2022 Emergency Operations Plan

City of Dublin

DUBLIN, OHIO CODE OF ORDINANCES, CHAPTER 36.06

APRIL 27, 2022

Plan Completed By: Tom Hirschy, Emergency Management Coordinator

Plan Approved By: City Manager Dana McDaniel

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I. Promulgation

A. The City of Dublin is committed to the safety and security of residents, citizens, employees, and visitors in the city. This document is hereby adopted as the Local Emergency Operations Plan for the City of Dublin. It is an agency/department focused and function-based formatted plan that relies on the participation and expertise of individuals and units within the City of Dublin; and whenever appropriate, our external partners in the private and non-governmental sectors, as well as other city, township, county and state levels of government. This plan shall serve as the operational framework for responding to all critical incidents that affect the City of Dublin. In addition, this plan is based upon the ability to meet the whole community's needs.

B. Per Chapter 36 of the Dublin, Ohio Code of Ordinances, the Local Emergency Operations Plan shall be developed and maintained by the Emergency Management Director (36.06A). It shall be the intent of this plan that the services, equipment, facilities, and personnel of all existing departments and divisions shall be utilized to the fullest extent. It shall be the duty of all municipal departments and divisions to maintain the portion of the plan for which they are responsible, in a current state of readiness at all times.

C. Each department/division director assigned responsibility in the Emergency Operations Plan shall be responsible for carrying out duties and functions assigned therein. Duties will include the organization and training of assigned city employees, seasonal employees, part-time employees, and volunteers. Within this framework, each Department and Division is responsible for:

   1. Creating specific standard operating procedures for emergency response and for duties assigned in this plan.
   2. Identifying critical/essential functions and developing procedures for maintaining these identified critical/essential functions.
   3. Designating lines of succession.
   4. Updating employee contact information (forward to HR Business Partner and Police Department).
   5. Developing alert and/or notification procedures for department and/or division personnel.
   6. Tracking critical incident related costs incurred by the department and/or division.
   7. Ensuring that vehicles and other equipment are ready and available.
   8. Developing plans for the relocation of essential functions.
   9. Developing and implementing procedures for protecting vital records, materials, and facilities.
   10. Ensuring staff has completed the required NIMS/ICS training as well as familiarity with this EOP and the department and/or division's standard operating procedures.
   11. Participating in or carrying out necessary training, exercises, and/or plan maintenance with staff.

D. In addition, the City of Dublin Code identifies further responsibilities for each department and division director: Per City of Dublin Code 36.05(D) Each department and division director assigned responsibility in the Emergency Operations Plan shall be responsible for

   1. Carrying out duties and functions assigned therein.
   2. Organization and training of assigned city employees and volunteers.
   3. Each department and division director shall formulate the operational plan for his/her department and division which, when approved by the Emergency Management Director, shall be integrated into the Local Emergency Operations Plan by the Emergency Management Coordinator.

II.   Approval and Implementation

    A.   The Office of the City Manager is the overseeing department for all activity in connection with emergency management. Dublin's approach to emergency management incorporates the principals of the Integrated Emergency Management System and the four phases of Comprehensive Emergency Management.

    B.   The City Manager may exercise the authority and discharge the responsibilities vested in him/her by Ohio Revised Code (ORC): 5502.21-41, Public Acts of the United States Code Annotated, Section 5.04 of the Revised City Charter, and Chapter 36 of the Dublin, Ohio Code of Ordinances.

    C.   The City Manager, as executive head of the municipal government and as the Emergency Management Director, shall be responsible for directing emergency response activities and the provision of needed resources before, during, and after a critical incident.

    D.   The Local Emergency Operations Plan (EOP) shall be considered supplementary to the Dublin, Ohio Code of Ordinances and have the effect of law whenever a disaster, as defined in Chapter 36 of the Dublin, Ohio Code of Ordinances, has been proclaimed.

    E.   A declaration of emergency is not required in order to implement the Emergency Operations Plan (EOP) or activate the Emergency Operations Center (EOC).

    F.   The judgment of the City Manager (Emergency Management Director) shall be the sole criteria necessary to invoke emergency powers provided in the Revised City Charter, the Codified Ordinances, and other appropriate authorities, and to declare an emergency.

    G.   This plan will not relieve any city department and/or division of the moral responsibilities or authority given to it in the Revised City Charter, city ordinance, or administrative orders of the city, nor will it adversely affect the work of any private individual or organization giving volunteer service for relief in critical incidents and/or emergencies.

    H.   The Emergency Operations Plan (EOP) should be reviewed and updated as necessary but will be reviewed at least once per calendar year to determine if any update is needed.

        1.   Each department and division director shall review the EOP plan on an annual basis.

        2.   Each department and division director shall review his/her work policies and procedures (department/division level) pertaining to emergency management on an annual basis.

        3.   Each department and division director assigned responsibility in the Emergency Operations Plan shall be responsible for carrying out duties and functions assigned therein.

- Duties will include the organization and training of assigned city employees and volunteers.
- Each department and division director shall formulate the operational plan for his/her department and/or division.

    I.   Amendments to the Local Emergency Operations Plan must have the final approval of the Emergency Management Director (City Manager) for integration into the plan. Such amendments shall take effect immediately from the date of approval by the Emergency Management Director.

III.   Record of Changes

Date of Update	Authorizing Official	Title of Official
4/27/2022	Dana McDaniel	City Manager
4/1/2021	Dana McDaniel	City Manager
9/24/2020	Dana McDaniel	City Manager
9/16/2019	Dana McDaniel	City Manager
4/23/2018	Dana McDaniel	City Manager
3/3/2017	Dana McDaniel	City Manager
6/20/2014	Marsha Grigsby	City Manager
8/1/2013	Marsha Grigsby	City Manager
3/1/2012	Marsha Grigsby	City Manager
2/1/2011	Marsha Grigsby	City Manager

IV.   Record of Distribution

   A. The title of this document is *City of Dublin – Emergency Operations Plan (EOP)*.

   B. Portions of this EOP may be classified as "For Official Use Only" and may be handled as information of a sensitive nature.

   C. Under the Ohio Revised Code, section 149.433(B)(1): A record kept by a public office that is a security record is not a public record under section 149.43 of the Revised Code and is not subject to mandatory release or disclosure under that section.

      • A security record is defined as: Any record that contains information directly used for protecting or maintaining the security of a public office against attack, interference, or sabotage; or any record assembled, prepared, or maintained by a public office or public body to prevent, mitigate, or respond to acts of terrorism.

   D. Electronic copies of the EOP were e-mailed to all Department and Division Directors with the City of Dublin whenever the plan is officially updated.

      • Department and Division Directors are responsible for sharing the EOP with their staff.

   E. An electronic version of the EOP is maintained in the N: drive (Work Units) filed in the Emergency Management folder.

   F. A hard copy of the EOP is maintained at the primary Emergency Operations Center (EOC) located at the Dublin Justice and the Emergency Management Coordinator will maintain a hard copy.

V. Purpose

   A. The purpose of this emergency operations plan (EOP) is to develop, implement, and maintain an integrated emergency management system to deal with critical incidents. This plan predetermines, to the extent possible, the actions to be taken by the various departments and divisions of the City of Dublin and assisting agencies to mitigate and prepare for critical incidents and to respond adequately to critical incidents in order to protect the lives and property of the citizens of Dublin.

   B. While no plan can replace the common sense and good judgment of emergency response personnel, department directors, division directors, and other decision makers; this Emergency Operations Plan (EOP) does provide a framework to guide the City of Dublin's effort to mitigate and prepare for, respond to and recover from critical incidents. The City EOP provides a framework for coordinated response and recovery activities during a critical incident. This plan is primarily applicable to extraordinary situations (critical incidents) and is not intended for use in response to typical, day-to-day, emergency situations.

   C. All levels of government, the private sector, non-profit organizations, and individuals should work together toward a shared and effective response to critical incidents.

VI. Scope

   A. The City of Dublin Emergency Operations Plan (EOP) is considered an all-hazard plan that addresses a broad range of naturally occurring, technological and human caused hazards, both accidental and intentional, that could adversely affect Dublin citizens, property, environment, and/or economy.

   B. Types of Critical Incidents

   For purposes of this plan, the term "critical incident(s)" will mean a major emergency, disaster, and/or catastrophic incident.

   1. Major Emergency: Any natural or manmade incident that requires responsive action to protect life or property. Major emergencies differ from day-to-day emergencies in that they are likely to be longer in duration, larger in scale, and more complex. In addition, they are multi-agency, and may be multi-jurisdictional, but usually within the response capabilities of the City of Dublin and its mutual aid partners.

   2. Disaster: Any natural or manmade incident that results in extended disruption of social processes within the community, extensive property/environmental damage, or significant numbers of injured persons or loss of life that demands a substantial crisis response; often requiring assistance from government powers and resources beyond the scope of the impacted community.

   3. Catastrophic Incident: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, local morale, and/or government. A catastrophic incident could result in sustained citywide impacts over a prolonged period of time; almost immediately exceeding resources normally available to the City of Dublin; and significantly interrupting governmental operations and emergency services. A catastrophic incident may require massive state and federal assistance.

C. This plan may be implemented whenever emergency conditions exist, and immediate coordination of action is required by the City of Dublin. This includes, but is not limited to unforeseen critical incidents, major planned events, and/or when the size and/or complexity of an event is beyond normally handled routine operations.

D. This plan is intended to guide the city's emergency operations, complementing, and supporting the emergency response plans or procedures of other departments and divisions.

E. The City of Dublin EOP applies to all departments, divisions, and employees within the City of Dublin.

VII. Situation Overview

A. The City of Dublin is located in Franklin, Delaware, and Union counties; and all of Dublin is located within Washington Township. The majority of Dublin's population is within Franklin County.

B. The unincorporated portions of Washington Township, Concord Township, Liberty Township, Perry Township, and Jerome Township; as well as the Village of Shawnee Hills and the City of Columbus bound the City of Dublin.

C. Washington Township provides fire and emergency medical services for the City of Dublin.

D. The City of Dublin is unique among central Ohio communities in its blend of commercial and residential development. The city is host to many small and large business establishments. During normal weekday business hours, the City's population is approximately one and one-half its residential population size (75,000+).

E. Major routes of transportation in the City of Dublin include Interstate 270, U.S. Route 33, State Route 161, State Route 745, State Route 257, and Emerald Parkway.

F. A number of local schools (Dublin City, Hilliard City, and Columbus Diocese) and colleges/universities (Ohio University, Franklin University, and Columbus State Community College) are located in the City of Dublin.

G. A number of healthcare facilities are located in City of Dublin (Dublin Methodist Hospital, OSU Wexner Medical Center Outpatient Care Dublin, Stoneridge Medical Center, several long-term care facilities, urgent care facilities, primary care physician offices, specialized medicine offices, etc.).

H. A CSX rail line cuts through the southwestern corner (portion) of the City of Dublin.

I. The City of Dublin is host to several major special events that include, but are not limited to PGA Memorial Tournament, Dublin Irish Festival, Independence Day Celebration & Parade, St. Patrick's Day Parade, etc.

J. High-risk hazards most likely to affect the City of Dublin as identified in the hazard analysis include, but are not limited to tornadoes, severe summer weather (e.g., strong winds, lightning, hail, etc.), hazardous materials event (e.g., transportation-related), severe winter weather (e.g., extreme cold, ice storm, etc.), utility/energy interruption or failure, cyber

threat, pandemic/infectious disease event, active shooter incident, terrorist incident, flooding (e.g., river flooding, dam failure, etc.), etc.

K. The City of Dublin, in cooperation with many of its surrounding political subdivisions and other assisting agencies, have capabilities including skilled personnel, equipment, and supplies that will attempt to maximize the preservation of lives and property/environment in the event of a major emergency or critical incident.

L. In the event, additional resources are needed to respond to, manage, or recover from a critical incident, the City of Dublin, may depend on other agencies or jurisdictions for critical resource support.

VIII. Hazard Analysis Summary

A. Community Profile for Dublin, Ohio – U.S. Census 2020 Estimates

1. Land Area = 24.44
2. Population = 49,328
3. Population per Square Mile = 1,708.5
4. Age
    a. Persons under 5 = 5.9%
    b. Persons under 18 = 28.2%
    c. Persons 18 and over = 71.8%
    d. Persons 65 and over = 12.2%
    e. Persons 75 and over = 4.7%
5. Gender – Female = 48.9%
6. Race
    a. White = 73.9%
    b. Black or African American = 2.0%
    c. American Indian or Alaska Native = 0.3%
    d. Asian = 19.6%
    e. Native Hawaiian and Other Pacific Islander = 0.1%
    f. Two or More Races = 3.9%
7. Ethnicity – Hispanic = 3.9%
8. Foreign Born Persons = 19.1%
9. Language other than English spoken at home = 19.9%
    a. English only = 80.1%
    b. Spanish = 1.9%
    c. Other Indo-European = 4.7%
    d. Asian and Pacific Islander = 11.5%
    e. Other = 1.8%
10. Persons with a Disability = 6.2%
    a. Hearing Difficulty = 1.6%
    b. Vision Difficulty = 1.0%
    c. Cognitive Difficulty = 2.5%
    d. Ambulatory Difficulty = 3.0%
    e. Self-Care Difficulty = 1.3%
    f. Independent Living Difficulty = 3.0%
11. Persons in Poverty = 2.5%
12. Persons without Health Insurance = 1.2%
13. Total Housing Units = 18,261
14. Occupied Housing Units = 17,435

15. Owner-Occupied Housing Unit Rate = 76.1%
16. Median Value of Owner-Occupied Housing Units = $377,500.00
17. Median Gross Rent = $1,379.00
18. Households with a Broadband Internet Subscription = 96.2%
19. Persons in Civilian Labor Force (16+ years of age) = 70.4%
20. Median Household Income = $137,867.00

B. The City of Dublin is host to several major special events that include, but are not limited to:

1. PGA Memorial Tournament
2. Dublin Irish Festival
3. Independence Day Celebration & Parade
4. St. Patrick's Day Parade
5. Other Events and Races

*These events draw large crowds of pedestrians and vehicles.

C. For emergency planning and preparedness efforts, the City of Dublin will focus its planning, preparation, response, recovery, exercise, public information, warning, and training efforts on the following potential hazards:

- Tornadoes
- Severe Summer Weather – strong wind, lightning, hail, etc.
- Hazardous Materials Event – transportation related
- Severe Winter Weather – extreme cold, ice storm, etc.
- Utility/Energy Interruption or Failure (long-term 24+ hours)
- Cyber Threat
- Pandemic/Infectious Disease Event
- Active Shooter Incident
- Terrorist Incident
- Flooding – river flooding and/or dam failure

*This hazard analysis was intended to act as a supplement to the Threat and Hazard Identification and Risk Assessment for Franklin County (2021). See Appendix B – Hazard Analysis for further information.

D. This does not mean that the City of Dublin should not prepare for other types of hazards. Preparedness planning is an essential element to emergency response planning. This analysis was intended to identify those potential hazards that are more likely to occur and/or affect the City of Dublin. The current City of Dublin Emergency Operations Plan and the Dublin Police Department Emergency Operations Plan have an "all hazards approach" in order to respond to the critical incidents listed above as well as those incidents not listed.

E. The Dublin Police Department's Services Bureau Commander serves as the organization's Intelligence Liaison Officer and major special event's law enforcement coordinator. The Deputy Chief maintains an open communication with the Statewide Terrorism Analysis & Crime Center (STACC) and other intelligence organizations (e.g., FBI JTTF, OSP Hub, etc.) for on-going threat analysis, vulnerability assessments, and critical infrastructure protection.

F. The City of Dublin takes a strong proactive approach to hazard mitigation and preparedness using building codes, zoning codes, fire prevention, community planning, inspections, building plan review, tornado sirens, lightning prediction systems, public education, and many other strategies.

IX.   Mitigation Overview

    A. Communities cannot control when a critical incident occurs, but by understanding the potential risks, jurisdictions can take proactive steps that can save lives and reduce property damage. Increasing resilience through mitigation activities (e.g., land use planning, adoption of disaster-resistant building codes, etc.) reduces incident response requirements and can ultimately reduce the complexity of emergency operations planning.

    B. The City of Dublin is an active participant in and part of the Franklin County Emergency Management and Homeland Security's (FCEMHS) Natural Hazard Mitigation Plan.

        • See 2018 Natural Hazard Mitigation Plan written by Franklin County Emergency Management & Homeland Security.

    C. The City of Dublin, through the activities of the City Manager and the delegated responsibility to Department and Division Directors, conduct routine, periodic reviews of the hazard analysis and conduct activities to upgrade mitigation activities for the various hazards when applicable.

X.   Planning Assumptions

    A. A critical incident may occur at any time and may affect a single or multiple jurisdiction areas.

    B. All critical incidents begin and end locally.

    C. A critical incident may or may not involve numerous injuries; casualties; displaced people; property loss; affect critical infrastructure and the environment; and overwhelm the capacity of local and private sector infrastructure.

    D. Some critical incidents will occur with enough warning to allow for activation and preparation prior to the onset of emergency conditions. Other critical incidents will be no-notice events that occur without advance warning.

    E. Critical incidents may occur simultaneously to events in nearby communities, constraining already limited resources and may slow or reduce the amount of outside assistance available.

    F. Critical incidents pose a challenge for the whole community with an increased vulnerability for children, individuals with disabilities, persons with access and functional needs, diverse communities, the elderly, and people with limited English proficiency.

    G. This plan intends to address foreseeable critical incidents and planned events. It is assumed that this plan will be adapted, as necessary and appropriate, to address unforeseen scenarios.

    H. Individuals, community-based organizations, and private-sector businesses may offer services and support for critical incidents in the form of spontaneous volunteers, supplies, equipment, and financial donations.

    I. Critical incidents will require coordination and cooperation among diverse governmental, non-governmental, and private sector organizations to protect the lives and property of residents within the City of Dublin.

J. Department and division employees will be made aware of the responsibilities that have been reserved for them to the extent possible in the execution of this plan prior to any incident so that they can be as prepared as possible.

K. The response activities for specific hazards are similar to those that will be employed in a variety of other critical incidents; thus, this plan is designed as an all-hazard response using an agency/department focused and function-based format.

L. Emergency management functions of any department and division will generally parallel their normal day-to-day activities. Ideally, the same personnel and material resources will be utilized in both cases. However, a critical incident situation is unique and may require individuals to perform duties outside of their normal day-to-day functions and may require employees to report to persons outside of their normal day-to-day chain of command.

M. In critical incident situations, the curtailment of non-essential functions may occur. Normal functions that do not contribute to the response effort or functions that are not considered critical and/or essential may be suspended at the discretion of the Emergency Management Director for a portion of or for the duration of the emergency operation. Conversely, it should be recognized that in certain situations, some or all normal functions may continue for the duration of the emergency operation and allowances must be made to staff both activities.

N. This plan operates under the premise that the City of Dublin is responsible for the protection of lives, incident stabilization, protection of property and environment, and the initial emergency response within the city limits. However, it is probable that in the event a critical incident escalates beyond the capabilities of the City of Dublin, assistance will be required and requested.

O. City response capabilities may be limited during periods when essential staff is unable or unavailable to work.

P. The city is dependent on other government, and privately owned and operated critical infrastructure and utility resources, including but not limited to fuel, power utilities, dams, water, sewer, gas, telephone, cable, etc.

Q. The city is responsible for city-owned assets and city-owned infrastructure and for the services; it performs, as described in the city charter and code of ordinances.

R. Overwhelmed communications systems could impair communication to the public and among emergency responders.

S. Residents may need to utilize their own resources and be self-sufficient following an emergency event for two weeks or more.

T. Vulnerable populations are less likely to be self-sufficient following a critical incident, and the city's response must prioritize services for people who are unable to utilize their own resources to meet basic needs.

U. In the event, additional resources are needed to respond to, manage, or recover from a critical incident, the City of Dublin, may depend on other agencies or jurisdictions for critical resource support.

V. The majority of Dublin residents have access to transportation (e.g., motor vehicles).

XI.   Inter-Jurisdictional Relationships

    A. The Emergency Management Director (City Manager) of Dublin is responsible for protecting lives and property in a critical incident within the City's jurisdiction.

    B. Should there be a critical incident that affects the City of Dublin, emergency operations will take place under the City's direction and control with the Franklin County Emergency Management and Homeland Security (FCEMHS) agency supporting the operation.

    C. In the event that a critical incident affects two or more jurisdictions within Delaware, Union or Franklin County, emergency operations will take place under each jurisdiction's direction and control, with the appropriate countywide emergency management agency coordinating the operation and managing resources for all affected areas.

    D. For purposes of this plan, the City of Dublin contracts its emergency management services with Franklin County Emergency Management and Homeland Security (FCEMHS). The City of Dublin contracts its public health services with Franklin County Public Health (FCPH).

    E. Should there be a critical incident occurrence outside of the City of Dublin; the City of Dublin may activate its plan to support another jurisdiction at the request of that jurisdiction or at the request of the County Emergency Management Agency.

XII.   Integrated Emergency Management System

    A. The City of Dublin's approach to emergency management will incorporate the principals of the Integrated Emergency Management System and the four phases of Comprehensive Emergency Management.

    B. This plan pertains to all levels of emergency management. This includes activities that may occur before, during, and/or after an emergency. This emergency operation plan (EOP) and any other associated documents utilize elements from the Incident Command System (ICS), National Incident Management System (NIMS), and the National Response Framework (NRF).

    C. The Incident Command System (ICS) is a standardized, flexible, and scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists.

        1. The Incident Command System (ICS) is a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

        2. The ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

        3. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service/public safety agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of critical incident, ranging from a minor incident involving a single unit to a major critical incident involving several agencies and spanning numerous jurisdictions.

4. ICS establishes standardized incident management processes, protocols, and procedures that all first responders will use to coordinate and conduct critical incident response actions.

5. ICS consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

D. The National Incident Management System (NIMS) guides all levels of government, nongovernmental organizations (NGO), and the private sector to manage and work together to prevent, protect against, mitigate, respond to, and recover from incidents.

1. NIMS provides a flexible framework that facilitates government and private entities at all levels working together (interoperability and compatibility) to manage critical incidents. This flexibility applies to all phases of incident management, regardless of cause, size, location, or complexity.

2. NIMS provides a set of standardized organizational structures, as well as requirements for processes, procedures, and systems to improve interoperability.

3. NIMS resource management guidance enables many organizational elements to collaborate and coordinate to systematically manage resources—personnel, teams, facilities, equipment, and supplies.

4. The Command and Coordination component of NIMS describes the systems, principles, and structures that provide a standard, national framework for incident management.

5. The communications and information management practices and considerations as part of NIMS help incident personnel from different disciplines, jurisdictions, organizations, and agencies communicate with each other effectively during incidents.

E. The National Response Framework (NRF) describes principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident. The approaches and structures described in the Framework foster response partnerships across the whole community, including all levels of government, nongovernmental organizations, the private sector, and individuals and households.

1. Leaders at all levels support engagement of the whole community by developing shared goals and aligning capabilities so that no one is overwhelmed in times of crisis.

2. Incidents must be managed at the lowest possible jurisdictional level and supported by additional capabilities when needed.

3. As incidents change in size, scope, and complexity, the response must flexible, scalable, and adaptable to meet requirements.

4. Unity of effort respects the chain of command and each participating organization while ensuring (harnessing) seamless coordination across jurisdictions in support of common objectives.

5. It is the collective duty of local government to provide the best response possible. From individuals, households, and communities to local, regional, and state governments, response depends on the readiness to act.

6. The National Disaster Recovery Framework (NDRF) is a companion to the National Response Framework (NRF) and describes how the nation builds, sustains, and coordinates disaster recovery capabilities. The NDRF established six-recovery support function to help organizations to focus on community recovery needs.

   a. Economic Recovery Support
   b. Health and Social Services Recovery Support
   c. Community Planning and Capacity Building Recovery Support
   d. Infrastructure Systems Recovery Support
   e. Housing Recovery Support
   f. Natural and Cultural Resources Recovery Support

F. All operations under the authority of this plan will be managed in accordance with the principles contained in the National Incident Management System (NIMS), Incident Command System (ICS), and National Response Framework (NRF).

G. The Emergency Operations Center (EOC) may be activated and utilized to assist in the management critical incidents (e.g., information management, resource management, policy direction, long-term planning, etc.).

H. Phases of Comprehensive Emergency Management

1. Mitigation: Mitigation is any action taken to eliminate or reduce the degree of long-term risk to human life and property from any type of hazard. Mitigation involves taking all actions possible within one's scope of authority and responsibility to minimize the number of potential hazards. Examples of mitigation include, but are not limited to the following:

   • Building Codes
   • Public Education
   • Monitoring/Inspection
   • Land Use Management
   • Safety Codes
   • Zoning Codes/Regulations
   • Fire Prevention
   • Community Planning

2. Preparedness: Preparedness is any activity taken in advance of an emergency to develop operational capabilities and facilitate an effective response in the event a critical incident occurs. Primary preparedness activities are concerned with planning, training, and resource acquisition. Examples of preparedness include, but are not limited to the following:

   • Employee Training
   • Resource Acquisition
   • Succession Planning (Continuity of Government)
   • Mutual Aid Agreements
   • Dublin Emergency Warning System (DEWS) – Tornado Sirens
   • Dublin Lightning Prediction System – Select City Parks
   • Dublin Emergency Calling System (DECS) – Mass Communication

3. <u>Response</u>: Response is any activity taken immediately before, during, or after an emergency occurs to save lives, stabilize the incident, minimize damage to property, and enhance the effectiveness of recovery. Examples of response include, but are not limited to the following:

   • Emergency Medical Response
   • Law Enforcement Response
   • Fire and Rescue Response
   • Evacuation/Shelter-In-Place Operations
   • Emergency Sheltering
   • Public Information
   • EOC Activation
   • Joint Information Center

4. <u>Recovery</u>: Recovery is any short-term activity to return vital life support systems to minimum operating standards and any long-term activity designed to return life to normal or improved levels. Examples of recovery include, but are not limited to the following:

   • Damage Assessment
   • Debris Management/Clearance
   • Decontamination
   • Critical Incident Stress Debriefing (CISD)
   • Disaster Assistance
   • Temporary Housing
   • Reconstruction
   • Business Recovery Plan

*Note: The Four Phases of Comprehensive Emergency Management were based on the City of Dublin Code of Ordinances (36.06D) – mitigation, preparedness, response, and recovery. The National Preparedness Goal identifies five (5) mission areas: prevention, protection, mitigation, response, and recovery. For purposes of this local plan, the five mission areas identified within the National Preparedness Goal were covered within the four phases of comprehensive emergency management.

XIII. Concept of Operations

A. Emergency Authority

1. The basis for delegation of emergency authority to ensure that emergency related legal authority can be exercised is legally designated in the City of Dublin, Ohio Code of Ordinances - Chapter 36: Emergency Management and the Ohio Revised Code (ORC): 5502.21-41.

2. The City Manager shall serve as executive head of Emergency Management who shall be known as the Emergency Management Director. The Director may appoint one or more Emergency Management Coordinators and such assistants and other employees as are deemed necessary for the proper functioning and goal attainment of the organization.

3. The City Manager is hereby authorized and directed to create an organization for emergency management utilizing to the fullest extent the resources of this city.

4. The City Manager, as executive head of the municipal government and as the Emergency Management Director, shall be responsible for directing emergency response activities and the provision of needed resources before, during, and after a critical incident.

B. Emergency Powers and Duties

1. The City Manager as Emergency Management Director may exercise the emergency power and authority necessary to fulfill his/her general powers and duties as defined in Section 5.04 of the Revised City Charter and Chapter 36 of the Dublin, Ohio Code of Ordinances.

2. The judgement of the Emergency Management Director shall be the sole criteria necessary to invoke emergency powers provided in the Revised City Charter, the Codified Ordinances, and other appropriate authorities, and to declare an emergency period.

3. During any period when a critical incident threatens or when the city has been struck by a critical incident, the City Manager may promulgate such regulations, as he/she deems necessary to protect life and property and preserve critical resources. Such regulations may include, but shall not be limited to the following:

   • Regulations prohibiting or restricting the movement of vehicles in order to facilitate the emergency work forces, or to facilitate the mass movement of persons from critical areas within or without the city.
   • Regulations pertaining to the movement of persons from areas deemed to be hazardous or vulnerable to a critical incident.
   • Regulations necessary to preserve public peace, health, and safety.

4. The Emergency Management Director may, during response and recovery operations, obtain vital supplies, equipment and other resources or properties found lacking and needed for the protection of health, life, and property of the people.

5. The Emergency Management Director may require emergency services of any city officers or employees. If regular city resources are determined to be inadequate, the Director may require the services of such other personnel as he/she can obtain that are available, including citizen volunteers.

6. The Emergency Management Director shall direct resources to the aid of other communities when required in accordance with the statutes of the state, and he/she may request the county, state, or a local subdivision of the state to send aid to the city in case of crucial incident when resources of the city are no longer adequate to cope with the critical incident.

7. When a required competency, skill or resource for a disaster function is not available within the city government, the Emergency Management Director is authorized to seek assistance from persons outside of city government.

C. Phases of an Emergency

Although every critical incident situation is unique, there are a number of identifiable phases associated with any critical incident. Remember this framework is not set in stone, and some situations escalate more quickly than others do. This portion of the plan is intended to provide an outline of the phases of an emergency and some of the general concepts associated with each phase.

1. Pre-Emergency Period:

Normal Preparedness Phase: During the Normal Preparedness Phase, a critical incident is not imminent. During this phase, the City of Dublin is responsible for preparing the emergency operations plan, conducting training, conducting exercises, maintaining resource listings, and preparing standard operating procedures. These activities will provide for better coordination and communication as a situation escalates.

Increased Readiness Phase: The Increased Readiness Phase occurs when formal notice of a potential critical incident is received. This could occur with the receipt of a flood or weather advisory that could affect the City of Dublin, or the development of a deteriorating international condition. <u>Actions to be taken during this phase would include updating emergency operations plans, updating standard operating procedures, updating resource lists, increasing public information efforts, accelerating training, and taking other measures. During this phase, available resources should be tested for use.</u>

2. Emergency Period:

Pre-Impact Phase: During the Pre-Impact Phase, it is apparent that a situation is developing. Developing situations might include flood warning, winter storm warning, excessive heat warning, Homeland Security advisory system warning, tornado warning, etc. Actions during this phase may concentrate on public education, the movement of people from identified hazard areas to safer and/or lower risk areas, and/or on providing food and shelter for the people relocated to those safe areas. The following activities would be applicable:

- Disseminating warnings, instructions, and/or emergency information to the public.
- Initiating movement operations (if necessary) – evacuation or shelter-in-place.
- Advising Department/Division Directors, agencies, and the Franklin County Emergency Management and Homeland Security (FCEMHS) agency of the situation.
- Preparing for the application and possible receipt of mutual aid.
- Activating the emergency operations plan (EOP).
- Declaration of an emergency by the City Manager if the situation escalates.
- Depending on the anticipated or potential nature and severity of the situation, the City of Dublin Emergency Operations Center (EOC) may be activated.

Immediate Impact Phase: At this phase, the critical incident has escalated to the point where it is causing damage within the city. Actions taken during this phase will concentrate on saving lives, incident stabilization, and property and environment preservation. Some priority actions that may be taken include, but are not limited to the following:

- Survey and evaluate the critical incident.
- Keep decision makers updated.
- Mobilize personnel and resources.
- Conduct evacuations or shelter-in-place.
- Secure perimeters.
- Traffic control and management.
- Provide for the care and treatment of casualties.
- Search and rescue operations.
- Maintain law and order.
- Provide for mass care.

- Recover and identify deceased persons.
- Protect, control, and activate vital resources.
- Restore and activate essential facilities and systems.
- Maintain records as to personnel costs and resource acquisition.
- Provide for trained personnel to help both victims and rescue workers deal with the psychological effects associated with a critical incident.
- Depending on the nature and severity of the situation, the City of Dublin Emergency Operations Center (EOC) may be activated.

Contained Emergency Phase: At this point, the situation has been contained and is in check or under control. Emphasis should be placed on medical treatment of the injured, assisting displaced individuals, and securing dangerous areas. Typical actions would include, but are not limited to the following:

- Providing more definitive medical treatment.
- Operating mass care facilities.
- Conducting detailed damage assessment.
- Conducting debris removal.
- Additional actions would be dictated by the specific situation.

3. Post-Emergency Period:

Recovery Phase: At this point, it is important to identify recovery needs and work with state, local, non-governmental, and private organizations to meet those needs. Typical actions that may be taken at this phase would include, but are not limited to the following:

- Reunite families.
- Resume delivery of essential public services.
- Restoration of private and public property.
- Devise priorities and plans to repair any damaged infrastructure.
- Complete appropriate reports.
- Analyze decisions and the decision-making process for future occurrences.
- Revise the Emergency Operations Plan (EOP) based on performance.

*It is important to note that this framework is independent of the four phases of emergency management. This section is simply an example of the possible progression and actions to be taken if a critical incident occurs. Although many of the operational concepts are the same for many different critical incidents, each critical incident situation is different. This is simply a flexible framework to better illustrate to the reader the escalation of a critical incident.

D. Mutual Aid & Resource Acquisition

1. The City Manager, as executive head of the municipal government and as the Emergency Management Director shall be responsible for the provision of needed resources before, during, and after a critical incident.

2. The Emergency Management Director may, during response and recovery operations, obtain vital supplies, equipment and other resources or properties found lacking and needed for the protection of health, life, and property of the people.

3. When a required competency, skill or resource for a disaster function is not available within the city government, the Emergency Management Director is authorized to seek assistance from persons outside of city government.

4. The Emergency Management Director shall direct resources to the aid of other communities when required in accordance with the statutes of the state, and he/she may request the county, state, or a local subdivision of the state to send aid to the city in case of critical incident when resources of the city are no longer adequate to cope with the critical incident.

5. The Emergency Management Director may require emergency services of any city officers or employees. If regular city resources are determined to be inadequate, the Director may require the services of such other personnel as he/she can obtain that are available, including citizen volunteers.

6. It is the responsibility of the Emergency Management Director (City Manager) of the City of Dublin to protect life and preserve property from the effects of hazardous events and/or disasters (natural, human-caused, or technology-caused). The City has primary responsibility for emergency management activity, however, in the event that an emergency exceeds the city's capabilities to respond, assistance will be requested from mutual aid sources and the Franklin County Emergency Management and Homeland Security Agency (FCEMHS). If the critical incident continues to escalate, assistance may be requested from the State of Ohio, and eventually the federal government.

   • The City of Dublin will leverage its own resources in an attempt to manage the critical incident.

   • The City of Dublin may request resources using pre-existing contracts with vendors.

   • The City of Dublin may seek the assistance of other private sector organizations, non-government organizations, and/or volunteer organizations.

   • The Dublin Police Department and Dublin Public Service Department maintain mutual aid agreements with several central Ohio cities. These mutual aid agreements may be activated in the event additional resources are needed. Mutual aid agreements for police services are kept on file at the Dublin Justice Center.

   • If the resource needs of a critical incident exceed the city's capabilities or when local resources are no longer available, requests for mutual aid will be requested through Franklin County Emergency Management and Homeland Security (FCEMHS).

   • In addition, the Ohio Intrastate Mutual Aid Compact (IMAC), Ohio Revised Code Section 5502.41, was enacted to include all political subdivisions as automatic partners in the statewide mutual aid system. The purpose of IMAC is to establish an agreement, through legislation, for providing governmental services and resources across local boundaries in response to and recovery from any disaster resulting in a formal declaration of emergency.

7. Request for State Assistance: If all available local resources are committed, including mutual aid and assistance is still required, mutual aid/other regional and state assistance may be requested through the FCEMHS. The following guidelines must be followed when requesting assistance from the FCEMHS:

- Upon the advice of the Incident Commander or Chief of Police, the City Manager may declare an emergency in accordance with City of Dublin Ordinance Chapter 36.

- Once the declaration of emergency is issued, a written declaration of emergency, along with a written mission statement indicating the specific services to be performed by any external agency/resource (i.e. execute the laws of the state, suppress insurrection, repel invasion, act in the event of a critical incident, promote the health, safety, and welfare of citizens, etc.), shall be forwarded to the FCEMHS.

- FCEMHS will review the request per their policy and determine how to resource the need.

- External agency(s) support provided to the City of Dublin will be directed to the Incident Command Post, Emergency Operations Center, and/or identified staging area.

- Liaisons for external agency(s) support should be requested for either the Incident Command Post and/or the EOC.

8. Request for Federal Assistance: The City of Dublin would request federal assistance in cooperation with the FCEMHS and Ohio EMA.

E. Persons with Access and Functional Needs

The Americans with Disabilities Act (ADA) defines the term disability with respect to an individual as "a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment or a person who is perceived by others as having such an impairment."

Access and functional needs is defined more broadly than "disabilities", but generally refers to individuals who have physical, developmental, or intellectual limitations, chronic conditions or injuries, limited English proficiency, older adults, children, and infants.

1. For purposes of this plan, persons with access and functional needs will include:

- Mental and physical disabilities
- Physical, developmental, or intellectual disabilities
- Chronic conditions or injuries
- Limited English proficiency
- Older adults
- Children
- Infants
- Low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit)
- Pregnant women
- People of color
- Others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequity
- Persons with service animals
- Persons with household pets

2. The following considerations will be provided to persons with access and functional needs:

- Must have the right to participate in, and receive, the benefits of emergency programs, services, and activities.

- Must be able to access and benefit from emergency programs, services, and activities equal to the general population.

- Must have equal access to emergency programs, services, and activities, which may require modification to rules, policies, practices, and procedures.

- Must provide emergency services, programs, and activities in an integrated setting.

- Must provide emergency services, programs, and activities at locations that all people can access, including people with disabilities.

- Must be given timely and accurate information that is comparable in content and detail that is given to the public.

- Must have the same opportunities to benefit from emergency programs, services, and activities.

- Must not be charged to cover costs of measures necessary to provide equal access and nondiscriminatory treatment.

3. People with access and functional needs are most knowledgeable about their own needs.

4. People with access and functional needs do not all require the same assistance and do not all have the same needs.

5. People with access and functional needs may need assistance with transportation to/from a shelter.

6. Dublin is a community that values diversity, equity and inclusion for all. As calls for social equality echo throughout the nation, the City of Dublin is committed to providing opportunities for residents, businesses and visitors' voices to be heard.

Diversity Statement

"We are a team of different and unique qualities which enable us to best serve our community."

Equity Statement

"We acknowledge our different and unique qualities, be they advantages, disadvantages or otherwise, and we embrace fairness so that all might have an opportunity to achieve similar outcomes."

Inclusion Statement

"We welcome and expect diversity and we provide opportunities for all team members to contribute to the City's success."

XIV. Organization and Assignment of Responsibilities

A. During a critical incident, it is of vital importance that all parties involved have a clear understanding of their responsibilities. This will decrease the amount of confusion and lead to a more efficient and effective response process.

B. Generally, each department and division, inter-governmental agencies, non-governmental organization, and private organization has both primary and support responsibilities. The responsibilities identified in this plan provide a *framework* for emergency operations in the City of Dublin.

C. Individual city departments and divisions are an integral part of the emergency organization. While some departments and divisions' staff are first responders, the majority of others focuses on supporting these first responders and/or on the continuity of services, they provide to the public. Organizationally, they are a component that provides support and communication for responders.

D. Within this framework, each Department and Division is responsible for:

1. Creating specific standard operating procedures for emergency response and for duties assigned in this plan.
2. Identifying critical/essential functions and developing procedures for maintaining these identified critical/essential functions.
3. Designating lines of succession.
4. Updating employee contact information (forward to HR Business Partner and Police Department).
5. Developing alert and/or notification procedures for department and/or division personnel.
6. Tracking critical incident related costs incurred by the department and/or division.
7. Ensuring that vehicles and other equipment are ready and available.
8. Developing plans for the relocation of essential functions.
9. Developing and implementing procedures for protecting vital records, materials, and facilities.
10. Ensuring staff has completed the required NIMS/ICS training as well as familiarity with this EOP and the department and/or division's standard operating procedures.
11. Participating in or carrying out necessary training, exercises, and/or plan maintenance with staff.

E. In addition, the City of Dublin Code identifies further responsibilities or each department and division director: Per City of Dublin Code 36.05(D) Each department and division director assigned responsibility in the Emergency Operations Plan shall be responsible for

1. Carrying out duties and functions assigned therein.
2. Organization and training of assigned city employees and volunteers.
3. Each department and division director shall formulate the operational plan for his/her department and division which, when approved by the Emergency Management Director, shall be integrated into the Local Emergency Operations Plan by the Emergency Management Coordinator.

F. The City Manager (Emergency Management Director) or his/her designee has the authority to shift responsibilities when deemed necessary. The City Manager (Emergency Management Director) or his/her designee also has the authority to shift an employee(s) chain of command.

G. This plan serves as a support mechanism to help clearly communicate and identify operational personnel and support staff/providers what their roles and responsibilities are and how those complement the activities of others.

H. City of Dublin - Department and Division Major Responsibilities:

1. Asset Management and Support Services

   a) Survey and evaluate the condition of the infrastructure assets in the city (e.g., sidewalks, roads, bridges, bike paths, etc.).
   b) Respond to service requests to address resident concerns and requests.
   c) Serve as the primary support service for the Cityworks and the GoDublin applications.
   d) Activate the "public function" of the GoDublin application to allow citizens to report issues (e.g., damage, debris, utility, trees, etc.). This information can be captured, mapped, disseminated, tracked, and managed.
   e) Responsible for procurement, prevailing wage, and capital contracts for Engineering, Facilities & Fleet, and Public Service.
   f) Estimate, plan, and schedule infrastructure maintenance projects in the CIP.
   g) Support missions associated with:
      • ESF 1 – Transportation
      • ESF 3 – Public Works and Engineering
      • ESF 7 – Logistics

2. Building Standards

   a) Survey critical incident area.
   b) Perform damage assessment of structural elements and inform the EOC.
   c) Provide utilities assessment and coordinate with service providers (water, sewer, gas, electric, and cable) to resume services and inform the EOC.
   d) Conduct inspections as necessary to ensure code enforcement for structural integrity prior to re-occupancy.
   e) Prepare and make recommendations to Emergency Management Director regarding building code changes to mitigate future critical incidents.
   f) Survey streets, roads, bridges, infrastructure, and related construction.
   g) Issue building permits during recovery phase.
   h) Support missions associated with:
      • ESF 3 – Public Works & Engineering
      • ESF 12 – Energy
      • ESF 14 – Cross-Sector Business and Infrastructure

3. City Council

   a) Exercise legislative powers before, during, and after critical incidents.
   b) Be thoroughly familiar with City of Dublin Codified Ordinances and Chapter 36.
   c) Be thoroughly familiar with Article III (Council) and IV (Legislative and Other Procedures) of the Revised Charter of Dublin, Ohio.
   d) Be prepared to convene special city council sessions if conditions warrant.

4. City Manager/ Emergency Management Director / Office of the City Manager

The Emergency Management Director, which is designated by ordinance (Chapter 36) as the City Manager, is responsible for coordinating all components of the city's integrated emergency management system. The following primary functions of the Emergency Management Director include, but are not limited to the following:

a) ***Lead missions associated with ESF 5 – Information and Planning.***
b) May exercise the emergency power and authority necessary to fulfill his general powers and duties as defined in Section 5.04 of the Revised City Charter.
c) May declare an emergency period.
d) May promulgate such regulations, as he/she deems necessary to protect life and property and preserve critical resources.
e) May prohibit or restrict the movement of vehicles in order to facilitate the emergency work forces, or to facilitate the mass movement of persons from critical areas within or without the city and movement of persons from areas deemed to be hazardous or vulnerable to a critical incident.
f) May promulgate regulations necessary to preserve public peace, health, and safety.
g) Shall direct resources to the aid of other communities when required in accordance with the statutes of the state.
h) May request the county, state, or a local subdivision of the state to send aid to the city in case of a critical incident when resources of the city are no longer adequate to cope with the critical incident.
i) May, during response and recovery operations, obtain vital supplies, equipment and other properties found lacking and needed for the protection of health, life, and property of the people, and bind the city for the fair value thereof.
j) When a required competency, skill or resource for a disaster function is not available within the city government, the Emergency Management Director is authorized to seek assistance from persons outside of city government.
k) May require emergency services of any city officers or employees.
l) May require the services of such other personnel as he/she can obtain that are available, including citizen volunteers.
m) May activate and manage the Emergency Operations Center (EOC).
r) Keep City Council and the public informed.
s) Ensure continuity of government is maintained.

5. Clerk of Council/Legislative Services

a) Be prepared to assist in the preparation of emergency legislation.
b) Assist with communications with City Council as to the need for emergency sessions.
c) File regulations issued by the City Manager/Emergency Management Director.
d) Support missions associated with ESF 5 – Information and Planning.

6. Communications & Public Information

The dissemination of information (e.g., public warning, instructions, emergency information, etc.) in the event of a critical incident is one of the critical components in providing for public safety. Media outlets are to be utilized to provide detailed information to the public regarding protective action to be taken for minimizing injury, loss of life and loss of property. In addition, the Division of Communications & Public Information Director (or designee) should provide emergency status information and updates to the media for release to the public. The following are the major responsibilities of the Division of Communication & Public Information:

a) ***Lead missions associated with ESF 15 – External Affairs.***
b) Develop and maintain outlets for emergency information.
c) Collect and validate information.
d) Monitor information to ensure rumor control.
e) Identify emerging trends and issues.
f) Provide print and broadcast monitors to review media reports for accuracy.
g) Coordinate with EOC situational awareness personnel for shared analysis of information.
h) Designate personnel to handle inquiries from the public.
i) Designate personnel to handle media relations.
j) Designate personnel to liaison with and provide reports to City Council.
k) Draft and obtain approvals for press releases, emergency announcements, educational flyers, safety tips, fact sheets, etc.
l) Provide briefings to EOC personnel.
m) Assure that all public information is released/coordinated from CPI or the JIC.
n) Provide news releases to media and updates to the public throughout a critical incident situation.
o) Disseminate information using methods such as traditional media, social media, and public alert and warning systems.
p) Provide announcements, information, awareness, and public education to residents.
q) Coordinate news conferences and public briefings.
r) Coordinate VIP visits.
s) Implement, supervise and staff the Joint Information Center (JIC).
t) Establish contact with other EOC organizations and other public affairs personnel: Establish information-sharing priorities and processes.
u) Coordinate with internal and external stakeholders.
v) Maintain a chronological record of critical incident related events.
w) Refer public inquiry about missing relatives to the American Red Cross.
x) Ensure messages are accessible to all, including those with limited English proficiency, disabilities, and access and functional needs: Ensure accessibility and engage interpreters.
y) Support missions associated with ESF 2 – Communications and ESF 5 – Information and Planning.

7. Community Events

a) Assist in the procurement of equipment and/or resources.
c) Support logistical operations.
d) Support the Division of Communications & Public Information.
e) Support missions associated with:
    - ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
    - ESF 7 - Logistics
    - ESF 15 – External Affairs
    - Volunteer and Donation Management

8. Court Services

a) Provide assistance with record management and maintenance.
b) Provide for any required emergency sessions of Mayor's Court.
c) Be prepared to provide court services under emergency conditions.

9. Economic Development

   a) Serve as the **PRIMARY LIAISON with Private Sector Businesses**.
   b) Make emergency purchases and other resource procurements as required.
   c) Assist state and federal governments with disaster programs.
   d) Assist with inventory of resources and deployment.
   e) Prepare and follow up on applications for State and Federal assistance.
   f) Provide liaison to affected businesses.
   g) Support missions associated with:
      - ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
      - ESF 7 – Logistics
      - ESF 14 – Cross-Sector Business and Infrastructure

10. Emergency Management Coordinator

    a) Development and maintenance of a listing of resources that may be accessed for emergency needs.
    b) Educate city employees and other governmental and private agencies to the responsibilities of emergency management and concept of operations for emergency mitigation, preparedness, response, and recovery.
    c) Exercise plans for the purpose of training and evaluation so that plans may be reassessed and revised as needed.
    d) Work with the Police Technical Services Division Commander and the Division of Transportation & Mobility to ensure the proper installation, maintenance, testing, and overall effective operation of the Outdoor Early Warning System. Ensure the public understands the use of and procedures associated with this system.
    e) Support missions associated with ESF 5 – Information and Planning.
    f) Maintain the Emergency Operations Center (EOC).

11. Engineering

    a) ***Lead missions associated with:***
       - ***ESF 3 – Public Works & Engineering***
       - ***ESF 12 – Energy***

    b) Survey critical incident area.
    c) Perform damage assessment of infrastructure & structures and report to EOC.
    d) Provide utilities assessment and coordinate with service providers (water, sewer, gas, electric, and cable) to resume services and report to EOC.
    e) Survey streets, roads, bridges, infrastructure, and related construction.
    f) Support missions associated with:
       - ESF 1 – Transportation
       - ESF 10 – Oil and Hazardous Materials Response
       - ESF 14 – Cross-Sector Business and Infrastructure

12. Facilities & Fleet Management

    a) Ensure continued operation of critical city facilities.
    b) Complete and/or oversee any emergency repairs to city facilities.
    c) Ensure operation of generators at critical city facilities.
    d) Maintain facilities and operational status.
    e) Assist with sheltering operations (if requested).

f) Ensure vehicles are in operational status.
g) Manage fuel storage and pumping operations.
h) Secure fuel and oil needed for continued operations in case of scarcity.
i) Monitor the consumption of fuel and oil by vehicles.
j) Maintain the type/kind inventory for NIMS qualified equipment/vehicles.
k) Support missions associated with:
- ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
- ESF 7 – Logistics

13. <u>Finance (Taxation and Fiscal Administration)</u>

a) Administer financial management for jurisdictional expenditures.
b) Provide financial statistics and reports as may be required.
c) Track incident related costs incurred by departments/divisions.
d) Assist state and federal governments with disaster programs.
e) Assist with inventory of resources and deployment.
f) Prepare and follow up on applications for State and Federal assistance.
g) Create policies and procedures to:
- Keep detailed records on any goods and materials purchased.
- Make emergency purchases and other resource procurements as required.
- Keep detailed records of personnel time and associated costs devoted to recovery efforts.
h) Ensure policies, procedures, or practices are in place to comply with applicable reimbursement requirements.
i) Establish and communicate protocol to track and maintain incident-related financial documentation, such as invoices, payroll logs, and contracts.
j) Collect, track, and document data related to funding and expenses.
k) Monitor and verify costs and expenditures by reviewing requests, invoices, time cards, activity logs, and other available documentation or resources.
l) Advise EOC leadership and staff on financial matters associated with jurisdictional activities (e.g., fiscal burn rate, situational awareness information, procurement policies, etc.).
m) Review resource requests with resource management personnel to verify understanding of request and provide input on course of action: Suggest cost-efficient alternatives to obtaining requested resources, as appropriate.
n) Support missions associated with:
- ESF 5 – Information and Planning
- ESF 7 – Logistics
- ESF 14 – Cross-Sector Business and Infrastructure

14. <u>Human Resources</u>

a) The Director of Human Resources should be readily available at the EOC to assist in all personnel related matters.
b) Responsible for the development/maintenance of the city's pandemic plan.
c) Provide ongoing safety and risk management assessments for all city operations.
d) Develop and provide facility safety plan and briefing: Communicate locations of automated external defibrillators (AED), fire extinguishers, evacuation routes, and shelter-in-place areas.
e) Account for the safety and well-being of the City Workforce (determine if any employees are personally impacted by the event).

f) Provide for the emotional support of the City Workforce (EAP) during traumatic events.

g) Provide or assist in the notification to family members of an employee if there is a serious injury or death of an employee.

h) Support missions associated with:
- ESF 5 – Information and Planning
- ESF 7 – Logistics

15. <u>Information Technology</u>

a) ***Lead missions associated with ESF 2 – Communications.***
b) Provide telephone and computer network capabilities to EOC.
c) Staff EOC to manage EOC I.T. functions.
d) Responsible for the development/maintenance of the city's business recovery plan.

16. <u>Law</u>

a) Provide legal assistance/opinions regarding all emergency management matters.
b) Provide guidance to senior leadership, Incident Command/Unified Command, and EOC personnel on potential legal risks and liabilities.
c) Draft proclamations, declarations, emergency ordinances, and other legal documents in coordination with EOC leadership
d) Advise on liability and potential legal concerns.
e) Assist in the preparation of emergency legislation.
f) Assist with communications to City Council as to the need for emergency sessions.
g) Assist with public information press releases.
h) Support missions associated with ESF 5 – Information and Planning.

17. <u>Mayor (and Vice-Mayor in the Mayor's absence)</u>

a) Be thoroughly familiar with the City of Dublin Codified Ordinances and Chapter 36.
b) Be thoroughly familiar with the Revised Charter of Dublin, Ohio.
c) Assist the City Manager and Communications & Public Information with external communications.

18. <u>Outreach and Engagement</u>

a) ***Lead missions associated with Volunteer and Donation Management.***
b) Serve as the **PRIMARY LIAISON for Social Service Organizations**.
c) Serve as the **PRIMARY LIAISON for Persons with Access and Functional Needs**.
d) Coordinate requests for volunteer assistance from departments/divisions and citizens.
e) Coordinate requests for and management of donations.
f) Implement or assist with the implementation of a volunteer reception center (VRC).
g) Implement or assist with the implementation of a donations reception location.
h) Track volunteer deployment.
i) Support missions associated with:
- ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
- ESF 7 – Logistics
- ESF 11 – Agriculture and Natural Resources

19. Performance Analytics

   a) Provide maps of damaged areas, traffic control points, evacuation areas, etc.
   b) Facilitate the provision of metrics related to emergency management response.
   c) Assist in process evaluation, design, and improvement.
   d) Staff the EOC to assist with EOC operations.
   e) Manage the collection and tracking of open tasks, issues and action items through resolution in the EOC.
   f) Support missions associated with: ESF 5 – Information and Planning

20. Planning

   a) ***Lead missions associated with ESF 14 – Cross-Sector Business and Infrastructure.***
   b) Ensure reconstruction efforts are in compliance or accordance with the City's Master Development Plans and meets proper codes and regulations.
   c) Assist in initial damage assessment and revisions.
   d) Furnish demographic data, charts, and development plans as needed.
   e) Prepare and make recommendations to the Emergency Management Director regarding planning and zoning code changes to mitigate future critical incidents.
   f) For any reconstruction activities, Planning will expedite zoning inspections for construction/reconstruction activities.
   g) Provide EOC with maps and other documents for decision-making.
   h) Support missions associated with:
      - ESF 1 – Transportation
      - ESF 3 – Public Works and Engineering
      - ESF 11 – Agriculture and Natural Resources

21. Police & NRECC

   The Dublin Police Department plays a vital role in emergency operations. The police department will most likely be one of the first responders to a critical incident. During an emergency, law enforcement must expand their operations to provide the increased protection required by critical incident conditions. They are ultimately responsible for control and security in the event of a critical incident. The following are the primary responsibilities of the Dublin Police Department in the event of a critical incident:

   a) ***Lead missions associated with ESF 13 – Public Safety and Security.***
   b) ***Lead missions associated with ESF 7 – Logistics.***
   c) Operate the Dublin Emergency Warning System (public alert warning systems).
   d) Operate the Dublin Emergency Calling System (public alert warning systems).
   e) Search & rescue with fire and other emergency responders.
   f) Establish an Incident Command Post at the critical incident scene.
   g) Coordinate efforts with other emergency responders.
   h) Initiate perimeter security.
   i) Conduct evacuation and/or shelter-in-place.
   j) Initiate traffic control and management.
   k) Conduct and manage emergency communications.
   l) Prevent looting and minimize sightseeing within the impacted area.
   m) Conduct criminal investigation (if necessary).
   n) Serve as a linkage with fusion and/or intelligence centers.
   o) Assist in staffing the Emergency Communications Center.
   p) Provide weather updates to EOC.

q) Support other missions including those associated with:
- ESF 1 – Transportation
- ESF 2 – Communications
- ESF 5 – Information and Planning
- ESF 9 – Search & Rescue
- ESF 10 – Oil and Hazardous Materials Response
- ESF 15 – External Affairs

22. Public Service

a) ***Lead missions associated with ESF 11 – Agriculture and Natural Resources.***
b) Assist with hazardous materials operations.
c) Lead missions associated with debris management.
d) Lead missions associated with waste management and vector control.
e) Coordinate with local contractors to secure resources.
f) Establish outside contacts for parts and additional personnel.
g) Transport and erect barricades and directional signs for critical incident areas.
h) Assist with outer perimeter security.
i) Assist with traffic control management.
j) Clear streets and remove debris (debris management).
k) Assist in preliminary damage assessments of streets, bridges, and waterways. Visual only – report findings to Engineering.
l) Assist in repair construction to vital facilities.
m) Snow removal, if necessary.
n) Work with Building Standards/Engineering to restore basic services (gas, electric, water).
o) Assist with flood watch.
p) Inform engineering and/or transportation & mobility of utility, bridge and road damage.
q) Coordinate with local contractors to secure resources.
r) Establish outside contacts for parts and additional personnel.
s) Support the County Dangerous Wild Animal Emergency Response Team Plan.
t) Advise in the use and distribution of potable water.
u) Assist with flood watch.
v) Support missions associated with:
- ESF 1 – Transportation
- ESF 3 – Public Works and Engineering
- ESF 7 – Logistics
- ESF 9 – Search & Rescue
- ESF 10 – Oil and Hazardous Materials Response
- ESF 12 – Energy
- ESF 13 – Public Safety & Security
- ESF 14 – Cross-Sector Business and Infrastructure

23. Recreation Services

a) ***Lead missions associated with ESF 6 - Mass Care, Emergency Assistance, Temporary Housing, and Human Services.***
b) Work with Franklin County Emergency Management and Homeland Security and the American Red Cross to help identify a location and coordinate a critical incident assistance center for victims.
c) Prepare for Special Needs Groups - The Division of Recreation Services in cooperation with the American Red Cross is responsible for thoroughly researching

and planning for the evacuation, relocation, transportation, and mass care of special needs individuals (e.g., disability, access and functional needs, elderly, pets and service animals, children, etc.).

d) Assist critical incident victims in obtaining temporary housing.
e) Provide necessary outreach services to citizens that have special needs.
f) Set up and maintain a day care facility for the children of victims, employees, and volunteers as may be required.
g) Work with the American Red Cross and other agencies to provide shelter, food, water, and clothing.
h) Assist Humane Society in providing identification and shelter of pets.
i) Assist with transportation needs.
j) Assist with registering and processing evacuees.
k) Support missions associated with:
    *   ESF 7 – Logistics
    *   Volunteer and Donation Management

24. Transportation and Mobility

    a) ***Lead missions associated with: ESF 1 – Transportation***
    b) Maintain traffic signals, streetlights, outdoor warning system, school zone flashers, traffic signs and pavement markings.
    c) Responsible for comprehensive transportation planning and operations.
        Survey critical incident area.
    d) Perform damage assessment of infrastructure & structures and report to EOC.
    e) Survey streets, roads, bridges, infrastructure, and related construction.
    f) Provide repair, maintenance, and service to warning sirens and traffic signals to ensure continued operability.
    g) Ensure the proper installation, maintenance, testing, and overall effective operation of the Outdoor Early Warning System.
    h) Support missions associated with:
        *   ESF 3 – Public Works & Engineering
        *   ESF 10 – Oil and Hazardous Materials Response
        *   ESF 12 – Energy
        *   ESF 14 – Cross-Sector Business and Infrastructure

25. Any Other Department and Division Employee Not Listed

    Any other department, division, and/or work unit not listed may provide support services (e.g., answer telephones, runners, scribes, etc.) as identified by the Office of the City Manager, Emergency Operations Center, or Incident Commander.

I. Inter-Government Agency Assistance

1. Central Ohio Transit Authority

   a) Support mission associated with ESF 1 – Transportation
   b) Assist in providing transportation in support of ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services

2. City of Columbus Public Utilities

   a) Work with City of Dublin to restore vital services (e.g., water, sewer, power, dams, etc.)
   b) Support missions associated with:
      - ESF 3 – Public Works and Engineering
      - ESF 12 – Energy

3. County Coroner's Office

   a) Set up and establish a temporary morgue.
   b) Grid off critical incident area for body identification.
   c) Take charge of critical incident area for body recovery (post search & rescue).
   d) Tag and remove bodies and/or parts to temporary morgue.
   e) Attempt to identify bodies.
   f) Coordinate activities with the Ohio Funeral Directors' Association.
   g) Support missions associated with ESF 8 – Public Health & Medical Services

4. Dublin City Schools

   a) Conduct emergency training in schools.
   b) Provide school buses and drivers for transportation and evacuation.
   c) Identify and make school facilities available for evacuation centers, shelters, etc.
   d) Damage assessment of school facilities.
   e) Evacuate children from schools if necessary.
   f) Support missions associated with:
      - ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
      - ESF 7 – Logistics

5. Franklin County Emergency Management and Homeland Security (FCEMHS)

   The County Emergency Management and Homeland Security Agency is a 7-day a week, 24-hour response agency. This agency's role during an emergency is coordinating/locating resources, coordinating information, and acting as a liaison between support agencies. The following are the specific responsibilities of the County Emergency Management and Homeland Security Agency:

   a) Assist with comprehensive planning.
   b) Coordination and support of activities between jurisdictions.
   c) Help obtain and manage resources.
   d) Help obtain and augment personnel and equipment.
   e) Identify resources for special assistance groups.
   f) Coordinate activities with the Ohio Emergency Management Agency.
   g) Assist with training exercises.

h) Assist in obtaining state/federal funding.
i) Assist with shelter operations in conjunction with the American Red Cross.
j) Assist with requests for external agency support and resources.
k) Public warning.
l) Public information and education.
m) Support missions associated with:
- ESF 5 – Information and Planning
- ESF 7 – Logistics

6. Franklin County Engineer Office

a) Support missions associated with ESF 1 – Transportation
b) Support missions associated with ESF 3 – Public Works and Engineering
c) Work with City of Dublin to restore transportation infrastructure (e.g., roadways, bridges, etc.)

7. Franklin County Human Services

a) Personal welfare programs.
b) Shelter operations.
c) Reception and care.
d) Assist in providing mental health services to survivors and critical incident volunteers that may be suffering from critical incident related stress.
e) Provide resources for special needs groups.
f) Support missions associated with:
- ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
- ESF 8 – Public Health & Medical Services

8. Franklin County Public Health

a) ***Lead missions associated with ESF 8 – Public Health and Medical Services.***
b) Public health programs and provides emergency medical services.
c) Food and drink inspection.
d) Sanitation inspection and enforcement.
e) Mass prophylaxis for first responders and/or critical personnel.
f) Distribution of anti-viral and other emergency medicines.
g) Issue quarantine orders or social distancing recommendations.

9. Mid-Ohio Regional Planning Commission (MORPC)

a) Assist in emergency planning.
b) Develop and maintain liaison with private sector.
c) Assist with mass and/or community evacuation.
d) Plan for and help provide services to elderly and handicapped.
e) Resource identification and management.
f) Public information and education.
g) Support missions associated with:
- ESF 1 – Transportation
- ESF 14 – Cross-Sector Business and Infrastructure

10. Ohio Department of Transportation

   a) Support missions associated with ESF 1 – Transportation
   b) Support missions associated with ESF 3 – Public Works and Engineering
   c) Work with City of Dublin to restore transportation infrastructure (e.g., roadways, bridges, etc.)

11. Ohio Emergency Management Agency

The Ohio Emergency Management Agency is the state agency responsible for emergency operations throughout the State of Ohio. If a critical incident escalates beyond the capabilities of local government and the appropriate county emergency management and homeland security agency, the Ohio EMA may be asked to assist. The Ohio EMA will primarily play a coordination role similar to the county, but on a much larger scale. Their responsibilities are as follows:

   a) Transportation
   b) Communications
   c) Engineering and Public Works
   d) Firefighting
   e) Information and Planning
   f) Mass Care, Emergency Assistance, Temporary Housing, and Human Services
   g) Logistics
   h) Public Health and Medical Services
   i) Search and Rescue
   j) Oil and Hazardous Material Response
   k) Agriculture and Natural Resources
   l) Energy
   m) Public Safety and Security
   n) Cross-Sector Business and Infrastructure
   o) External Affairs
   p) Military Support to Civil Authorities
   q) Recovery and Mitigation
   r) Other Services:
      • Damage assessment
      • Welfare services
      • Financial assistance
      • Assistance in training

12. Ohio State University/County Extension Office

   a) Agricultural stabilization and conservation service damage assessment.
   b) Support missions associated with ESF 11 – Agriculture and Natural Resources.

13. Sheriff's Office (Franklin, Delaware, and/or Union)

   a) Provide support to emergency operations.
   b) Provide transportation and security for prison population.
   c) Provide special response services (e.g., bomb squad, SWAT, K-9, etc.)
   d) Assist in providing security.
   e) Support missions associated with ESF 13 – Public Safety & Security.

14. Washington Township Fire Department

The Washington Township Fire Department will play a critical role in the event of a critical incident. The Fire Department is likely to be a first responder along with the police. The Fire Department's first responsibility will be search and rescue, the provision of emergency medical services, and fire control. The identification of a hazardous or radiological material situation will also be the responsibility of the responding Fire Department. It is important for law enforcement and the Fire Department to work closely together to ensure that proper authority is maintained at the scene. Fire Department responsibilities are as follows:

a) *Lead missions associated with:*
- ***ESF 4 – Firefighting***
- ***ESF 9 – Search & Rescue***
- ***ESF 10 – Oil Hazardous Materials Response***

a) Search and rescue operations.
b) Provide Emergency Medical Services.
c) Hazardous Materials Response.
d) Radiological response & protection.
e) Fire control.
f) Provide damage assessments.
g) Fire code enforcement.
h) Direction and control of public.
i) Evacuation and traffic control.
j) Assist County Coroner in establishment of temporary morgue.
k) Support missions associated with:
- ESF 5 – Information and Planning
- ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
- ESF 7 – Logistics
- ESF 8 – Public Health & Medical Service
- ESF 13 – Public Safety & Security
- ESF 15 – External Affairs

15. Other Local and Township Jurisdictions

a) Provide mutual aid assistance.
b) Provide staffing, vehicles, resources and/or equipment.

J. Private and Non-Profit Organizations

1. <u>American Red Cross</u>

   a) **LEAD missions associated with ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services.**
   b) Primary agency for the activation/operation of emergency shelters.
   c) Assist in providing welfare services (food, clothing, housing, etc.).
   d) Assist in providing health and medical services.
   e) Set up and maintain area for volunteers.
   f) Assist in providing food and clothing to volunteers.
   g) Assist in reuniting families.

2. <u>Central Ohio Trauma System (COTS)</u>

   a) The Central Ohio Trauma System (COTS) is a group of physicians and other experts working together to improve patient outcomes related to trauma, emergency services, and critical incident preparedness.
   b) Support missions associated with ESF 8 – Public Health & Medical Services.

3. <u>Churches</u>

   a) Notification of families of deceased.
   b) Provide spiritual support and counseling to both victims and emergency workers.
   c) Provide locations for displaced families.
   d) Support missions associated with ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

4. <u>Dublin Chamber of Commerce and Dublin Visitors and Convention Bureau</u>

   a) Assist in obtaining necessary resources from the business community.
   b) Assist with assessing the status and needs of the effected business community.
   c) Assist in communications with the business community.
   d) Support missions associated with ESF 14 – Cross-Sector Business and Infrastructure.

5. <u>Funeral Homes</u>

   a) Activate the Ohio Funeral Director Associations' disaster recovery team.
   b) Assist in removing bodies from the scene.
   c) Work with Coroner's Office for identification purposes.
   d) Take charge and prepare bodies when they have been released.
   e) Support missions associated with ESF 8 Public Health & Medical Services.

6. <u>Hospitals</u>

   Dublin Methodist, Riverside, Ohio State, Grant, Children's, St. Ann's, etc.

   a) Implement hospital emergency operations plan.
   b) Dispatch medical and triage personnel to the scene as requested.
   c) Provide emergency treatment.
   d) Receive and treat critical incident victims.
   e) Support missions associated with:

- ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
- ESF 8 – Public Health & Medical Services

7. <u>Medical Reserve Corp</u> (Franklin County & Columbus) – managed by FCEMHS

    a) Support missions associated with:
    - ESF – 6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services
    - ESF – 8 Public Health & Medical Services

8. <u>Private Utilities</u> (Electric, Gas, Telephone, Cable, etc.)

    c) Work with City of Dublin to restore vital services.
    d) Support missions associated with:
    - ESF 3 – Public Works and Engineering
    - ESF 12 – Energy

9. <u>Salvation Army</u>

    1. Welfare services.
    2. Provide clothing.
    3. Provide food.
    4. Provide shelter (in cooperation with the American Red Cross)
    5. Provide emergency financial assistance.
    6. Assist in donations management.
    7. Reception and care.
    8. Assist with mission associated with ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services

10. <u>Syntero</u>

    a) Provide personnel to staff a Critical Incident Stress Debriefing center.
    b) Support missions associated with:
    - ESF – 6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services
    - ESF – 8 Public Health & Medical Services

11. <u>Other</u> – Dublin Food Pantry, Welcome Warehouse, SHARE, etc.

XV.   Direction, Control, and Coordination

Command and control functions are present throughout the four phases of emergency management, but command and control are particularly important during the response phase. Critical incidents can escalate quickly and response to these situations can be stressful, overwhelming, and chaotic for all involved. The Incident Commander and Emergency Management Director are two of the most critical individuals in providing command and control. Based on the importance of this function in emergency planning, command and control must be established prior to an actual response situation.

A.   Emergency Management Director

1.   The City Manager, as executive head of the municipal government and as the Emergency Management Director shall be responsible for directing emergency response activities and the provision of needed resources before, during, and after a critical incident.

2.   The City Manager shall serve as executive head of Emergency Management who shall be known as the Emergency Management Director. The Director may appoint one or more Emergency Management Coordinators and such assistants and other employees as are deemed necessary for the proper functioning and goal attainment of the organization.

3.   The City Manager/Emergency Management Director serves at the manager of the Emergency Operations Center (EOC).

B.   Incident Commander

1.   The Incident Commander (IC) is the individual responsible for all incident activities at the scene of a critical incident, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

2.   In addition to having the overall responsibility for managing the entire incident, the Incident Commander is specifically responsible for: 1) establishes incident objectives, 2) ensuring overall incident safety, 3) providing information services to internal and external stakeholders, 4) establishing and maintaining liaisons with other agencies participating in the incident, and 5) establishing incident support facilities for specific purposes.

3.   The Incident Commander is the only position that is always staffed in Incident Command System (ICS) applications. On small incidents and events, one person—the Incident Commander—may perform all ICS management functions.

C.   Unified Command

1.   Unified Command (UC) is established when no one jurisdiction, agency, or organization has primary authority, therefore there is no one clear Incident Commander. These multiple agencies work together to communicate and make command decisions.

2.   Unified Command (UC) allows agencies with different authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

3. Under Unified Command, agencies work together though the designated members of the Unified Command to analyze intelligence information and establish a common set of objectives and strategies for critical incident response. Unified Command does not change any of the other features of ICS. It merely allows all agencies with responsibility for the incident to participate in the decision-making process.

D. Command and General Staff Function

1. The Incident Commander or Unified Command assigns Command and General Staff functions as needed to support the incident/unified command function during a critical incident.

2. The Command Staff typically includes a Public Information Officer (PIO), a Safety Officer, and a Liaison Officer who report directly to the Incident Commander or Unified Command.

- Public Information Officer - interfaces the media and others needing incident information
- Safety Officer - monitors incident operations and advise the Incident Commander on health and safety.
- Liaison Officer - serves as the incident command's point of contact for organizations not included in the Command.

3. The General Staff typically includes an Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief who report directly to the Incident Commander or Unified Command.

- Operations Section Chief - plans and performs tactical activities to achieve the incident objectives.
- Planning Section Chief - collects, evaluates, and disseminates incident information.
- Logistics Section Chief - manages services and resource support for the incident.
- Finance/Administration Section Chief – provides on-scene or incident-specific finance and administrative support services.

* Intelligence/Investigations Function – Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness. However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to meet the needs of the incident. The intelligence/investigations function can be incorporated as an element of the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.

4. In the event, the Incident Commander/Unified Command does not activate any command and/or general staff functions, the Incident Commander/Unified Command is responsible for these functions.

E. Area Command

1. An Area Command is an incident management system established to oversee the management of multiple incidents that are each being managed by an ICS and/or to oversee the management of large incidents that cross-jurisdictional boundaries. A primary reason for establishing an Area Command is logistics (resource) management and prioritization.

   • Area Command is particularly relevant to Complex Coordinated Terrorist Attacks (CCTA) where several incidents may demand the same scare resources.

   • Area Command is particularly relevant to public health emergencies because these incidents are typically: non-site specific, not immediately identifiable, geographically dispersed, and/or evolve over time.

   • The City of Dublin may be part of and/or contribute to an area command, but unlikely to directly manage the area command. The City of Dublin may send a liaison officer to the Area Command as an agency representative.

   • The City of Dublin will work in conjunction with an area command and/or other ICS to set overall incident related priorities allocate critical resources, ensure incident objectives are met and do not conflict with each other, identify critical resource needs, and ensure short-term emergency recovery is coordinated.

F. Types of Operation Centers

The City of Dublin in its emergency response operations will establish an Incident Command Post (ICP) for command-and-control purposes during a critical incident. The City of Dublin may establish an Emergency Operations Center (EOC) to support field operations during a critical incident.

1. Incident Command Post (ICP)

   The Incident Command Post (ICP) is the command-and-control point that is established in the field near/at the actual scene of the critical incident. The ICP may be mobile or fixed depending on the nature of the incident, and the Incident Commander (IC) will command and control from this site/location. To ensure the security/safety of all employees involved, the Incident Commander or his/her designee may assign security to the ICP to control access to the ICP.

2. Emergency Operations Center (EOC)

   The Emergency Operations Center (EOC) may be the second operations center to be activated. The EOC will act as the base station and fixed central communications point. The EOC will be located at a central, fixed location away from the scene since it is primarily responsible for tracking and coordinating resource requests, information management, personnel, communications, policy direction, etc. The City Manager (Emergency Management Director) is in charge of the Emergency Operations Center. To ensure the security/safety of all employees involved, identification cards may be issued to identify what department and/or division the individual works for as well as to permit access to the EOC.

The following are the designated EOC locations:

Primary: City of Dublin Justice Center
                                             6565 Commerce Parkway
                                             Dublin, OH 43017

Secondary: Virtual Emergency Operations Center

Tertiary: If necessary, other locations include Dublin Service Center, Dublin City Hall, Dublin Community Recreation Center, and the Washington Township Fire Administration Building.

In the event that none of these locations are fit for activation or are otherwise inappropriate, the EOC may be set up at another public building (out of the danger zone). The Emergency Management Director or his/her designee will determine this location.

3. <u>Joint Information Center (JIC)</u>

Normally, the Joint Information Center (JIC) will be located at City Hall (normal work location for Communications & Public Information). However, in the event it is necessary or requested, the JIC may be co-located at or near the EOC. The JIC is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. Efficient information flow is critical to effectively inform the public before, during, and after a critical incident. By maintaining a centralized communication facility, resources can be better managed, and duplication of effort is minimized. The purpose of a Joint Information Center (JIC) is to:

1. Collect, analyze, share, and coordinate information.
2. Gather and coordinate information and serve as the "hub" for the release of timely, accurate, and consistent information.
3. Allow all involved organizations to speak with "one voice" providing consistent messages to the public.
4. Monitor traditional and social media coverage to verify the accuracy of information being disseminated.
5. Be proactive in responding to the information needs of the media and the public.
6. Prepare press releases and press conferences when/if necessary.
7. Manage locations for information release (e.g., media staging area, press release location, etc.)

XVI.   Information Collection, Analysis, and Dissemination

   A. Typically, under an ICS structure, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness.

   B. The Joint Information Center (JIC) will serve as the primary information monitoring and collection point for open-source intelligence information for the Incident/Unified Command and the EOC. This includes, but is not limited to media (TV, radio, newspapers, etc.), website, Go Dublin application, e-news, social media, etc.

   C. The Northwest Regional Emergency Communications Center (NRECC) who dispatches for the Dublin Police Department and Washington Township Fire Department will monitor and collect information provided by telephone call, cell call, walk-in, text, e-mail, radio, and LEADS/NCIC teletype.

   D. The Dublin Police Department's Services Bureau Commander serves as the organization's Intelligence Liaison Officer and major special event's law enforcement coordinator. The Lieutenant maintains an open communication with the Statewide Terrorism and Crime Center (STACC) and other intelligence organizations (e.g., JTTF, OSP Hub, etc.) for on-going threat analysis, vulnerabilities, and critical infrastructure protection.

   E. The Emergency Management Coordinator/Law Enforcement Planner also handles criminal intelligence duties and responsibilities with the Dublin Police Department. This position would also reach out to various local, county, and state organizations for the purposes of collection and analysis of intelligence.

   F. Management Analysts and Administrative Support personnel staffed at each city facility may also be a source for information collection. Department/Division Directors should plan at the department/division level as to how Management Analysts and/or Administrative Support personnel will collect and provide information to directors, and/or the EOC.

   G. Critical information needs during a critical incident include, but are not limited to injuries, deaths, missing persons, damage to critical infrastructure, fire, vandalism, damaged structures, property damage, civil disorder, transportation needs, environmental damage, traffic, utility status, warnings, weather forecasts, area impact, etc.

   H. Asset Management & Support Services can activate (upon request) the "public function" of the GoDublin application to allow citizens to report issues (e.g., damage, debris, utility, trees, etc.). This information can be captured, mapped, disseminated to the appropriate entities, and tracked.

   I. Prior to any intelligence being disseminated to staff, it must first be reviewed and approved by the Incident Commander and/or City Manager.

XVII.   Communications and Coordination

    A. An interoperable communications plan will be established for the management of the critical incident(s).

    B. The Police Department's Technical Services Bureau Commander, NRECC Operations Manager, and/or his/her designee will work with the Incident Commander/Unified Command and/or Emergency Operations Center to formulate and distribute an interoperable communications plan to all parties involved in the response to the critical incident.

        1. ICS 205 Form – Incident Radio Communications Plan
        2. ICS 205A Form – Communications List
        3. ICS 271A Form – Communications Resource Availability Worksheet

XVIII. Restoration of Community Lifeline and Other Public Services

Critical facilities and critical infrastructure are those structures and services essential to the health and welfare of the community. Critical facilities include, but are not limited to hospitals, schools, fire and police stations, emergency operations centers, fuel/energy distribution and production sites, transportation systems, communication systems and high-potential-loss facilities. Critical infrastructure consists of assets such as roads, bridges, rail, and utilities, etc. that serve the whole community. These are necessary services provided by the government or by private companies utilizing long-term capital assets. It should be noted that a significant amount of the critical infrastructure in Dublin is owned and operated by the private sector (e.g., hospital, electricity, etc.).

In general, response and recovery activities will occur using the following priorities:

    1. Lifesaving
    2. First Responder Safety
    3. Incident Stabilization
    4. Property/Environmental Preservation

The Incident Commander and/or Emergency Operations Center will determine the prioritization for the restoration of necessary community lifelines, critical facilities, critical infrastructure, and other public services.

Prioritization of the necessary community lifelines is critical. A community lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety, or economic security. The following are community lifelines as established by FEMA:

    1. Safety & Security
    2. Food, Water, Shelter
    3. Health & Medical
    4. Energy (Power & Fuel)
    5. Communications
    6. Transportation
    7. Hazardous Material

A. The City's critical facilities include, but are not necessarily limited to, the following:

   1. Justice Center
   2. Fire Stations
   3. Service Center
   4. Fleet
   5. City Hall
   6. Community Recreation Center
   7. Development Building

B. Other Government Utilities (City of Columbus):

   1. Water
   2. Sewer
   3. Dams/Power

C. Other Critical Public & Private Facilities:

   1. Emergency Shelters
   2. Hospitals
   3. Schools
   4. Churches
   5. Rail Line

D. Private Utilities:

   1. Electricity
   2. Gas
   3. Telephone
   4. Fiber Optics/Cable

E. Depending on the scale of the critical incident, other agencies (Franklin County Emergency Management and Homeland Security, American Red Cross, etc.) or other local, non-governmental organization (NGO), or private sector resources may be utilized to help in the restoration process.

XIX. Continuity of Operations and (COOP) and Continuity of Government (COG)

Critical incident occurrences will undoubtedly disrupt government functions. It is important that each department and division within the City of Dublin develop and maintain measures to ensure the continuity of government. This will ensure a more orderly response effort and account for personnel that may be unavailable for a variety of reasons.

A. Continuity of Operations (COOP)

COOP outline essential functions and services to perform and deliver, and how to do so, if a critical incident disrupts normal operations.

Each Department and Division of the City of Dublin is responsible for the following:

1. Pre-designated lines of succession.
2. Delegate authority for succession to key personnel.
3. Identify critical/essential functions and services.
4. Develop plans to continue critical/essential services.
5. Develop plans for the relocation of essential functions.
6. Identify key processes.
7. Identify key vendors and/or resources.
8. Identify specific procedures for deploying personnel, equipment, and supplies.
9. Provide for the preservation of records.
10. Maintain an updated list of employee contact information.

Department and division directors within the city are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during a critical incident.

See *City of Dublin Business Recovery Plan* for additional information.

B. Essential (Critical) Functions

1. Each department and division of the City of Dublin is responsible for the identification of essential (critical) functions and services.

2. Each department and division of the City of Dublin is responsible for developing plans to continue essential (critical) functions and services in the event of a critical incident.

C. Preservation of Records

1. All City of Dublin employees are responsible for ensuring that all public documents be protected and preserved in accordance with city policy and State Law.

2. Each department and division are responsible for maintaining and preserving all public documents affecting the organization and administration of emergency management functions. It is further the responsibility of all city employees to ensure that all records are secure and protected from elements of damage or destruction.

3. Each department and division must provide for the protection, accessibility, and recovery of the city's vital records, systems, and equipment. Vital records, systems, and equipment are defined as if irretrievable, lost, or damaged, will materially impair the

city's (department and/or division) ability to conduct business or carry out essential functions.

D. Continuity of Government (COG)

COG preserves or reconstitutes statutory, legislative, and/or administrative responsibilities and authorities at all levels of government when a critical incident affects a government organization.

1. Orders of Succession - Each department and division of the City of Dublin is responsible for developing pre-designated lines of succession and the delegation of authority for successors to key personnel.

2. Virtual Emergency Operations Center – In the event of a critical incident, the City of Dublin may use a virtual emergency operations center (EOC) platform in order to continue government functions (e.g., remote work, open calls, etc.).

DEPT/DIV	PRIMARY	ALT 1	ALT 2	ALT 3
Emergency Line of Succession - 2022				
DEPT/DIV	**PRIMARY**	**ALT 1**	**ALT 2**	**ALT 3**
Asset Management & Support Services	Bob Taylor	Matt Dunbar	Shawn Shipman	Inge Witt
Building Standards	Brad Fagrell	Lee Montgomery	Brad Conway	Janet Rusanowski
Chief Finanace & Development Officer	Megan O'Callaghan	Matt Stiffler	Brad Fagrell	Jenny Rauch
Chief Operations Officer	Robert Ranc	Jason Anderson	Matt Earman	Paul Hammersmith
Chief Strategy & Innovation Officer	Homer Rogers	Jennifer Miglietti	Michael Farrar	Brandon Brown
City Manager	Dana McDaniel	Megan O'Callaghan	Robert Ranc	Homer Rogers
Clerk of Council (Legislative Affairs)	Jenny Delgado	Jayme Maxwell	Judy Beal	
Communications & Public Information	Lindsay Weisenauer	Bruce Edwards	Andrew Kohn	Rebecca Myers
Community Events	Alison LeRoy	Lori Gischel	Trish Lackey	Doug Cordill
Court Services	Lisa Schoning	Jancie Speicher	Bailey Santagate	Sharon Hague
Economic Development	Jennifer Klus Ekey	Megan O'Callaghan	Jenna Goehring	Sara O'Malley
Engineering	Paul Hammersmith	Brian Gable	Aaron Stanford	Michael Hendershot
Facilities & Fleet Management	Brian Ashford	John Hyatt	Tim Elmer	Roy Dotson
Finance Director	Matt Stiffler	Megan O'Callaghan	Jaime Hoffman	Melody Kennedy
Fiscal Administration	Matt Stiffler	Megan O'Callaghan	Melody Kennedy	Jerry O'Brien
Human Resources	Jennifer Miglietti	Kelly Rose	Ron Whittington	Robin Myers
Information Technology	Michael Farrer	Bob Schaber	Maria Renzetti	Brad Jones
Law Department	Jennifer Readler	Thad Boggs	Stephen Smith Jr.	Phil Hartmann
Outreach & Engagement	Christine Nardecchia	Shannon Mauer	Barbara Ray	Whitney Aebker
Parks & Recreation Director	Matt Earman	Tracey Gee	Alison LeRoy	Shawn Krawetzki
Performance Analytics	Bradon Brown	Rick Frantz	Langdon Sanders	Damon Leonhard
Planning	Jenny Rauch	Tammy Noble	Nichole Martin	Sarah Holt
Police	Justin Paez	Greg Lattanzi	Nick Tabernik	Jay Somerville
Public Service	Jay Anderson	John Babyak	Chris Nicol	Vince Vannicelli
Recreations Services	Tracey Gee	Kim Wigram	Kelly Rigano	Mollie Steiner
Taxation	Kevin Robison	Tammy Lehnert	Matt Stiffler	Jaime Hoffman
Transportation & Mobility	Megan O'Callaghan	Jeannie Willis	Tina Wawszkiewicz	

*For a full complete list of the 2022 emergency line of succession, see the Emergency Management folder on the city's Work Units' drive (N:).

3. The Emergency Management Director shall designate and appoint Deputy Directors to assume the emergency duties of the Director in the event of his/her absence or inability to act. (This designation to be compatible with the provisions of Section 5.03 of the Revised City Charter. The intent being that there will always be a City Manager/Emergency Management Director in charge in the city.)

E. Relocation to Alternate Site

1. Each department and division of the City of Dublin is responsible for developing plans for the relocation of essential functions (e.g., physical relocation, virtual offices, etc.).

2. In the event of a structural fire, water damage, power outage, hazardous materials spill, etc., the City of Dublin maintains a number of city facilities in which departments and divisions may be moved to if relocation is required.

3. City facilities include City Hall, Service Center, Justice Center, Development Building, Fleet, Dublin Community Recreation Center, and/or the Metro Data Center.

F. Resilience

1. Resilience is the capacity to withstand and recover from an adverse occurrence. Resilience has also been defined as building the essential strength, stability, and capacity needed to retain certain capabilities throughout the course of a major disaster – and to recuperate as quickly and as efficiently as possible during the post-disaster recovery phase.

2. Resilience begins with and depends on local government, civic leaders, private sector businesses, nonprofits, and other organizations.

3. Resilience is enhanced with an active pre and post disaster mitigation program that improves the disaster resilience of a community or organization when potential damages are reduced or even eliminated. Resilience is improved when an organization can respond quickly and efficiently and save lives and prevent damages by the speed and effectiveness of the response.

4. The City of Dublin has established resilience through a number of different divisions, departments, and citywide strategies and programs, to include, but not limited to:

   • Prevention and mitigation strategies: land use codes, building codes, etc.
   • Preparedness strategies: warning systems, public information, planning, etc.
   • Mutual aid agreements: police, public works, fire, IMAC, etc.
   • Financial strategies: establishment of strategic financial reserves, budgeting, etc.
   • Environmental preservation: land use planning, parks, tree program, etc.
   • Public awareness: public information, public messaging, website, social media, etc.
   • Warning systems: tornado sirens, lightning prediction systems in major parks, etc.
   • Communications: interoperable radio communications (e.g., COIRS, MARCS, etc.)
   • Continuity of government: lines of succession, delegation of authority, etc.
   • Continuity of operations: identification of essential/critical functions, etc.
   • Community collaboration: schools, business, civic/homeowner associations, etc.

XX.   Training and Equipment

A.   Training information

1.   The Emergency Management Director or his/her designee will identify and/or determine the emergency management training needs for the organization.

2.   The Risk Manager/Safety Administrator for the City of Dublin will maintain all OSHA required training logs and information for all City employees.

3.   The Risk Manager/Safety Administrator for the City of Dublin is responsible for the development and maintenance of city building/facility safety plans.

4.   The Emergency Management Coordinator/Law Enforcement Planner will maintain NIMS required training information for select City employees.

5.   The Talent Development and Training Manager shall incorporate training requirements related to emergency management/response as part of the overall City Training and Development program and coordinate with the Emergency Management Coordinator/ Law Enforcement Planner regarding the status of training for city personnel.

6.   Each city department and division director should identify employee-training needs as well as ensure that those employees who are required to complete NIMS and ICS training do so in a timely manner.

7.   Each city department and division director are responsible to ensure employees meet training requirements and report training statuses to the Emergency Management Coordinator/Law Enforcement Planner.

8.   Each city department and division director is encouraged to develop training exercises to evaluate their responses to a critical incident.

9.   Per Chapter 36 of the City of Dublin, Ohio Code of Ordinances, the Emergency Management Coordinator's duties include exercising plans for the purpose of training and evaluation so that plans may be reassessed and revised as needed.

B.   Equipment

1.   Maintenance of equipment

It is the responsibility of the Asset Management and Support Services, Building Standards, Engineering, Facilities & Fleet, Parks, Police, Public Service, and Transportation & Mobility employees to regularly test and maintain all vehicles, equipment, and facilities (at their disposal). City of Dublin equipment is stored at the following locations:

- Fleet Maintenance (6351 Shier-Rings Road)
- Development Building (5200 Emerald Parkway)
- Service Center (6555 Shier-Rings Road)
- Justice Center (6565 Commerce Parkway)
- City Hall (5555 Perimeter Drive)
- Avery Road Water Tower (7697 Avery Road)

- *Note: There are other locations throughout the city where equipment is kept (e.g., city park locations)

2. On an annual basis, Fleet Operations will complete a Type & Kind Report for NIMS applicable resources (e.g., dump trucks, backhoe loaders, electronic boards, wood chippers, pumps, etc.).

3. The City of Dublin maintains various kinds of equipment to include, but not limited to dump trucks, front-end loaders, message boards, wood chippers, pumps, compressors, excavators, bucket trucks, arrow boards, police cruisers, trucks, snowplows, etc.

4. It is the responsibility of each department and division to inventory and maintain assigned equipment.

XXI. Administration, Finance, and Logistics

A. Administration

1. Documentation

a. Departments/Divisions will document actions taken during and after the critical incident.

b. Typically, staff in the Planning Section are responsible for collecting and assisting in the documentation efforts during a critical incident.

c. Documentation actions taken during both the response and recovery phases of the critical incident will assist the city in the following ways:

- Document costs, expenditures, overtime, etc. associated with potential cost recovery
- Document damage to public and private properties (e.g. damage assessment, etc.)
- Document or address any city insurance needs
- Document actions and decisions to avoid duplication of effort and provide evidence what was done
- Document any resources or personnel obtained through mutual aid, IMAC, MOU, etc.
- Document volunteer usage
- Document donations from private sector and the general public
- Document resource needs, resource tracking, and resource reporting
- Document ownership or acquisition of resources
- Document compensation to owners of private property that is used
- Document and create historical records that can assist with the development of future mitigation strategies and aid in the preparation of after action reports

d. Departments/Divisions may use the following documentation methods:

- Internal forms
- UKG Kronos
- MUNIS
- ICS forms

- Excel spreadsheets
- Clear Point Metrics
- Go Dublin
- City Works
- Department/Division forms
- Other mechanisms for documentation

e. Document the reassignment of city employees, seasonal employees, part-time employees, volunteers, and temporary workers.

2. After Action Report

a. Each department/division will be required to submit post-critical incident after-action report(s) to the Emergency Management Director within 15 working days after termination of response activities. Detailed records of expenditures and obligations made by City officials must be maintained and recorded by each department and division. This will allow the city to meet applicable audit requirements as well as possible cost recovery requirements. Other reports will be made to the appropriate authorities as required.

b. Reasons and needs for the after-action report include:
- Review actions taken
- Identify equipment shortcomings
- Improve operational readiness
- Highlight strengths
- Identify areas in need of improvement
- Make recommendations for changes to policies & procedures, acquiring or replacing outdated resources, retraining personnel, etc.
- Implement a corrective action plan to address the identified deficiencies or recommendations.

B. Finance

1. Individual Disaster Assistance

All individual disaster assistance will be provided in accordance with policy set forth in state and federal guidelines. It is the responsibility of the Department of Finance to be familiar with these programs.

a. Coordinate with the various state/federal programs that assist the public to recover their costs and begin rebuilding (e.g., Small Business Administration, National Flood Insurance Program, Public Assistance Program, unemployment benefits, worker's compensation, etc.).

b. Coordinate eligible donations and/or volunteer labor and resources (if available).

2. Recovery Funding

Proper documentation and reporting during an emergency are critical for the city to receive proper reimbursement for emergency expenditures and to maintain a historical record of the critical incident. City staff will maintain thorough and accurate documentation (e.g., expenditures, costs, etc.) throughout the course of a critical incident.

a. In an emergency, the Department of Finance works with the Safety Administrator/Risk Manager to track and maintain records of any employee injury or property loss incurred for insurance and financial aid purposes.

b. The Director of Finance or his/her designee oversees the completion and submission of grant, recovery, and/or loan applications. These applications generally require specific, detailed financial data that is compiled and maintained in Finance.

c. In addition, requests for federal and state funds need to be reported in the City's Comprehensive Annual Financial Report (CAFR). Therefore, all departments and divisions should coordinate financial aid requests through Finance.

d. Coordinate with the various state/federal programs that allow local jurisdictions and their response/support organizations to recover their costs (e.g., Small Business Administration, Public Assistance Program, etc.).

3. Emergency Spending

a. It is the City of Dublin's policy to include in the annual operating budget reserves for unforeseen circumstances. In an emergency, the Director of Finance has the authority to request from City Council appropriations of these reserves. If those reserves prove inadequate, the City Manager has the authority to delay/cancel expenditures or projects programmed in the operating or capital budgets and redirect those funds.

b. Per Chapter 36.05(B)(4) of the City of Dublin Code of Ordinances, in an emergency, the City Manager/Emergency Management Director may, during response and recovery operations, obtain vital supplies, equipment and other properties found lacking and needed for the protection of health, life, and property of the people, and bind the city for the fair value thereof.

c. The Director of Finance may temporarily increase limits on City credit cards in an emergency. While each department and division have the authority to make purchases as they see fit, any expenditures that are significantly outside a department and/or division's budget must be cleared through the Director of Finance so the City of Dublin's total resources can be coordinated.

d. The City of Dublin maintains an active vendor database with local businesses that employees may purchase needed items.

e. In a critical incident, the City of Dublin has arrangements with most of its vendors allowing the city to charge goods and be invoiced without providing a purchase order to the vendor. Any purchases significantly outside a department and/or division's budget should be cleared through the Director of Finance.

f. Per Title III Chapter 35.51, the City of Dublin has several petty cash boxes that can be accessed by the Director of Finance in an emergency.

g. Departments/Divisions shall track all emergency spending costs associated with a critical incident per the direction of the Finance Director.

C. Logistics (Resources)

    1. The City of Dublin

        a. The City Manager, as executive head of the municipal government and as the Emergency Management Director shall be responsible for the provision of needed resources before, during, and after a critical incident.

        b. The Emergency Management Director may, during response and recovery operations, obtain vital supplies, equipment and other resources or properties found lacking and needed for the protection of health, life, and property of the people.

        c. The Emergency Management Director shall direct resources to the aid of other communities when required in accordance with the statutes of the state, and he/she may request the county, state, or a local subdivision of the state to send aid to the city in case of critical incident when resources of the city are no longer adequate to cope with the critical incident.

        d. The Emergency Management Director may require emergency services of any city officers or employees. If regular city resources are determined to be inadequate, the Director may require the services of such other personnel as he/she can obtain that are available, including citizen volunteers.

        e. The City has primary responsibility for emergency management activity, however, in the event that an emergency exceeds the city's capabilities to respond, assistance will be requested from mutual aid sources and the Franklin County Emergency Management and Homeland Security Agency (FCEMHS). If the critical incident continues to escalate, assistance may be requested from the State of Ohio via FCEMHS.

        f. When a required competency, skill or resource for a disaster function is not available within the city government, the Emergency Management Director is authorized to seek assistance from persons outside of city government.

        g. The Dublin Police Department and the Dublin Public Services Division maintain mutual aid agreements with several central Ohio cities. These mutual aid agreements may be activated in the event additional resources are needed.

        h. If the resource needs of a critical incident exceed the city's capabilities or when local resources are no longer available, requests for mutual aid will be requested through Franklin County Emergency Management and Homeland Security (FCEMHS).

        i. In addition, the Ohio Intrastate Mutual Aid Compact (IMAC), Ohio Revised Code Section 5502.41, was enacted to include all political subdivisions as automatic partners in the statewide mutual aid system. The purpose of IMAC is to establish an agreement, through legislation, for providing governmental services and resources across local boundaries in response to and recovery from any disaster resulting in a formal declaration of emergency.

2. Request for State Assistance: If all available local resources are committed, including mutual aid and assistance is still required, mutual aid/other regional and state assistance may be requested through the FCEMHS. The following guidelines must be followed when requesting assistance from the FCEMHS:

   a. Upon the advice of the Incident Commander or Chief of Police, the City Manager may declare an emergency in accordance with City of Dublin Ordinance Chapter 36.

   b. Once the declaration of emergency is issued, a written declaration of emergency, along with a written mission statement indicating the specific services to be performed by any external agency/resource (i.e. execute the laws of the state, suppress insurrection, repel invasion, act in the event of a critical incident, promote the health, safety, and welfare of citizens, etc.), shall be forwarded to the FCEMHS.

   c. FCEMHS will review the request per their policy and determine how to resource the need.

   d. External agency(s) support provided to the City of Dublin will be directed to the Incident Command Post, Emergency Operations Center, and/or identified staging area.

   e. Liaisons for external agency(s) support should be requested for either the Incident Command Post and/or the EOC.

3. Request for Federal Assistance: The City of Dublin would request federal assistance in cooperation with the FCEMHS and Ohio EMA.

4. Use of Local Firms

   Preference may be given to contracts or agreements with private organizations that carry out critical incident assistance activities or services to organizations doing business primarily in the affected area.

5. Emergency Listings

   • A hard copy of the active vendor list with addresses is maintained by the Department of Finance for emergencies.

   • Contracts are maintained at several Dublin retail establishments for emergency after-hours purchases.

   • A hard copy of the City of Dublin's fixed assets by location is maintained and located in Finance at City Hall.

   • An inventory list of vehicles (type & kind) is maintained by Facilities and Fleet.

   • The Division of Outreach & Engagement maintains a volunteer resource list.

   • A resource list for emergency needs is maintained by the Police Department.

6. The City of Dublin may seek the assistance of other private sector organizations, non-government organizations, and/or volunteer organizations.

XXII.   Recovery Planning

In preparation for long-term recovery, the Emergency Management Director or his/her designee will direct city staff to prepare for the following:

A. Activities that promote proactive community engagement, public participation, and public awareness of short-term, intermediate, and long-term recovery and resilience, such as:

    1. Memorials, vigils, and emotional/mental health campaigns
    2. Activities that acknowledge cultural, religious, and traditional diversity in the community
    3. Collections of supplies and monetary donations
    4. Efforts of Voluntary Organizations Active in Disaster

B. Prepare disaster recovery plans (such as an overall plan or Recovery Support Function-specific plans), including recovery roles and responsibilities:

    1. Prioritize recovery activities based on community needs
    2. Consider funding availability, eligibility requirements, and interdependencies
    3. Incorporate resilience considerations

C. Coordinate with Communications & Public Information (CPI) to disseminate recovery-related public information:

    1. Conduct outreach about Disaster Recovery Centers (DRC) and available Federal and state resources
    2. Provide information to protect consumers from disreputable, opportunistic contractors
    3. Combat misinformation

D. Capture and communicate economic impacts and implications, including unmet community needs, to state, local, tribal, territorial, and/or Federal leadership.

E. Work with EOC personnel before, during, and after the transition from response to recovery:

    1. Disseminate recovery information and address misinformation

F. Advocate for recovery considerations:

    1. Provide briefings and recommendations to the Policy Group
    2. Propose courses of action to avoid adverse effects on long-term recovery

G. Implement pre- and post-disaster mitigation and recovery plans.

XXIII. Plan Development and Maintenance

A. Per 36.06(A) of the Dublin, Ohio Code of Ordinances, the Local Emergency Operations Plan shall be developed and maintained by the Emergency Management Director. Per 36.05(C2), the development and maintenance of an Emergency Preparedness Manual which will consist of an explanation of all concepts of the Local Emergency Operations Plan, and Emergency Operations Center, will be developed and maintained by the Emergency Management Coordinator. For purposes of this plan, it serves as both as the Emergency Operations Plan and as the Emergency Preparedness Manual.

B. The Emergency Management Director (City Manager) should provide assistance and guidance in critical incident planning activities.

C. Each department/division tasked with responsibility in this plan is responsible for updating their portion of the plan or creating any special operational guidelines based on deficiencies recognized through plan review, training, and exercises.

D. For this plan to be effective, all plan participants must understand it. The Emergency Management Director (City Manager) should ensure that officials are briefed concerning their roles and responsibilities in an emergency.

E. Emergency Management, as any other discipline, can only be effective if it is practiced. Therefore, this plan recommends that a training/exercise component be carried out annually. The City Manager or his/her designee will determine the frequency and type of training and/or exercises to be conducted.

F. Plans may be exercised for the purpose of training and/or evaluation so that plans may be reassessed and revised as needed. In general, a discussion-based exercise or tabletop exercise are economical ways to test and/or evaluate the operational capabilities of the city's EOP. However, other types of exercises or training may also be utilized.

G. City of Dublin employees may participate in other outside agency trainings or exercises with approval.

H. The Emergency Operations Plan (EOP) should be reviewed and updated, as necessary but will be reviewed at least once per calendar year to determine if any update is needed. Any amendments to the Local Emergency Operations Plan must have the final approval of the Emergency Management Director for integration into the plan. Such amendments shall take effect immediately from the date of approval by the Emergency Management Director.

I. Any time the Emergency Operations Plan (EOP) is activated or exercised, an after action plan should be conducted to determine what if any corrective actions or specific areas of improvement should take place. Corrective action may include, but not be limited to:

1. Providing refresher training
2. Revising planning assumptions
3. Revising operational concepts
4. Changing organizational tasks
5. Modifying organizational implementing instructions

XXIV.   Authorities and References

- Dublin, Ohio Code of Ordinances, Chapter 36

- Dublin, Ohio City Charter Article 5.04

- Ohio Revised Code (ORC) Chapter: 5502.21-41

- Developing and Maintaining Emergency Operations Plan (CPG 101)

- NIMS Emergency Operations Center: How-To Quick Reference Guide

- FEMA IS-2200: Basic Emergency Operations Center Functions

- Emergency Operations Center Skillsets User Guide

Appendix A - Emergency Support Functions (ESF)

ESF 1 – Transportation: The purpose of ESF 1 Transportation is to provide support by assisting in the management of transportation systems and infrastructure during domestic threats or in response to actual or potential critical incidents. The scope of ESF 1 includes, but is not limited to:

- Sustain transportation services, mitigate adverse economic impacts, meet societal needs, and movement of emergency relief personnel and commodities. Unnecessary reductions or restrictions to transportation will directly impact the effectiveness of all prevention, preparedness, response, recovery, and mitigation efforts.
- Maintain important relationships with public and private sector transportation stakeholders
- Monitor and report status of and damage to the transportation system and infrastructure because of the incident.
- Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinate and support prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders within the authorities and resource limitations of agencies.

Lead Division: Transportation and Mobility

Support Divisions:
- Asset Management and Support Services
- Engineering
- Planning
- Police
- Public Service

ESF 2 – Communications: The purpose of ESF 2 Communications is to support the restoration of communications infrastructure, coordinate communications support to response efforts, facilitate the delivery of information to emergency management decision makers, and assist in the stabilization and reestablishment of systems and applications during incidents. The scope of ESF 2 includes, but is not limited to:

- Meet the telecommunications and essential element of information needs of local government agencies; nongovernmental organizations; industry essential service providers; other private sector partners; and individuals, families, and households, including individuals with disabilities and others with access and functional needs.
- Provide disaster emergency communications, which consist of the technical means and modes required to provide and maintain operable and interoperable voice and data communications in an incident area.
- Support the temporary reestablishment of the basic public safety communication infrastructure and assist in the initial restoration of the commercial telecommunication infrastructure.
- Coordinate the provisioning of priority and other telecommunication services at incident support facilities, provide capabilities and services to aid response and short-term recovery operations, and ensure a smooth transition to long-term recovery efforts.
- Lead communications planning, training, exercising, and coordination with local government to support a whole of community approach to disaster response.
- Facilitate the delivery of mission critical information to maintain situational awareness for emergency management decision makers and support elements.
- Develop and maintain a cyber and communications common operating picture with other local partners.
- Develop cyber and communications restoration priorities during disasters.

- Coordinate and de-conflict incident radio frequencies in disaster event areas of operation.

Lead Division: Information Technology

Support Divisions:
- Communications & Public Information
- Performance Analytics
- Police (NRECC)

ESF 3 – Public Works and Engineering: The purpose of ESF 3 Public Works and Engineering is to coordinate and organize the resources of local government to facilitate delivery of life saving and life sustaining services, critical infrastructure, and critical facilities. The scope of ESF 3 includes, but is not limited to:

- Activities within the scope of this function include conducting pre and post incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; providing technical assistance to include engineering expertise and construction management; contracting and real estate services; and providing emergency repair of damaged public infrastructure and critical facilities.

Lead Division: Engineering

Support Divisions:
- Asset Management and Support Services
- Building Standards
- Planning
- Public Service
- Transportation and Mobility

ESF 4 – Firefighting: The purpose of ESF 4 Firefighting is to support the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazard incident requiring a coordinated local or regional response for assistance. The scope of ESF 4 includes, but is not limited to:

- Coordinate firefighting activities and provide personnel, equipment, and supplies in support of local and regional area agencies involved in wildland, rural, and urban firefighting operations.

Lead Division: Washington Township Fire Department

Support Divisions: Fire/EMS Service Mutual Aid

ESF 5 – Information and Planning: The purpose of ESF 5 Information and Planning is to collect, analyze, process, and disseminate information about a potential or actual incident, and conduct deliberate and crisis action planning to facilitate the overall activities in providing assistance to the whole community. The scope of ESF 5 includes, but is not limited to:

- Support and facilitate multiagency planning and coordination for operations involving incidents requiring coordination.
- Coordinate the development of overall incident situational awareness, including information collection, information management, modeling and analysis, and the development of reports and information analysis on the status of operations and impacts.
- Coordinate the development of plans to manage and support incident activities. Departments and agencies participate in the planning processes coordinated by the planning entity at each incident command or multiagency coordination center. This includes crisis and incident action planning, analysis of risks and capability requirements, and other support as required.
- Organize in accordance with the National Incident Management System (NIMS) and agency or jurisdiction-specific guidance for incident support operations.
- Support the general staff functions contained in NIMS for all the multiagency coordination centers and incident operations.

Lead Division: Office of the City Manager

Support Divisions:
- Clerk of Council/Legislative Affairs
- Communications and Public Information
- Finance
- Human Resources
- Law Department
- Performance Analytics
- Police & NRECC
- Washington Township Fire Department

ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services: The purpose of ESF 6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services is to coordinate and provide life-sustaining resources, essential services, and statutory programs when the needs of disaster survivors exceed local area government capabilities. The scope of ESF 6 includes, but is not limited to:

- Congregate sheltering, feeding, distribution of emergency supplies, and reunification of children with their parent(s)/legal guardians and adults with their families.
- Coordination of voluntary organizations and unsolicited donations and management of unaffiliated volunteers; essential community relief services; non-congregate and transitional sheltering; support to individuals with disabilities and others with access and functional needs in congregate facilities; support to children in disasters; support to mass evacuations; and support for the rescue, transportation, care, shelter, and essential needs of household pets and service animals.
- Coordinate temporary housing options including rental, repair, and loan assistance; replacement; factory-built housing; semi-permanent construction; referrals; identification and provision of safe, secure, functional and physically accessible housing; and access to other sources of temporary housing assistance.
- Support disaster assistance programs that help survivors address unmet disaster-caused needs and/or non-housing losses through loans and grants; also includes supplemental nutrition

assistance, crisis counseling, disaster case management, disaster unemployment, disaster legal services, and other state and Federal human services programs and benefits to survivors.

- Mass care and shelter operations planning should include considerations for household pets because people may not seek refuge if their pets cannot be accommodated. Federal and many state and local laws afford certain rights and protections for service animals, which must be considered in emergency operations planning (e.g., transportation needs, mass care and sheltering operations, reunification).

Lead Division: Recreation Services

Supporting Divisions:
- Community Events
- Economic Development
- Facilities & Fleet
- Finance
- Outreach & Engagement
- Washington Township Fire Department.

ESF 7 – Logistics: The purpose of ESF 7 Resource Support and Logistics is to integrate whole community logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capability and resources of local logistics partners, public and private stakeholders, and nongovernmental organizations (NGOs) in support of both responders and disaster survivors. The scope of ESF 7 includes, but is not limited to:

- Provide centralized management of supply chain functions in support of local and regional governments for an actual or potential incident. Its scope includes coordination of resource sourcing; acquisition; delivery of supplies, equipment, and services; resource tracking; facility space acquisition; transportation coordination; and management and support of information technology systems services and other administrative services.
- Managing a collaborative and complex logistics supply chain that provides equipment, supplies, and services for incidents requiring an integrated whole community response capability.
- Providing for the integration of whole community logistics partners through deliberate and crisis collaboration in the planning, sourcing, acquisition, utilization, and disposition of resources.
- Facilitating communication and collaboration among all supply chain support elements in order to minimize recovery efforts in the impacted area and reestablish local and regional self-sufficiency as rapidly as possible.

Lead Division: Police

Support Divisions:
- Asset Management and Support Services
- Community Events
- Economic Development
- Facilities & Fleet
- Finance
- Human Resources
- Outreach & Engagement
- Public Service
- Recreation Services
- Washington Township Fire Department

ESF 8 – Public Health and Medical Services: The purpose of ESF 8 Public Health and Medical Services is to provide the mechanism for assistance to supplement local area resources in response to a disaster, emergency, or incident that may lead to a public health, medical, behavioral, or human service emergency, including those that have cascading implications. The scope of ESF 8 includes, but is not limited to:

- Provide planning and coordination of public health, healthcare delivery, and emergency response systems to minimize and/or prevent health emergencies from occurring; detect and characterize health incidents; provide medical care and human services to those affected; reduce the public health and human service effects on the community; and enhance community resiliency to respond to a disaster. These actions are informed through integrated bio-surveillance capability, assessment of health and human service needs, and maintenance of the safety and security of medical products, as well as the safety and defense of food and agricultural products.
- Provide public health and medical services (e.g., patient movement, patient care, and behavioral healthcare) and support to human services (e.g., addressing individuals with disabilities and others with access and functional needs) delivered through surge capabilities that augment public health, medical, behavioral, and veterinary functions with health professionals and pharmaceuticals. These services include distribution and delivery of medical countermeasures, equipment and supplies, and technical assistance. These services are provided to mitigate the effects of acute and longer-term threats to the health of the population and maintain the health and safety of responders.
- Disseminate public health information on protective actions related to exposure to health threats or environmental threats (e.g., to potable water and food safety).
- Assist in carrying out fatality management responsibilities by providing specialized teams and equipment to conduct victim identification, grief counseling and consultation, and reunification of human remains and effects to authorized person(s).
- Provide services to ensure a smooth transition to recovery while the community rebuilds their capability and assumes administrative and operational responsibility for services.

Lead Division: Franklin County Public Health

Support Divisions:
- Washington Township Fire Department

ESF 9 – Search and Rescue: The purpose of ESF 9 Search and Rescue is to provide coordination of agencies charged with responsibilities that include searching for and locating disaster victims in urban, suburban, and rural environments. The scope of ESF 9 includes, but is not limited to:

- Life-Saving Assistance
- Structural Collapse Urban Search and Rescue: includes operations for natural and manmade disasters and catastrophic incidents, as well as other structural collapse operations.
- Includes operations for natural and manmade disasters that primarily require air, cutter, boat, and response team operations.

Lead Division: Washington Township Fire Department

Support Divisions:
- Police
- Public Service

ESF 10 – Oil and Hazardous Materials Response: The purpose of ESF 10 Oil and Hazardous Materials Response is to provide coordination of response to an actual or potential discharge and/or release of oil or hazardous materials when activated. The scope of ESF 10 includes, but is not limited to:

- Appropriate actions to prepare for and respond to a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents. For purposes of this plan, "hazardous materials" is a general term intended to mean hazardous substances, pollutants, and contaminants that may include chemical, biological, radiological, and nuclear substances, whether accidentally or intentionally released.
- Actions to prevent, minimize, or mitigate a release.
- Efforts to detect and assess the extent of environmental contamination, including environmental monitoring; and sampling and analysis of contaminated media such as air, water, soils, sediments, debris, buildings, and structures.
- Provision of environmental technical expertise to support development of recommendations for public protective actions.
- Actions to stabilize the release and prevent the spread of contamination.
- Analysis of options for environmental cleanup and waste disposition, including options for cleanup and disposal of debris that is contaminated by oil discharges and hazardous materials releases.
- Implementation of environmental cleanup efforts

Lead Division: Washington Township Fire Department

Support Divisions:
- Engineering
- Police
- Public Service
- Transportation & Mobility

ESF 11 – Agriculture and Natural Resources: The purpose of ESF 11 Agriculture and Natural Resources is to organize and coordinate support for the protection of the agricultural, natural, and cultural resources during emergencies. ESF 11 works during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise, coordination and support of animal and agricultural emergency management; ensure the safety and defense of the supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties. The scope of ESF 11 includes, but is not limited to:

- Implementation of an integrated local response to significant incidents threatening the health of animals, plants, or humans exposed to animals or plants.
- Facilitate the coordination of the public and private sector and nongovernmental organization (NGO) resources to provide surge response capabilities pertaining to animals. Animals include household pets, service and assistance animals, agricultural animals/livestock, wildlife, and other animals (including exotics, zoo animals, animals used in research, and animals housed in congregate settings, such as shelters, rescue organizations, breeders, and sanctuaries).

Lead Division: Public Service

Support Divisions:
- Outreach & Engagement
- Planning

ESF 12 – Energy: The purpose of ESF 12 Energy is intended to assist local government entities, nongovernmental organizations (NGO), and the private sector by coordinating government capabilities, services, technical assistance, and engineering expertise during disasters and incidents that require a coordinated response. The term "energy" includes producing, storing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy systems and system components. The scope of ESF 12 includes, but is not limited to:

- Provide technical expertise to energy asset owners and operators, other agencies, and local government, and conducts field assessments as needed.
- Collect, evaluate, and share information on energy system damage and provide estimations on the effect of energy system outages within affected areas, as well as the potential regional impact.
- Assist government and private sector stakeholders in overcoming inherent challenges associated with restoration of the energy system.
- Provide information concerning the status of energy restoration efforts to include geographic data, projected schedules, restoration tracking, and completion percentages, and other information as appropriate.

Lead Division: Engineering

Support Divisions:
- Building Standards
- Public Service
- Transportation & Mobility

ESF 13 – Public Safety and Security: The purpose of ESF 13 Public Safety and Security is to establish procedures for the command, control and coordination of law enforcement operations during all phases of a threatened or actual event. The scope of ESF 13 includes, but is not limited to:

- Facility and Resource Security
- Security Planning
- Technical Resource Assistance
- Public Safety and Security Support
- Support to Access, Traffic, and Crowd Control

Lead Division: Police

Support Divisions:
- Public Service
- Washington Township Fire Department

ESF 14 – Cross-Sector Business and Infrastructure: The purpose of ESF 14 Cross-Sector Business and Infrastructure is to support the coordination of operations including supply chains and community lifelines, among infrastructure owners and operators, businesses, and their government partners. ESF 14 will be the primary interface for unaligned sectors, and will support coordination among all sectors. Businesses and infrastructure owners and operators have primary responsibility for managing their systems in emergencies, and unequalled expertise to do so. ESF 14 supports growing efforts to enable collaboration among critical infrastructure sectors and helps coordinate and sequence such operations to mitigate cascading failures and risks. The scope of ESF 14 includes, but is not limited to:

- The primary function of ESF 14 is to align and support cross-sector operations among infrastructure owners and operators, businesses, and government partners to stabilize community lifelines, as well as any impacted critical functions. Community lifelines rely on businesses, interdependent critical infrastructure sectors, and complex supply chains. Disruptions in one sector can rapidly cascade across others.
- Serve as the interface with businesses, industries, and critical infrastructure sectors not aligned to other ESFs.

Lead Division: Planning

Support Divisions:
- Building Standards
- Economic Development
- Engineering
- Finance
- Public Service
- Transportation & Mobility

ESF 15 – External Affairs: The purpose of ESF 15 External Affairs is to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children; those with disabilities and others with access and functional needs; and individuals with limited English proficiency. The scope of ESF 15 includes, but is not limited to:

- Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident.
- Dissemination of incident information to the public, including children; those with disabilities and other access and functional needs; and individuals with limited English proficiency populations.
- Provide a supporting mechanism to develop, coordinate, and deliver messages. This includes the development, coordination and delivery of information and instructions to the public related to: assistance to the incident-affected area, departmental/agency response, local preparations, protective measures, and the impact on non-affected areas.

Lead Division: Communications & Public Information

Support Divisions:
- Community Events
- Police
- Washington Township Fire Department

Volunteers and Donation Management: The purpose of the Volunteer and Donations Management Support Function is to plan the coordination and operational processes used to ensure the most efficient and effective use of affiliated and unaffiliated volunteers, unaffiliated organizations, and solicited and unsolicited donated goods to support all Emergency Support Functions (ESFs) for incidents requiring a response, including offers of unaffiliated volunteer services and unsolicited donations to local government. The scope of the Volunteers and Donation Management support function includes, but is not limited to:

- Volunteer Reception Center Start-Up and Operations
- Donation Coordination and Warehousing Operations

Lead Division: Outreach & Engagement

Support Divisions:
- Community Events
- Recreation Services

Private Sector Business Liaison: The purpose of the Private Sector Business Liaison is to support all local businesses, large and small, and other private sector organizations, as they are an important part of the community. Not only are they important economically, but they also provide commodities, such as food and fuel, and critical infrastructure services, such as power, public transportation, communications, and healthcare. Businesses, small and large, and other private sector organizations are the heart of a community. When disasters and emergencies affect the private sector, they often interrupt key community lifelines. The scope of the Private Sector Business Liaison includes, but is not limited to:

- Maintain on-going communications with private sector businesses.
- Serve as the primary point of contact for private sector business inquiries.

Lead Division: Economic Development

Social Service Organization Liaison AND Access and Functional Needs Liaison: The purpose of the Social Service Organization Liaison and Access and Functional Needs Liaison is to support those persons in the City of Dublin who have an access and functional need or receive the service from a social service organization. Before, during, and after a critical incident, it is essential to make sure the City of Dublin is properly servicing individuals with disabilities, access and functional needs, individuals with limited English proficiency, underserved communities, as well as the groups and organizations that support these individuals. The scope of the Social Services Organization Liaison and Access and Functional Needs Liaison includes, but is not limited to:

- Organizations that serve and individuals with physical, developmental, or intellectual disabilities.
- Organizations that serve and individuals with access and functional needs
- Organizations that serve and individuals with chronic conditions or injuries.
- Organizations that serve and individuals with limited English proficiency.
- Organizations that serve and older adults.
- Organizations that serve and children.
- Organizations that serve and individuals with low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit)
- Organizations that serve and pregnant women.
- Organizations that serve food, water, medical, and other necessities to individuals in need.

Example Social Service Organizations include, but are not limited to Dublin Food Pantry, Dublin Foundation, Dublin Neighborhood Bridges, Syntero, Welcome Warehouse of Dublin, Dublin City Schools, faith organizations, Life Care Alliance, Forever Dublin, Meals on Wheels, SHARE, etc.

Lead Division: Outreach & Engagement

Appendix B - Hazard Analysis

In September of 2021, a Threat and Hazard Identification and Risk Assessment (THIRA) was completed by Ohio Homeland Security Region 4 that was comprised of 15 counties in Central Ohio: Crawford, Delaware, Fairfield, Fayette, Franklin, Hardin, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, Union, and Wyandot.

The Threat and Hazard Identification and Risk Assessment (THIRA) helps communities understand risks and determine the level of capabilities needed in order to address those risks. The outputs from this process lay the foundation for determining a community's capability gaps to determine priorities for program improvement and/or enhancement.

The THIRA process works to answer the following questions:

- What threats and hazards are likely to affect the Central Ohio area?
- What impacts would those threats and hazards have on the region?
- Based on those impacts, what capabilities should Ohio Homeland Security Region 4 have?

The City of Columbus, the state capital, is the largest urban center, and Franklin County has the largest population of the 15 counties in the region. The City of Dublin ranked behind Columbus and Newark in the top 40 cities in total population in the central Ohio region.

In summary of the THIRA, the following threats and/or hazards were identified:

Hazard	Probability Score	Consequence Score	Resilience Score	Total Score	Ranking
Flooding	8.49	5.64	7.21	21.34	1
HAZMAT (Transportation)	7.20	4.66	8.41	20.27	2
Pandemic	8.41	7.42	4.28	20.11	3
Cyber Threat	6.42	5.45	7.81	19.67	4
Extreme Cold	7.55	3.88	7.45	18.88	5
Severe Weather (Summer)	8.30	5.44	5.06	18.80	6
Active Shooter Incident	4.66	5.06	8.21	17.93	7
Extreme Heat	6.99	3.88	6.62	17.49	8
Tornado	6.43	7.41	3.51	17.35	9
Terrorist Incident	1.95	6.64	8.21	16.79	10
Severe Winter Storm	7.73	5.44	3.53	16.70	11
HAZMAT Incident (Fixed Facility)	5.25	5.05	6.03	16.33	12
Radiological Incident	2.52	4.87	8.21	15.60	13
Drought	5.50	3.11	5.64	14.25	14
Civil Disturbance Incident	4.67	4.86	4.48	14.01	15
Dam Failure	2.86	5.52	3.31	11.69	16
Earthquake	2.14	4.68	2.92	9.74	17

The top ten threats and/or hazards in terms of likelihood were:	The top ten threats and/or hazards in terms of expected consequence were:
1. Flooding 2. Pandemic 3. Severe Weather (Summer) 4. Severe Winter Storm 5. Extreme Cold 6. Hazardous Materials Incident (Transportation) 7. Extreme Heat 8. Tornado 9. Cyber Threat 10. Drought	1. Pandemic 2. Tornado 3. Terrorist Incident 4. Flooding 5. Dam Failure 6. Cyber Threat 7. Severe Winter Storm 8. Severe Weather (Summer) 9. Active Shooter Incident 10. Hazardous Materials Incident (Transportation)

Five specific threats and/or hazards were further evaluated in terms of core capabilities being challenged by the threat and/or hazard and the following core abilities were identified:

Pandemic	Terrorist Incident	Flood/Dam Failure	Severe Storm/ Derecho	Cyber Disruption/ Extreme Cold
Threats and Hazards Identification	Forensics and Attribution	Long-Term Vulnerability Reduction	Community Resilience	Physical Protective Measures
Operational Coordination (A)	Intelligence and Information Sharing	Critical Transportation (A)	Public Information and Warning	Risk Management for Protection Programs and Activities
Fatality Management (A)	Interdiction and Disruption	Infrastructure Systems (A)	Critical Transportation (B)	Cybersecurity
	Screening, Search, and Detection		Environmental Response Health and Safety	Supply Chain Integrity and Security
	Access Control and Identity Verification		Fire Management and Suppression	Risk and Disaster Resilience Assessment
	Operational Coordination (B)		Mass Care Services (A)	Infrastructure Systems (B)
	Fatality Management (B)		Mass Search and Rescue	Logistics and Supply Chain Management
	Planning		Housing	Mass Care Services (B)
	Operational Communications		Natural and Cultural Resources	On-Scene Security and Law Enforcement
	Public Health, Healthcare, and Emergency Medical Services			Economic Recovery
	Situational Assessment			Health and Social Services

See Ohio Homeland Security Region 4 Threat and Hazard Identification and Risk Assessment (September 2021) for more details.

In addition to the Region 4 THIRA, Franklin County provided further information:

Based on survey results, this table represents the likelihood/probability of each hazard impacting Franklin County.

Likelihood	Threats/Hazards
Extremely Likely (frequently occurs or threat is very high based on intel or science)	Active Shooter Incident Civil Disturbance Incident Cyber Threat Extreme Cold Extreme Heat Flooding Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Pandemic Severe Winter Storm Severe Weather (Summer) Terrorist Incident Tornado
Likely (has occurred locally or in similar or neighboring communities or threat is known based on intel or science)	Dam Failure
Not Likely (has rarely occurred or threat is low based on intel or science)	Drought Earthquake Radiological Incident
Extremely Unlikely (has never occurred or threat is very low based on intel or science)	N/A

Based on survey results, this table represents the potential consequence of each hazard if it were to occur in Franklin County.

Consequence	Threats/Hazards
Catastrophic (widespread destruction, mass casualty and fatality incident)	Cyber Threat Dam Failure Earthquake Flooding Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Pandemic Radiological Incident Terrorist Incident Tornado
Critical (significant impacts to life, property, and the environment)	Active Shooter Incident Civil Disturbance Incident Drought Severe Weather (Summer) Severe Winter Storm
Moderate (impacts to essential functions, infrastructure, or operations within the county or jurisdictions)	Extreme Cold Extreme Heat
Limited (negligible or no impact to county or jurisdictions)	N/A

Based on survey results, this table represents how resilient Franklin County is to each hazard. Resilience is defined as the capacity to recover quickly from emergencies or disasters.

Resilience	Threats/Hazards
Very low resilience (complete recovery may take years)	Cyber Threat Dam Failure Earthquake Radiological Incident
Limited resilience (recovery will take months)	Active Shooter Incident Pandemic Terrorist Incident
Resilient (recovery will take weeks)	Drought Flooding Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Tornado
Very resilient (recovery will take days)	Civil Disturbance Incident Extreme Cold Extreme Heat Severe Weather (Summer) Severe Winter Storm

The Franklin County Risk Assessment details the hazards most likely to impact Franklin County. Threats and hazardous events such as winter storms, floods and terrorist attacks were analyzed and ranked according to the potential risk they pose. According to their rankings; the lower the numerical ranking, the higher the hazards likelihood, consequences, and potential impact on Franklin County.

The NUMBER ONE hazard for Franklin County is

1 FLOODING

2 HAZMAT Transportation	**10** Terrorist Incident
3 Pandemic	**11** Severe Weather Winter
4 Cyber Threat	**12** HAZMAT Fixed Facility
5 Extreme Cold	**13** Radiological Incident
6 Severe Weather Summer	**14** Drought
7 Active Shooter	**15** Civil Disturbance
8 Extreme Heat	**16** Dam Failure
9 Tornado	**17** Earthquake

In addition to the Region 4 THIRA, <u>Delaware County</u> provided further information:

Based on survey results, this table represents the likelihood/probability of each hazard impacting Delaware County.

Likelihood	Threats/Hazards
Extremely Likely (frequently occurs or threat is very high based on intel or science)	Extreme Cold Extreme Heat Flooding Severe Weather (Summer) Severe Winter Storm
Likely (has occurred locally or in similar or neighboring communities or threat is known based on intel or science)	Cyber Threat Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Tornado
Not Likely (has rarely occurred or threat is low based on intel or science)	Active Shooter Incident Civil Disturbance Incident Drought Pandemic Radiological Incident
Extremely Unlikely (has never occurred or threat is very low based on intel or science)	Dam Failure Earthquake Terrorist Incident

Based on survey results, this table represents the potential consequence of each hazard if it were to occur in Delaware County.

Consequence	Threats/Hazards
Catastrophic (widespread destruction, mass casualty and fatality incident)	N/A
Critical (significant impacts to life, property, and the environment)	Pandemic Severe Weather (Summer) Severe Winter Storm
Moderate (impacts to essential functions, infrastructure, or operations within the county or jurisdictions)	Active Shooter Incident Civil Disturbance Incident Cyber Threat Dam Failure Extreme Cold Extreme Heat Flooding Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Radiological Incident Terrorist Incident Tornado
Limited (negligible or no impact to county or jurisdictions)	Drought Earthquake

Based on survey results, this table represents how resilient Delaware County is to each hazard. Resilience is defined as the capacity to recover quickly from emergencies or disasters.

Resilience	Threats/Hazards
Very low resilience (complete recovery may take years)	Pandemic
Limited resilience (recovery will take months)	Active Shooter Incident Cyber Threat Dam Failure Flooding Severe Weather (Summer) Severe Winter Storm Terrorist Incident Tornado
Resilient (recovery will take weeks)	Civil Disturbance Incident Drought Earthquake Extreme Cold Extreme Heat Hazardous Materials Incident (Transportation) Hazardous Materials Incident (Fixed Facility) Radiological Incident
Very resilient (recovery will take days)	N/A

In addition to the Region 4 THIRA, <u>Union County</u> provided further information:

Based on survey results, this table represents the likelihood/probability of each hazard impacting Union County.

Likelihood	Threats/Hazards
Extremely Likely (frequently occurs or threat is very high based on intel or science)	Extreme Cold Flooding Severe Winter Storm Severe Weather (Summer)
Likely (has occurred locally or in similar or neighboring communities or threat is known based on intel or science)	Cyber Threat Drought Extreme Heat Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Pandemic Tornado
Not Likely (has rarely occurred or threat is low based on intel or science)	Active Shooter Incident Civil Disturbance Incident
Extremely Unlikely (has never occurred or threat is very low based on intel or science)	Dam Failure Earthquake Radiological Incident Terrorist Incident

Based on survey results, this table represents the potential consequence of each hazard if it were to occur in Union County.

Consequence	Threats/Hazards
Catastrophic (widespread destruction, mass casualty and fatality incident)	Earthquake Pandemic Radiological Incident Terrorist Incident
Critical (significant impacts to life, property, and the environment)	Active Shooter Incident Civil Disturbance Incident Cyber Threat Dam Failure Flooding Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Tornado
Moderate (impacts to essential functions, infrastructure, or operations within the county or jurisdictions)	Extreme Cold Extreme Heat Severe Weather (Summer) Severe Winter Storm
Limited (negligible or no impact to county or jurisdictions)	Drought

Based on survey results, this table represents how resilient Union County is to each hazard. Resilience is defined as the capacity to recover quickly from emergencies or disasters.

Resilience	Threats/Hazards
Very low resilience (complete recovery may take years)	Earthquake Radiological Incident Terrorist Incident
Limited resilience (recovery will take months)	Dam Failure Pandemic Tornado
Resilient (recovery will take weeks)	Active Shooter Incident Civil Disturbance Cyber Threat Drought Flooding
Very resilient (recovery will take days)	Extreme Cold Extreme Heat Hazardous Materials Incident (Fixed Facility) Hazardous Materials Incident (Transportation) Severe Weather (Summer) Severe Winter Storm

FEMA National Risk Index Data

In 2021, data was collected from the FEMA National Risk Index. The National Risk Index is a dataset and online tool to help illustrate the United States communities most at risk for 18 natural hazards. It was designed and built by FEMA in close collaboration with various stakeholders and partners in academia; local, state and federal government; and private industry. The Risk Index leverages available source data for natural hazard and community risk factors to develop a baseline relative risk measurement for each United States county and Census tract.

The City of Dublin encompasses portions of eleven (11) different Census tracts. Those Census tracts were reviewed along with the accompanying data from the National Risk Index. Below are those risks associated with the natural hazards:

Cold Wave =   Relative Low Risk
Earthquake =   Very Low
Hail =   Relatively High
Heat Wave =   Relatively Moderate
Hurricane =   Relatively Low
Ice Storm =   Relatively High
Landslide =   Relatively Low
Lightning =   Relatively Moderate
River Flooding =   Relatively Low
Strong Wind =   Relatively Moderate
Tornado =   Relatively Moderate
Winter Weather =   Relatively Low

*The following hazards were identified as blank, N/A or No Rating as they related to Dublin: Avalanche, Coast Flooding, Drought, Tsunami, Volcano Eruption, and Wildfire.

Based on the risk ratings, the following were the most at risk events in Dublin in terms of probability of occurrence:

- Hail
- Tornado
- Strong Wind
- Lightning
- Heat Wave

Historical Critical Incident Events in Dublin

This list was intended to capture the most significant critical incidents in Dublin. There may be eventas missing from this list:

June 16, 1912 – Tornado in Dublin
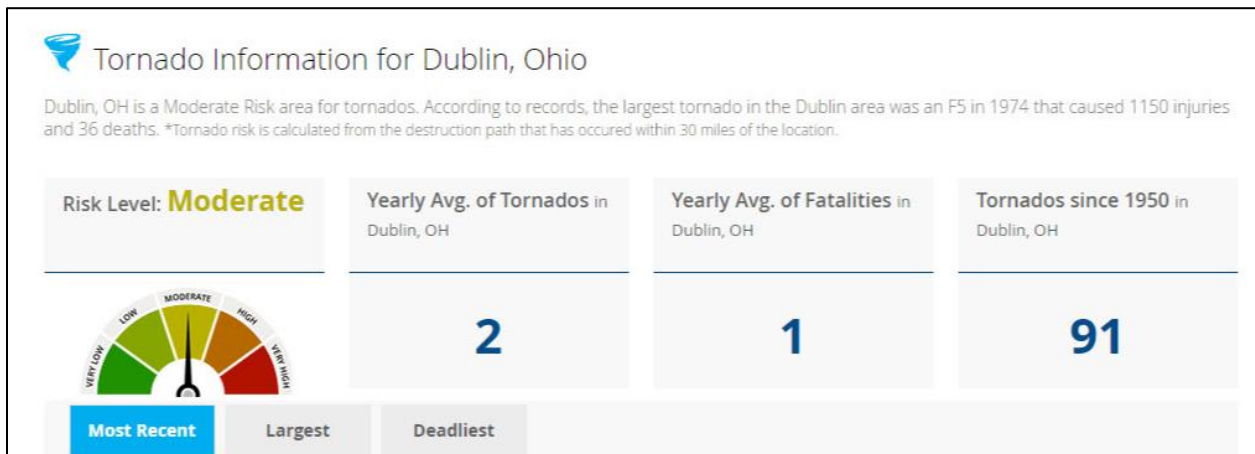May 8, 1973 – Tornado in Dublin
May 10, 1973 – Tornado in Dublin
April 19, 1978 – Tornado in Dublin
June 29, 2012 – Derecho in Dublin
January 23, 2017 – Hazardous Materials Incident – Transportation (Bridge Fire) in Dublin
March 17, 2020 – Declaration of State of Emergency for Dublin Due to Pandemic

Tornado Information for Dublin, Ohio

Dublin, OH is a Moderate Risk area for tornados. According to records, the largest tornado in the Dublin area was an F5 in 1974 that caused 1150 injuries and 36 deaths. *Tornado risk is calculated from the destruction path that has occured within 30 miles of the location.

Risk Level: **Moderate**

Yearly Avg. of Tornados in Dublin, OH: **2**

Yearly Avg. of Fatalities in Dublin, OH: **1**

Tornados since 1950 in Dublin, OH: **91**

Most Recent | Largest | Deadliest

According to the above information, approximately 90 tornadoes have been spotted or detected within 30 miles of Dublin since 1950.

Risk is the potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences. Anticipating the conditions following a given hazard/incident helps the city understand and plan for response.

The potential hazards discussed in this document were those hazards that have historically happened or could potentially happen in the City of Dublin. This document does not include all possible or potential hazards. This document is intended to supplement the Franklin County Risk Assessment document and further identify those hazards that the City of Dublin should plan or prepare for most based on local hazard analysis (risk priority). This document is NOT intended to replace the Franklin County Risk Assessment.

Conclusion

Those threats and/or hazards that Dublin should prepare for most include, but are NOT limited to:

1. Tornadoes
2. Severe Summer Weather, to include: strong winds, lightning, hail, extreme heat, and derechos
3. Hazardous Materials Events – Transportation (e.g., accident or traffic crash)
4. Severe Winter Weather, to include: extreme cold, ice storms, and blizzard-like conditions
5. Utility/Energy Interruption or Failure (long term – 24+ hours)
6. Cyber Threat
7. Pandemic/Infectious Disease Event
8. Active Shooter Incident
9. Terrorist Incident
10. Flooding, to include: river flooding and/or dam failure

This does not mean that the City of Dublin should not prepare for other types of hazards. Preparedness planning is an essential element to emergency response planning. This analysis was intended to identify those potential hazards that are more likely to occur and/or affect the City of Dublin. This information was intended to act as a supplement to Franklin County's Risk Assessment.

Annex A – City of Dublin Pandemic Illness Emergency Response Manual

(Updated by Human Resources in March 2021 – no changes for 2022)

Pandemic Illness Workplace Policy

Purpose. The purpose of this Workplace Policy is to provide a model policy that may be used during a declared State of Emergency during a pandemic crisis and as declared by the City Manager under Chapter 36 of the Codified Ordinances of the City of Dublin. This policy is reviewed annually and updated as needed.

Depending on the pandemic illness, the City may follow the guidance, direction and/or orders of the CDC and other public health authorities.

Emergency Designation by City Manager:

Directors should designate their employees into one of the following categories below and review the designation annually. Directors should inform employees of their emergency status regularly.
When an State Emergency has been declared by the City Manager, all Directors will be directed to designate all employees (including seasonal, intermittent, non-permanent and permanent part-time, and interns) based on operational need as follows:

- [E-E] Essential Employees: Employees designated as **[E-E]** are deemed critical to business operations and their physical presence at work during a State of Emergency is required. Directors may consider establishing a centralized location or a designated meeting place at the opening of business. If an employee is absent, that employee is expected to follow normal call-off procedures.

- [E-R] Essential (REMOTE) Employees: Employees designated as **[E-R]** are required to work and may be allowed to work remotely, if capable. **[E-R]** employees, who are not required to physically report to the normal workplace, are expected to perform duties as assigned from a remote location. Division Directors, or higher, will **execute a Teleworking Agreement (attached) with the approved employee PRIOR TO remote or teleworking being performed.** Both the employee and the director of the division will maintain this agreement on file. The Director of IT will issue the appropriate City-owned equipment/VPN capability to facilitate work being performed remotely (subject to equipment availability and approval from the requesting employees Division Director. The employee will be responsible for the connectivity (including the cost of internet access), accountability of issued equipment, and appropriate cyber-security protocols.

- [E-N] Non-Essential Employees: Employees designated as **[E-N]** may not physically report to work and may not be granted teleworking privileges to remote-in. Non-essential employees are those employees who perform such functions that can be suspended during times of emergency declaration. Such employees may be re-designated to perform essential work in other work units for which they may be qualified and/or can safely perform the work. Non-essential employees are subject to recall at any time.

Notification & Changes in Designation

Each Director is responsible for notifying employees of their Emergency Designation. Directors/immediate supervisors will review this during the annual evaluation cycle. Directors will notify employees of their emergency designation, activation in a declared State of Emergency, and deactivation at the expiration of a declared State of Emergency. If circumstances in a declared State of Emergency necessitate a change

of an employee's designation, each Director or designee will notify employees immediately of their designation and provide instructions for reporting for work.

Pay & Benefits

All full-time employees, to include seasonal employees, regardless of emergency designation, and unless otherwise determined by the City Manager, are intended to or may receive the default value of 80.0 regular hours of pay per pay period and maintain coverage under their applicable healthcare plan, subject to the following limitations or conditions. Essential Employees unable to report to work will have their time charged to the appropriate leave category. Essential and Essential (Remote) Employees scheduled to work but who do not report for work and do not contact their supervisor appropriately will be considered absent without leave and will be subject to leave without pay, or at the discretion of the Director may be charged an appropriate form of leave.

All permanent part-time employees designated as an [E-N] status are intended to or may be paid based on the average regular hours the employee actually worked the past three (3) pay cycles prior to the emergency declaration. Payroll will provide Directors with the average hours worked information. Directors/immediate supervisors are responsible for entering and approving the minimum number of hours into Kronos. Permanent part-time employees working in a [E-E] or [E-R] status will be paid hours actually worked. All permanent part-time employees in an [E-N] status are subject to recall to work in either an [E-E] or [E-R] status, unless otherwise unavailable due to illness.

All seasonal, intermittent, interns, and any other non-permanent employees who are part time and designated as an [E-N] status are intended to be or may be paid based on the average regular hours the employee actually worked the past three (3) pay cycles prior to the emergency declaration. Payroll will provide Directors with the average hours worked information. Directors/immediate supervisors are responsible for entering and approving the minimum number of hours into Kronos. Seasonal, intermittent, and non-permanent employees who are part time working in a [E-E] or [E-R] status will be paid hours actually worked. All seasonal, intermittent, and non-permanent employees who are part time in an [E-N] status are subject to recall to work in either an [E-E] or [E-R] status, unless otherwise unavailable due to illness.

Leave Categories

All personal and vacation leave requests may be canceled during a pandemic illness emergency or any emergency declaration by the City Manager and compensatory time requests will be considered on a case-by-case basis during the declared State of Emergency. Directors, with assistance from Human Resources will determine the approval of any hardship or family emergency leave during the emergency period.

The earning of Compensatory time may be suspended. If earning of Compensatory Time is suspended, all overtime for employees in any declared State of Emergency would be paid as wages during the emergency period.

Expiration

Emergency Designations will cease activation upon the expiration of a State of Emergency declaration and normal City of Dublin operations will resume. All normal leave and workplace policies as set forth in the respective collective bargaining agreements and/or Classification/Compensation Plan will resume at the expiration of the State of Emergency declaration. The State of Emergency will remain in effect until the emergency no longer exists as determined by the City Manager.

<u>Communications</u>

The City of Dublin will work with its designated health department (hereinafter referred to as "Public Health") and will monitor the Ohio Department of Health, CDC, and other local public health agencies to remain abreast of the pandemic illness situation and to ensure that timely and accurate information is maintained and provided. The City will routinely communicate updates to the workforce via all available and appropriate means. Media inquiries will be centrally managed and all inquiries will be directed to the Director of Communications/Public Information Office.

<u>Benefit/Claims Administration</u>

In the event of a declared pandemic illness State of Emergency, Human Resources will oversee benefits administration (i.e., disability, workers' compensation, injury leave, etc.) and will ensure the continuity of claims administration (i.e., medical, prescription, dental, vision, etc.)

<u>Remote Access to Work</u>

Employees who are designated as Essential (Remote) Employees [E-R] by their Division Director in a Declared Emergency may be required to telework from home or other locations. AO 9.2 Technology Use Policy and Teleworking Agreement remains in effect.

<u>Business Travel</u>

In the event of a pandemic illness emergency, employee business travel on behalf of the City may be suspended, canceled, or prohibited by the City Manager until the end of the declared emergency.

<u>Personal Travel</u>

In the event of a pandemic illness emergency, should employees choose to travel for personal reasons, employees should be aware of the risks associated with travel and take necessary precautions. All employees may be required to report all personal travel outside of a designated area (e.g. 100-mile radius) to their Division Director. Depending upon the latest advice from the applicable health agencies, the employee may be required to self-quarantine for up to 14 days prior to returning to work using the employee's available leave banks.

<u>Telework Agreement</u>

See your Human Resources Business Partner for a copy of the Employee Telework Agreement.

Pandemic Illness Exposure

For purposes of this Policy, direct exposure means being in proximity of a person diagnosed as positive for the pandemic illness. (These guidelines are subject to modification due to the nature of the given pandemic in question.)

Proximity means having been within six (6) feet of the person diagnosed with pandemic illness with NO Personal Protective Equipment (PPE)/partial PPE/break in PPE for longer than five minutes and within 14 days prior to diagnosis. Proximity also means having unprotected direct, physical contact or direct contact with secretions or bodily fluid of a person known to have a positive pandemic illness diagnosis.

The City in consultation with Public Health or other public health official(s) given authority to make such determinations will: 1) assess the employee's health symptoms; 2) conduct an examination of the details,

context, and extent of the "exposure"; and 3) make the final determination regarding the need for quarantine or other required actions.

General Guidance

The following provides guidance to all employees and supervisors regarding positive pandemic illness diagnosis or exposure to a known positive pandemic illness.

- On a daily basis, all employees will monitor their temperature and health symptoms of the pandemic illness.
- Employees are required to communicate daily with their supervisor and report their temperature and whether they experience pandemic illness symptoms.
- Any employee who is sick or symptomatic is required to stay home and make his or her division director/supervisor aware via phone or email.
- Employees with pandemic illness symptoms are encouraged to seek appropriate medical attention.
- Supervisors may be asked to assist with contract tracing.

Employees will report to their supervisor or division director if they test positive for the pandemic illness or if they have experienced a direct exposure to someone positively diagnosed with the pandemic illness.

An employee, who is diagnosed as positive with the pandemic illness, or quarantines because of a known positive exposure to the pandemic illness, is asked to NOT share his/her diagnosis on social media or with other employees.

The Director, in partnership with Human Resources, will notify the appropriate city staff IF other staff were determined to have been possibly or actually exposed to the employee diagnosed as a positive with the pandemic illness. All HIPAA regulations will be followed.

The Director of Human Resources or designee will be the primary point of contact with Public Health or public health official given authority to make determinations when making determinations regarding exposure, quarantine, and/or return to work.

Human Resources will be responsible to assist and/or manage Workers Compensation Benefits and associated claims afforded under the law and/or emergency declaration.

The Human Resources director will report a daily aggregate pandemic illness diagnoses to the City Manager.

Specific Guidance by Scenario for the pandemic illness. Guidance will be adjusted based upon the specifics of the pandemic.

Specific Guidance by Scenario: Until an employee meets one of the following scenarios, they are not required to self-quarantine or seek medical attention unless they become symptomatic.

SCENARIO 1: An employee has tested positive for the pandemic illness outside the workplace and has NOT been in the workplace in the previous 72 hours.

- Employee must immediately notify supervisor or division director.

- Employee is required to self-isolate for 14 days if asymptomatic and is prohibited from entering any City facilities during the quarantine period.

- Director/supervisor notifies Human Resources Director.

- Employee will provide a daily status update to their supervisor or Director while in quarantine, to the extent possible.

- The employee will follow the advice of their health care professional.

The employee may return to work when (subject to the specific pandemic illness):

Without subsequent pandemic illness test, these requirements are met:

- employee has no fever for at least 72 hours (three full days of no fever without the use medicine that reduces fevers) AND
- other symptoms have improved (for example, cough or shortness of breath have improved) AND
- at least 7 days have passed since the employee's symptoms first appeared.

-OR-

With a subsequent pandemic illness test, these requirements are met:

- a negative test result is obtained AND
- employee no longer has a fever (without the use of medicine that reduces fevers) AND
- other symptoms have improved (for example, when the employee's cough or shortness of breath have improved) AND
- the decision to stop home quarantine must be approved by the employee's healthcare provider and the City of Dublin, who will consult with Public Health.

SCENARIO 2: An employee has tested positive for the pandemic illness and HAS been in the workplace.

Follow ALL the steps in Scenario 1 with the following additions:

- Pandemic illness positive employees will provide a list to their Director or supervisor of all employees the employee has been in contact with for the prior 14 days.

- The City, in consultation with Public Health or other public health official given authority to make such determinations, will: 1) assess the employee's health symptoms; 2) conduct an examination of the details, context, and extent of the "exposure"; and 3) jointly, make the final determination regarding the need for quarantine or other required actions.

The Director and supervisor will communicate individually with the employees, who are identified as directly exposed, with the following message:

- "You have had direct and prolonged (less than 6 feet and greater than 5 minutes) exposure to an employee who tested positive for the pandemic illness or who has the pandemic illness symptoms. Effective immediately (Date) you are being sent home to self-quarantine for 14 days. You are required to contact your supervisor daily. Please monitor your symptoms for the pandemic illness for the next 14 days and immediately report any symptoms to your supervisor."

The Division/Department director and/or supervisor will keep the Director of Human Resources advised as to the status of the employee on a daily basis.

In addition to the routine facility cleaning, the division director and supervisor will ensure expanded disinfection of the areas the pandemic illness positive employee had contact with such as immediate workspace, offices, bathrooms, common areas, vehicle/equipment, hand tools, shared electronic equipment like phones, tablets, touch screens, keyboards, remote controls, etc. Focus efforts on frequently touched surfaces.

The division director will consult with the department director to determine how to best notify other building occupants, if needed.

The return to work guidance in Scenario 1 applies.

SCENARIO 3: An employee has had direct, known exposure to a positive pandemic illness case either outside of work or in the workplace.

- The employee will immediately inform their division director or supervisor of the exposure.

- Should the City, in consultation with Public Health or other public health official given authority, determine quarantine is necessary; the employee will immediately begin a 14-day home quarantine with no re-entry to any City facilities and will continue monitoring their health to determine if they begin experiencing symptoms. The employee will check in daily with their supervisor and report any symptoms.

- If the employee has been asymptomatic for the 14-day quarantine period, they may return to the workplace upon approval by the City in consultation with Public Health or other public health official given authority for such determination.

- If the employee becomes symptomatic, receives a diagnosis from a health care provider or is tested positive for the pandemic illness and the exposure was from outside the workplace, follow the guidance in Scenario 1 above.

- If the employee becomes symptomatic, receives a diagnosis from a health care provider or tests positive for the pandemic illness and the exposure was from inside the workplace, follow the guidance in Scenario 2 above.

SCENARIO 4: An employee has had direct or indirect exposure to a positive pandemic illness case either outside of work or in the workplace (i.e. an individual with whom the employee had direct contact with experienced direct exposure to someone else who tested positive for the pandemic illness).

- Indirectly exposed employees must monitor their health for the next 14 days, as normally required, but are not required to self-quarantine unless otherwise required by the City in consultation with Public Health or other public health official given authority for such determination. If this occurs, this employee and their supervisor/division director will then follow Scenario 1, 2 or 3 above, as applicable.

- If the employee becomes symptomatic or the person, he/she were in DIRECT contact with becomes symptomatic, then the employee will immediately be required to self-quarantine for 14 days, as determined by the City in consultation with Public Health or other public health official given authority for such a determination.

- Exposed employees would be instructed to use their available sick leave bank and then any other available leave banks for the duration of the quarantine or symptoms.

<u>Routine Facility Disinfection</u>

Collective responsibility: The health and safety of each employee is of the utmost importance. Per recommended practices by the CDC, all common areas should be cleaned and sanitized twice per 24-hour period. To ensure effective cleaning, it is incumbent on all employees to work together. All employees will be expected to augment the custodial workers in this endeavor. Division directors will work with the director of Facilities Management to determine requirements.

Individual responsibility: All employees are asked to diligently clean and disinfect all areas in which they conduct work or otherwise utilize such as offices, bathrooms, common areas, vehicles/equipment, hand tools, shared electronic equipment like tablets, touch screens, keyboards, door handles, light switches, remote controls, etc., focusing especially on frequently touched surfaces.

Cleaning and Sanitizing City Facilities and Vehicles Guidance

The health and safety of each employee is of the utmost importance. According to the Centers for Disease Control and Prevention (CDC), the best way to prevent illness is to avoid exposure to the illness. The purpose of this guidance is to consolidate and reinforce existing relevant guidance and protocol into a single reference document.

Many pandemic illnesses are thought to spread mainly from person-to-person.

- Between people who are in close contact with one another (within about 6 feet).
- Through respiratory droplets produced when an infected person coughs, sneezes or talks. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
- Some recent studies have suggested that some illnesses may be spread by people who are not showing symptoms.
- It may be possible that a person can be exposed to illness by touching a surface or object that has the virus on it and then touching his or her own mouth, nose, or possibly their eyes. This is not thought to be the main way the virus spreads, but we are still learning more about this virus.

The CDC recommends people practice frequent "hand hygiene," which is either washing hands with soap or water or using an alcohol-based hand rub. The CDC also recommends routine cleaning and sanitizing of frequently touched surfaces.

Early in a pandemic to assist in efforts to contain the spread of the illness, our City Facilities Management and contract custodial staff will expand and intensify the touchpoint disinfecting program that normally goes into effect during influenza season. Locations in common areas such as door handles, tabletops, light switches and railings are wiped down at least daily and twice daily as much as possible, with our hospital-grade disinfectant. The EPA approves the primary disinfectant we use.

In addition to our standard program, the city may make an effort to do more touchpoint cleaning in private offices, wiping down office door handles and light switches.

If supplies are available, the city will place containers of disinfectant wipes in reception areas and some conference rooms for staff to utilize if they would like to disinfect their workspace during the day.

Products such as disinfectant wipes and hand sanitizers may be in short supply, but the city will make every reasonable effort to keep a supply of wipes available in every building and especially to keep hand sanitizer dispensers full.

In order to allow time for expanded disinfecting efforts, the city may transition to emptying trash and recycle bins in individual offices and workstations every other day. Common area trash and recycling may continue to be collected daily.

At the Recreation Center, the city may partner with DCRC staff and our contract custodial vendor to disinfectant as many surfaces as possible each day and night.

Protocol for Cleaning and Disinfecting Work Areas

To ensure effective cleaning and sanitization throughout our facilities and in our personal workspaces, it is incumbent upon all employees to work together. Employees are expected to augment the custodial workers in this endeavor by disinfecting their desktops and workstation equipment such as telephones and keyboards. Division directors will collaborate with the director of Facilities Management to determine supply requirements.

The following protocol for cleaning and disinfecting your work areas are consistent with best practices recommended by the CDC.

All employees are asked to diligently clean and disinfect all areas in which they conduct work or otherwise utilize focusing especially on frequently touched surfaces.

- Avoid touching your face, mouth, or eyes with your hands.
- Clean the surface with soap and water if it is dirty.
- Use EPA-registered household disinfectants. Supplies have been made available at common locations in each City facility.
- Wear disposable gloves when disinfecting with spray bottles.
- Make sure you have good ventilation while using the disinfectants.
- Spray down surfaces that you touch with either a bottle of disinfectant or use disinfectant wipes.
- Prioritize the surfaces you touch. Do not forget tables, doorknobs, light switches, countertops, handles, desks, keyboards, toilets, faucets, sinks, etc.
- If you use a spray disinfectant, follow the instructions on the label to ensure safe and effective use of the product. Be sure to wipe off what you spray on.
- Discard gloves after each use.
- Always wash your hands immediately after removing gloves.

Protocol for Cleaning and Disinfecting Vehicles

The following protocol for cleaning and disinfecting our city vehicles are consistent with best practices recommended by the CDC.

It is important to wash your hands with soap and water for at least 20 seconds before getting in your vehicle. The steering wheel is one of the dirtiest places in your vehicle due to constant touching and having clean hands will go a long way to keeping it in clean after being disinfected.

- Avoid touching your face, mouth or eyes with your hands the entire time you are in the vehicle.
- Clean the surface with soap and water if it is dirty.
- Use EPA-registered household disinfectants. Supplies have been made available at common locations in each City facility.
- Wear disposable gloves when disinfecting with spray bottles.
- Make sure to keep the vehicle doors open while disinfecting the vehicle.
- Spray down surfaces that you touch with either a bottle of disinfectant or use disinfectant wipes.
- Prioritize the surfaces you touch. Do not forget buttons and switches, your rearview mirror, vehicle handle and even your gas or charging cap.

- If you use a spray disinfectant, follow the instructions on the label to ensure safe and effective use of the product. Be sure to wipe off what you spray on.
- Discard gloves after each use.
- Always wash your hands immediately after removing gloves.

Each vehicle is to be occupied by only one employee at a time and a vehicle should be utilized by the same employee to the extent possible. Operational necessity may require more than one occupant per vehicle, particularly police operations.

Other:

A pandemic illness is an evolving situation and procedures may change as cleaning and disinfectant guidelines are updated by the CDC and state and local public health officials.

Report any potential exposures or disinfection issues to your supervisor immediately.

If an employee does not have access to cleaning and sanitization supplies in their building please contact your Division Director who will coordinate and obtain the necessary supplies from the Director of Facilities Management.

Labor Relations

In the event that a State of Emergency is declared by the City Manager, due to a pandemic illness, the emergency may necessitate the suspension of certain collective bargaining agreement provisions in order to staff and administer the functions of a department or division. Doing this serves the dual purpose of ensuring employees are not disadvantaged by the pandemic and ensuring that employees remain available to respond to unforeseen needs within the city. Only the City Manager may order such suspension in accordance with Chapter 36 of the Codified Ordinances of the City of Dublin.

Provisions suspended may include, but are not limited to those that deal with:

- Scheduling
- Overtime
- Leave Time and Use
- Notification Procedures
- Assignment of Work

To the extent possible, compensation provisions will not be suspended, but may be streamlined in order to administer payroll in a timely manner.

The city reserves the right to make further amendments to this as the nature of the situation evolves.

Guiding Principles

Should a State of Emergency be declared, due to a pandemic illness, the emergency administration of collective bargaining agreements might be invoked where:

- The City Manager has declared a State of Emergency;
- The emergency threatens to impair city operations;
- The need to address the threat results in an unavoidable suspension of certain collective bargaining agreement provisions;

- Suspension of collective bargaining agreement provisions are narrowly tailored as necessary to provide services during an emergency; and
- Suspension of collective bargaining agreement provisions are limited to the duration of the state of emergency.

The provisions of the respective collective bargaining agreement that are temporarily suspended due to the emergency should be those that:

- Ensure that functions of the department/division can be staffed safely;
- Facilitate financial recovery of the City via any available State or Federal Emergency Assistance funds;
- Have the least disruptive effect on bargaining unit employees; and
- Have the least disruptive effect on non-bargaining unit employees.

Directors and supervisors should follow the provisions of collective bargaining agreements to the extent possible, without causing too much difficulty in administering a work unit during the emergency.

Directors and supervisors should provide as much notice to employees as possible, under the circumstances, of any change affecting employees.

In the event that emergency is declared, Directors and supervisors should contact their respective Human Resource Business Partner to gain assistance in using these guidelines.

Employee Communication

The City Manager or his/her designee will communicate to employees that certain provisions of their respective collective bargaining agreement have been suspended.

For instance, a pandemic illness emergency may result in high absentee rates resulting in the loss of the necessary number of employees to perform the identified functions of the work unit. The employee absentee rate may reach a point where, in order to perform the functions of the work unit, it is necessary to use employees outside of the bargaining unit to perform the work.

Some other examples are:

- Previously approved vacation, personal leave, compensatory time, leave of absences (other than for sick or family leave purposes) may be rescinded with minimal notice.
- Employees may be required to report for work with minimal notice.
- Employees' work schedules and/or hours of work may change with minimal notice.
- Employees may be required to telework with minimal notice.
- Employees may be assigned overtime with minimal notice.
- Employees may be directed to work in a different capacity on a temporary basis.
- Employees may be assigned to other work units with minimal notice.

Contract Negotiations and Administration

During the period of the state of emergency, the City may seek to temporarily suspend collective bargaining negotiations, grievance processing and labor-management committee meetings.

Closure of Schools and Daycare Facilities

To minimize the effect of any disease outbreak, Public Health or other proper Authority may order disease control measures that include a broad array of actions. Isolation and quarantine orders and social distancing measures are likely to be used in a pandemic illness event. In addition to closing large social gatherings, such as sporting events, theater shows, concerts and others, Public Health may close schools and day care centers as a social distancing strategy.

School and/or daycare closure is expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. The City of Dublin must be prepared for a reduction in its staff resulting from healthy parents staying home to take care of healthy children or other healthy dependents.

It is anticipated that this action would occur in coordination with any emergency proclamation that may emanate from the Dublin City Manager.

In the event that schools and/or daycares close due to a pandemic illness, staff should be informed of expectations, depending upon their designation – SEE Emergency Designation by City Manager section.

All employees should have a family care succession plan in place. In the event that child and dependent care coverage may become impossible, arrangements should be made in advance with management to telework if appropriate and feasible.

- Essential personnel must use accrued vacation leave, accrued compensatory time, personal leave, paid time off, or may request approval for leave without pay for such an absence. Sick leave may not be used by healthy parents who are staying home to take care of healthy children or other healthy dependents due to lack of day care arrangements.

- Non-essential personnel must use accrued vacation leave, accrued compensatory time, personal leave, paid time off, or may request approval for leave without pay. Sick leave may not be used by healthy parents who are staying home to take care of healthy children or other healthy dependents due to lack of daycare arrangements.

Employee Temperature Check Protocols

In accordance with Public Health directives to continue to prevent the spread of a pandemic illness, all city employees may be required to **self-check their temperature** each day regardless of the employee's status (Essential, Essential-Remote, Non-Essential). All employees will then report their temperature to their supervisor per their executed Agreement to work remotely or to be at home pending recall or when physically reporting for work.

Should the employee have a fever of 100.4 (38° C) or greater, the employee **will NOT** physically report to work and will notify his/her supervisor/Division Director by phone or email.

The City will attempt to secure enough thermometers to check employees upon physically reporting to work. Division Directors will secure the necessary thermometers, if available, to check employees physically reporting to work as soon as possible.

Division Directors/supervisors and Essential Employees will adhere to the following guidelines when checking an employee's temperature upon physically reporting to work:

- Temperatures will be taken in a manner that is consistent with social distancing policies and does not reveal the thermometer reading to other employees OR the employee will report their temperature taken at home prior to reporting to work, if a thermometer is not available at the work site.

- All thermometers will be properly disinfected between uses.

- According to the Center for Disease Control (CDC), a person has a fever when he/she/they has a measured temperature of 100.4 (38° C) or greater.

- When an employee's temperature is found to be 100.4 (38° C) or greater, the employee will be sent home immediately upon confirmation by the supervisor. (Confidential employee medical information remains protected while acting on that information to protect the health and safety of others in the workplace.)

- Just because an employee has an elevated, temperature does not mean that they have the pandemic illness nor need to stay home for 14 days.

- If any employee exhibits or self-reports during their workday symptoms consistent with the pandemic illness including a persistent cough, difficulty breathing, and/or shortness of breath the employee shall report their symptoms to a supervisor immediately. The supervisor will check the employee's temperature and contact the respective Division Director. Any employee exhibiting these symptoms or a combination of these symptoms may be sent home.

If an employee is sent home due to temperature or other symptoms consistent with the pandemic illness they will contact their personal physician and cannot return to work until they have been afebrile (not feverish) for 72 hours, without medication, the symptoms have significantly improved and they have been cleared by a physician.

Documentation Requirements of Pandemic Illness Reimbursement Process

The Federal government may allow local governments to seek reimbursement for additional costs associated with responding to a pandemic illness event. In order to allow the City to collect reimbursement for all eligible expenses it is necessary to document all costs associated with supporting services directed at responding to the pandemic illness emergency.

The City must track all expenses associated with responding to this emergency in order to maximize the amount reimbursed. As such, the City will be tracking all costs even if reimbursement for those expenses has not yet been approved.

General Requirements: Each division is responsible for tracking ALL expenditures associated with this emergency. The City of Dublin operates a decentralized purchasing and procurement system so these activities will need to be tracked in a decentralized manner in order to be effective. Additionally, each work unit has the best information available in order to determine if work performed was routine or related to the pandemic illness emergency.

Reimbursements associated with employees being paid but not reporting to work: Using the pandemic illness pay code as outlined in the Payroll Guidance document will track these expenditures.

Reimbursements associated with employees performing work related to the pandemic illness emergency: Departments should track the number of hours and overtime hours in a manner, similar to how hours are tracked for the City's special events. In addition to these normal reporting guidelines, divisions should

further identify as many details as possible for the work associated with the hours recorded using the documentation requirements outlined below.

Activity tracking: A pandemic illness activity identification has been added to Cityworks and the IT support ticket system. If your division routinely logs activity in such a system, a pandemic illness activity code should be added for all actions taken to respond to this emergency. To the extent possible, these actions should be referenced in the documentation above related to employee hours worked.

New Purchase orders: Purchase orders related to the pandemic illness emergency should use the identified pandemic illness code immediately following the administrative personnel's initials in the general description and should be requested as normal in the appropriate operating or capital account. If pandemic illness related expenditures are anticipated to exceed the amount currently appropriated, the Division Director should contact the Director of Finance to discuss potential remedies including seeking additional supplemental appropriations. NOTE: For purchase orders previously entered, but not closed, the pandemic illness code can be added to the general description using the "Purchase Order Change Order" menu and updating the description.

New Contracts: Contracts related to the pandemic illness emergency should be identified as such by the requesting department. The contract process will be handled as normal in the appropriate operating or capital account. Finance will assign a contract number identifying these contracts such as "Pandemic Illness"-Dept-## for tracking purposes. If pandemic illness related expenditures are anticipated to exceed the amount currently appropriated, the Division Director should contact the Director of Finance to discuss potential remedies including seeking additional supplemental appropriations.

Purchasing Cards: Purchases related to the pandemic illness emergency should be handled as follows. The cardholder should indicate on the receipt that the charge is related to the emergency response by writing "Pandemic Illness" on the receipt. The administrative assistant will process these charges as normal with other purchasing card related receipts. In addition, the administrative assistant will create a copy of the receipt and retain this copy in a separate folder to be sent to Finance as the conclusion of this emergency. A spreadsheet identifying these receipts should also be created listing the date, amount, vendor and a general description. At the end of this emergency, this folder and spreadsheet will be sent to Finance.

Existing Purchase Orders: For many divisions, the increase in expenditures related to the pandemic illness emergency may be related to an existing purchase order. For example, additional cleaning supplies necessary to sanitize City Buildings may have been ordered under current supply related purchase orders. For these expenditures, a new purchase order should be opened following the previously discussed guidelines and current purchase order should be reduced accordingly. These purchase orders are not a then and now as an encumbrance has been properly recorded against the original purchase order.

Telework

Teleworking means that an employee is working one or more days each workweek from home instead of commuting to his or her centrally located worksite. Teleworking is not appropriate for all employees and no employee is entitled or guaranteed the opportunity to telework. Employees who do not already have teleworking capabilities will need director approval.

The purpose of this policy is to provide support for social distancing or other pandemic response goals as necessary to respond to a pandemic illness emergency. These modifications apply only to pandemic planning and response for employees that have been identified as appropriate personnel for teleworking.

For purposes of pandemic illness emergency planning, those employees classified as Essential (REMOTE) Employees may be allowed to telework in the event of a pandemic illness emergency.

- [E-R] Essential (REMOTE) Employees: Employees designated as **[E-R]** are required to work and may be allowed to telework and remote-in to work. **[E-R]** employees may not physically report to work but are expected to perform duties as assigned from a remote location. Division Directors will **execute a Teleworking Agreement (attached) with the approved employee PRIOR TO telework being performed.** This Agreement will be kept on file by the employee and the divisional director. Authorized employees will be issued the appropriate City-owned equipment/VPN. The employee will be responsible for the connectivity (including the cost of internet access), accountability of issued equipment, and appropriate cyber-security protocols.

Directors will notify employees of their emergency designation activation in a declared State of Emergency, and deactivation at the expiration of a declared State of Emergency and work with Information Technology (I.T.) to make the necessary technological arrangements. If circumstances in a declared State of Emergency necessitate a change of an employee's designation, each Director or designee will notify employees immediately of their designation and provide instructions for reporting for work.

Directors should consider a broader use of teleworking than they would for normal operations or other types of emergencies to accomplish social distancing for a Pandemic Illness emergency.

Directors will identify essential functions that may be accomplished remotely and whether the person performing the function needs access to all systems and applications or only email and/or voice communications.

Directors will identify employees who are qualified for the provision of essential functions and determine their ability to telework and their current capacities (i.e., who already have Virtual Private Network - VPN). The I.T. division can assist with determining current capabilities as part of the plan for the procedure; provide VPN access and instructions in advance of the potential pandemic illness emergency to such employees performing functions that require access to systems and applications.

Directors may consider alternative work schedules for those authorized to telework to reduce peak demands on Information Technology systems.

Employees authorized for teleworking may be allowed to provide limited dependent/childcare during a pandemic illness emergency if providing care does not impact the ability of the employee to accomplish assigned tasks.

Departments/Divisions may consider having a Dublin issued laptop computer(s) that is pre-loaded with the VPN software, which may be checked out on an emergent basis by employees who do not already have the necessary equipment to telework. Equipment is limited and employees should not expect to be provided a laptop.

Teleworking assignments may be processed via email, web browser, mobile device, or in a secure manner via telephone.

Supervisors may require that an employee telework during a pandemic illness emergency. A requirement to telework will be documented on the Telework Agreement during a Pandemic Illness Event form. Such documentation will occur prior to the start of the telework.

There are a number of technical planning methods to accomplish teleworking as follows:

- Employees can access their email accounts from any computer with internet access. There is no additional set-up or cost, however, the access is limited only to email and Office 365 applications (Word, Excel, OneDrive, Teams, etc.). Local network folders cannot be accessed through a home desk top computer but can be accessed through a laptop issued by the Information Technology department. Employees cannot access other systems or applications via the Internet without a Dublin issued laptop or mobile device or without the approval/assistance of the Information Technology Department.

- Virtual Private Network (VPN) – Employees may access the Dublin network from a Dublin issued laptop computer. There is no cost to use VPN services, though the employee must have internet access with a high-speed connection. Connectivity directly from a home/personal computer is not permitted.

- Teleconferencing – allows for audio meetings to be held with multiple attendees at different sites. This can be a subscription service where individuals call into a toll-free number and enter a password for the connection to others calling into the same meeting. Access to a virtual hosting application must be approved. The IT Department can assist with alternatives.

- Technology Use Policy - All Dublin technology assets must be managed in accordance with Administrative Order 9.2 (Technology Use Policy). Review and acceptance of this policy has been confirmed upon hire and on an annual basis as part of our cyber-security awareness training.

Exposure Mitigation Staffing Plan

During a pandemic illness emergency, the city and its departments/divisions may evaluate contingency plans and schedules. The safety and wellbeing of our members and the entire city will be our top priority. In order to assist with mitigation of community spread and disease transmission, a temporary schedule change may occur for part of or the duration of the pandemic illness emergency. This exposure mitigation-staffing plan and its associated schedule changes will allow the city to plan for the effect on staffing as a result of the pandemic illness.

The exposure mitigation-staffing plan is designed to decrease the opportunity for employees to be exposed to and/or transmit this virus at work, while also maintaining performance of essential services to the community. This plan best positions our employees to be leaders in the mitigation of community spread and disease transmission and reduces exposure and transmission opportunities between employees and between employees and the public.

In the event of a pandemic illness emergency, Department/Division Directors will review their normal business hours, work schedules, and physical workspace layout to determine if they can be modified in a manner that best promotes social distancing, business continuity or other pandemic response goals during an emergency.

- Directors may develop alternative work schedules. If feasible, supervisors should first ask employees to volunteer to work hours other than their usual schedule. Where certain work schedules cannot be staffed with volunteers, management may direct staff to work the schedules necessary.

- Directors may develop alternative physical layouts at work to promote social distancing, etc.

- If an employee requests a flexible work schedule and the request is denied, no written explanation of why is required during the proclaimed pandemic illness emergency.

Contingent Workforce

Department/Divisions Directors may go directly to the contract worker agency to hire the classifications identified (as needed). Department/Divisions Directors remain responsible for documenting contingent workforce hours during the pandemic illness emergency.

Dublin contingent workers fall into one of three general categories as follows:

- Contract Worker (CW) – an individual who is the employee of an authorized vendor (staffing agency) who is performing services for the City of Dublin. CW's do not receive City of Dublin benefits.

- Temporary Worker (TW) – an individual who is a City of Dublin employee and who may work in the same position for not more than six months in any calendar year. TW's may serve in an intermittent capacity as needed. TW's do not receive City of Dublin benefits.

- Seasonal Worker (SW) – an individual who is a City of Dublin employee and who may work from four to nine months in the same position in any calendar year. SW's may serve in an intermittent capacity as needed. SW's do not receive City of Dublin benefits.

Monitoring CW, TW, SW contingent workers is a joint responsibility of the hiring department/division and Human Resources. Monitoring of CW's also involves the authorized vendor for CW's. It is the responsibility of the department/division/ to obtain any necessary department/division approvals prior to submitting a contingent worker request.

Temporary Assignment to a Higher Job Classification

Temporary Assignments to a Higher Job Classification will continue at the rate of pay specified within Administrative Order 2.61, the City Non-Union Compensation Plan or Collective Bargaining Agreements, as applicable.

Completion of a memo and Personnel Action Form is currently required for all Temporary Assignments to Higher Job Classifications.

- Should a pandemic illness emergency be declared, Temporary Assignments to higher job classifications will continue to be made but approvals and notification to the employee may be made via e-mail. If the email process is used, then routing a memo and Personnel Action form will not be required.

- A Temporary Assignment to a Higher Job Classification may be made via e-mail or fax only for the duration of the proclaimed emergency.

Outreach & Engagement

In general, volunteers will not be asked to replace or supplant city staff roles in a declared pandemic emergency. Supportive services from volunteers may be considered on a case-by-case basis for support

to areas such as childcare, shelter support, phone banks and/or outreach to neighbors, the nonprofit community and neighborhood networks.

Outreach and Engagement will connect with and monitor direct messaging to 1) older adult community, 2) Nonprofit community and 3) faith communities.

During a pandemic illness emergency, departments/divisions may wish to utilize the services of residents, city volunteers and/or unaffiliated volunteer groups. Volunteers will be considered a) on a case-by-case basis to provide supportive services not supplanted services and b) in general, should not considered for use by the City so that the pandemic range of contact is minimized.

- The definition of a volunteer is an individual who performs services for the City who does not receive (A) compensation (other than reasonable reimbursement or allowance for expenses actually incurred); or (B) any other thing of value in lieu of compensation, in excess of $600 per year. Volunteers may fill many roles, including as a director, officer, trustee or direct service volunteers.

Departments/divisions/work units will first attempt to utilize City of Dublin employees to perform needed work in their respective areas.

- In advance, each Department/Division is responsible for identifying areas where volunteers might be utilized in advance and identify skills types that may be useful in a supportive capacity. The work department/division should then coordinate with the City's Director of Outreach and Engagement to compile a potential list of volunteer/volunteer roles.

- Department/Division who are contacted directly by individuals or groups offering volunteer service should re-direct all inquiries to the Director of Outreach and Engagement or Volunteer Coordinator.

- In conjunction with the requesting Department/Division, the Director of Outreach and Engagement, Volunteer Coordinator or designee will coordinate all requests for volunteer support and will assess the use of volunteers, determining the course for any needed vetting, onboarding and oversight, as well as determine a risk profile for the use of such requested service.

- The Division of Outreach and Engagement will prioritize the use of its pre-screened, trained resource of city volunteers. Unaffiliated citizens who offer their volunteer service will be considered on an individual basis for service by the Director of Outreach and Engagement, Volunteer Coordinator or designee.

- In all cases, Waivers/Releases of Liability and Emergency Contacts will be obtained and maintained by the Division of Outreach and Engagement.

Administrative Order 1.28 Section 17B: Employment Status/Volunteer Status. The Volunteer vs. Employment status of every individual who may fit into this category will be assessed by the Director of Outreach and Engagement and the Director of Human Resources.

Extended Outreach/Community Support Plan

During a pandemic illness emergency, it may become necessary for the city to fill a void should those support agencies who provide delivery of food/pharmaceuticals and other life support systems to Dublin residents in need become hindered or no longer capable due to the effects of the pandemic illness.

Examples of organizations/agencies that this plan may support, include, but are not limited to:

- Schools: Dublin City Schools, Hilliard City Schools, St. Brigid of Kildare

- Dublin Non-Profit Organizations (NPOs): Dublin Food Pantry, The Dublin Foundation, Dublin Neighborhood Bridges, Syntero, and The Welcome Warehouse of Dublin

- Dublin-serving NPOs: Life Care Alliance/Meals on Wheels and Home Helpers, Source Point Meals on Wheels, Union County Neighbor-to-Neighbor

- Dublin Faith Community: Leaders of various faith institutions (churches, synagogues, mosques)

- Senior Living Communities: Senior communities that include independent and assisting living, memory care and nursing care

- Seniors Aging in Place: Seniors living in their own homes. Various contacts including Dublin Community Senior Citizens, Forever Dublin/Syntero, and Outreach and Engagement sources

- Vulnerable Populations: Various contacts including Dublin Community Recreation Center Adaptive programs and Outreach and Engagement sources

- HOAs: To the extent that contact information is available, all HOAs within the City of Dublin

- SHARE: Mobility company partner focusing on senior and workforce transport (Division of Planning liaison)

The City Manager may direct the Director of Outreach & Engagement to develop a plan and authorize the necessary actions to <u>PREPARE FOR AND BE READY</u> for its execution.

If activated, the Director of Outreach and Engagement will oversee the implementation of this plan and advise daily on its status.

This plan will not be activated without City Manager approval.

Rescission of Approved Personal Leave, Vacation Leave, and Compensatory Time Off

All personal and vacation leave requests may be canceled during a pandemic illness emergency and compensatory time requests will be considered on a case-by-case basis during the Declared Emergency. Division Directors will determine the approval of any hardship or family emergency leave during the emergency period.

In accordance with applicable laws, the City make seek to suspend the earning Compensatory time. All overtime for employees in any Emergency Designation may be paid as wages during the emergency period.

Should the need for an employee to work during a pandemic illness emergency result in a need for the employee to carry over more than the maximum number of hours normally allowable, the employee's Director, at the employee's request, may submit a recommendation to the City Manager that the employee be allowed to carry over more than the maximum number of hours normally allowable.

Union and non-union employees may not carry over any personal leave hours from one payroll year to another. However, should the need for an employee to work during a pandemic illness emergency result

in the need to carry over personal leave to the next payroll calendar year, the employee's Director may, upon request of the employee, submit a recommendation to the City Manager that the employee be allowed to carry over personal leave.

Facility Closures

City administrative offices and City operations will remain open during emergency situations that do not pose an immediate life, health, or safety risk to its occupants unless directed otherwise by the Dublin City Manager.

Because of potential staffing shortages, employees may be deployed to provide support for varied city operations in alternative worksites and should expect to come to work.

In the case of closure of specific offices, employees may be sent home or relocated to another city facility.

As general guidance, if Dublin City Schools close or if Public Health agencies close schools, then the Dublin Community Recreation Center will also close.

The decision to close other city facilities will be at the discretion of the City Manager.

Suspension of occupational requirements/operations

City essential employment requirements may be suspended such as professional certifications and regulatory training. DOT and Non-DOT Driver's license renewal and registrations, DOT random and post-accident drug and alcohol testing may be suspended.

Communication and Consistent Messaging

One of the key elements in responding to any disaster, including a pandemic illness emergency, is effective and timely communication. City departments/divisions, with the assistance from the Communications and Public Information (CPI) staff, must plan their internal communications strategies now, before the crisis. Sound and thoughtful communications will be required before, during and after a pandemic illness emergency. This section provides guidance on internal communications planning and strategies.

When communicating to employees, departments/divisions should coordinate closely with their assigned Public Information Officer, the Public Affairs Officer, or the Director of Communications and Public Information to ensure that citywide messages align.

Understanding the core values of communications is a fundamental goal of the City's response to a pandemic illness emergency. This goal is to provide clear, consistent, candid communications to employees and agencies. This goal applies to communications at every level, from the City Council and the Office of the City Manager to departments/divisions.

As departments/divisions contemplate and develop communications, they should adhere to these guidelines:

- There will be a great demand for accurate and timely information that will provide guidance and ease anxiety. There will be a need to build and maintain trust.

- Know your stakeholders and develop a communications strategy for each one. Different types of information will need to be communicated to different audiences.

- Basic messages may change over the duration of the emergency. Departments/divisions will need to develop a phased communications plan that can be partially or fully implemented as needed.

- There may be a need to counteract the circulation of conflicting information, misinformation and rumors.

Internal Communication Needs:

- Develop and regularly review the pandemic illness emergency communications plan.
- Educating employees through early and ongoing communications.
- Inform employees about the threat of the pandemic illness emergency and describe the steps the city is taking to prepare for it and/or respond to it.
- Communicate potential or actual changes to personnel policies in response to the pandemic illness emergency and emphasize that these changes apply only to the emergency response, not for routine operation.
- Communicate changes in business culture in response to a pandemic illness emergency. Changes may include social distancing, increase in teleworking or suspension of non-essential functions.
- Distribute practical information on maintaining a healthy work environment.
- Communicate the importance of staying home if employees are ill or have pandemic illness symptoms.
- Reassure employees and assist in protecting their health.
- Morale building communications will be essential.
- Communicate business continuity issues and changes to policies and procedures.
- Communicate "business as usual" communications as needed or required.
- Plan to implement two or more communications vehicles to ensure the messages are received.
- Monitor the effectiveness of communication messages, vehicles, and timing and refine them as necessary.

External Communication Needs:

- Designation of Director of Communication and Public Information Officer as the direct contact
- Designation of particular individuals who can engage with the public health agencies

Virtual Emergency Operations Center

In the event of a pandemic illness emergency, the City Manager may activate a "virtual" emergency operations center (EOC) to maintain social distancing yet still provide a platform for the management of the city's response efforts to the pandemic illness emergency.

Each department/division director will be required to attend identified briefings led by the City Manager. If a director is unavailable to attend, he/she should ensure the next person in the line of succession would attend in his/her absence.

The City Manager will determine the time, technical platform, and who he/she wants to attend these briefings.

Using a teleconferencing platform (such as Microsoft Teams, WebEx, and Zoom), each department/division director logs on his/her laptop or other mobile device to listen, view, and comment on the briefing.

A Briefing Agenda should be created for these daily briefings – See Example Below. Platforms like Microsoft Planner, Teams, etc. offer good options for coordination of documentation and files.

- List and review emergency response priorities: highlight and re-review when changes are made.

- Operations: Status on the list of essential services, which will evolve over time, using the green, amber/yellow, red approach. Simple, to the point and brief by exception. A one sentence description off to the side of each that says why a status has or is expected to change and another sentence that says what is needed/recommendation (i.e. stop the service, or need x & y resources to improve status, etc.)

- Finance: Green/amber/red regarding revenues/expenditures. Topics to review include, but are not limited to income tax revenue, net profits, etc. Expenditures: status (red, amber, green) by division relative to personnel, operations, capital. Make notifications to divisions if there are any concerns.

- Joint Information Center: What new information do we know?

  - Latest summary/guidance of State Government
  - Latest summary/guidance of Federal Government
  - Latest summary/guidance from County Public Health
  - Latest summary from FCEMHS and other County EMA
  - Latest summary from other sources (DCVB, Chamber of Commerce, etc.)
  - Status sheet of: Nursing homes, Grocery stores, Gas Stations, Day cares
  - Evolving Concerns: e-mail, social media, other communication platforms, etc.

- Review of Police and Fire/EMS Calls for Service

- Review of Social Services

- Review of Economic Development and Businesses

- Staffing Review: Status of personnel (e.g. sick/ill, quarantine, positive tests, remote working, etc.) Discuss any key personnel issues/concerns.

- Logistics Review: cleaning supplies, fleet operations, facility operations, facility security, PPE, transportation, etc.

- Review of Safety Operations

- Review of Information Technology

- Review of Future Operations: weather, evolving missions, how we organize to address, etc.

- Roundtable

Protective Face Covering Guidance

The health and safety of each employee and the members of this community remain our top priority. This guidance is for when the Center for Disease Control and Prevention (CDC) and the Ohio Department of Health (ODH) and/or Public Health provide guidance recommending the public start wearing protective face coverings (e.g. masks, neck gaiters, etc.) in situations where social distancing is difficult, like in grocery stores or pharmacies, and areas that have high numbers of community-based transmission of the virus.

The wearing of a protective face covering is not a replacement for social distancing and other hygiene best practices including hand washing, cleaning, and sanitizing of frequently touched surfaces. It is critical to emphasize that maintaining 6-feet social distancing remains important to slowing the spread of the virus. CDC is additionally advising the use of simple protective face coverings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others. Protective face coverings fashioned from household items or made at home from common materials at low cost can be used as an additional, voluntary public health measure.

The protective face coverings recommended are not surgical masks or N-95 respirators. Those are critical supplies that must continue to be reserved primarily for healthcare workers and other medical first responders, as recommended by current CDC guidance. This is consistent with the guidance of Dublin's public health advisor, Public Health.

Protocol for Protective Face Coverings

First and foremost, employees are to maintain 6-feet social distancing whenever possible. Recognizing this is not always possible for all employees during the course of performing their work, and in order to assist with mitigation of community spread and disease transmission, we have developed protocol for wearing protective face coverings.

- All staff who physically report to work will be required to wear a protective face covering when interacting face to face with the public. The City will work to secure enough protective face coverings from government entities, private vendors, and/or volunteers to provide employees as a courtesy.
- Employees are also encouraged (employee's discretion) to wear a protective face covering when physically reporting to work in their respective buildings/work spaces.
- Maintain 6-feet social distancing whenever possible, even if you are wearing a protective face covering.
- Wash your protective face covering in a washing machine on a routine basis depending on frequency of use.
- Be careful not to touch your eyes, nose, and mouth when removing your protective face covering and wash hands immediately after removing.

For those employees who are unable to maintain 6-feet social distancing during the course of performing their work and are likely to be exposed to individuals who are suspected or confirmed pandemic illness positive, please contact your Division/Department Director for guidance. The Director of Human Resources may consult with Public Health for advice regarding how to best address the situation. This may involve modifying the method by which a work task is performed, delaying the work, and/or utilizing a different type of protective face covering.

Please remember protective face coverings alone are not enough to protect you - you must continue utilizing all the best practices as recommended by public health officials including social distancing and diligent hand washing.

Procurement of Safety Equipment, PPE and Signage

Risk Management with coordinate with the Facilities Director the procurement of safety equipment (i.e. thermometers, required signage, barriers and PPE. Risk Management will assess buildings for social distancing compliance, physical spaces such as meeting/conference rooms and workstation evaluations. Evaluations will also be requested by a Division/Department Director.

Procurement of disinfectants, sanitization products and equipment will be the responsibility of the Facilities Director.

Forms

Please access the following forms on Dubnet, or contact Human Resources.

- Telework Agreement
- Equipment/PPE request form

Annex B – Emergency Operations Center (EOC) Plan/Manual

I.   **Emergency Operations Center - Overview**

An Emergency Operations Center (EOC) is a physical or virtual location from which leaders of a jurisdiction or organization coordinate information and resources to support incident management activities (on-scene operations).

A. The Emergency Operations Center (EOC) provides multiagency coordination of information and resources to support incident management (on-scene/field operations). The EOC should be utilized in conjunction with the Incident Command System (ICS) in the field.

B. The Emergency Operations Center will provide the following primary functions to support Incident/Unified Command (field) operations:

1. Collect, analyze, share and coordinate information
2. Develop and maintain situational awareness
3. Support and coordinate resources and resource support
4. Provide policy direction, long-term planning, and multi-agency support – this may be critical when jurisdictions with differing policies are involved in a response.

C. In some specific incidents, the EOC may also:

1. Manage specific operations such as emergency shelters or points of distribution to allow the Incident Command/Unified Command to focus on the incident
2. Direct tactical operations when an Incident Command/Unified Command is not established (e.g., snow emergency, public health emergency, etc.)
3. Coordinate the efforts of several geographically separated incidents or activities.
4. Support multi-agency coordination and joint information activities
5. Liaison and coordinate with other jurisdictions and other levels of government
6. Provide legal, financial, and administrative support to free on-scene resources to focus on the response
7. Conduct an area command from the EOC (if necessary to support multiple Incident/Unified Commands)

D. **The direct tactical and operational responsibility for the conduct of incident management activities rests with the on-scene Incident Commander/Unified Command, NOT the EOC.**

1. However, under certain specific circumstances or conditions, the emergency operations center (EOC) may also operate as the incident command post depending on the type and circumstances of the critical incident, especially if there is no actual scene to manage (i.e. public health disaster, area command, when no incident command post has been established, etc.).

II. **City of Dublin's EOC Location**

Emergency Operations Center (EOC) Location

A. <u>Primary Emergency Operations Center – Dublin Justice Center</u>

Dublin Division of Police (EOC area)
6565 Commerce Parkway, Dublin, Ohio

B. <u>Secondary Emergency Operations Center – Virtual Emergency Operations Center (EOC)</u>

C. Tertiary Locations include:

1. Dublin Service Center
2. City Hall
3. Washington Township Fire Administration Building
4. Dublin Recreation Center

III. **Authority to Activate the Emergency Operations Center**

As a critical incident threatens to occur or actually occurs, the following personnel have the authority to activate the City of Dublin's Emergency Operations Center:

- City Manager
- Deputy City Manager
- Assistant City Manager
- Chief of Police
- Incident Commander

*Any person assigned or designated to an "acting" role in any of the positions listed above

IV. **Circumstances (Trigger Events) for Activation of the EOC**

The following circumstances may require the activation of the City of Dublin's Emergency Operations Center:

A. When more than one jurisdiction becomes involved in an incident or a Unified Command or Area Command is established (e.g., when more than the City of Dublin and Washington Township have become involved in the management and response to a critical incident).

B. When the Incident Commander indicates the incident could expand rapidly, involve cascading effects, or requiring additional resources.

C. If similar incidents in the past led to an EOC activation.

D. When the dispatch workload increases to the point that it can no longer provide logistical support.

E. When a critical incident is imminent and/or when there is an elevated threat level(s).

F. When significant impacts to the population are anticipated.

G. Notice Events – large or complex planned or scheduled events.

H. When the City Manager, Deputy City Manager, Assistant City Manager, and/or the Chief of Police have directed the activation of the EOC.

V. **Notification to Report to the Emergency Operations Center**

A. Identified city staff will be notified to report to the activated Emergency Operations Center (EOC) using the "Informacast" alert system.

B. In the event the "Informacast" alert system is inoperable, identified city staff will be notified using a "Telephone Call-Out Tree". The "Telephone Call-Out Tree" will direct specific department and division directors to contact/notify other identified division directors. Department and Division Directors should use the most current city organizational chart as a guiding document for the telephone call-out tree.
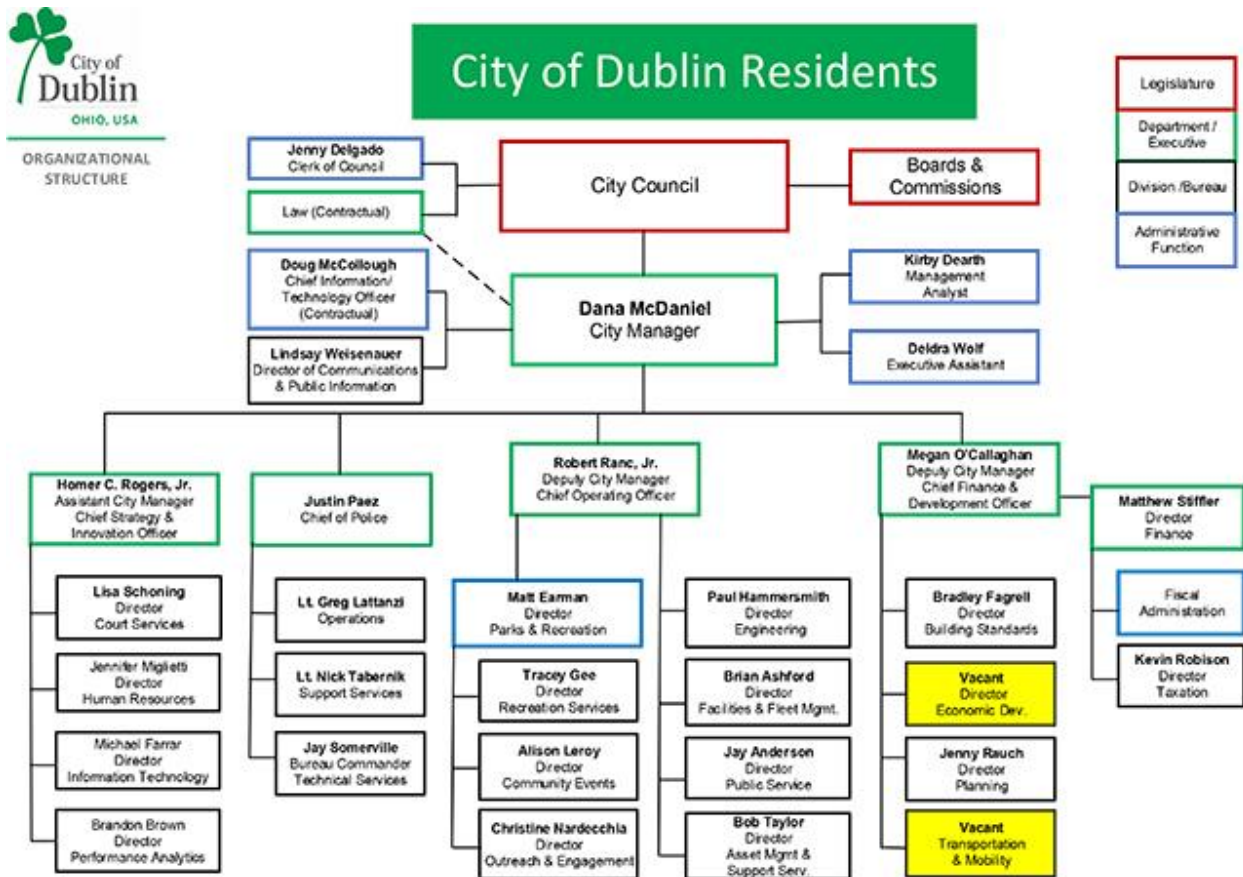
C. Department and Division Directors will also determine whom they need to contact from their own work department/division/unit in order to assist in the response and recovery from a critical incident. Those employees contacted will report to their designated assignments within 60 minutes of notification.

VI. Continuity of Government and Continuity of Operations

In the absence of a division and/or department director, the next person in the chain of command of that department or division shall assume responsibility for the position. The City of Dublin maintains a succession-planning list to be utilized as part of the city's continuity of government. In addition, the City of Dublin maintains a Business Recovery Plan to aid in the continuity of operations.

Emergency Line of Succession - 2022				
DEPT/DIV	**PRIMARY**	**ALT 1**	**ALT 2**	**ALT 3**
Asset Management & Support Services	Bob Taylor	Matt Dunbar	Shawn Shipman	Inge Witt
Building Standards	Brad Fagrell	Lee Montgomery	Brad Conway	Janet Rusanowski
Chief Finanace & Development Officer	Megan O'Callaghan	Matt Stiffler	Brad Fagrell	Jenny Rauch
Chief Operations Officer	Robert Ranc	Jason Anderson	Matt Earman	Paul Hammersmith
Chief Strategy & Innovation Officer	Homer Rogers	Jennifer Miglietti	Michael Farrar	Brandon Brown
City Manager	Dana McDaniel	Megan O'Callaghan	Robert Ranc	Homer Rogers
Clerk of Council (Legislative Affairs)	Jenny Delgado	Jayme Maxwell	Judy Beal	
Communications & Public Information	Lindsay Weisenauer	Bruce Edwards	Andrew Kohn	Rebecca Myers
Community Events	Alison LeRoy	Lori Gischel	Trish Lackey	Doug Cordill
Court Services	Lisa Schoning	Jancie Speicher	Bailey Santagate	Sharon Hague
Economic Development	Jennifer Klus Ekey	Megan O'Callaghan	Jenna Goehring	Sara O'Malley
Engineering	Paul Hammersmith	Brian Gable	Aaron Stanford	Michael Hendershot
Facilities & Fleet Management	Brian Ashford	John Hyatt	Tim Elmer	Roy Dotson
Finance Director	Matt Stiffler	Megan O'Callaghan	Jaime Hoffman	Melody Kennedy
Fiscal Administration	Matt Stiffler	Megan O'Callaghan	Melody Kennedy	Jerry O'Brien
Human Resources	Jennifer Miglietti	Kelly Rose	Ron Whittington	Robin Myers
Information Technology	Michael Farrer	Bob Schaber	Maria Renzetti	Brad Jones
Law Department	Jennifer Readler	Thad Boggs	Stephen Smith Jr.	Phil Hartmann
Outreach & Engagement	Christine Nardecchia	Shannon Mauer	Barbara Ray	Whitney Aebker
Parks & Recreation Director	Matt Earman	Tracey Gee	Alison LeRoy	Shawn Krawetzki
Performance Analytics	Bradon Brown	Rick Frantz	Langdon Sanders	Damon Leonhard
Planning	Jenny Rauch	Tammy Noble	Nichole Martin	Sarah Holt
Police	Justin Paez	Greg Lattanzi	Nick Tabernik	Jay Somerville
Public Service	Jay Anderson	John Babyak	Chris Nicol	Vince Vannicelli
Recreations Services	Tracey Gee	Kim Wigram	Kelly Rigano	Mollie Steiner
Taxation	Kevin Robison	Tammy Lehnert	Matt Stiffler	Jaime Hoffman
Transportation & Mobility	Megan O'Callaghan	Jeannie Willis	Tina Wawszkiewicz	

VII.   **Activation Levels of the Emergency Operations Center**

The city official who authorizes the activation of the Emergency Operations Center (EOC) shall also determine the level of activation for the EOC. The Dublin EOC is considered a "warm" facility as it has critical systems and equipment in place, but it does require a moderate start-up period (<60 minutes).

The following are the three levels of activation for the EOC:

Level 1: Full Activation of EOC
Level 2: Partial Activation of EOC
Level 3: Ready the EOC

A. **Level 1 Activation: Full Activation of the EOC**

The Emergency Operations Center is fully staffed by all personnel with EOC responsibilities. The EOC should be operational and staffed with key personnel within 60 minutes of activation. The Authorizing Official has the discretion to scale down or ramp up staffing requirements based on the circumstances of the incident.

Description	Initial Staffing Requirements
Discretion of the Authorizing Official Major Critical Incident or Event Multiple Critical Incident Sites Regional Critical Incident Critical Incident with Multiple Agencies Extensive Evacuations Major Resource Support Required	City Manager Deputy City Manager/Chief Operations Officer Deputy City Manager/Chief Finance & Development Assistant City Manager/Chief Strategy & Innovation Chief of Police WTFD Fire Chief Law Director Director of Communications & Public Information Director of Finance Director of Performance Analytics Police Technical Services Bureau Commander Emergency Management Coordinator I.T. Support Management Analysts (3) NRECC Communications Technicians (2) Deputy Chief/Police Supervisor Any Other Staff Requested

*Note: Additional staff or support may be directed to the EOC based on the type of critical incident or the type of support needed.

B. **Level 2 Activation: Partial EOC Activation**

The Emergency Operations Center is partially staffed with select key personnel only in order to monitor or respond to the critical incident situation and/or status. The EOC should be operational and staffed with select key personnel within 60 minutes of activation. The Authorizing Official has the discretion to scale down or ramp up staffing requirements based on the circumstances of the incident.

Description	Initial Staffing Requirements
Discretion of the Authorizing Official Small Critical Incident or Event Single Critical Incident Site Location Potential Severe Weather Threat Elevated Threat Level	City Manager Deputy City Manager/Chief Operations Officer Deputy City Manager/Chief Finance & Development Assistant City Manager/Chief Strategy & Innovation Chief of Police WTFD Fire Chief Law Director Director of Communications & Public Information Director of Performance Analytics Police Technical Services Bureau Commander I.T. Support Emergency Management Coordinator Management Analysts (3) Any Other Staff Requested

*Note: Additional staff or support may be directed to the EOC based on the type of critical incident or the type of support needed.

C. **Level 3 Activation: Ready the EOC**

The Emergency Operations Center is readied for activation. No staff is assigned to the EOC, but all equipment and facilities are in place and operational. The EOC should be operational within 60 minutes of activation. The Authorizing Official has the discretion to scale down or ramp up staffing requirements based on the circumstances of the incident.

Situation Description	Initial Staffing Requirements
Discretion of the Authorizing Official Elevated Threat Level Monitoring Conditions	Emergency Management Coordinator Police Technical Services Bureau Commander Any Other Staff Requested

*Note: Additional staff or support may be directed to the EOC based on the type of critical incident or the type of support needed.

VIII. **EOC Structure and Layout**

A. The EOC structure for the City of Dublin is based on the NIMS Departmental Structure. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation and startup time. The City of Dublin's Emergency Operations Center (EOC) utilizes the city's day-to-day department and division structure in the EOC. In this configuration, the city's emergency manager (City Manager) coordinates EOC efforts among the departments and divisions.

B. The City of Dublin's Emergency Operations Center (EOC) utilizes a boardroom format layout. EOC staff are around a group of tables that emphasizes interaction and collaboration. Visuals are at one end of the table. Additional seating is available for other EOC staff along the outside walls of the EOC.

C. In addition, an executive conference room is located down the hall from the EOC. This room is available for private meetings, MAC Group, etc.

D. The Emergency Management Director has the authority to amend or change this structure or layout per his/her discretion at any time.

E. EOC Layout - Justice Center

Emergency Operations Center – Room Lay Out

EOC Entry	Ports 29, 30, 31, 32	Outlet EOC 29	Ports 33, 34, 35, 36	Outlet EOC 27	Radio

Lights & Therm.

Dry Erase Board

Resource Support — Table

EMC — Table

Dry Erase Board

Television

Outlet EOC 27

Ports 37, 38, 39, 40

Ports 41, 42, 43, 44

Outlet EOC 25

Support

Table

Boiler Room Doors

Dry Erase Board

City Manager

DCM/ CFDO	Legal	Police	Fire
Table		Table	
Table		Table	
DCM/ COO	ACM/ CSIO	CPI	Finance Director

Table

Table

Management Analyst

Management Analyst

Management Analyst

Director of Performance Analytics

Television

Outlet EOC 27

Television

Outlet EOC 25

Outlet EOC 29

Ports 21, 22, 23, 24

Ports 25, 26, 27, 28

I.T. Support

Table

Dry Erase Board

Table — Support

Dry Erase Board

Table — Support

Podium

Port D-B-198

Podium Power

Outlet EOC 29	Ports 17, 18, 19, 20	Ports 13, 14, 15, 16	Outlet EOC 25	Outlet EOC 25	Ports 11, 12

F. **Executive Conference Room Layout - Justice Center**

EOC Executive Conference Room – Lay Out
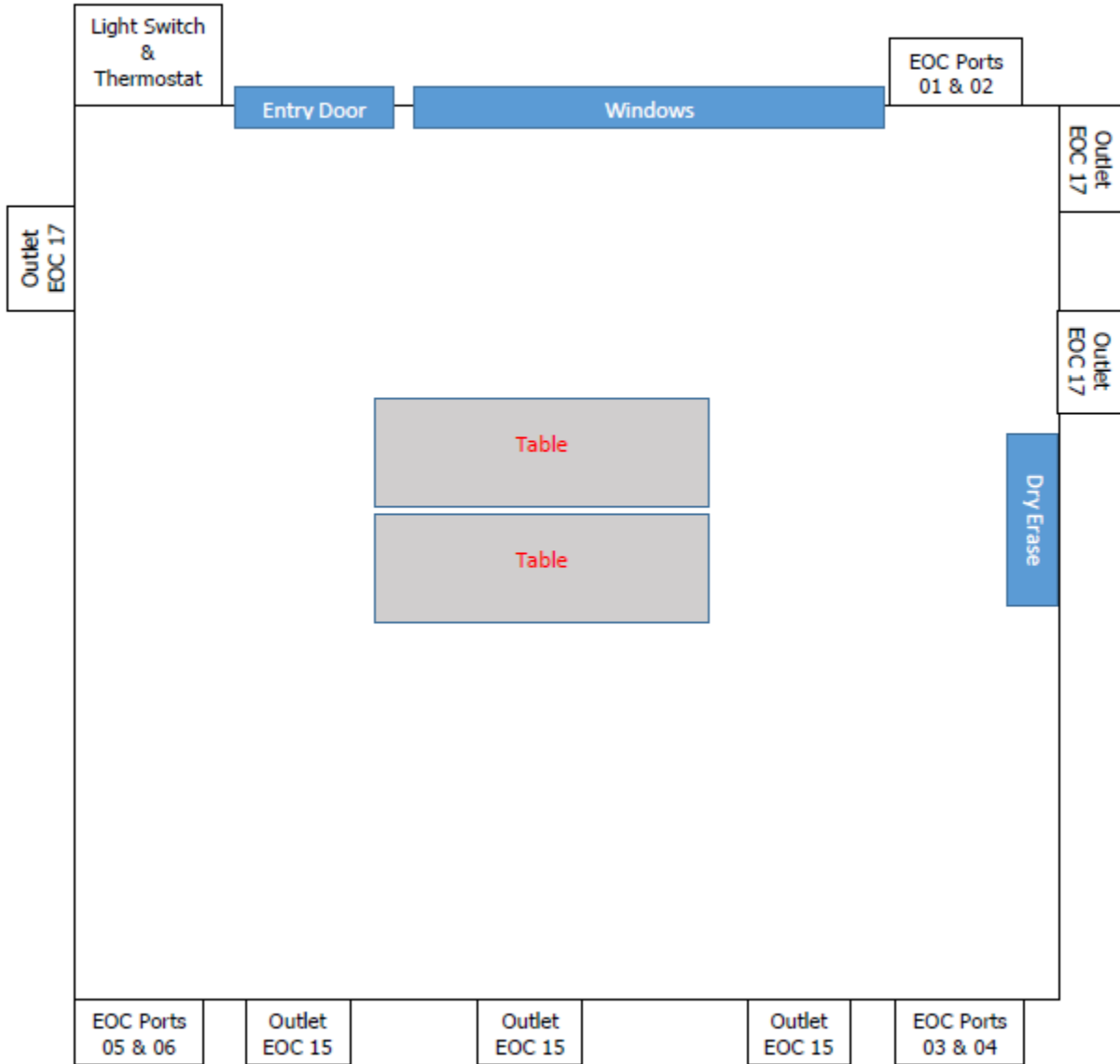
The EOC Executive Conference Room is a location designed for the City Manager and/or EOC Management Official to hold meetings with select personnel.

City of Dublin Organizational Chart
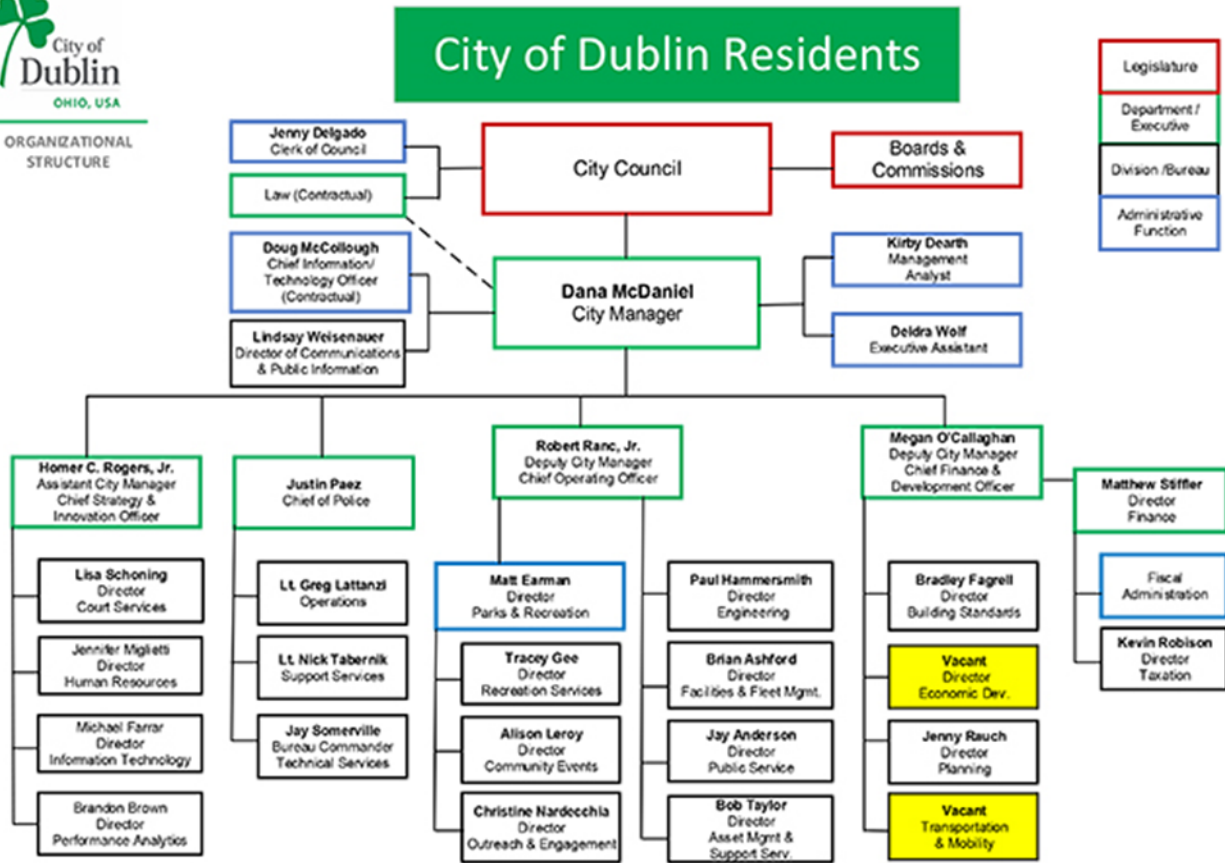
City of Dublin — OHIO, USA
ORGANIZATIONAL STRUCTURE

City of Dublin Residents

Legend:
- Legislature
- Department / Executive
- Division / Bureau
- Administrative Function

Jenny Delgado — Clerk of Council

Law (Contractual)

City Council

Boards & Commissions

Doug McCollough — Chief Information / Technology Officer (Contractual)

Lindsay Weisenauer — Director of Communications & Public Information

Dana McDaniel — City Manager

Kirby Dearth — Management Analyst

Deidra Wolf — Executive Assistant

Homer C. Rogers, Jr. — Assistant City Manager, Chief Strategy & Innovation Officer

- **Lisa Schoning** — Director, Court Services
- **Jennifer Miglietti** — Director, Human Resources
- **Michael Farrar** — Director, Information Technology
- **Brandon Brown** — Director, Performance Analytics

Justin Paez — Chief of Police

- **Lt. Greg Lattanzi** — Operations
- **Lt. Nick Tabernik** — Support Services
- **Jay Somerville** — Bureau Commander, Technical Services

Robert Ranc, Jr. — Deputy City Manager, Chief Operating Officer

- **Matt Earman** — Director, Parks & Recreation
- **Tracey Gee** — Director, Recreation Services
- **Alison Leroy** — Director, Community Events
- **Christine Nardecchia** — Director, Outreach & Engagement

- **Paul Hammersmith** — Director, Engineering
- **Brian Ashford** — Director, Facilities & Fleet Mgmt.
- **Jay Anderson** — Director, Public Service
- **Bob Taylor** — Director, Asset Mgmt & Support Serv.

Megan O'Callaghan — Deputy City Manager, Chief Finance & Development Officer

- **Bradley Fagrell** — Director, Building Standards
- **Vacant** — Director, Economic Dev.
- **Jenny Rauch** — Director, Planning
- **Vacant** — Transportation & Mobility

Matthew Stiffler — Director, Finance

- Fiscal Administration
- **Kevin Robison** — Director, Taxation

IX. Assignments for the Emergency Operations Center (EOC)

ESF	Responsibilities/Functions	EOC Assignment	Lead Department & Division
ESF # 1	Transportation	Chief Finance & Development	Transportation and Mobility
ESF # 2	Communications	Chief Strategy & Innovation Officer	Information Technology
ESF # 3	Public Works & Engineering	Chief Operating Officer	Engineering
ESF # 4	Firefighting	WTFD Chief	Washington Township Fire
ESF # 5	Information and Planning	City Manager	Office of the City Manager
ESF # 6	Mass Care, Emergency Assistance, Temporary Housing, and Human Services	Chief Operating Officer	Recreation Services
ESF # 7	Logistics	Deputy Police Chief/Police Supervisor	Police
ESF # 8	Public Health & Medical	WTFD Chief	Franklin County Public Health
ESF # 9	Search & Rescue	WTFD Chief	Washington Township Fire
ESF # 10	Oil and Hazardous Materials Response	WTFD Chief	Washington Township Fire
ESF # 11	Agriculture and Natural Resources	Chief Operating Officer	Parks
ESF # 12	Energy	Chief Operating Officer	Engineering
ESF # 13	Public Safety & Security	Police Chief	Police
ESF # 14	Cross-Sector Business and Infrastructure	Chief Finance & Development	Planning
ESF # 15	External Affairs	CPI Director	CPI
Other	EOC Management	City Manager	Office of the City Manager
Other	Legal Counseling	Law Director	Law
Other	Finance	Finance Director	Finance
Other	Volunteers & Donations	Chief Operating Officer	Outreach & Engagement
Other	Damage Assessment	Chief Finance & Development	Building Standards
Other	Debris Management	Chief Operating Officer	Public Service
Other	Safety & Wellness Advising	Chief Strategy & Innovation Officer	Human Resources
Other	Information/Action Tracking	Management Analyst	Administrative Support
Other	Information and Data Visualization	Performance Analytics	Performance Analytics
Other	Documentation Management	Management Analyst	Administrative Support
Other	EOC Facility Set-Up	EMC/LEP	Police
Other	Intelligence Information	Police Chief	Police

Other	Private Sector Business Liaison	Chief Finance & Development	Economic Development
Other	Social Service Organization Liaison & Access and Functional Needs Liaison	Chief Operating Officer	Outreach & Engagement
Other	Other	TBD	TBD

*TBD: To Be Determined

Is the event Management Analysts are unavailable, Administrative Support may be used in the EOC

** In addition, see EOP - XIV. Organization and Assignment of Responsibilities

X. **Concept of Operations - Emergency Operations Center**

A. The Office of the City Manager will serve as the lead department for the City of Dublin in facilitating coordination among local, county, state, federal, non-government, private sector, and/or volunteer organizations. The police department will serve as the secondary department in support of the Office of the City Manager.

B. As a critical incident threatens to occur or actually occurs, the following personnel have the authority to activate the City of Dublin's Emergency Operations Center:

- City Manager
- Deputy City Manager
- Assistant City Manager
- Chief of Police
- Incident Commander
- Any person assigned or designated to an "acting" role in any of the positions listed above

*In addition, the authorizing official shall also identify the level of activation (1, 2, or 3).

C. Upon the decision to activate the Emergency Operations Center (EOC) as well as the level of activation, the following protocol will be followed:

1. Using the "Informacast" alert system, select city staff members will be notified based on the level of activation and discretion of the activating city official. Those city staff members notified and requested to respond will report to the identified Emergency Operations Center (EOC). The EOC staffing layout will identify the primary designations and locations for key personnel assigned to the Emergency Operations Center.

2. CPI maintains and administers the "Informacast" Alert System.

3. In the event the Informacast system is inoperable, a "Telephone Call-Out Tree" using the city's organizational chart will be utilized to contact select city staff.

   a) In the absence of one of these select city staff members, the next person in the chain of command of that department and/or division shall assume responsibility for the position.

   b) The City of Dublin maintains a succession-planning list to be utilized as part of the city's continuity of government.

D. City Identification Cards

    1. Employees of the City of Dublin will use their city identification cards (ID) as a means of identification and for gaining access to restricted areas (i.e. incident command post, emergency operations center, joint information center, staging area, perimeter of operations, etc.).

    2. City ID cards must be brought with the employee and displayed at all times.

    3. Other security and/or credentialing systems may be implemented at the discretion of the Incident Commander and/or EOC.

E. Employees assigned to the EOC are strongly encouraged to prepare and bring a "go-bag" with them that should contain:

    1. Cell phone & charger
    2. Portable radio & charger (if assigned one)
    3. Laptop/tablet computer & charger
    4. Portable power units and/or portable Wi-Fi access (if assigned)
    5. City identification card
    6. Hard copies of resource lists and contact lists
    7. Hard copy of the EOP
    8. Hard copies of department and/or division special operating guidelines or plans
    9. Other necessary work documents
    10. Personal hygiene items
    11. Any necessary medications
    12. At least one (1) change of clothing

F. The City Manager or his/her designee will function as the Emergency Operations Center Manager (EOC Manager) in charge of the Emergency Operations Center (EOC).

XI. **Concept of Operations – EOC Manager**

Upon arrival at the EOC, the EOC Manager or his/her designee should ensure the following:

A. Provide EOC staff members with:

    1. Briefing on the incident
    2. Status of the incident
    3. Current situation report
    4. Specific assignments, duties, and responsibilities

B. Establish communications between the Emergency Operations Center (EOC), the Incident Command Post (ICP), and the Northwest Regional Communications Center (NRECC) in order to determine what information and/or resources are needed to support the incident response and operations.

C. In consultation with the Incident Commander, identify the location of the staging area for internal and external response personnel, equipment, supplies, vehicles, and resources.

D. Establish an EOC Action plan that contains EOC emergency response priorities and goals and objectives.

E. Establish a schedule for updating and exchanging incident information (briefings) with the Incident Commander/Unified Command (i.e. hourly, after key events, discretionary, etc.).

F. Establish a schedule for updating and exchanging incident information (EOC briefings) with the staff in the EOC (i.e. hourly, after key events, discretionary, daily, etc.).

G. Establish an EOC staffing schedule based on operational periods (e.g. 12-Hour or 8-Hour).

H. Identify the documentation mechanism to be used for information, activity, and decision tracking.

I. Collect and share essential information that provides a shared situational picture (common operating picture) of the incident between all EOC and incident personnel.

J. Implement security measures for the EOC to ensure a safe and secure environment and so that only authorized persons are allowed into the EOC.

   1. A police officer may be assigned to the entrance to the EOC to ensure only authorized employees are granted access to the EOC. This officer should be provided with a list of responding employees in order to assist him/her in this duty.

   2. A police officer may also be assigned to the entrance of the Justice Center to ensure only authorized persons are granted access to the Justice Center. If assigned, this officer should be provided with a list of responding employees and others who will be granted access to the Justice Center in order to assist him/her in this duty.

XII. **Concept of Operations – EOC Representatives**

During EOC activation, EOC representatives in consultation with the Incident Commander or Incident Command Post should ensure the following:

A. Collect and share essential information that provides a shared situational picture of the incident between all EOC personnel.

B. Coordinate directly with their functional counterparts in the Incident Command Post and/or ICS structure.

C. Coordinate directly with their functional counterparts in other local, county, state, federal, non-government, and private sector.

D. Maintain documentation on information, decisions, actions, assignments, resource tracking, etc.

   1. Management Analysts (or Administrative Assistants) assigned to the EOC will assist in the documentation function.

   2. Documentation may be completed by using hard copy forms, the online EOC Message & Status Board (accessible via the police intranet), Central Square (CAD, RMS, etc.), other electronic means (i.e. Excel, Access, Word, etc.), Trello (a free web-based project management application), Microsoft Teams, Microsoft OneNote, ICS forms, and/or any combination of the previously mentioned means.

3. Documentation should be retained for after action reports, historical preservation, cost recovery efforts, and in accordance with public records laws.

XIII. **Information Management**

During a critical incident, key personnel rely on timely, accurate information. An effective operation at the EOC will help to manage and provide access to essential information needed to make good, timely decisions.

A. Situational Awareness

1. Situational awareness refers to the ongoing process of identifying, collecting, processing, analyzing, comprehending, and disseminating intelligence, information, and knowledge about a critical incident to allow organizations and individuals to anticipate requirements and to react quickly and effectively.

2. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards.

3. Situational awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.

4. Situational awareness is not just about knowing what is happening at that moment in time; it is also about knowing how to get to the next day.

5. A common core function of the EOC is gaining, maintaining, and sharing situational awareness and developing a situational picture that is shared between ICS, EOC, MAC Group, and JIC.

B. Shared Situational Picture

1. Shared information supports a common understanding of the incident. A shared situational picture refers to a continuously updated overview of the critical incident.

2. The shared situational picture includes key information needed for incident planning, tracking, and decision-making.

3. This information is shared so that all personnel from all departments, divisions, and organizations at all locations have a common set of information about the critical incident.

4. The shared situational picture is based on situational awareness of a number of elements including:

   a) Emergency response priorities
   b) Incident objectives and progress in meeting objectives
   c) Current status (what is happening now)
   d) Evolving situation (what is anticipated to happen)
   e) Availability and location of resources
   f) Needed resources

g) Policy guidance and delegations in effect for the incident

h) Public and media perceptions of the incident

C. Examples of Information & Intelligence

1. Weather Forecast
2. On-Scene Incident Reports
3. Damage Assessment Reports
4. Photos of the Area
5. Video of the Area
6. Potential Cascading Effects
7. Potential Vulnerabilities
8. Special Population Concerns
9. Intelligence from the STACC, OSP Hub, BCI Criminal Intelligence, CPD Intelligence, etc.
10. Traditional Media Reports
11. Social Media Information
12. Calls for Service from Citizens
13. Property Damage Assessment Reports
14. Injury Reports
15. Specific Service Needs (e.g., disabilities, access and functional needs, etc.)
16. Infrastructure Damage Assessment Reports
17. Supply Chain Problems
18. Information from the JIC
19. Information from City Staff
20. Information from Other Organizations (e.g., business, school, social services, etc.)

D. Information Visualization

1. A member of the Performance Analytics team is assigned to the EOC to assist with the display of information about significant events.

2. Information visualizations may include, but not limited to:

a) Maps
b) Photographs
c) Video
d) Graphs & Charts

E. For purposes of this plan, the Assistant City Manager (Chief Strategy & Innovation Officer) or his/her designee will be responsible for information management in the EOC.

F. All divisions/departments are responsible for the collection of information and intelligence related to the incident.

1. Information and intelligence related to the critical incident should be forwarded to the EOC for analysis and further dissemination.

G. Development and Use of a Situation Report (SITREP)

1. A good SITREP not only includes the situation, actions taken, and actions to be completed, but also provides the issues and risks that need to be decided for tomorrow.

2. An effective SITREP presents the issues that are likely to come up and other potential failures in the future.

3. From the SITREP, the content of the battle rhythm for those who have to act can be determined and the pace set. It can be an hourly or daily email (same time each time), an all-hands meeting (same time each time), a Zoom briefing (same time each time), a way to fill the vacuum of fear and worry that is too often addressed by gossip or misinformation. A mastery of the facts is essential as it creates an open forum for structure, response, and a willingness to listen. During a disaster, what would you want to know?

4. The SITREP needs to be shared with all relevant parties. There is no "need to know"—information needs to be shared because everyone has the potential to help.

XIV. **Resource Management**

Managing resources during an incident involves standard methods to identify, order & acquire, mobilize, track & report, demobilize, and reimburse & restock resources. Again, one of the primary functions of an EOC is to support resource needs and requests, including allocation and tracking.

A. Anticipating Resource Needs

1. It is important for both the Incident Commander/Unified Command and the EOC to think ahead and anticipate what resources will be needed. Forecast resource needs based on analysis of incident potential.

2. Incident Command/Unified Command need to communicate potential resource requests as early as possible in order to begin determining where the EOC can order/acquire the resources.

B. Identifying & Prioritizing Resources

1. During an incident, Incident Command (field) and EOC personnel should continually identify, validate, and refine resource needs.

2. The ongoing process involves identifying the type and quantity of necessary resources, the shipping address for resources, and who will receive and use the resources.

3. Resource availability and needs will constantly change as an incident evolves, therefore Incident Command (field) and EOC personnel should coordinate as closely, as early, and as often as possible.

C. Ordering and Acquiring Resources

1. Incident and EOC staff make initial and ongoing assessments of resource requirements and either activate or request those resources.

2. Resources can be ordered/acquired by executing contracts, implementing mutual aid agreements, requesting assistance from FCEMHS, etc.

3. It is VITAL that resource ordering/acquiring be coordinated between the Incident (field) and EOC staff to reduce confusion, avoid duplication of effort, avoid duplication of ordering, and maintain resource order/acquisition accountability.

4. Resource Requests

The Incident Commander/Unified Command, EOC Director, or his/her designee will make a request for the EOC to order/acquire a resource(s).

- For purposes of this plan, a resource is defined as personnel, teams, facilities, equipment, supplies, vehicles, etc.
- The Incident Commander/Unified Command should designate the ICS position that will make requests for resources on their behalf.

Placing resource requests may occur by telephone, radio, face-to-face, e-mail, fax, text, city application(s), etc.

For purposes of this plan, the EOC will serve as a single-point resource ordering system. Once the EOC is activated, all ordering of resources will run through the EOC. Resource requests should provide enough detail that those receiving the request will understand what is necessary. Using NIMS resource names and types, helps ensure clear communication. Requestors should include the following information in a request:

a) Detailed item description, including quantity, kind and type (if known) or a description of required capability and its intended use
b) Suitable substitute resources and preferred sources, if they exist
c) Detailed specification for uncommon or nonstandard incident resources
d) Required arrival date and time
e) Required delivery or reporting location
f) Position title of the individual to whom the resource should report (if applicable)
g) Any incident-specific health or safety concerns
h) Any related or possible costs
i) Requested estimate time of arrival
j) Establish communication channels to maintain resource status – in the event of a change, problem, or conflict
k) Notify the resource that they must formally check in upon arrival

* The EOC should verify request details and address any missing information.

l) Other considerations to for the EOC to consider:
    - Logistical factors, such as transport, security, storage, and support requirements
    - Resource support requirements, such as lodging, feeding, fuel, power, and equipment operators
    - Estimated costs or other financial factors/costs
    - Legal considerations

5. Filling the Resource Request

The EOC staff may consult with other experts to determine the specific resource required (if necessary). The EOC should seek and document any necessary approvals. The EOC will determine the best option for fulfilling resource requirements. The EOC staff will then determine whether to:

a) Fill the request internally with a resource controlled by the City of Dublin.
b) Request the resource externally under an existing mutual aid agreement, MOU, or IMAC.
c) Request the resource through Voluntary Organizations Active in Disaster (VOAD).
d) Utilize preapproved vendors and contracts.
e) Purchase the resource through a private vendor including costs or cost estimates.
f) Pass the request to the FCEMHS agency as a mission request.

6. Notify appropriate personnel for resource fulfillment and information based on the selected course of action: Close the loop for requestor and report resource request status.

D. Check-In Process for Resources

1. The Field Incident Commander/Unified Command or his her/designee (Planning Section Chief, Resources Unit Leader, or Staging Manager) should establish a staging location for resources to formally report to and check-in.

2. Information to be collected at the check-in is used for tracking, resource assignment, and financial purposes, and includes:

a) Date and time of check in
b) Name of resource
c) Home base
d) Departure point
e) Order number and resource filled
f) Resource Leader name and personnel manifest (if applicable)
g) Other qualifications
h) Travel method

*Recommend use of the ICS-211 – Incident Check-In List form

E. Resource Assignment

1. The Field Incident Commander/Unified Command or his/her designee will determine resource assignments.

2. Resources will be assigned by initial incident size up, established priorities, planning goals and objectives, tactics, or the discretion of the Incident Commander/Unified Command or his/her designee.

3. The following criteria is commonly used for setting resource priorities:

a) Life Safety
   • Threat to public
   • Threat to responders
b) Incident Stabilization
   • Damage potential
   • Incident complexity
   • Infrastructure protection
c) Property/Environment Conservation
   • Real property threatened
   • Environmental impact

- Economic impact

F. Tracking and Reporting Resources

1. Resource tracking occurs prior to, during, and after a critical incident.

2. Resource tracking:

   a) Provides a clear picture pf where resources are located
   b) Helps staff prepare to receive resources
   c) Protects the safety and security of personnel, equipment, and supplies
   d) Enables resource coordination and movement

3. Resource Tracking and Reporting Responsibilities

   a) The EOC will support resource needs and requests of the Incident/Unified Command; this includes resource allocation and tracking.

   b) The EOC will track the resource until it is handed off to Incident Command (field) personnel (e.g., Incident Commander/Unified Command, Planning Section Chief, or Operations Section Chief).

   c) In the event Incident Command (field) personnel cannot manage tracking and reporting for resources, the EOC may continue to track the following:
   - Resource status (assigned, available, out of service)
   - Resources location
   - Tracking the movement of the resource
   - Ensuring the cost effectiveness of the resource

G. Demobilization of Resources

1. The goal of demobilization is the orderly, safe, and efficient return of a resource to its original location and status.

2. Once resources are no longer needed on an incident, those responsible for resources should demobilize them.

3. A resource may be reassigned rather than demobilized depending upon the circumstances.

4. Indicators that the incident may be ready to implement a demobilization plan include:

   a) Fewer resource requests being received.
   b) More resources spending more time in staging.
   c) Excess resources identified during planning process.
   d) Incident objectives have been accomplished.

5. When planning to demobilize resources, consideration must be given to:

   a) Safety – Resources that were first on scene should be considered for early release. In addition, resources should be evaluated for fatigue and the distance they will need to travel to their home base prior to release.

   b) Cost – Expensive resources should be monitored carefully to ensure that they are released as soon as they are no longer needed of if their task can be accomplished in a more cost effective manner.

   c) Other Release Priorities include, but are not limited to:
- Scarce resources requested by another incident
- Mutual aid and assistance resources
- Resources needed for cleanup or rehabilitation
- Contracted or commercial resources

  6. When a resource is demobilized, this should be communicated to the Incident Command personnel in charge of tracking the resource or the EOC if they are tracking the resource.

 H. Reimburse and Restock Resources

  1. Reimbursement includes the payment of expenses incurred by resource providers for specific activities.

   a) Collecting bills
   b) Validating costs against the scope of work
   c) Replacing or repairing damaged equipment
   d) Ensuring that proper authorities are secured
   e) Accessing reimbursement programs
   f) Using proper procedures and forms

  2. Restocking is replenishing depleted resources.

   a) Typically, Finance personnel will be responsible for handling any reimbursement issues. In addition, Finance will also be involved in providing recommended funding sources for the restocking of depleted resources.

   b) The departments/division responsible for the resource that has been used will be responsible for taking the necessary steps to replenish the depleted resource.

 I. For purposes of this plan, the Director of Community Events or his/her designee will be responsible for resource management in the EOC. *Note: circumstances may present themselves in which the Community Impact Unit Sergeant with the Police Department may assume these duties.

  1. Other EOC representatives may assist with resource management activities.

XV. **EOC Planning**

 A. One of the core functions of an EOC is coordinating plans and determine current and future needs.

 B. Planning in the EOC context includes the collection, evaluation, and dissemination of operational information related to a critical incident.

 C. The EOC should coordinate and work with the Incident Command/Unified Command in the incident action planning process. The incident action plan (IAP) is central to managing a

critical incident as well as helps synchronize operations to ensure that operations support incident objectives.
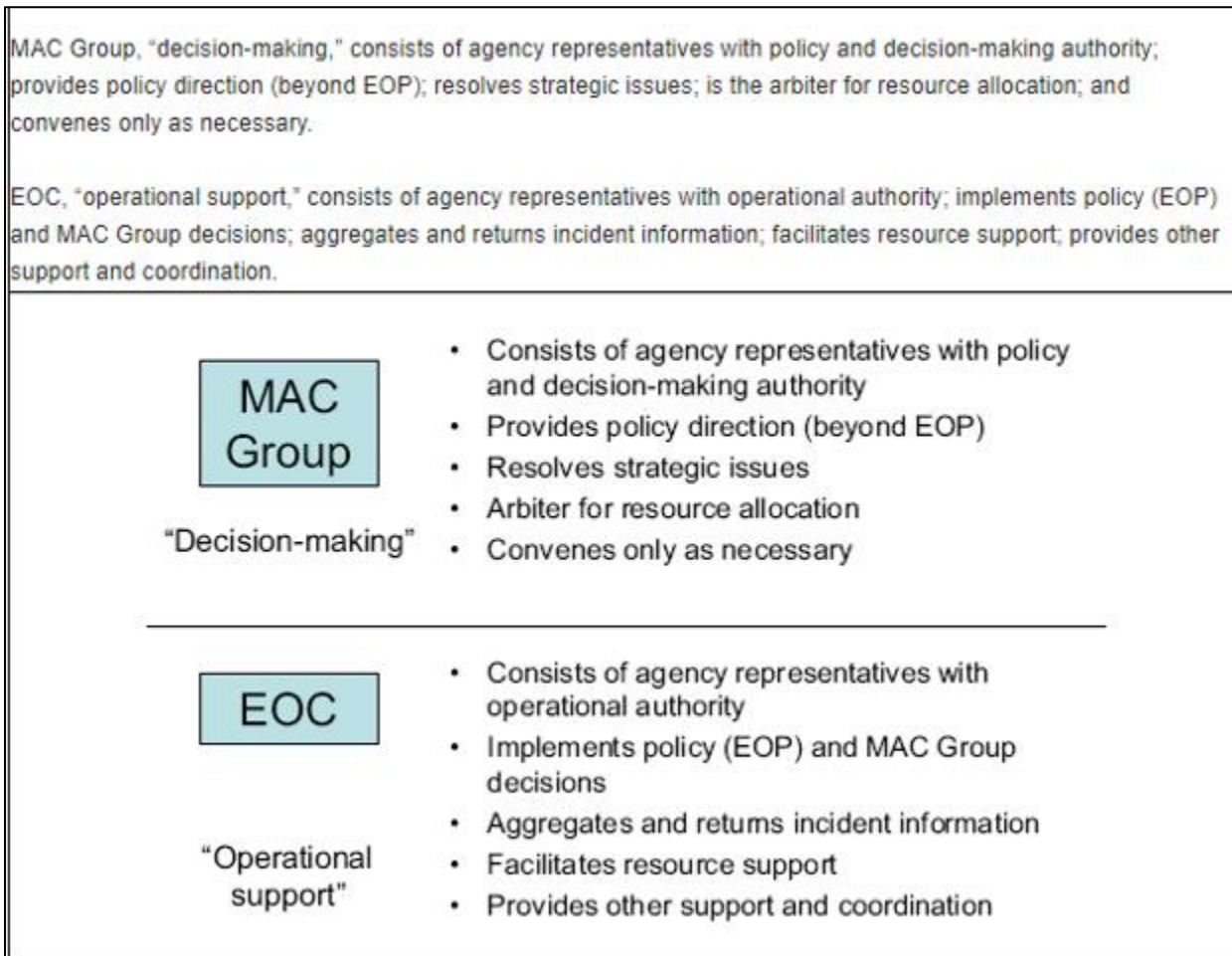
D. The incident action planning process has the following phases:

1. Understating the situation
2. Establishing incident objectives
3. Developing the incident action plan
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan

E. The EOC should also establish an EOC action plan that integrates with the IAP in order to support critical incident response/recovery operations.

F. The following ICS forms can form the basis for an IAP and/or EOC action plan.

1. ICS-201 – Incident Briefing form
2. ICS-202 – Incident Objectives form
3. ICS-203 – Organizational Assignment List OR ICS-207 Incident Organization Chart
4. ICS-205 – Incident Radio Communications Plan
5. ICS-205A – Communications List
6. ICS-206 – Medical Plan
7. ICS-208 – Safety Message Plan
8. ICS-209 – Incident Status Summary

XVI.   **Multiagency Coordination Group (MAC)**

A. Multiagency Coordination Groups (MAC Groups) are sometimes called "Policy Groups". The MAC group is a policy setting entity typically comprised of agency administrators/executives, or their designees.

B. MAC Groups provide policy guidance to incident personnel, support resource prioritization and allocation, and enable decision-making among elected and appointed officials and senior executives – both those in other organizations and those directly responsible for incident management.

MAC Group, "decision-making," consists of agency representatives with policy and decision-making authority; provides policy direction (beyond EOP); resolves strategic issues; is the arbiter for resource allocation; and convenes only as necessary.

EOC, "operational support," consists of agency representatives with operational authority; implements policy (EOP) and MAC Group decisions; aggregates and returns incident information; facilitates resource support; provides other support and coordination.

MAC Group

"Decision-making"

- Consists of agency representatives with policy and decision-making authority
- Provides policy direction (beyond EOP)
- Resolves strategic issues
- Arbiter for resource allocation
- Convenes only as necessary

EOC

"Operational support"

- Consists of agency representatives with operational authority
- Implements policy (EOP) and MAC Group decisions
- Aggregates and returns incident information
- Facilitates resource support
- Provides other support and coordination

C. The Multiagency Coordination Group (MAC) is neither an EOC and does not have any direct incident command involvement.

D. The primary responsibilities of the MAC group include:

1. Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information
2. Establishing priorities between incidents and/or Area Commands in concert with Incident Commanders/Unified Commands
3. Anticipating and identifying future needs

4. Coordinating and resolving policy issues arising from the incident(s)
5. Providing strategic coordination as required
6. Provide policy guidance and direction
7. Determining resource prioritization and allocation
8. Enable decision-making among elected and appointed officials and senior executives
9. Define the mission and strategic direction
10. Resolve scarce resource allocation issues
11. Develop and implement a joint public information strategy

E. The MAC Group will consider the following priorities at the policy level:

1. Save lives
2. Stabilize the incident
3. Protect property and environment
4. Provide for basic human needs
5. Restore essential utilities, community lifelines, and critical infrastructure
6. Restore essential program functions
7. Coordinate among appropriate stakeholders
8. Represent political, financial and legal concerns

F. In the event a critical incident would require the decision-making support of a Multiagency Coordination (MAC) group, the City Manager and/or his designee would call together a MAC to include, but not limited to:

- City Managers
- City Administrators
- Mayors
- Township Administrators

G. For Dublin purposes, the MAC (if necessary) would be located in the EOC Executive Conference Room.

XVII. **Virtual Emergency Operations Center**

A. In the event of a pandemic illness emergency or any other critical incident in which city leadership is unable to meet in person or wishes to use a virtual meeting platform, the City Manager may activate a "virtual" emergency operations center (EOC) to maintain physical distancing yet still provide a platform for the management of the city's response efforts to the pandemic illness emergency.

B. Each department/division director will be required to attend identified briefings led by the City Manager. If a director is unavailable to attend, he/she should ensure the next person in the line of succession would attend in his/her absence.

C. The City Manager will determine the time, technical platform, and who he/she wants to attend these briefings.

D. Using a teleconferencing platform, each department/division director logs on his/her laptop or other mobile device to listen, view, and comment on the briefing.

E. A Briefing Agenda should be created for these briefings – See Example Below.

1. List and review emergency response priorities: highlight and re-review when changes are made.

2. Operations: Status on the list of essential services, which will evolve over time, using the green, amber/yellow, red approach. Simple, to the point and brief by exception. A one sentence description off to the side of each that says why a status has or is expected to change and another sentence that says what is needed/recommendation (i.e. stop the service, or need x & y resources to improve status, etc.)

3. Finance: Green/amber/red regarding revenues/expenditures. Topics to review include, but are not limited to income tax revenue, net profits, etc. Expenditures: status (red, amber, green) by division relative to personnel, operations, capital. Make notifications to divisions if there are any concerns.

4. Joint Information Center: What new information do we know?

   a) Latest summary/guidance of State Government
   b) Latest summary/guidance of Federal Government
   c) Latest summary/guidance from Franklin County Public Health
   d) Latest summary from FCEMHS and other County EMA
   e) Latest summary from other sources (DCVB, Chamber of Commerce, etc.)
   f) Status sheet of education systems (school districts, private/parochial, universities)
   g) Status sheet of: Long Term Care Facilities, Grocery stores, Gas Stations, Day cares
   h) Evolving Concerns: e-mail, social media, other communication platforms, etc.
   i) Internal and external messaging

5. Review of Police and Fire/EMS Calls for Service

6. Review of Social Services Operations and Sustainability

7. Review of Economic Development and Businesses

8. Human Resources Update

9. Staffing Review: Status of personnel (e.g. sick/ill, quarantine, positive tests, remote working, etc.) Discuss any key personnel issues/concerns.

10. Logistics Review: cleaning supplies, fleet operations, facility operations, facility security, PPE, transportation, etc.

11. Washington Township Briefing

12. Review of Safety Operations

13. Review of Information Technology

14. Review of Future Operations: weather, evolving missions, how we organize to address, etc.

15. Community Care and Wellness

16. Roundtable

XVIII. **EOC (Secondary) – Service Center**

The Dublin Service Center serves as the secondary Emergency Operations Center (EOC) location. This location already has existing computer and telephone workstations in place. The Service Center also has full back-up generator power. This secondary EOC location may require specific city employees to be moved from their normal workstations to another work location. This location at the Service Center was selected due to access, security, location, and logistical reasons.

XIX. **De-Activation of the Emergency Operations Center**

A. The Emergency Operations Center will remain operational until the City Manager, Deputy City Manager, Assistant City Manager, or the Chief of Police orders deactivation and closure.

B. It is likely that closure of the EOC will occur by ramping down the levels of activation rather than just an abrupt closure. It should be noted that EOC's often remain activated to facilitate recovery efforts or needs long after the Incident Command completes its on-scene mission.

C. The process of planning for demobilization and de-activation should begin as soon as personnel, equipment, supplies, vehicles, and resources are mobilized.

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

XX. **Joint Information Center – City Hall**

The Joint Information Center (JIC) will be located at the normal Division of Communications & Public Information work location. However, in the event, that the JIC would need to be re-located to the Dublin Justice Center, one of the police department's conference rooms could serve as the JIC location.

XXI. **Private Sector**

A. The private sector encompasses organizations and entities that are not part of any governmental structure. Private sector organizations include nonprofit organizations (NGOs), trade associations, academia, business, and industry.

B. Private sector entities own and operate the majority of the nation's critical infrastructure.

C. Private sector organizations play a key role in providing goods, services, knowledge and technical expertise that can complement and ensure the effectiveness of the public sector's mitigation, preparedness, response, and recovery operations.

   1. For purposes of this plan, the Director of Economic Development or his/her designee serves as the primary liaison between the City of Dublin and private sector businesses.

   2. For purposes of this plan, the Outreach & Engagement Director or his/her designee serves as the primary liaison between the City of Dublin and nonprofit organizations (NGOs), volunteer organizations, social service organizations, and those organizations who support persons with access and functional needs.

XXII. **After Action Report**

An after action analysis and report shall be completed by the City Manager or his/her designee after an EOC activation. The after action analysis and report should detail:

A. Sustainable Actions (things that were done well)
B. Areas in Need of Improvement
C. Corrective Action Plan(s)
D. The after action analysis and report should be completed within 30 days of the EOC deactivation and forwarded to the City Manager for final review and approval.

XXIII. **Just-in-Time Training (JITT)**

A. In an EOC environment, just-in-time training (JITT) provides an essential administrative, functional, and operational information for those serving in various EOC roles. JITT is supplemental to ICS, NIMS, and EOC training.

B. When feasible, JITT may be completed with EOC personnel at the beginning of an EOC activation.

   1. Check-In/Check-Out Process
   2. How the EOC functions
   3. Safety

4. EOC Layout
5. Workstations & Technology
6. Job assignment, tasks, and processes
7. Media and public relations
8. Situation updates and operational periods
9. Resource requests and management
10. Documentation and reporting
11. Finance

XXIV. **Testing and Activation Procedures**

On at least an annual basis, the EOC will be activated and set-up to test the set-up and equipment.

XXV. **Annex Review and Update**

The EOC Annex should be reviewed and updated as necessary, but will be reviewed at least once per calendar year as part of the EOP review.