

3.6.1.1 Disaster Management



YOUR ORGANIZATION
STANDARD OPERATING PROCEDURES/GUIDELINES

TITLE: Disaster Management

SECTION/TOPIC: Organizing for Disaster

NUMBER: 3.6.1.1

ISSUE DATE:

REVISED DATE:

PREPARED BY:

APPROVED BY:

X

Preparer

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Approver

These SOPs/SOGs are based on FEMA guidelines FA-197

1.0 POLICY REFERENCE

CFR

NFPA

NIMS

2.0 PURPOSE

This standard operating procedure/guideline addresses activation of the department's disaster operations plans and systems: emergency finance and procurement, resource management, personnel, information management, public information, etc.

3.0 SCOPE

This SOP/SOG pertains to all personnel in this organization.

4.0 DEFINITIONS

These definitions are pertinent to this SOP/SOG.

5.0 PROCEDURES/GUIDELINES & INFORMATION

5.1 Activation of the Department's Disaster Operations Plans and Systems:

The objective of the Emergency Operations Plan is to mobilize the resources of the entire Phoenix Fire Department to an elevated level when circumstances require a commitment beyond normal capabilities.

The activation of this plan will cause the Fire Department Emergency Operations Center (FDEOC) to go into operation. All appropriate Command officers will respond to that location. The general categories of situations that would cause the activation of the FDEOC:

- One major incident affecting a localized or widespread area.
- Two or more working incidents causing a high demand for resources at different locations.
- Numerous simultaneous incidents causing a peak demand on the entire system.
- The Fire Chief or the designated Administrative Duty Officer may activate the Fire Department Emergency Operations Center.

The purpose of the Fire Department Emergency Operations Center (FDEOC) will be to bring appropriate command officers together at a central location and to:

- 1) Analyze the emergency situation.
- 2) Determine what fire department and other department resources are needed for the emergency.
- 3) Place additional apparatus in service as deemed necessary.
- 4) Recall appropriate personnel resources as necessary.
- 5) Make fire department policy regarding the departments response and management of the emergency.
- 6) Prioritize response and resources as necessary.
- 7) Select and provide Command officers to staff the City's Emergency Operations Center if opened. Each Division of the Fire Department is assigned specific roles and responsibilities in order to support emergency operations. It is the responsibility of each Division and Section to be prepared to function according to these guidelines whenever the need is identified.

CONDITION 3

Alarm headquarters will go to a Condition 3 status for 5 alarm fires or when greater than 70% of engine companies are out-of-service for extended periods of time (more than 15 minutes) during emergency activity.

EMERGENCY OPERATIONS MANUAL

All senior staff and District Commanders are issued a red "Emergency Operations Manual". The manual contains resource lists, personnel phone lists, assignment rosters, evacuation shelter sites, and other emergency operations information. These manuals will be utilized as needed during emergency operations.

EMERGENCY OPERATION CENTER LOCATION

Fire Administration will be the primary site for the Fire Department Emergency Operations Center. Central District headquarters will serve as the alternate location.

EMERGENCY OPERATIONS CENTER IMMEDIATE TASKS AND DECISIONS

The Command Officer staff reporting to the Fire Department Emergency Operations Center will be responsible for the following decisions and tasks:

- Confirm that Central District headquarters is manned and prepared to initiate recall.
- Determine the need for and initiate additional staffing of the Alarm Room.
- Determine the need for a command officer to assume the Strategy Officer position at Alarm Headquarters.
- Confirm an FDEOC liaison is established and functioning at the incident command post(s).
- Confirm that resource management has been opened and reserve apparatus and equipment is being prepared for service as necessary.
- Determine what apparatus needs to be placed in service and activate apparatus as deemed necessary.
- Determine what personnel resource needs to be recalled and initiate recall as deemed necessary.
- Determine/select reporting stations/locations for recalled personnel.
- Make personnel assignments as necessary.

ALARM HEADQUARTERS

Alarm Headquarters is responsible for managing the short term deployment of fire department resources during both normal and unusual conditions. The basic response to unusual or emergency conditions will be governed by criteria described in this plan. During major emergency operation situations, additional staff will be recalled and assigned to Alarm Headquarters in order to deal with the increased workload. The Communications Deputy Chief or an assigned staff command officer will respond to Alarm Headquarters to direct operations during periods of extreme activity. The Fire Department Emergency Operations Center may assign a Command Officer as Strategy Officer to assist the Communications Deputy Chief in direction and decision making on an immediate basis.

The Communications Supervisor is responsible for managing communication operations and making routine decisions pertaining to incidents and the deployment of resources. The Communications Supervisor is also responsible for determining the need to upgrade operations in response to unusual situations.

When activity levels indicate the need to activate additional dispatch positions, the Communications Deputy Chief will call in additional personnel and make necessary assignments. The Communications Deputy Chief will also direct the implementation of standard move-ups and preplanned changes in response policies as identified in this plan. During periods of extreme activity, additional personnel will be assigned to activate additional Incident Taker and Tactical Radio Operator positions as needed. A second media position will also be manned.

When advance warning is provided, off-duty personnel will be called in preparation for the high activity period, including an additional supervisor.

Supervisory responsibility within Alarm Headquarters will be divided, as supervisory personnel are available. One supervisor will be responsible for direct supervision of Incident Taking and Dispatching. The second supervisor will direct the Tactical Radio Operators and coordinate requests for specialized assistance from active incidents.

Additional responsibilities include:

- Provide for adequate computer services personnel to maintain CAD operating performance at alarm Headquarters.
- Provide personnel to replace broken/wet portable radios at the incident site(s).

STRATEGY OFFICER

A Strategy Officer may be assigned to the Alarm Room by the Fire Department Emergency Operations Center. This command officer will be responsible for:

- Determining the need for call back of additional alarm room personnel in the absence of the Communications Deputy Chief.
- Directing move-ups and deployment adjustments in the absence of the Communications Deputy Chief.
- Assisting the Communications Deputy Chief as necessary.
- Establishing a liaison communication link between alarm Headquarters and the Fire Department Emergency Operations Center (may also include a liaison with the City Emergency Operations Center).
- Provide frequent progress reports to the Emergency Operations Center(s).
- Manage news media and other agency inquiries.

In the event of a major disaster in the metropolitan area, the Communications Deputy Chief or the Strategy Officer will be responsible for directing the response and redeployment of fire department resources in conjunction with the Fire Department Emergency Operations Center direction and policy throughout the area in accordance with the Maricopa County Mutual Aid Plan.

SUPPORT SERVICES DIVISION

The Assistant Chief of Support Services will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support activities as necessary. The Resource Management Deputy Chief will make assignments to maintain the following capabilities at all times:

- Prepare reserve apparatus to be placed in service without delay. A minimum of three engines and one ladder should be maintained in ready status.
- Prepare reserve ambulances to be placed in service. A minimum of three ambulances should be maintained in a ready status.
- Staff the warehouse and provide for the delivery of needed supplies and equipment to incident scenes.
- Provide personnel to make emergency purchases or obtain needed supplies and equipment from other sources.
- Provide personnel to manage the Rehab function at major incidents.
- Provide SCBA technicians to perform repairs or urgent maintenance.
- Provide Water Control Officer assistance and liaison with Water Department personnel at major incidents.
- Provide mechanical maintenance assistance and liaison with Equipment Management at major incidents.
- Provide and deliver reserve SCBA to the incident staging area to be placed on unused fire apparatus that will be placed in service with recalled personnel (SCBA's from Resource Management and Training Academy).
- Prepare additional command vehicles for use by recalled Battalion Chiefs.

PERSONNEL SERVICES DIVISION

The Assistant Chief of Personnel Services will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support activities as necessary. The Assistant Chief of Personnel Services will insure response of Personnel Division Staff to Fire Administration to coordinate any personnel actions that may be required. This includes, but is not limited to, access to Personnel files and Emergency Notification information, as well as, any Performance Auditing functions that may be required. The Personnel Services Assistant Chief will provide additional Personnel Services Division personnel to Central District Headquarters to assist with recall of personnel as needed.

TRAINING ACADEMY

The Supervisor of Training will assure that a designated Critique Officer is available to respond to incidents at all times. The Critique Officer will respond automatically to multiple alarm incidents and upon request to other situations. The Training Academy will maintain a system to call back recruit

firefighters and cadets to provide support personnel resources for major incidents. Recruits and cadets will be activated when requested. The Training Academy staff will maintain the capability during work hours to immediately place a reserve company in service. These units will be activated when directed by Alarm or by the Fire Department Operations Center.

SAFETY OFFICER

The Safety Officer will respond automatically to multiple alarm incidents and other major situations to assume regularly assigned safety responsibilities.

CLINIC

Clinic staff shall be available for response to an emergency scene when requested to assist in Rehab and/or Treatment. Clinic staff are also available for response to Medical Facilities that are receiving injured firefighters. They will maintain status as to the current condition of these firefighters and the extent of injuries.

PLANNING SERVICES

The Assistant to the Fire Chief responsible for Planning Services will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support activities as necessary. **TACTICAL SERVICES**

The Assistant Chief for Tactical Services will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support activities as necessary. Additional responsibilities include:

- Insure additional ambulances are being placed in service if needed.
- Insure that hospitals, private ambulances, and helicopter services are notified and prepared to assist as the situation dictates.
- Insure that Command-to-FDEOC liaison is established at the incident command post and is communicating.
 - Determine the need and availability for reserve ALS equipment to be used to place additional ALS companies in service.
 - Insure that all part-time ambulances are placed in service first, prior to reserve ambulances, if needed.

FIRE PREVENTION

The Assistant Chief of Fire Prevention will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support as necessary. In the event of a major emergency situation, the primary function of the Division of Fire Prevention is to provide personnel resources and transportation to support emergency operations. Specific individuals may also be assigned to provide technical assistance or expertise in certain

situations. Unless otherwise assigned, all Fire Prevention personnel will be available for assignment during work hours at designated locations. Fire Prevention supervisors will maintain the capability to recall personnel, when needed, during off-duty hours.

INVESTIGATIONS

Fire Investigation personnel will be used primarily to conduct the investigation of any major incidents. This section will internally mobilize and re-assign personnel to deal with the demand.

ADMINISTRATIVE SERVICES

The Assistant to the Chief of Administrative Services will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support as necessary.

Additional responsibilities include:

- 1) Provide staff from Administrative Services Division to meet the Emergency Operations Centers administrative support needs.
- 2) Establish a governmental liaison between the City Manager's and Mayor's office.
- 3) Provide appropriate status and progress reports to City officials.

COMMUNITY SERVICES DIVISION

The Assistant to the Fire Chief will respond to the Fire Department Emergency Operations Center to assist with situation analysis, policy making, and support as necessary.

Additional responsibilities include:

- 1) Establish a communications link with the news media with appropriate progress reports or directives as deemed necessary.
- 2) Establish a communications link between the Fire Department and the City switchboard's Rumor Control operator.
- 3) Recall appropriate division personnel to assist as necessary.
- 4) Provide site PIO officers for news media contact.

5.2 Emergency Finance and Procurement:

5.3 Resource Management:

5.4 Personnel:

RECALL OF OFF-DUTY PERSONNEL

When a determination is made that the situation requires the recall of off-duty personnel, this request will be directed to the Emergency Operations Center. Personnel may be recalled to place reserve companies in service or to respond to the scene of an incident.

If reserve companies are needed, Alarm will direct the deployment of those companies as they become available. The Emergency Operations Center will contact the personnel and advise them where to report. The recalling of off-duty firefighting personnel will be accomplished by pager or telephone contact with the employee. A list of employees by rank and shift shall be maintained in the Emergency Operations Center.

Those personnel of the shift last relieved prior to incident will be the first recalled. The second to be recalled would be personnel from the shift due to relieve the on-duty shift.

The initial attempt to recall fire personnel will be to fill "position for position" (i.e., Captain for Captain, Engineer for Engineer). In the event that equal positions cannot be filled, a personnel of a lower qualified rank will be used in acting positions (i.e., Engineer to act as Captain).

When recalling personnel to report to the incident site for emergency duties, or to pickup and man available fire apparatus in staging of the scene, the recall should start with personnel assigned to stations near the incident. Personnel can more quickly retrieve protective clothing and report to the site.

The Personnel Assignment Roster (PAR) can be used to assist in this type of recall.

OPERATIONS DIVISION

The Operations Division has the direct responsibility for the delivery of all emergency services. All divisions will respond as necessary to support this primary mission of the Fire Department. The

Operations Division's responsibilities under this plan include:

- 1) Provide and manage emergency services.
- 2) Assistant Fire Chief responds to the emergency scene to analyze the situation, assume command as necessary, and provide or cause to provide a liaison officer for communication to the FDEOC for progress reporting.
- 3) District Commander, or Duty Deputy, responds to the scene to analyze the situation, assume command as necessary, and provide or cause to provide a liaison officer for communication to the EOC for progress reporting.
- 4) The backup Duty Deputy will respond to Central District Headquarters to initiate recall of off-duty personnel as deemed necessary.

5.5 Information Management:

5.6 Public Information: