison.
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may change to meet the needs of the incident.

## **5.5.2 EOC Command Staff**

### **5.5.2.1 Safety Officer**

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying the initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Managers, as necessary, regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

### **5.5.2.2 EOC Public Information Officer**

The PIO will coordinate and manage the County's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network.
- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

### **5.5.2.3 EOC Liaison**

The EOC Liaison serves as the coordinator with outside agencies and organizations and communicates with potentially multiple other liaisons. Liaisons represent entities and organizations such as hospitals, school districts, tribes, utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

### **5.5.2.4 Security**

The Security Officer(s) at the EOC is responsible for controlling access to the EOC and general security at the facility. Security Officer duties include:

- Maintaining the check-in and checkout rosters.
- Providing 24-hour security at the EOC.
- Addressing situations resulting from inappropriate personnel or personnel actions at the EOC.

## **5.6 Department Operations Centers**

In some circumstances, a particular department may have primary responsibility for coordinating the County's response to an emergency without full activation of the EOC. In that case, the department would establish a Department Operations Center (DOC) to support operations. Upon activation of a DOC, notification will be made to the Emergency Manager.

# 6

## Plan Development, Maintenance, and Implementation

### 6.1 Plan Review and Maintenance

The EOP will be re-promulgated the year following a Board of Supervisors general election year, or a minimum of every five years, to comply with State requirements. This review will be coordinated by the Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in the plan to ensure their continued viability.

In addition, lead agencies will review EOP sections and content assigned to their respective departments.

Recommended changes should be forwarded to:

Mike Browning, Emergency Manager  
Mohave County Public Works  
[brownm@mohave.gov](mailto:brownm@mohave.gov)

### 6.2 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The Emergency Manager coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region. Current training and operational requirements set forth under NIMS have been adopted and implemented by the County as outlined below.

## Minimum Training Requirements

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	IS-100, -700
First-line supervisors, mid-level management, and Command and General Staff	IS-100, -200, -700
Supervisory role in expanding incidents or a management role in an emergency operations center (EOC)	IS-100, -200, -700 ICS-300
Public Information Officers	IS-702
Resource management	IS-703
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS-706
Planning	IS-800
Independent study courses can be found at <a href="http://training.fema.gov/IS/crslist.asp">http://training.fema.gov/IS/crslist.asp</a>	

### 6.3 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

The Emergency Manager will work with County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

### 6.4 Event Critique and After-Action Reporting

Reviews and After-Action Reports (AAR) will be facilitated after an actual incident. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County's EOP.