

City of Little Rock

Emergency Operations Master Plan



*“A Strategic Framework for the City-Wide Response to and
Recovery from Major Emergencies and Disasters”*

ABSTRACT

CITY OF LITTLE ROCK EMERGENCY OPERATIONS PLAN

The City of Little Rock Emergency Operations Plan is prepared to provide a written framework to develop an analysis of threats to the citizens of the City of Little Rock, allocates responsibility for planning for and responding to these threats and determination of resources available to cope with identified threats.

The City Manager, who is the chief executive officer, will appoint an Emergency Management Coordinator, in accordance with provisions of Arkansas Code Annotated 12-75-101 et.al. The City Manager will then appoint officers to be responsible for various aspects of planning for and response to disaster events covering all eventualities, including but not limited to tornadoes, floods, fires, droughts, earthquakes, chemical spills, explosions, and civil disturbances

Disasters impacting city resources will normally be contained using local resources. If requirements for assistance exceed local and county resources, further assistance from state and federal resources may be requested through the Arkansas Department of Emergency Management.

Planning for coping with various disasters includes four phases: Mitigation, Preparedness, Response and Recovery.

Annexes to the plan are designed to cover various functions and are action oriented to cover each aspect of disaster planning and/or response for each function. Emergency Support Function (ESF) Annexes of this plan are summarized as follows:

ESF #1- Transportation

ESF #2 - Communications

ESF #3 – Public Works/Engineering

ESF #4 – Firefighting Operations

ESF #5 – Emergency Management

ESF #6 – Evacuation/Mass Care

ESF #7 – Resource Support

ESF #8 – Health/Medical

ESF #9 – Search and Rescue

ESF #10 – Hazardous Materials Response

ESF #11 – Public Information

ESF#12 – Law Enforcement Operations

Signatories

By signing below, the undersigned certify that they have read, understand, and agree to their respective department's roles and responsibilities, as set forth in the City of Little Rock Emergency Operations Plan:

Steve Beck, Director
Little Rock Public Works

Date: _____

Laura Martin, Manager
LRPD 911/Communications Center

Date: _____

Gregory Summers, Chief
Little Rock Fire Department

Date: _____

Matt Burks, EM Administrator
Little Rock City Manager's Office

Date: _____

Roger Elliot, Director
Red Cross Disaster Services

Date: _____

John Swanson, Director
Metropolitan Emergency Medical Services

Date: _____

Stuart Thomas, Chief
Little Rock Police Department

Date: _____

Terry Hastings, Public Information Officer
Little Rock Police Department

Date: _____

January 1, 2009

**TO: LOCAL AUTHORITIES, CITY DEPARTMENTS AND THE CITIZENS OF
LITTLE ROCK, ARKANSAS**

As City Manager of the City of Little Rock, Arkansas, and in accordance with the provisions of the Arkansas Emergency Services Act 511 of 1973, as amended and Chapter 11 of the Code of Ordinances of the City of Little Rock, I am responsible for the welfare and safety of citizens residing in this city. To aid me in accomplishing this objective, I have directed preparation and periodic review of the City of Little Rock Emergency Operations Plan (EOP).

This plan describes how resources of local, state, and federal government may be used most effectively to ensure the citizens of this city are prepared for all contingencies and are able to react promptly to save lives, property, and alleviate suffering when a disaster or major emergency occurs. This plan provides guidance for coping with natural disasters and man-caused emergencies

Responsibilities for specific emergency functions are assigned to appropriate city departments, individuals and certain volunteer agencies.

This plan is effective upon receipt. The Emergency Management Administrator for the City of Little Rock is responsible for publishing and distributing this plan, and will issue changes or corrections as required.

Bruce Moore, City Manager



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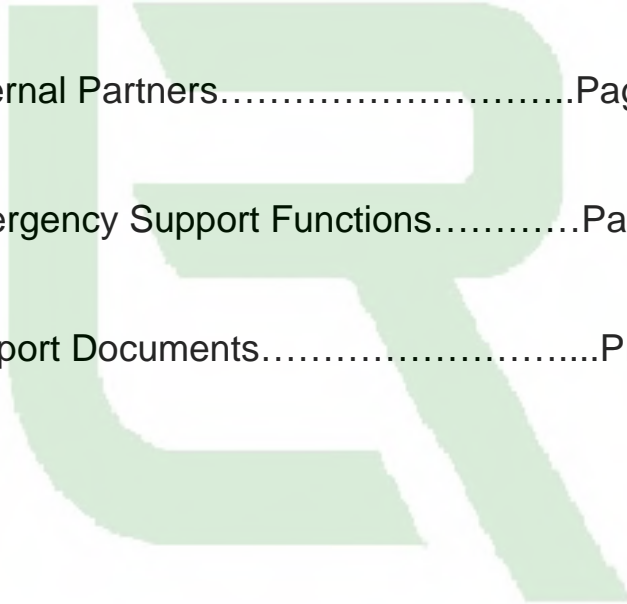
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1. Introduction

The City of Little Rock Emergency Response Framework (ERF) applies to all areas within the corporate limits of the City (use of City throughout this document shall refer to the City of Little Rock). This master plan is a basic introduction to the overall Emergency Response Framework and attached Emergency Support Functions (ESF) and incident/discipline specific plans. The ERF was developed to provide a general and basic concept of operations for coordinated response to incidents within the City.

The ERF is not a detailed emergency checklist. It is meant to provide guidance and a framework for City response.

The ERF can be used as an overall reference when integrating internal departmental plans into a citywide strategy, it does not replace department Standard Operating Guidelines and Procedures (SOG/SOP). It is also the responsibility of said departments to test and exercise their respective SOG's/SOP's. With this in mind, the ERF can assist the relationship and responsibilities for departments to develop enhanced guidelines.

The ERF is an all hazards document, meaning that the ERF contains concepts that apply regardless of the nature of the incident or disaster. Incident specific annexes are included if the situation dictates. In addition to these incident specific annexes, it is crucial that City Departments responsible for responding to these specific incidents also have appropriate planning in place to for effective response.

1.2 Authorities and References

All concepts applied throughout this framework are set forth and derived from the below authorities:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, (as amended)
- 42 U.S.C. 5121
- Emergency Planning and Community Right to Know Act 42 U.S.C. 5101
- Section 44 Code of Federal Regulations, Emergency Management and Assistance
- Section 29 Code of Federal Regulations Hazardous Waster Operations and Emergency Response
- National Response Framework
- State Emergency Operations Plan
- Arkansas Code Annotated 12-75-01 et. al
- Arkansas Emergency Services Act 511
- Chapter 11, Sections I-II, City of Little Rock Code
- City of Little Rock Ordinance 11,872, Designation of NIMS as Incident Management System

1.3 Plan Development and Maintenance

The Role of the Response Framework

The Emergency Response Framework, ESF's and Incident/Discipline Specific Annexes applies to the City of Little Rock and in some Annexes the planning process includes Pulaski County and Cities located within. The Response Framework was developed to provide a general structure for the coordinated response and efficient use of resources in a disaster or emergency situation. It provides guidance for a multi agency response in-line with accepted ICS concepts.

The Role of ESF's and Incident/Discipline Specific Annexes

The City Response Framework is supported by the a series of Emergency Support Functions and Incident/Discipline Specific Annexes that address specific critical functions that occur in most incidents. In most cases ESF's and annexes are designed to provide the guidance to City Departments of their roles and responsibilities in a disaster/emergency situation. Please note that ESF's or annexes in no way supersede or replace Departmental standard operating guidelines/procedures, general orders, operating procedures and rules/regulations.

ESF's are developed with input from Department contacts or assigned liaisons to the Emergency Management Section. Plan development is also derived from past planning initiatives that are still accepted and practiced. Below is a list of ESF's included in the Response Framework:

Incident/Discipline Specific Annexes are developed, in most cases, on a regional or County-wide basis. The reason for this is that the majority of major incidents covered specifically would be responded to on a regional basis. For example, an incident that involves a rescue mission on the Arkansas River would involve agencies not just from the City of Little Rock but also Pulaski County, North Little Rock and numerous Federal/State Agencies. Below is a list of Incident/Discipline Specific Annexes included in the Response Framework.

Plan Distribution

Primary distribution of the Response Framework will be made available electronically and with some paper (hard) copies available.

Updates to the Response Framework will be denoted with date or update in the left hand corner in the footer section. Revisions will be made by revising electronic copies and distributing these updates via DVD or CD-ROM.

Updates and Maintenance

The Response Framework must be revised or updated at least every 5-years as mandated by the Arkansas Department of Emergency Management. The City of Little Rock is responsible for this update and submission to the State.

The City of Little Rock seeks input from all City Departments and external partners for updates or revisions. Final drafts are reviewed by said Departments and approved by signature of agreement.

1.4 Situation

The City of Little Rock is located near the geographic center of the state of Arkansas and at the center of Pulaski County. Little Rock is approximately located at 34°44'10" North, 92°19'52" West and has a total area of 302.5 km² (116.8 mi²). 301.0 km² (116.2 mi²) of Little Rock is land and 1.6 km² (0.6 mi²) of the city is water. North Little Rock is located at 34°46'51" North, 92°15'25" West and has a total area of 121.6 km² (47.0 mi²). 116.1 km² (44.8 mi²) of North Little Rock is land and 5.6 km² (2.2 mi²) of the city is water.

Of the five physiographic / geologic provinces present in Arkansas, three are present in the planning area. These include the Ouachita Mountains, Mississippi Embayment, and Gulf Coastal Plain Provinces (Figure 1.3.1-1). Each province exhibits distinctly different geology, soil type, and topography that may affect the occurrence and distribution of some natural hazards in the cities.

The Ouachita Mountains province comprises the western parts of Little Rock and northern parts of North Little Rock (Figure 1.3.1-1). This province is underlain primarily by well-consolidated Paleozoic age sandstone, shale, and chert that has been deformed by folding and faulting (Figures 1.3.1-2; 1.3.1-3). This deformation and subsequent erosion has shaped the topography in this area into a series of approximately east-west trending ridges and valleys. Elevation in this part of the cities ranges from approximately 240 to over 1000 feet. Deep, loamy soils are characteristic of valleys in this part of the province, whereas moderately deep to shallow stony to loamy soils are characteristic of ridges in this area.

The Mississippi Embayment Province (Mississippi Alluvial Plain) underlies the eastern parts of Little Rock and North Little Rock. This area is underlain by young (Quaternary), unconsolidated alluvium (sand, silt, and clay) deposited by the Arkansas River and other streams (Figures 1.3.1-2; 1.3.1-3). Topographically, this area is quite flat with most changes in elevation resulting from variation in meandering stream deposits. Elevation in this part of the cities ranges from approximately 200 to 250 feet. Soils are typically level and deep on bottomlands, and may be clayey, loamy, or sandy.

The Gulf Coastal Plain Province comprises the southeastern part of Little Rock (Figures 1.3.1-2). This area is underlain mostly by Tertiary age unconsolidated to poorly consolidated sands, silts, and clays (the Midway Group and Wilcox Group). Also, a large body of Cretaceous age igneous rock (syenite) occurs in the Granite Mountain area (Figures 1.3.1-2). With the exception of the steep slopes of Granite Mountain, the topography consists of rolling hills. Elevations range from approximately 250 to 600 feet. Soils of this part of the Gulf Coastal Plain are generally level to gently sloping, deep, and loamy and are developed on broad uplands.

Climate

The average daily temperature in the Little Rock area is 61° with a low daily average temperature of 38° in January and a high daily average temperature of 81° in July. The average maximum temperature for the year is 71° with a monthly high of 91° in July and a low of 48° in January. The average minimum temperature for the year is 51° with a monthly high of 71° in July and a low of 29° in January. The average precipitation for the year is 51 inches. The highest average monthly rainfall of 5.6 inches occurs in May and the lowest average monthly rainfall of 3.1 inches occurs in August.

Population and Demographics

As of the 2000 census, there are 183,133 people, 77,352 households, and 46,488 families residing in the Little Rock. The population density is 608.5/km² (1,576.0/mi²). There are 84,793 housing units at an average density of 281.7/km² (729.7/mi²). The racial makeup of the city is 55.07% White, 40.41% African American, 0.27% Native American, 1.66% Asian, 0.03% Pacific Islander, 1.28% from other races, and 1.28% from two or more races. 2.67% of the population is Hispanic or Latino of any race.

There are 77,352 households, out of which 28.6% have children under the age of 18 living with them, 40.5% are married couples living together, 16.1% have a female householder with no husband present, and 39.9% are non-families. 33.8% of all households are made up of individuals and 9.1% have someone living alone who is 65 years of age or older. The average household size is 2.30 and the average family size is 2.98. The population is spread out with 24.7% under the age of 18, 10.0% from 18 to 24, 31.7% from 25 to 44, 22.0% from 45 to 64, and 11.6% who are 65 years of age or older. The median age is 34 years. For every 100 females there are 89.2 males. For every 100 females age 18 and over, there are 85 males.

The median income for a household in Little Rock is \$37,572, and the median income for a family is \$47,446. Males have a median income of \$35,689 versus \$26,802 for females. The per capita income for the city is \$23,209. 14.3% of the population is below the poverty line. Out of the total population, 20.9% of those

under the age of 18 and 9.0% of those 65 and older are living below the poverty line.

Transportation Routes

The City of Little Rock is intersected and bordered by approximately 6 Interstate Corridors: I-40, I-30, I-630, I-430, I-440 and I-530.

I-40 is a major east to west transportation route bordering the City to the North.

I-30 is a primary transport route beginning in Little Rock and continues west to Dallas, TX.

I-630 runs directly through the downtown area linking I-30 to I-430. The State Capital Complex, City Hall and all hospitals within the City are located along this corridor.

I-430 is a bypass from I-40 to I-30 or vice versa.

I-440 links the downtown area to Little Rock National Airport.

I-530 is a South route to Pine Bluff.

Union Pacific operates numerous rail lines within the Little Rock Metro Region. This rail line intersects numerous densely populated neighborhoods as well as the State Capital Complex.

Little Rock National Airport is a commission of the City of Little Rock. The Little Rock Municipal Airport Commission was created by Arkansas Code Annotated 14-359-101 et. seq. - Little Rock City Code, Sec. 7-26 & 27. Its seven (7) members serve five (5)-year terms. The duties of the Commission are to manage, operate, extend and maintain the Little Rock National Airport, related properties and facilities and adopt such rules and regulations as deemed necessary. Members of the commission are appointed by the Little Rock City Board of Directors.

Utilities

A copy of applicable Emergency Response Plans for all below commissions/agencies shall be separate annexes in the City Response Framework

Local electrical power is provided by Entergy Corporation.

Local household gas is provided by Centerpoint Energy.

Local water is provided by Central Arkansas Water. Central Arkansas Water is a commission of the City of Little Rock and North Little Rock.

Local wastewater treatment is provided by Little Rock Wastewater. Little Rock Wastewater is a commission of the City.

1.5 Assumptions

This plan/framework is based on the assumption that in the event of an emergency/incident the City will have sufficient resources to implement the framework and respond appropriately. If this is not the case and the situation overwhelms local response, the City will request mutual aid from surrounding jurisdictions and possibly assistance from State and Federal Agencies.

The City of Little Rock is subject to a number of natural and man-caused hazards listed in the below Risk Assessment. This Risk Assessment was developed during the Hazard Mitigation Planning Process and prepared by various emergency response stakeholders within the City.

Risk Assessment, as defined by FEMA, is the process of measuring the potential loss of life, personal injury, economic injury, and property damage resulting from hazards by assessing the vulnerability of people, buildings, and infrastructure to natural hazards. Assessment of risk for this plan followed the methodology described in FEMA publication 386-2 "*Understanding Your Risks – Identifying Hazards and Estimating Losses*". This publication outlines a four-step process that was followed in this planning process: 1) Identify Hazards, 2) Profile Hazard Events, 3) Inventory Assets, and 4) Estimate Losses.

Risk assessment provides the foundation for the rest of the mitigation planning process. The risk assessment process focuses attention on areas most in need by evaluating which populations and facilities are most vulnerable to natural hazards and to what extent injuries and damages may occur. It tells you:

The hazards to which your state or community is susceptible;
What these hazards can do to physical, social, and economic assets;
Which areas are most vulnerable to damage from these hazards; and
The resulting cost of damages or costs avoided through future mitigation projects.

In addition to benefiting mitigation planning, risk assessment information also allows emergency management personnel to establish early response priorities by identifying potential hazards and vulnerable assets.

Below please find Visual 1.1, a listing of hazards and a ranking of vulnerability, and Visual 1.2, a listing of how these hazards were ranked.

Visual 1.1

Hazard	Little Rock Vulnerability
Tornado	High
Severe Winter Weather	Medium
Flood - Riverine	Medium
Flood - Flash	High
Flood - Dam Failure	Medium
Earthquake	Low
Wildfire	Medium
Landslide	Medium
Expansive Soil	Medium
Straight-Line Wind	High
Drought	Medium

<i>Hazard</i>	<i>How Identified</i>	<i>Why Identified</i>
Tornadoes	<ul style="list-style-type: none"> • Review of past disaster declarations • Review of NCDRC Severe Storms Database • National Weather Service input and data 	<ul style="list-style-type: none"> • Pulaski County experiences a tornado nearly every year • Tornadoes have caused extensive damage and loss of life to LR residents
Severe Winter Storms	<ul style="list-style-type: none"> • Review of past disaster declarations • Review of NCDRC Severe Storms Database • Public input 	<ul style="list-style-type: none"> • LR is affected by severe winter storms every few years • Recent severe ice storms caused extensive damage and shut down parts of LR for weeks
Flooding (Riverine, Flash, and Dam-Failure)	<ul style="list-style-type: none"> • Review of past disaster declarations • Review of FIRM's • Input from County floodplain manager • Identification of NFIP repetitive loss properties in the County • Review of ANRC Dam Safety Program 	<ul style="list-style-type: none"> • LR is affected by flooding nearly every year • Floods have caused extensive damage and loss of life in LR in the past
Earthquakes	<ul style="list-style-type: none"> • USGS PGA and other hazard maps • Arkansas Geological Commission data • University of Arkansas at Little Rock research • Historical reports 	<ul style="list-style-type: none"> • Although earthquakes have not caused significant damage in recent history, the local earthquake hazard is not well understood • LR lies within the 6-9%G PGA zone with 10% prob. exceedance in 50 yrs.
Wildfires	<ul style="list-style-type: none"> • Arkansas Forestry Commission statistics and input • USDA Forest Service Fire, fuel, and WUI mapping • Public input 	<ul style="list-style-type: none"> • LR experiences wildfires nearly every year • Development in the western part of LR is occurring at the Wildland-Urban Interface (WUI)
Landslides	<ul style="list-style-type: none"> • USGS Landslide Hazard maps • Local geology and topography 	<ul style="list-style-type: none"> • Parts of LR lie within the high landslide susceptibility zone on National USGS map • No significant landslides have occurred recently in LR

<p>Expansive Soils</p>	<ul style="list-style-type: none"> • USGS National Swelling Soils Map • NRCS State Soil Geographic (STATSGO) Maps • Pulaski County Soil Survey Maps 	<ul style="list-style-type: none"> • Part of LR lies within areas of high soil swelling potential
<p>Straight-line (Thunderstorm) Winds</p>	<ul style="list-style-type: none"> • Review of NCDC Severe Storms Database • National Weather Service input and data • Public input 	<ul style="list-style-type: none"> • The LR area experiences several severe straight-line wind events annually • Some events have caused damage to structures and less commonly loss of life
<p>Drought</p>	<ul style="list-style-type: none"> • National Weather Service Data • NOAA Paleoclimatology Data 	<ul style="list-style-type: none"> • A past emergency declaration in the State for drought • State Mitigation Plan

Visual 1.2

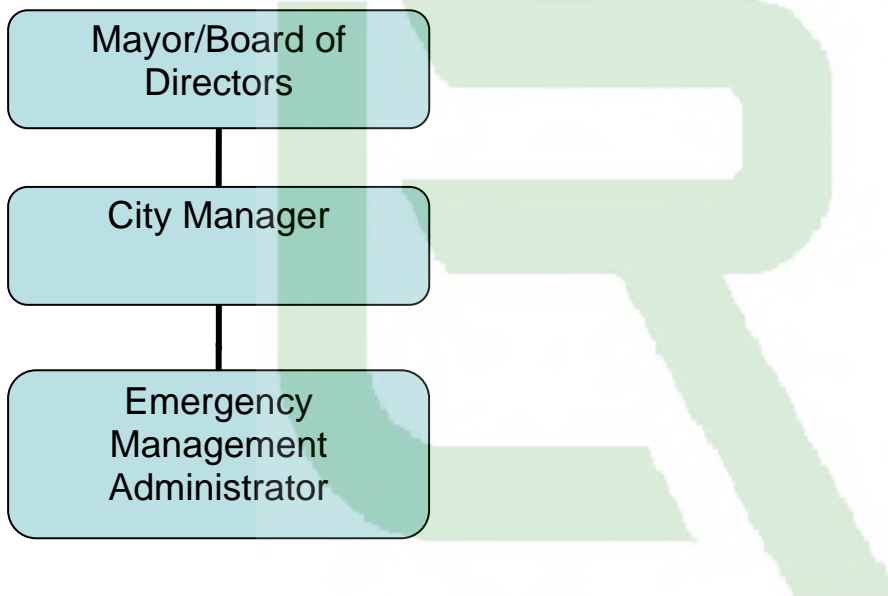


1.6 The Role of Emergency Management

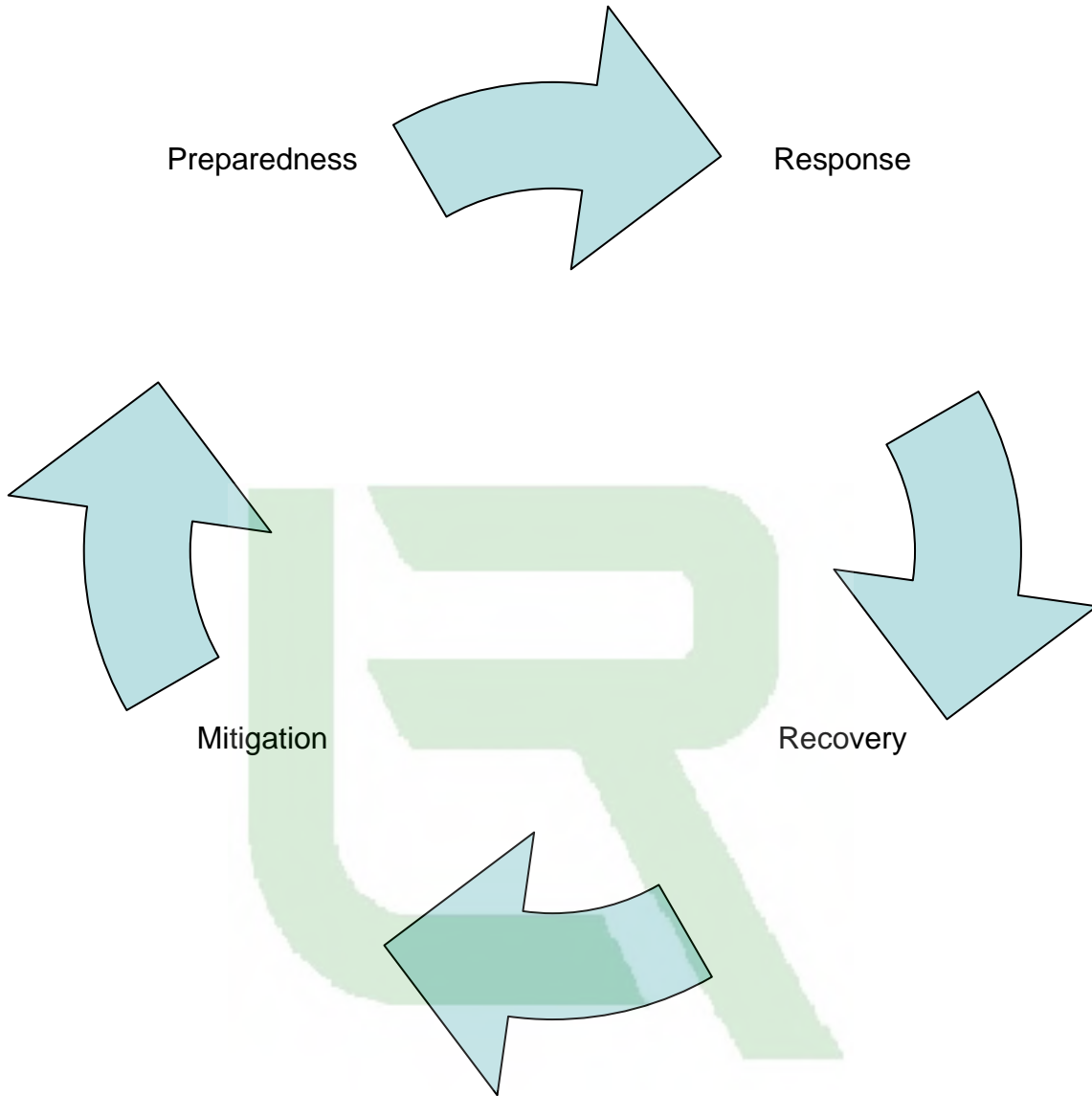
The overall responsibility for a coordinated response to an emergency lies in the hands of emergency management. This overall role is dictated by State law and local ordinances directing emergency management. The City of Little Rock functions under a Council/City Manager form of government. The City Manager shall designate an individual to assume the role of Emergency Management Administrator.

Emergency Management functions in four phases: Preparedness, Response, Recovery and Mitigation. Previous emergency managers functioned mainly to prepare citizens for a disaster, but with the overall size and cost of disasters increasing, the phases of response and recovery become more vital.

Emergency Management Functional Relationship (Visual 1.3)



1.6.1 Understanding Emergency Management



Emergency Management is functionally broken down into four phases. These are mitigation, preparedness, response and recovery. These principals are overarching and provide managers with developing a comprehensive emergency planning program. A brief description of each phase follows:

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. This is achieved through risk analysis, which results in information that provides a foundation for mitigation activities that reduce risk, and flood insurance that protects financial investment

Preparedness

In the preparedness phase, emergency managers develop plans of action for when the disaster strikes. Common preparedness measures include the communication plans with understandable terminology, development of multi-agency coordination systems and incident command, proper training and equipping first responders, exercising emergency plans and maintenance of equipment and supplies.

Response

Response activities occur during and immediately following a disaster or incident. Response is designed to assist the general public with emergency services.

Recovery

Recovery is the final phase of emergency management. The intent of recovery is to return citizens and facilities to a pre-disaster condition. Recovery is also the most time consuming and expensive process in the emergency management cycle.

1.6.2 Responsibilities of Emergency Management

The Little Rock Emergency Management Division coordinates emergency preparedness activities for the city as required by local and state laws. Emergency Management provides the structure and support for coordination with multiple city departments and external partners that may respond to an incident or disaster. OEM typically is not the lead agency in response situations, but provides advice, technical or logistical support to the incident commander on scene.

One of the primary responsibilities of emergency management is comprehensive planning initiatives for response, recovery and communications operations. Planning is accomplished by gathering key stakeholders from City Departments and external partners to develop planning solutions. One of the most important planning documents created is the Emergency Response Framework and Emergency Support Functions.

In addition to coordination and planning, the Emergency Management Division also performs a number of activities that enhance the City's readiness and response. They are as follows:

- Coordinate the development of the City Response Framework and associated ESF's
- Establish liaisons with County, State and Federal partners with responsibility for emergency response
- Disseminate public preparedness messages to the general public
- Maintain draft Emergency Declarations

- Coordinate emergency exercises with participating departments
- Maintain and operate Emergency Operation Center and develop use procedures
- Maintain and operate Mobile Command Vehicle (MC-1) and develop use procedures
- Monitor severe weather warnings
- Manage State Homeland Security funding
- Manage disaster recovery funding
- Support Incident Command Post or Mobile Command Vehicle by providing technical information, acquiring resources as needed and provide planning assistance to the Incident Commander
- Administer Community Emergency Response Team training and grant program

1.6.3 The Emergency Operations Center

The Emergency Management Section is responsible for the equipping and maintenance of the City Emergency Operations Center (EOC). The City EOC is located at 7000 Murray St. at the Fire Training Facility. Representatives of the EOC act as the voice of government in disaster situations. The EOC supports on-scene operations, coordinates between City Departments and external partners, establish priorities, evaluate situation and request State or Federal assistance.

The EOC is equipped with communications equipment, computers, charts, maps, emergency power, shower and sleep facilities and food preparation.

1.6.4 The Role of the EOC

The purpose of the Emergency Operations Center is to coordinate command decisions, resources and public information on a strategic level. The operation of the EOC does not take the place of departmental requirements for tactical level coordination. Nor does it take the place of the Incident Command Post (ICP). The EOC role is strictly coordination.

1.6.5 Triggers for EOC Activation

EOC activation shall follow established NIMS and ICS guidelines ranging for Incident Types with the elimination of a Type 5 Incident (everyday operations). They are as follows:

Type 4 Activation: Incident is limited to one operational period with only City Departments responding. No Incident Action Plan required and activation would be limited to Emergency Management Staff only.

Type 3 Activation: Complex incident with some of Command and General staff activated. Incident will most likely exceed an operational period and mutual aid may be requested. A written IAP may be required.

Type 2 Activation: Complex incident that moves beyond local control and resources with mutual aid and State resources requested to augment response. Most or all Command and General staff positions are filled. Written IAP is required.

Type 1 Activation: Most complex incident requiring national resources to effectively manage the incident. All Command and General staff activated.

2 Mitigation and Preparedness Activities

2.1 Continuity of Government Planning

Continuity of government planning is primarily designed to enable entities to prevent interruptions of critical business functions, minimize the impact of interruptions that may occur and return to normal operations quickly with a minimal loss of services. The City of Little Rock began the continuity of government planning process in 2006 in response to a possible pandemic flu outbreak. Every department level manager, at the direction of the City Manager, has completed a continuity of operations plan.

Departments are as follows:

- City Attorney's Office
- Community Programs
- District Courts
- Finance
- Fire Fleet Services
- Housing and Neighborhood Programs
- Human Resources
- Information Technology
- Parks and Recreation
- Planning and Development
- Police
- Public Works
- Zoo

General continuity of government planning includes:

Lines of succession (backups for key decision making and operational personnel)

Line of succession for the City of Little Rock is as follows:

1. City Manager
2. Assistant City Manager
3. Fire Chief

Alternate facilities and equipment

The alternate Emergency Operations Center for the City of Little Rock will be the 911/Communications Building located at 700 West Markham.

City Governments, like most large organizations, depend increasingly on automated systems to provide public services and accounting/payroll. City departments have included plans for maintaining communications networks in their continuity of government plans.

Communications networks include:

Mainframe Computers
Minicomputers
Personal computers
Telephone systems
Faxes
Pagers
Radios
Other communications equipment

2.2 Resource Management

Each department is primarily responsible for managing its own resources. Resources include supplies, equipment, facilities and people. Representatives from City Departments will be stationed at the City EOC to assist in coordination of these resources.

Supplies, Equipment and Facilities

Management of supplies, equipment and facilities involves:

Determining which resources are essential to operations
Establishing repair or replacement priorities
Establishing resource allocation guidelines
Establishing routine maintenance guidelines
Replacement of consumed or damaged resources

Acquisition of new materials

Personnel

Emergency Operations usually involve extended operations and a generally hazardous work environment.

City of Little Rock Departments must be aware of Human Resource policies and procedures for emergency work environments. Also items to be made aware in anticipation of an emergency situation are as follows:

Call back procedures for personnel

Communicating with employees not involved in emergency operations

Communicating with family members of employees involved in emergency operations

Taking care of needs of the needs of families of employees involved in emergency operations

Coordinating use of personnel for other jobs than normal assignments during emergencies

Coordinating use of external personnel via mutual aid

Provisions of food, water and shelter for emergency personnel

2.3 General Mitigation and Preparedness Activities

Mitigation by definition is activities that reduce or eliminate the impact that a specific hazard or emergency may have on a community. Preparedness is defined to make ready beforehand for some hazard or emergency. One of the responsibilities of public safety is to prepare or train for such emergencies and to mitigate if possible the effects of said emergency.

Mitigation/Preparedness includes activities designed to delay or disperse the effects of an emergency. They include:

Disaster research

Situation monitoring

Inspection of critical/vulnerable assets

Flood plain management

Construction regulations

Public preparedness education

The City of Little Rock Emergency Management and other stakeholders are involved in mitigation and preparedness activities throughout the year.

Preparedness education is conducted to citizens, city employees and mutual aid providers.

2.3.1 Planning

The City Response Plan and Emergency Support Functions serve as a strategic guide for emergency/disaster response. The Plan shall be used for guidance only. City departmental plans and operating procedures should be used in combination with the primary plan.

Individual City departmental plans shall be used on a tactical level. These tactical plans should respond to incidents for which the appropriate department is responsible. This planning can take the form of standard operating procedures and guidelines.

2.3.2 Training

Training is an important aspect to a robust response capability from a government. Such training can include city employees and private citizens. In the end, training provides all response personnel with the knowledge needed to properly respond. Training with other city departments and outside agencies should also take place, focusing on emergency situations that would involve these departments and agencies.

Available Training Resources

Training provided by Little Rock Emergency Management

- Public education to the citizens of Little Rock in reference to home/business emergency preparedness
- Functional EOC training for city departments that may be called upon to respond to the operations center
- Briefings and orientations for emergency/disaster responses
- Tabletop exercises that are intended to stimulate discussion of various issues regarding a hypothetical situation. Can also be used to assess plans, policies and procedures in relation to the response and recovery activities
- Functional exercises which are designed to test and evaluate individual capabilities or multiple activities within a function
- Full scale exercises that are multi-agency or multi-jurisdictional exercise that tests many capabilities of emergency response and recovery

Training provided by the Arkansas Department of Emergency Management

- Incident Command System 100, 300 and 400
- Hazardous Materials Awareness, Operations and Technician
- Basic Public Information Officer
- Chemical Stockpile ACT FAST

Training provided by the Federal Emergency Management Agency

- Resident courses at the National Emergency Training Center
- Independent study courses

3 Incident Management

3.1 Overview

The activities listed below establish the framework and overall guidance for the City of Little Rock response to an emergency or disaster situation. Some basic elements present in a disaster response are:

- Large number of casualties
- Severe or widespread property damage
- A multi-agency response
- Resource shortages and the need to request additional resources
- Interruption of critical services (water, electricity and transportation)
- Evacuation or sheltering of affected population
- Intense news media coverage

3.2 Incident Command

The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government Federal, State, local, and tribal as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

The City of Little Rock in accordance with Resolution No. 11872 has designated the National Incident Management System (NIMS) as the basis of all incident management within the City. The City of Little Rock has complied with all NIMS guidelines to date.

3.2.1 ICS Concepts and Principles

- Incidents are managed locally
- Standard ICS formats and concepts must be utilized
- ICS is modular and scalable

- ICS has interactive management components
- Standard terminology and procedures must be used
- ICS incorporates measurable objectives

3.2.2 ICS Standards for the City of Little Rock

Role of City Manager/Board of Directors/Mayor

The City of Little Rock functions under a Council/City Manager form of government. This system combines the strong political leadership of elected officials in the form of a Board of Directors, with the strong managerial experience of an appointed local government manager. Little Rock has established a representative system where all power is concentrated in the elected council as a whole and the Board of Directors hires a professionally trained City Manager to oversee the delivery of public services.

The City Manager's Office provides centralized administration, coordination, control and evaluation of all municipal programs. The City Manager's Office is responsible for the day-to-day operations of the City.

In accordance with state law and city code the City Manager is the person designated for managing the aspects of a local disaster. The City Manager is responsible for providing guidance for the emergency management program. Roles and responsibilities of the City Manager during a local disaster are as follows:

- Declaration of a local disaster or emergency in accordance with ACA 12-75-01
- Suspension of provisions of any local regulatory ordinances or regulations for up to thirty (30) days if strict compliance with the ordinance provisions would prevent, hinder, or delay necessary actions to cope with the disaster emergency
- Utilization of any or all City resources necessary to cope with the emergency/disaster
- Evacuation recommendation of all or part of a geographic area due to an emergency
- Control of ingress and egress within a disaster area

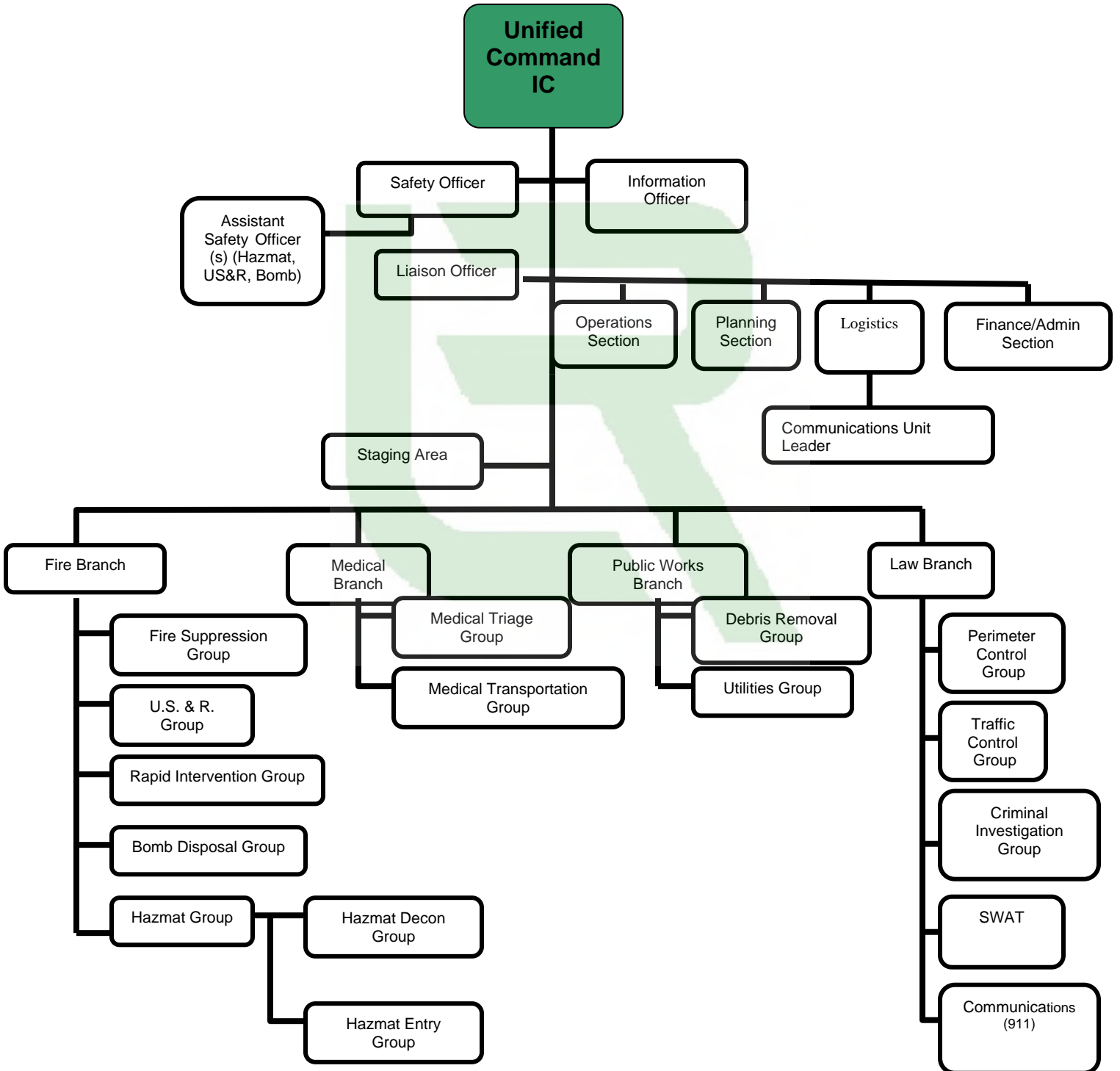
3.2.3 Structure of City of Little Rock ICS

Resembling the standard ICS model, the City of Little Rock ICS is organized into the following components:

City of Little Rock Emergency Response Framework

- Command
- Operations
- Planning
- Logistics
- Finance/Administration

Typical All-Hazards ICS Structure



3.2.3.1 Command

Command is responsible for overall management of the incident. This includes Command Staff assignments required to support the command function.

Command is generally established in the following two ways:

- Single command is utilized when an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single IC may be designated if all parties agree to such an option.) Jurisdictions should consider predesignating ICs in their preparedness plans. The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.
- Unified command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources. The exact composition of the UC structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single IC may be considered to promote greater unity of effort and efficiency.

Command Staff

- **Public Information Officer (PIO)** The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption.
- **Safety Officer** The SO monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- **Liason Officer** The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

3.2.3.2 General Staff

- **Operations Section** This section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations. The operations section is divided functionally (branches) and further subdivided operationally (divisions) or functionally (groups).
- **Planning Section** This section collects, evaluates, and disseminates incident situation information and intelligence to the IC or UC and incident management personnel, prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the IAP based on guidance from the IC or UC.
- **Logistic Section** This section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.
- **Finance/Administration Section** This section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.

necessary, provide national strategic and policy advice to the President during large-scale incidents that affect the Nation.

The Secretary of Homeland Security The Secretary of Homeland Security is the principal Federal official for domestic incident management. By Presidential directive and statute, the Secretary is responsible for coordination of Federal resources utilized in the prevention of, preparation for, response to, or recovery from terrorist attacks, major disasters, or other emergencies. The role of the Secretary of Homeland Security is to provide the President with an overall architecture for domestic incident management and to coordinate the Federal response, when required, while relying upon the support of other Federal partners. Depending upon the incident, the Secretary also contributes elements of the response consistent with the department's mission, capabilities, and authorities.

The FEMA Administrator The FEMA Administrator is the principal advisor to the President, the Secretary, and the Homeland Security Council on all matters regarding emergency management,²⁰ helps the Secretary in meeting these HSPD-5 responsibilities. Federal assistance for incidents that do not require DHS coordination may be led by other Federal departments and agencies consistent with their authorities. The Secretary of Homeland Security may monitor such incidents and may activate specific *Framework* mechanisms to provide support to departments and agencies without assuming overall leadership for the Federal response to the incident.

Section 5

Emergency Support Functions



Emergency Support Function #1 – Transportation Annex

ESF Coordinator:

Public Works Department Director

Support Agencies:

Fleet Department

Police Department

Primary Agency:

Fire Department

Public Works Department

Introduction

Purpose

Emergency Support Function (ESF) #1 Transportation supports the Little Rock City Manager’s Office, Emergency Management Division assisting other City Departments requiring transportation for an actual or potential Incident of Local Significance (ILS). Through the Public Works Department (PW) coordination role, ESF #1 integrates the PW responsibility for emergency management of the City of Little Rock transportation system in prevention, response, recovery and mitigation.

Scope

ESF #1 is designed to provide transportation support to assist in city incident management. Activities within the scope of ESF #1 include: processing and coordinating resources as directed under the City Response Plan; reporting damage to transportation infrastructure as a result of the incident; coordinating alternative transportation services; coordinating the restoration and recovery of damaged infrastructure.

Policies

City transportation planning employs the most effective means of transporting resources, including commercial transportation capacity and capacity owned or operated by City Departments.

City transportation planning recognizes State transportation policies and plans used to control the movement of relief personnel, equipment and supplies as well as State established priorities for determining precedence of movement.

Movement of City personnel, equipment and supplies are managed through prioritizing shipments.

Other City Departments are encouraged to use ESF #1 services. To ensure the orderly flow of resources, City Departments should advise ESF #1 of all transportation movements arranged independently of ESF #1 activity.

Concept of Operations

General

ESF #1 provides a structure for managing and coordinating the complex operations of the transport system. This includes the deployment of resources into and out of the incident area and the coordination of transportation recovery, restoration and safety/security. ESF #1 also provides a means of facilitating or restricting the movement of personnel and goods as necessary.

The Public Works Director provides direction for the ESF #1 mission.

Communications are established and maintained through the Police Department, 911/Communications (ESF #2) to report and receive assessments and status information.

All requests for City assistance and assignments for transportation support are to be submitted to the PW Director, or their designee.

The PW Director shall also assign a designee to the City Emergency Operations Center (EOC) and/or Incident Command Post upon notification of activation/establishment.

Responsibilities

Coordinates the provision of civil transportation services in support of City Departments. Coordinates the recovery, restoration and safety/security of the transportations infrastructure. Manages the ESF #1 function within the City EOC and provides trained personnel to implement ESF #1.

Manages the fiscal aspects of ESF #1 to ensure that proper documentation of expenditures, be they manpower/equipment/materials for possible Federal or State reimbursement.

Works with Federal and State transportation officials to assess the damage to transportation infrastructure.

Coordinates and implements emergency related response and recovery functions performed under City policies and authorities, including the prioritization

of civil transportation capacity and damage assessment to include safety/security related actions concerning movement restriction, closures and evacuations.

Provides technical assistance to other City Departments in evacuation or movement planning, determining the most viable transportation networks to and from the incident site.

Identifies resource requirements for transportation and coordinates their allocation.

Support Agencies

Department	Functions
Fleet	Fuel and maintenance for all PW vehicles.
Police	Provide traffic control, site security and resource movement security. Provide overall communication capabilities.
Fire	Provide fire suppression/hazardous materials response to affected transportation infrastructure.

Support Documents

Pulaski County/City of Little Rock/City of North Little Rock Evacuation Plan

Emergency Support Function #2 – Communications Annex

ESF Coordinator:

911/Communications Manager

Primary Agency:

Police Department

Support Agencies:

Office of Information Technology

City Manager's Office
(Emergency Management)

Fire Department

Introduction

Purpose

Emergency Support Function (ESF) #2 Communications ensures the provision of City communications support for Departments in the event of an Incident of Local Significance. This ESF shall serve as a support document to the City of Little Rock Tactical Interoperable Communications Plan. (TICP).

Scope

ESF #2 coordinates local actions to provide communications and restoration of communications infrastructure.

Communications is information transfer and involves the technology associated with the representation, transfer, interpretation and processing of data among persons, places and machines. It includes transmission, emission, or reception of signs signals, writing, images, and sounds of any nature by wire, radio, optical or other electromagnetic systems.

Policies

City 911/Communications employs the most effective means of providing needed voice/data/radio traffic.

The City of Little Rock utilizes a Motorola Smartnet 800 MHz radio system as the primary communications network.

The majority of Public Safety Agencies located within Pulaski County utilize the City of Little Rock Radio System as their primary radio communications network.

The City of Little Rock also has the ability to use the State of Arkansas Wireless Information Network as a backup to the City Radio System.

Concept of Operations

General

ESF #2 is in most cases not an activated function. The Communications Function is always activated due to day to day Public Safety operations of this City.

The deployment of resources beyond day to day communication operations would be classified as an activation of this ESF. Such as: mobilization/activation of the mobile communications unit, mobile command vehicle, outdoor warning siren system or radio cache.

ESF #2 shall be activated by the 911/Communications Center Manager through consultation with the Chief of Police, City Emergency Management Administrator and the Fire Department Communications Officer.

The Fire Department Communications Officer is classified under the TICP as the City Communications Unit Leader (COML).

The 911/Communications Center Manager is classified as the Communications and Warning Officer under SLG 101 Planning Directives.

911/Communications Center is responsible for the City Outdoor Warning Siren System.

When ESF #2 is activated, coordination with support agencies listed above shall take place. The mobile command vehicle and certain radio caches are inventoried and the property of various City Departments.

Motorola portable or mobile radios are available and utilized by all City employees designated with a command and control function.

Actions Pre-Incident

Review communications resource requirements

Identify available City resources

Identify private and public service agencies to augment communications capabilities

Survey equipment locations in relation to potential hazards

Coordinate communications capabilities with adjacent jurisdictions

Review and update ESF#2 periodically

Insure testing and maintenance of communications equipment

Review plans for the emergency restoration of communications equipment

Insure testing and maintenance of auxiliary power supplies and inventory communications equipment

Actions-Incident Period

Acknowledge and authenticate warning messages

Activate appropriate warning devices

Notify City Warning Points and needed personnel

Alert communications

Assign appropriate personnel and resources

Advise Executive Staff of communications status

Implement message handling system and instruct staff on contents and use

Coordinate with sheltering and evacuation personnel as to the status of communications equipment and warning devices

Coordinate with Public Information Officer as to EAS hookup with participating broadcast facilities

Maintain log of communications activity

Actions-Recovery

Assess disaster effects on communications facilities and systems

Determine Alternate communications needs as applicable

Maintain communications with State Agencies and adjacent communities

Critique/revise SOP's

Prepare report on communications activities during disaster response

Support Agencies

Department	Function
Information Technology	IT Support
Fire Department	Communications Support, COML
Emergency Management	Resource and Logistical Support

Support Documents

- . City of Little Rock Tactical Interoperable Communications Plan
- . Arkansas Wireless Information Command and Control Template
- . Little Rock Outdoor Warning System Map





Emergency Support Function #3 –Public Works and Engineering

ESF Coordinator:

Public Works Department Director

Primary Agency:

Public Works Department

Support Agencies:

Fleet Services Department

Central AR Water

City Manager's Office Emergency Management

Entergy Arkansas

Little Rock Wastewater Utility

Introduction**Purpose**

Emergency Support Function (ESF) #3 Public Works and Engineering assists City Government by coordinating and organizing the capabilities and resources of City Government to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support to prevent, prepare, respond and recover from an Incident of Local Significance.

Scope

ESF #3 is structured to provide public works and engineering related support for the changing requirements of City incident management to include prevention, preparedness, response, recovery and mitigation activities. Activities within this ESF include conducting pre and post incident assessments of public works and infrastructure, executing emergency contract support for life saving/sustaining activities, providing emergency repair of damaged infrastructure and critical facilities and disaster related debris removal.

Policies

The City of Little Rock is responsible for our own public works and infrastructure and shall have primary responsibilities for incident activities.

Coordination with State and Federal Agencies with infrastructure located within the City of Little Rock is crucial for an appropriate response and recovery to Incidents of Local Significance.

Concept of Operations

General

The Public Works Department is the primary agency for providing ESF#3 technical assistance, engineering and construction management during disaster operations.

The City Manager's Office Emergency Management Section is the primary agency for providing coordination with the Federal Emergency Management Agency in regards to disaster recovery missions as defined under the Robert T. Stafford Disaster Relief Act. Specifically the Public Assistance Program which provides relief to affected governments as a result of Incidents of National Significance.

Close coordination must be maintained with Federal and State partners to determine potential needs for support and to track the status of response and recovery activities.

Support agencies should collocate with ESF #3 personnel to coordinate support with their agencies as needed.

Actions-Pre-incident

Develop and maintain individual departmental emergency plans and procedures

Develop and maintain inventory of individual departmental resources

Accomplish mutual aid agreements as needed

Estimate needs versus resources to determine short falls

Contact counterpart in host county organization and establish liaison procedures

Apprise resource group of existing inventories and advise if major changes occur

During increased readiness or warning periods, alert all operational departments and put personnel on standby status

Assemble key departmental personnel

Determine potential magnitude, severity, and anticipated duration of hazard situation

Estimate needs versus resources to determine potential short falls

Advise resources group of anticipated shortfalls, if any

Advise host county counterpart of anticipated needs and support required

Accomplish letters of agreement/memorandums of understanding if directed by local officials

Coordinate with Shelter and Evacuation Officer on shelter facilities planned for use

Coordinate with Shelter and Evacuation Officer to establish shelter upgrading priorities

Review specific procedures for shelter upgrading (including review of equipment needed versus available)

Pre-select borrow pit areas as close as possible to facilities to be upgraded

If equipment/operator shortfalls exist for upgrading program, advise host county counterpart of estimated needs

Determine availability of, quantity, and procedures to obtain sandbags

Assist in development of general resolution to permit access for emergency stream bank/dike repair

Pre-select sites for acquisition of material for emergency stream bank/dike repair

Pre-select dumping sites for debris and other materials for disposal

Determine condition of roads and implement required maintenance with first priority on crisis relocation or evacuation routes

Review requirements for location of traffic control devices and ascertain if sufficient devices are available

Determine current status of Public utilities

Develop limited use policies for submission to local officials in the event needs exceed utilities capabilities

Establish liaison with local private utilities

Review existing service to designated mass care and shelter facilities to determine service needs

Review emergency power generating capability - fixed and mobile

Actions-Response

Implement mitigation actions commensurate with disaster situation

Clear emergency routes and arterial streets to facilitate movement of emergency repairs on key buildings and facilities

Effect temporary, emergency repairs on key buildings and facilities

Effect temporary, emergency road repairs as needed

Establish detour routings

Position traffic control devices

Insure all streets, highways, and roads are reopened to traffic

Review techniques, procedures, and requirements for shelter upgrading and implement upgrade program when directed

Obtain heavy equipment for shelter upgrading and review equipment capabilities; request Resource and Supply support, if needed

Coordinate with Resource and Supply Officer on personnel requirements for upgrading

Coordinate with Resource and Supply Officer on lumber and hardware needs

Review shelter upgrading status and coordinate with Shelter and Evacuation Officer on priorities

Support crisis shelter marking activity

Provide traffic control devices and position as requested by law enforcement to control relocate traffic.

Support decontamination activity for hazardous material accident/radiological incident

Provide priority service to evacuation routes

Maintain administrative records to support fiscal accounting

Restore interrupted service

Assist resource group in providing emergency power to critical facilities and locations

Monitor utility usage and assess capabilities

Install or restore service to facilities to be used if no service available

Recommend establishment of reduced service areas, if necessary

Maintain administrative records to support fiscal accounting

Action-Recovery

Restore all streets, roads, and highways to normal conditions

Recover traffic control devices

Make temporary repairs to street or road structures or establish detour routes

Complete debris clearance activity

Remove shielding material from upgraded buildings

Return borrowed or requisitioned equipment and material

Insure egress routes are maintained in optimum condition

Assist in damage assessment activity

Submit administrative reports as directed by Executives

Complete restoration of normal services

Conduct safety inspection prior to restoration of private dwelling service

Replace damaged or destroyed utility service equipment

Terminate services for vacant or unoccupied buildings which were used for mass care or shelter

Submit administrative reports as directed by Executives

Assist in damage assessment activity

Emergency Support Function #4 – Firefighting/Rescue Operations

ESF Coordinator:

Fire Chief

Support Agencies:

City Manager's Emergency
Management Division

Primary Agency:

Little Rock Fire Department

Fleet Services

Public Works Department

LR Police /Communications

Introduction**Purpose**

Emergency Support Function #4 is to provide emergency fire, rescue, and basic medical protection to the citizens of the City of Little Rock during a natural disaster or terrorist incident.

Scope

ESF #4 manages and coordinates firefighting/rescue activities within the City of Little Rock. ESF #4 also provides personnel, equipment and supplies in the support of local and State agencies involved in fire suppression outside of the City of Little Rock, in accordance with the Arkansas Statewide Mutual Aid Plan.

Policies

Priority is given to public and firefighter safety and protecting property, in that order.

The Little Rock Fire Department (LRFD) utilizes a basic Incident Command System that complies with the National Incident Management System (NIMS) framework and principles.

The LRFD provides the proper training and equipment necessary to carryout all operations required under ESF #4.

Concept of Operations

Actions Pre-Incident

Prevention:

Education is the most favorable method of fire prevention. The LRFD cooperates with the Arkansas Fire Prevention Commission, the State Fire Marshall, Arkansas children's Hospital, and other local groups in many educational prevention activities.

Preparedness:

Establish hazard-specific procedures and related training for response to various types of emergencies including:

- high-rise fire
- cave-in rescue
- airplane crash,
- hazardous materials incident
- explosion
- structural collapse
- high-angle rescue
- mass casualty incident
- search and rescue,
- conflagration
- radiological incident
- civil disturbance
- water rescue
- tornado
- flash flooding

The LRFD conducts an extensive fire/rescue-training program for its employees and others who support the efforts of the LRFD. LRFD employees are given progressive training in the techniques and science of fire control/rescue as they advance through their careers.

Actions – Incident Period

Provides fire control and suppression, and augments resources to meet the extraordinary needs posed by the emergency conditions.

Provide personnel, basic life-support services, medical response, and other assistance as needed.

Establishes an Incident Command Post when the Fire Department is the lead responding agency.

Provides an on-scene Commander for the Incident Command Post when the Fire Department is performing in a support mode.

Evaluates the impact of the incident upon uninjured victims and determines the need for evacuation, establishment of emergency shelters and the need for mass transport, in coordination with the Emergency Operations Center.

Provides monitoring services and operational advice at the scene of accidents involving hazardous/radioactive materials.

Coordinates activities with State agencies performing chemical/radiological monitoring, and designates a facility for chemical/radiological decontamination adequate for the protection of the response field.

Controls the release of hazardous materials at emergency sites and oversees the containment and clean-up by responsible parties in coordination with other Local, State, and Federal authorities.

Extricates individuals trapped in water, in wrecked vehicles, under debris, in high places, and by any other means not directly caused by criminal activity. Provides flash flood warnings to the public, in coordination with the Emergency Operations Center.

Monitors potentially hazardous low water crossings and flood-prone areas for possible flash flood evacuation or rescue, in coordination with the Emergency Operations Center.

Transmits creek, street, and bridge conditions to the Emergency Operations Center, when requested.

Provides information to the Public Information section of the Emergency Operations Center to convey public warnings and keep the news media informed, as necessary.

Conducts severe weather and tornado spotting, in coordination with the Emergency Operations Center.

Actions-Recovery

Assess disaster effects on fire department facilities and systems

Develop alternate means of carrying out ESF #4 missions, as necessary.

Assist in community recovery, as necessary.

Conduct after action review of disaster response operations



Emergency Support Function #5 –Emergency Management

ESF Coordinator:

City Manager's Office Emergency Management Division

Support Agencies:

All City Departments

Primary Agency:

City Manager's Office Emergency Management Division

Introduction

Purpose

Emergency Support Function (ESF) #5 Emergency Management is responsible for supporting overall activities for the City of Little Rock for domestic incident management. ESF #5 provides the core management and administrative functions in support of City of Little Rock Departments.

Scope

ESF #3 serves as the support ESF for all City Departments and external partners responsible for prevention, response and recovery to various incidents. ESF #5 facilitates the City of Little Rock Emergency Operations Center, Mobile Command Vehicle (MC-1) for incident response, overall administration of Homeland Security preparedness grants, planning initiatives and exercise direction in preparedness activities, oversees Federal and State grant funds through the Robert T. Stafford Disaster Relief Act.

Policies

Most emergency situations are handled routinely by the first responder agencies of the City of Little Rock.

Most major emergencies can be managed at the field level under established procedures of local government first responder agencies.

In most major emergency situations, many management activities can be carried out at the EOC, thereby allowing first responders to concentrate on essential on-scene tasks.

In most large-scale disaster situations, centralized direction and control--i.e., activation of the local emergency management organization and the EOC is the most effective approach to management of emergency operations.

Responsibilities

The City Manager's Office, Division of Emergency Management (DEM) coordinates emergency preparedness activities for the City as required by local and state law. It accomplishes this task by acting as a facilitator. Emergency Management provides the *means* for command, control, and communications for multiple agencies or departments that respond to an event or a crisis. They typically provide advice, technical, or logistical support to the actual incident commanders. The DEM assists in the comprehensive development of policies, plans, and procedures to protect life and property. It does so by bringing the key players and stakeholders together to develop the solutions or plans. Although it acts as a facilitator for the development of emergency planning, the DEM does create a number of strategic plans and coordinates emergency planning as required by state law. The Emergency Operations Plan is one of these documents.

In addition, the DEM performs a number of other activities that enhance the City's readiness and response. These include:

- Coordinating all phases of development and distribution of the Emergency Operations Plan and related Annexes
- Establishing liaisons with County, State, Federal and other emergency planning, response and relief agencies
- Disseminating information on emergency preparedness to the public
- Maintaining the draft text of "emergency proclamations orders" and "ordinances" at the Emergency Operations Center, in coordination with the City Attorney's Office
- Coordinating the development and execution of City-wide disaster exercises and other drills. Conducting exercise critiques and monitoring the follow-up of recommendations for improved actions
- Maintaining the Emergency Operations Center and developing procedures for its use during emergencies
- Monitoring City compliance with all applicable Federal and State statutes, regulations and rules
- Monitoring severe weather and other hazardous conditions on a 24-hour basis

- Evaluating weather conditions and projecting the impact on both the public and basic City services
- Coordination of advisories with the National Weather Service Office and other emergency response agencies
- Maintaining and activating the Emergency Operations Center in coordination with City management and impacted department heads
- Coordinating with the Little Rock Police Department Public Information Office and the City Public Relations Manager in regards to issuing public information to the citizenry through various media outlets.
- Providing advice on emergency-related issues to stakeholders and City departments
- Coordinating Emergency Operations Center operations and serving as advisor to City management and departmental representatives during Emergency Operations Center activations
- Assisting in incident documentation for historical and post-incident evaluation purposes

ESF Coordinator:

City Manager Division of Emergency Management

Support Agencies:

Department of Housing
and Neighborhood
Programs

Primary Agency:

AR Chapter American Red Cross

Introduction

Purpose

Emergency Support Function #6 Evacuation, Mass Care and Housing supports local government and nongovernmental organization efforts to address the non medical mass care, housing and human services needs of individuals and families impacted by natural or man-made incidents.

The contents of this plan will be divided into two separate situational support annexes.

Evacuation

The Little Rock/North Little Rock/Pulaski County Evacuation Plan. At the Direction of the Pulaski County Judge, and Mayors of Little Rock, North Little Rock, Cammack, Alexander, Sherwood, Jacksonville, Maumelle and Wrightsville, the Emergency Management agencies within Pulaski County developed a Metro Regional Community Protection and Evacuation Plan. This plan is referred to as a Metro Regional plan since the evacuation of Pulaski County would have an impact on the Regional area. This plan was developed with the input of all emergency response agencies within Pulaski County to include Metro Hospitals, the State Health Department and the Arkansas Department of Emergency Management.

This plan is designed to evacuate the County through the use of zip codes. Should it become necessary to put this plan into action, populations in the zip codes of Pulaski County would be routed to the major arteries for evacuation to areas that can sustain large populations for an extended period of time. Command and control is based on Emergency Operation Centers in affected jurisdictions. Should an evacuation be called for, Emergency Operation Centers would be activated in the affected areas as well as the designated areas for

evacuees and staffed with personnel from respective jurisdictions to coordinate the evacuation to ensure the most effective use of resources and available personnel. In addition, interoperable communications is a critical function in this plan. A portion of the communications interoperability plan has been included to assist EOCs with interagency communications.

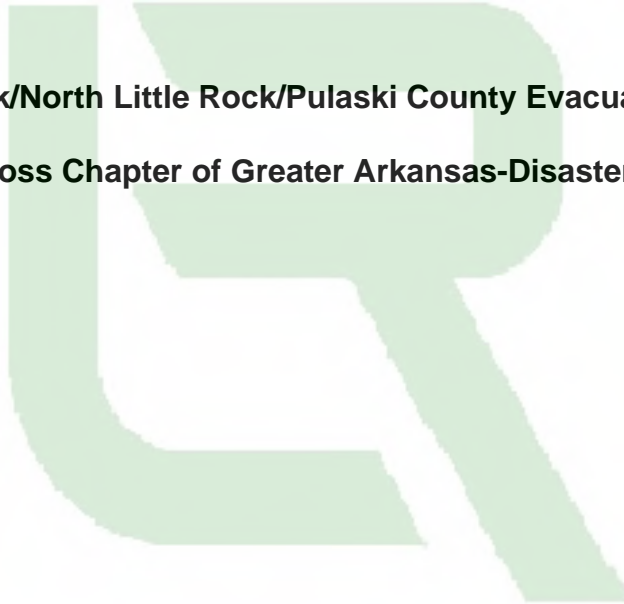
Mass Care/Sheltering

Per memoranda and mutual aid agreements the Red Cross is responsible for all shelter and feeding operations within the City of Little Rock. The AR Chapter of the American Red Cross Disaster Response Plan describes the Little Rock Chapter's operational concept to ensure adequate and timely relief services to disaster victims within the Little Rock Operational Area.

Attachments:

City of Little Rock/North Little Rock/Pulaski County Evacuation Plan

American Red Cross Chapter of Greater Arkansas-Disaster Response Plan



Emergency Support Function #7 Resource Support Annex

ESF Coordinator:

Department Heads

Primary Agency:

All City Departments

Support Agencies:

Human Resources

Fleet Services

Finance Department

Emergency Management Division

Introduction

Purpose

To provide guidance for the City of Little Rock in the acquisition, management, distribution, and use of equipment, supplies and materials, and other resources needed to cope with natural or man-caused disasters.

Resource Management

Each department or agency is primarily responsible for managing its own resources. Resources include supplies, equipment, facilities and people. The representatives in the Emergency Operations Center will assist departments and agencies during emergencies in acquiring resources that are not available to them through usual channels and procedures.

Supplies, Equipment and Facilities

Management of supplies, equipment and facilities involves:

- Determining which resources are essential to the department's operations.
- Establishing repair or replacement priorities.
- Establishing resource allocation guidelines according to the operational priorities of the department.
- Establishing schedules and procedures for routine maintenance.
- Performing routine equipment and facilities reviews and maintenance.
- Replacing resources that are irreparable or used up.

- Acquiring additional resources as demands increase.

Personnel

Emergencies may involve an extended period of rescue, clean up, and damage assessment, which means that personnel may be doing strenuous work for extremely long hours. Departments should include the appropriate City of Little Rock Human Resource policies.

In addition, the following should also be included in either the human resource management sections of their service continuity or written standard operating procedures:

- Call-back of emergency response or recovery personnel.
- Communicating with employees who are not directly involved in emergency response or recovery
- Communicating with friends and family members of emergency response and recovery personnel
- Caring for the needs of the families of emergency response and recovery personnel
- Providing daycare for the children of emergency workers
- Coordinating the use of personnel for jobs other than their normal assignments during emergencies
- Coordinating the use of temporary outside or loaned personnel from other organizations to assist with emergency response and recovery
- Providing food, housing, medical care and relief for emergency response and recovery personnel
- Providing cash for emergency expenditures and payroll for emergency response and recovery personnel
- Adjusting shift scheduling as needed (for example, changing from three, eight-hour shifts to two, twelve-hour shifts, re-assigning personnel who normally work the third shift to work one of the other two shifts)
- Providing regular, scheduled rest and relief for emergency response and recovery personnel

- Providing critical incident stress debriefing and counseling for emergency response and recovery personnel and their families, if needed

Attachments

City of Little Rock Administrative Personnel and Policy Manual

City of Little Rock Purchasing Manual



Emergency Support Function #8 – Health and Medical

ESF Coordinator:

Director, Metropolitan Emergency Medical Services

Support Agencies:

AR Dept. of Health

Little Rock Metro Region
Hospitals

Primary Agency:

Metropolitan Emergency Medical Services

Introduction**Purpose**

Emergency Support Function #8 is to ensure an orderly approach to the coordination of various medical care and health protection services and support units during any disaster or major emergency situation which may occur in the City of Little Rock.

Scope

ESF #8 manages and coordinates the overall medical response to mass casualty incidents within the City of Little Rock. ESF #4 also provides assistance to external partners (Federal, State or Municipality) in medical operations in accordance with the Arkansas Statewide Mutual Aid Plan and the National Disaster Medical System.

Policies

MEMS utilizes a basic Incident Command System that complies with the National Incident Management System.

MEMS provides proper training and equipment necessary to accomplish operations required under ESF #8.

Concept of Operations

- Develops, maintains, and implements a mass casualty plan that details field response to mass casualty incidents.
- Evaluates mass casualty incidents and implements the mass casualty plan, as needed.

- Establishes or assigns a Medical Branch Director to the Unified Command/Incident Command Post to set up an organizational structure and integrate activities between other public safety agencies, when needed.
- Coordinates triage, medical rescue/evacuation, treatment and transport operations at the scene.
- Coordinates rehab operations for all on-scene public safety and support agencies.
- Coordinates and controls patient flow from the scene and advises area hospitals of incident status and expected patient flow.
- Coordinates operations with the Little Rock Police Department, Fire Department, Emergency Operations Center, and other involved city departments and county/state/federal agencies.
- Coordinates with other area EMS agencies and local/regional private ambulance companies for ground and air ambulance assistance, when needed.
- Implements special procedures for managing patients contaminated by hazardous chemicals or biologics, in coordination with the Little Rock Fire Department.
- Designates a "Hospital Coordinator" on the scene to communicate and coordinate patient information from area hospitals. On large scale patient evacuations, the "H.C." or a secondary "liaison" may coordinate or supplement on-scene activities from the Emergency Operation Center.

Emergency Support Function #9 – Search and Rescue

ESF Coordinator:

Fire Chief

Primary Agency:

Fire Department

Support Agencies:

Fleet Department

Public Works Department

Police Department

MEMS

****All functions of ESF #9, taking place within the jurisdictional limits of Little Rock, will be carried out under ESF #4 (Firefighting/Rescue Operations).***

Search and Rescue functions include locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures.

Little Rock Fire Department Standard Operating Guidelines will remain the functional basis for all search and rescue operations.

Emergency Support Function #10 Hazardous Materials

ESF Coordinator:

Fire Chief

Primary Agency:

Fire Department

Support Agencies:

Fleet Department

Public Works Department

Police Department

MEMS

****All functions of ESF #10, taking place within the jurisdictional limits of Little Rock, will be carried out under ESF #4 (Firefighting/Rescue Operations).***

Hazardous Materials Response functions include isolation and remediation of potentially dangerous chemicals/fuels in regards to public health and environmental concerns. Notification of local and state emergency management agencies is also a necessary function of ESF #10.

Little Rock Fire Department Standard Operating Guidelines will remain the functional basis for all hazardous materials response operations and will follow the Federal Department of Transportation's most current Emergency Operations Guidelines (ERG).

Emergency Support Function #11 – Public Information

ESF Coordinator:
Public Information Officer

Support Agencies:
Little Rock Fire Department

City Manager's Office, Public
Relations

Primary Agency:
Little Rock Police Department

Introduction

Purpose

Provide accurate and timely information to all media outlets and the public through open and professional media relations. Information released is reviewed by the incident commander and other officials for accuracy and timing of release. The information will be released to inform and provide safety information to the general public through the media. The Emergency PIO will oversee the release of all information and coordinate all news releases to the media.

Scope

The scope of information released will be divided in to several categories.

1. Information will be released as soon as possible to prevent and preserve the safety of citizens and the community. This includes potential and real hazards that the incident has created or might create. All safety information will be discussed with each team leader and with the Incident Commander before it is released.
2. General information for reporting will be released as is necessary to keep the public informed of the progress of the incident. This information can include, but is not limited to shelter locations, medical treatment locations, road closures, and any other information that would help keep the public informed.
3. Follow-up information will be released that the public needs to know for safety and to help with the progression of the incident. This information will include, but is not limited to extended road closings, unsafe areas damaged by the incident that would be of danger to the public, extended

Policies

All Public Information Operations will conform to the Federal Emergency Management Administration plan for Incident Command System and conform to law enforcement and fire/rescue protocol. The release of information will be governed by State and Federal Laws dealing with Freedom of Information Acts

Concept of Operations

General

This order is designed to keep the public informed and maintain good order during a major incident. All information will be released at the direction of the incident commander. Information related to law enforcement and fire/rescue operations will be released only after each commander of these groups has had the opportunity to review the information to be released. Information released by the Emergency PIO will be released to all media outlets and he/she will be assisted by a representative of each agency or group involved in the operation to help field questions about a specific operation of the incident.

Responsibilities

Actions Pre-Incident

The Emergency PIO will establish lines of communications with all media groups represented. A contact number and/or email address will be maintained for each media group.

The Emergency PIO will maintain a phone number for the media to call if they have questions regarding an on-going incident.

The Emergency PIO will establish a contact protocol for contacting the incident commander and the Emergency PIO will keep the commander informed at all times regarding media requests and information releases.

The Emergency PIO will establish a protocol for training assistants to help with handling the media during an emergency situation. This protocol will include representatives from all agencies involved.

The Emergency PIO will determine the need for and acquiring of items needed to assist him in handling the media. This can include computers, cell phones and pagers.

Actions Response

Provide timely and accurate information to the media at appropriate times.

Control all information released and provide feed-back to media when false information is circulating due to rumors and innuendos.

Establish a media contact point for media to assemble to obtain details of the incident.

Provide on-scene control of the media and restrict their movement to protect media representatives from being harmed by the incident.



Emergency Support Function #12 – Law Enforcement

ESF Coordinator:

Chief of Police

Support Agencies:

Fleet Department

Primary Agency:

Little Rock Police Department (LRPD)

Introduction

Purpose

Emergency Support Function (ESF) #12 Law Enforcement integrates local law enforcement capabilities and resources to support the full range of incident management activities associated with potential or actual Incidents of Local Significance. It is designed to establish and maintain public order and security during emergencies and disasters occurring in the City of Little Rock.

Scope

ESF #13 provides a mechanism for non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during potential or actual Incidents of Local Significance.

ESF #13 capabilities support incident management requirements including force and critical infrastructure protection, security planning, and public safety in both pre-incident and post-incident situations.

Policies

All law enforcement operations will be contained within the scope of the Little Rock Police Department's General Orders, Rules and Regulations, and Division Operating Procedures.

Administrative and logistical requirements for law enforcement emergency operations will be coordinated with the LRPD Administrative Services Manager.

Concept of Operations

General

ESF #13 is designed to establish and maintain public order and security during emergencies and disasters occurring in the City of Little Rock.

The Police Chief provides direction for the ESF #12 mission.

Communications are established and maintained through the Police Department, 911/Communications (ESF #2) to report and receive assessments and status information.

All requests for City assistance and assignments for law enforcement support are to be submitted to the Chief of Police, or designee.

The Police Chief shall also assign a designee to the City Emergency Operations Center (EOC) and/or Incident Command Post upon notification of activation/establishment.

Responsibilities

Actions Pre-Incident

Review law enforcement plans and develop procedures that address how the police department will accomplish its assigned tasks and how it will deal with the hazards the jurisdiction faces.

Maintain call down structure to alert and activate law enforcement personnel for emergency operations and establish a work/control/dispatch center to manage organizational resources and response personnel, which should be used to maintain communications with the EOC during disaster.

Establish procedures for reporting appropriate information to EOC during disaster operations.

Recruit and train reserve personnel.

Make efforts to obtain protective equipment, instruments, and clothing as appropriate to enable personnel to operate in a hazardous materials environment

Actions Response

Maintain law and order in support of any emergency response

Control access of both pedestrians and vehicles to the disaster/hazard area.

Implement civil disturbance and looting control procedures, as needed

Provide security for disaster area, critical facilities and other resource locations.

Assist evacuees with mechanical vehicle problems and ensure they do not block traffic.

Support cleanup and recovery operations during disaster events.