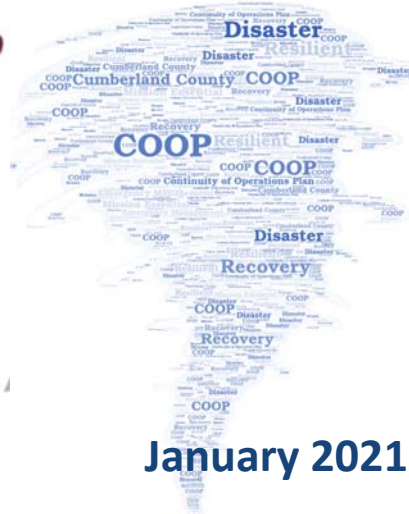




County of *Cumberland* Virginia

Base Plan



January 2021

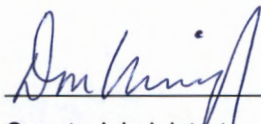
PROMULGATION

IMPLEMENTATION

This Cumberland County Emergency Operations Plan (EOP) has been approved by the Cumberland County Board of Supervisor by Resolutions adopted on 9 February 2021 respectively.

This Emergency Operations Plan shall be effective upon its full execution by all entities covered thereby and supersedes all previous editions of the plan.


APPROVAL AND PROMULGATION



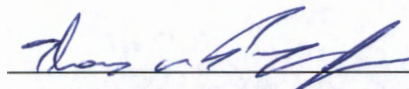
County Administrator, Cumberland County



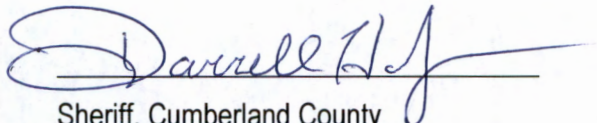
Chair, Cumberland County Board of Supervisors



Vice Chair, Cumberland County Board of Supervisors



Chief/Emergency Management Coordinator,
Cumberland County Fire and EMS



Sheriff, Cumberland County


PROMULGATION STATEMENT

The Cumberland County Emergency Operations Plan was developed to prevent, prepare for, respond to, recover from natural or man-made disasters, hostile military or paramilitary action, and public health emergencies to include pandemics which threaten its jurisdiction, and ensure a coordinated and organized response to those hazards. Cumberland County Emergency Management has been charged with coordination of all emergency management activities and is legally authorized to serve as the coordinating agency for execution of this plan within the County.

Included herein is the revised All Hazard Emergency Operations Plan for Cumberland County. This plan supersedes any previous Emergency Operations Plan promulgated for this purpose. It provides a framework in which the County and other local governmental entities within the County can plan and perform their respective functions during an emergency or disaster.

This plan coordinates with the National Response Framework (NRF) and Virginia Department of Emergency Management (VDEM). It is consistent with the National Incident Management System (NIMS) requirements, and the "Commonwealth of Virginia Emergency Services and Disaster Laws of 2000" (Code of Virginia, §44-146.19) which requires that each locality in the State develop and maintain a current Emergency Operations Plans (EOP) in order to be prepared for a variety of emergencies or hazards that may occur. This is based on the finding that planned-for and coordinated response on the part of local officials in support of in-the-field emergency responders can save lives, protect property, and more quickly restore essential services. The Law further requires that the EOP be updated every four years and the revised plan be formally adopted by the Locality's governing body. The Plan contains all the necessary elements to ensure that the Local governments comply with their legal responsibilities to minimize the adverse effect of any type disaster.

This plan will be reviewed and recertified annually by the Cumberland County Emergency Management. All participants are requested to advise Cumberland County Emergency Management of any changes which might impact its usefulness.



Emergency Management, Director
Cumberland County, VA

9 FEB 2021

Date

ACRONYMS

AAR	After-Action Report
AC	Area Command
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ALS	Advanced Life Support
ARC	American Red Cross
ARES	Amateur Radio Emergency Services (also see RACES, REACT)
BC	Business Continuity
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive (weapons; see WMD)
CAD	Computer Aided Dispatch
CAMEO	Computer Aided Management of Emergency Operations
CEM	Certified Emergency Manager
CERT	Community Emergency Response Team
CISM	Critical Incident Stress Management
COOP	Continuity of Operations Plan
CONOPS	Concept of Operations
CP	Command Post
DHS	Department of Homeland Security
DPH	Department of Public Health
DR	Disaster Recovery
DSS	Department of Social Services
EI	Essential Elements of Information
EM	Emergency Management/Emergency Manager
EMAP	Emergency Management Accreditation Program
EMC	Emergency Management Coordinator
EPG	Executive Policy Group
EMS	Emergency Medical Services
EOP	Emergency Operations Plan

EOC	Emergency Operations Center
EOCM	Emergency Operations Center Manager
EPT	Emergency Planning Team
ESF	Emergency Support Functions
FAC	Family Assistance Center
GCEM	Cumberland County Emergency Management
GIS	Geographic Information Systems
GPS	Global Positioning System
HazMat	Hazardous Materials
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Command or Incident Commander (depending on context)
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IMT	Incident Management Team
IP	Improvement Plans
IT	Information Technology
JIC	Joint Information Center
LNO	Liaison Officer
LSE	Local State of Emergency
LOFR	Liaison Officer
MACC	Multi-Agency Coordination Center
MCI	Mass Casualty Incident
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NIOSH	National Institute for Occupational Safety and Health
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration

NRF	National Response Framework
NWR	NOAA Weather Radio
NWS	National Weather Service
OSR	Operations Support and Recovery
PA	Public Assistance
PD	Police Department
PIO	Public Information Officer
RACES	Radio Amateur Civilian Emergency Services (also see ARES)
SAR	Search and Rescue
SBA	Small Business Administration
SITREP	Situation Report
SOFR	Safety Officer
SOGs	Standard Operating Guidelines
SOPs	Standard Operating Procedures
UC	Unified Command or Unified Commander

FORWARD

BACKGROUND

Following the onset of the Novel Coronavirus (COVID-19) outbreak, Cumberland County procured planning support services from The Olson Group, Ltd. (OGL) through the Emergency Management Consulting Contract.

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Cumberland County Administrator.

AUTHORITIES

The following policies, statutes, bylaws, regulations, executive orders, or directives pertain to powers, authorities, or requirements that affect or relate to emergency planning and response in Cumberland County.

FEDERAL

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments
- Homeland Security Presidential Directives #5, Management of Domestic Incidents
- Homeland Security Presidential Directive #8, National Preparedness
- Title 44 of the Code of Federal Regulations
- United States Department of Homeland Security
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Emergency Management and Assistance, 44 Code of Federal Regulations (CFR)
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Federal Radiological Emergency Response Plan
- National Oil and Hazardous Substances Pollution Contingency Plan
- Target Capabilities List (TCL) 2.0
- Universal Task List (UTL) 2.0

COMMONWEALTH OF VIRGINIA

- Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, as amended, Title 44, Chapter 3.2 Code of Virginia, §44-146.19 through §44-146.28, as amended.

- Virginia Emergency Operations Plan, Virginia Department of Emergency Services, September 2005

LOCAL

- Cumberland 2030 The Comprehensive Plan for Cumberland County, VA
- Open for Business, Cumberland County Economic Development Authority, PDF Brochure 2006-2007 Edition

REFERENCES

- Cumberland County Emergency Operations Plan (EOP) with ESFs and Annexes
- ICS and NIMS Guidance from Federal Emergency Management Agency's (FEMA's)
- Homeland Security Exercise and Evaluation Program (HSEEP)
- 2010-2012 Federal Census (census.gov)

GUIDING DOCTRINE

This EOP is designed to be compliant with the National Incident Management System (NIMS) and it employs a multi-agency operational structure based on the Incident Command System (ICS) to manage, coordinate, and direct resources committed to an incident. The County is a practitioner of NIMS and is committed to ensuring that the required trainings are provided to all persons with responsibility for implementing the plan and critical functions within the Plan. Supporting plans for all hazards set forth the concepts and procedures whereby Cumberland County can effectively apply available resources to ensure that casualties and property damage will be minimized, and essential services will be restored as soon as possible following an emergency or disaster situation.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

While NIMS provides the template for the management of incidents, the *National Response Framework (NRF)* provides the structure and mechanisms for national-level policy for incident management. Adoption and comprehension of NIMS and NRF principles will assist the County in successfully coordinating and engaging with additional county, state, and federal response entities, should a disaster require their support and resources.

INCIDENT COMMAND SYSTEM (ICS)

Within NIMS, the Incident Command System (ICS) provides for the effective and efficient management of domestic incidents and events. ICS is scalable and can be used to organize operations for a broad spectrum of situations. When emergency management is applied, facilities, equipment, personnel, procedures, and communications integrate into a deliberate and organized response to a crisis or emergency.

The Cumberland County EOP adheres to NIMS concepts, requirements, and policies and outlines the desired actions of first responders and field-based operations in accordance with ICS. When necessary, multi-departmental and multi-agency coordination will occur through partial or full activation of the County Emergency Operations Center (EOC). The organization and coordinated activities in the EOC will model the ICS structure in such a manner that complements current non-emergency municipal functions while best supporting emergency operations. Members of Cumberland County Emergency Planning Team (EPT) developed this Plan. Members of the Executive Policy Group (EPG) approved the Plan. Membership and responsibilities of these groups and committees are outlined within this document.

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INTRODUCTION

PLAN DEVELOPMENT

This document is the Cumberland County Emergency Operations Plan (EOP). The EOP is an all-hazards plan that provides an overview of the County's guiding principles and methods for Planning, Response, Recovery, and Mitigation of hazards and threats.

Cumberland County implemented two integral changes in this EOP from previous versions–

1. Cumberland County has adopted the Incident Command System structure for all operations. In the past, Cumberland County utilized the Emergency Support Function (ESF) model. To support the transition from ESFs to ICS, a crosswalk has been provided, which begins on page 39.
2. Cumberland County has developed this EOP with an all-hazards approach. Past versions of the EOP included ESF and hazard-specific Annexes to the Base Plan.

HOW TO USE THIS PLAN

This EOP was developed in conjunction with four supporting Annexes, each of which has a specific purpose and scope. The EOP provides an overview of Cumberland County's guiding principles and methods, while the Annexes (Mitigation, Preparedness, Response, and Recovery) provide greater detail and actionable guidance for personnel with responsibilities in each of the four mission areas, respectively. The following table provides an outline of the EOP and supporting Annexes and the types of information found in each:

Plan	Purpose
EOP Base Plan	<ul style="list-style-type: none"> • Provides an overview of Cumberland County's approach to emergency operations. • Explains emergency response policies. • Describes the response organization. • Assigns responsibilities. • Provides a solid foundation for development of functional annexes.
Mitigation Annex	<ul style="list-style-type: none"> • Defines protective actions to reduce the impacts of a pending disaster or emergency situation. • Provides guidance for the development of post-disaster/post-exercise After Action Reports (AARs) and Improvement Plans (IPs).
Preparedness Annex	<ul style="list-style-type: none"> • Defines ongoing emergency management preparedness activities. • Defines the plan maintenance process and schedule. • Defines training and exercise/testing requirements.

Plan	Purpose
Response Annex	<ul style="list-style-type: none"> • Defines specific hazards, their characteristics, and impacts. • Provides checklist of response actions for the County's departments. • Identify which strategies and capabilities of the emergency management organization are called on during a response. • Defines the disaster declaration process.
Recovery Annex	<ul style="list-style-type: none"> • Provides instructions for the completion of the damage assessment process. • Provides a checklist of recovery actions. • Provides instructions for tracking the costs associated with the emergency or disaster. • Provides planning considerations for the establishment of Family Assistance Centers (FACs)
Radiological Annex	<ul style="list-style-type: none"> • Provides guidance for managing radiological hazards in the areas of mitigation, preparedness, response, and recovery. • Provides a checklist of radiological response actions.

MISSION

The mission of Cumberland County Emergency Management Program is to protect public health and safety and preserve public and private property through the application of NIMS and ICS standards in concert with all Cumberland County stakeholder organizations.

PURPOSE

The EOP is the centerpiece of a comprehensive emergency management program. The purpose of the Basic Plan is to establish the legal and organizational basis for emergency operations in Cumberland County to effectively respond to and recover from disasters and/or emergency situations. This EOP contains basic information that provides a framework for response to any disaster regardless of its size, scope, or causes. The EOP serves as the primary tool for county emergency management to prepare for, respond to, and recover from disasters by defining disaster-specific procedures, and outlining roles and responsibilities. EOP components and supplemental plans serve specific purposes in supporting Cumberland County's Emergency Management Program. Table 1 below identifies the County's Emergency Management Plans, their components, and an overview of their purpose.

SCOPE

The Cumberland County EOP is an **all-hazards** plan that includes all personnel and equipment, which may be called upon to help facilitate a response to specific disasters and emergency events. The EOP establishes an emergency organization and defines responsibilities for all personnel having

roles in the phases of emergency management to include prevention, protection, mitigation, response, and recovery in Cumberland County.

The Cumberland County **“Whole Community”** consists of the County’s staff, residents, business owners, vendors, visitors, and other individuals and entities operating or transiting through, as well as the family of staff, which may require assistance.

During emergencies, the Incident Commander (IC) serves as the lead emergency management representative for the County. Any requests not ordinarily coordinated through Dispatch will be made through Cumberland County Emergency Management. If local needs cannot be fulfilled internally, they will make resource requests through existing mutual aid agreements, if available. If the necessary resources cannot be provided through existing mutual aid agreements, Cumberland County Emergency Management will follow their internal procedures acquire resources (i.e., Regional, State, Federal).

PLANNING OBJECTIVES

This EOP has been developed to provide guidance for Cumberland County based on the following objectives:

- Establish Cumberland’s policy and procedures to respond to emergencies.
- Describe the County’s emergency management organization.
- Define the concept of operations (CONOPS) for emergency management.
- Identify the roles and responsibilities of assigned personnel during an emergency.
- Identify lines of authorities and relationships.
- Describe the County’s Emergency Operations Center (EOC), its organization and activation levels.

PLANNING ASSUMPTIONS

The Cumberland County EOP is based on the Situational Analysis and the Hazard and Risk overview which drives the following planning assumptions:

- Cumberland County will be responsible for initial response within its boundaries with the resources it has on hand.
- Response to a particular incident may require State and Federal assistance.
- Assistance from outside the County may be needed for large-scale, little, or no-warning emergencies or disasters.
- The level of impact may vary in location, type, and magnitude and may require a flexible approach to emergency operations.

- All departments are responsible for allocating equipment, personnel, and other resources for emergency response.
- Individuals designated to be responsible for emergency response coordination or who may be assigned to the EOC will be familiar with the EOP.
- The participating personnel will be trained in ICS and NIMS based on Homeland Security Presidential Directive-5 (HSPD-5) and according to the requirements of the U.S. Department of Homeland Security (DHS).
- Pre-planned coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster.
- The County's emergency mass notification system (phone, email, text message) is sufficient to adequately provide warnings and notifications.
- County departments will ensure that alternate staff, facilities and resources will be available in the event of damage or disruption to those normally used.
- When a major disaster depletes the available resources of the County, requests for assistance will be made to Virginia Department Emergency Management (VDEM).
- Disaster conditions may require the County to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the event.
- The County will coordinate response and recovery activities with neighboring jurisdictions as necessary.
- County officials will work toward re-establishing order and control within the area of the jurisdiction impacted by a disaster.
- County may need to adjust day-to-day operations to assist disaster victims, restore community services, coordinate debris removal, and similar operations.
- Communication, exchange of information, and coordination of resources for life safety will be the highest priority for the EOC.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater- based radio systems, cellular telephones, and information systems.
- Emergency conditions that affect Cumberland County may also affect surrounding communities.
- Regional and local services may not be available.
- Major roads, overpasses, bridges, and local streets may be damaged.
- County buildings, structures, and infrastructure may be damaged.

- Damage may cause injuries and/or displacement of Cumberland County's population, disruption of County services, and postponement or cancelation of activities.
- Cumberland County may be in competition with other organizations for available resources and existing suppliers may not be able to deliver materials.
- People may become stranded at Cumberland County facilities, and conditions may be unsafe to travel.

CUMBERLAND COUNTY PROFILE

COUNTY ORIGIN

Cumberland County was named after William Augustus, Duke of Cumberland, the second son of King George II of Great Britain. The County was established in 1749 and was originally a part of Goochland County.

GEOGRAPHY AND LOCATION

Cumberland County is located in Central Virginia and has a total area of 300 square miles, of which 297 square miles is land and 2.3 square miles is water. The County resides to the Southwest of Goochland County and is just outside of the Greater Richmond Region. Adjacent counties include Goochland (northeast), Powhatan (east), Amelia (southeast), Prince Edward (south), Buckingham (west), and Fluvanna (northwest). Cumberland County includes the Unincorporated Communities of Cartersville, Cumberland (a census-designated place), and Tamworth.

The County is also the home to Bear Creek Lake State Park. The State Park provides trails for hiking, walking and running, fishing, camping, picnic shelters, swimming and boat rentals. Additionally, the Cumberland State Forest offers a wealth of recreational activities and is located north of U.S. Route 60, west of State Route 45 and bordered on the west of the Willis River and incorporates five lakes that include the Oak Hill Lake, Bear Creek Lake, Winston Lake, Arrowhead Lake, and Bonbrook Lake.

GOVERNMENT

BOARD OF SUPERVISORS

Cumberland County is governed by a Board which consists of five Supervisors (one from each of the County's five Election Districts) from the Citizenry of the County, and exercises all powers and authorities granted generally to counties without charters as set forth in the Virginia Code. The Board of Supervisors at its direction may authorize by appropriate action and annually provide for such sums for their salaries and expenses as member of the Board pursuant to the Virginia Code.

Pursuant to § 15.2-1422 of the Virginia Code, the Board shall elect annually from its membership a Chairman and Vice-Chairman. The established terms for each Supervisor are four years and may be successive. The qualifications for election to the Board of Supervisors are prescribed in the Virginia Code of Election Districts shall be defined by ordinance and set out in the County Code.

Election of officers of the Board shall be held at the Annual Meeting and be the first Item of Business to be conducted. In the absence of a quorum of the Board at the Annual Meeting, the current seated officers shall continue to exercise their offices until such time as a quorum is present at a subsequent Regular Meeting of the Board, at which time election of officers shall be held. The Board may defer

election of officers to a Recessed Meeting from the Annual Meeting upon motion and vote of a majority of Board members present.

OFFICES OF THE COUNTY ADMINISTRATOR AND COUNTY ATTORNEY

Pursuant to § 15.2-1536 of the Virginia Code, the Board shall appoint a County Administrator and a County Attorney. The County Administrator and County Attorney shall be employees of the Board, serving at the pleasure of the Board, and shall have their compensation established by the Board.

The County Administrator shall be the chief administrative officer for the county pursuant to § 15.2-1540 of the Virginia Code. The County Administrator shall exercise all powers, duties and responsibilities pursuant to § 15.2-407 and § 15.2-1541 of the Virginia Code and in accordance with the County Code and Board policies. The County Attorney shall exercise all powers, duties and responsibilities pursuant to § 15.2-1542 of the Virginia Code and in accordance with the County Code and Board policies.

In the event of vacancy in the office of the County Administrator due to death, resignation or removal from office, the Assistant County Administrator shall assume responsibility as Acting County Administrator until such time as the Board shall again fill that office. At the Board's discretion upon motion and vote of a majority of Board members at any Regular or Special Meeting, a county administrative employee other than the Assistant County Administrator may be designated as Acting County Administrator. The Assistant County Administrator is designated Deputy Clerk of the Board pursuant to § 15.2-1502 of the Virginia Code for the limited purpose of serving as Clerk to the Board in the temporary absence or unavailability of the County Administrator.

In the event of vacancy in the office of the County Attorney due to death, resignation or removal from office, the Board may engage the services of private legal counsel to serve in the capacity of Acting County Attorney until such time as the Board shall again fill that office. In the event of the temporary absence or unavailability of the County Attorney, the Board authorizes the County Administrator at his discretion to engage the services of private legal counsel as necessary to represent the Board and the County.

CLIMATE

The Climate in Cumberland County is classified as a Temperate climate. On average, the County receives 43 inches of rain, 12 inches of snow, and on average has 210 sunny days per year. The annual breakdown includes some form of precipitation on average, 104 days per year. This precipitation includes a mixture of rain, snow, sleet, or hail that falls to the ground.

September, May and October are the most pleasant months in Cumberland, while January and February are the least comfortable months. Summers are generally warm and humid. Additionally, Cumberland County observes the Atlantic Hurricane Season which runs from June 1 to November 30 annually. Table 1, on the following page illustrates the Cumberland County annual climate averages.

Climate Averages	Cumberland County	United States
Rainfall	43.1 Inches	38.1 Inches
Snowfall	11.9 Inches	27.8 Inches
Precipitation	103.7 Days	106.2 Days
Sunny	210 Days	205 Days
Average July High	89.4 Degrees	85.8 Degrees
Average January Low	24.5 Degrees	21.7 Degrees

Table 1. Cumberland County Annual Climate Averages

POPULATION AND DEMOGRAPHICS

Cumberland County Demographic Element	Statistical Data
Population	
Population estimates (2010 Census)	10,039
Population, Percent Change	-1.1%
Age	
Persons under 5 years, percent	1.6%
Persons under 18 years, percent	18.9%
Persons 65 years and over, percent	23.1%
Gender	
Male persons, percent	48.4%
Female persons, percent	51.6%
Race and Hispanic Origin	
White alone, percent,	65.8%
Black or African American alone, percent	30.5%
American Indian and Alaska Native alone, percent	0.8%
Asian alone, percent	.5%
Two or More Races, percent	2.4%
Hispanic or Latino, percent	3.2%
White alone, not Hispanic or Latino, percent	63.5%
Population Characteristics	
Veterans, 2014-2018	775
Foreign born persons, 2014-2018	1.1%

Table 1. Cumberland County Demographics

ECONOMIC DATA

Cumberland County Economic Element	Statistical Data
In civilian labor force, total, percent of population age 16 years+, 2014-2018	61.5%
In civilian labor force, female, percent of population age 16 years+, 2014-2018	57.1%
Total accommodation and food services sales, 2012	1,361
Total manufacturers' shipments, 2012	3,338
Total retail sales, 2012	40,387
Total retail sales per capita, 2012	\$4,1010

Table 3. County Economic Data

HAZARD AND RISK VULNERABILITY PROFILE

In considering the Threats and Hazards facing Cumberland County, it has been determined the County is vulnerable to the effects of hazards including natural, human-caused, and technological. These hazards can occur independently, simultaneously, or in conjunction with or as a result of a particular hazard.

Natural hazards are hazards related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations. They include extreme heat, hail, flooding, hurricane, lightning, severe wind, and winter storms,

Human-caused hazards are hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Technological hazards refer to hazards originating from technological or industrial accidents, infrastructure failures, or certain human activities such as dam/levy failures, utility outages, gas leaks, and hazardous materials (HazMat) spills.

Public Health Emergencies is defined by the World Health Organization (WHO) as an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability (WHO/CDC, 2001). A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency. The declaration of a State of Public Health Emergency permits the Governor to suspend state regulations and/or change the functions of state agencies¹.

Civil Disorder refers to the potential for civil unrest is always present particularly in urban areas with dynamic social, economic, and political issues.

Terrorism refers to terrorist organizations or affiliates or "lone actors" that may seek to acquire, build, and use weapons of mass destruction (WMD), employ physical threats such as explosives and armed attacks, or seek to disable or interrupt critical infrastructure systems with cyber-attacks. Cumberland County, like any locality in the Commonwealth of Virginia, is vulnerable to a terrorist incident.

¹

[https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20\(the,infectious%20agent%20or%20biological%20toxin%20](https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20(the,infectious%20agent%20or%20biological%20toxin%20)

LEVELS OF DISASTER

The County utilizes an all-hazards approach to emergency management. Cumberland has identified a number of natural, technological, or security/human-caused events that pose the greatest risk to the County in terms of probability, extent of damage, and potential losses. These are identified in *rank order* in Table 4 below. Hazard Specific Role-Based Actions are found in **Annex A Mitigation and Annex C Response**.

RISK ANALYSIS

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	LESS LIKELY/POSSIBLE/LIKELY	LIMITED/MODERATE/MAJOR
Winter Weather	Highly Likely	Major
Power outages	Highly Likely	Major
Flooding	Likely	Moderate
Public Health	Likely	Major
Hazardous Materials (HazMat)	Likely	Moderate
Tornadoes	Likely	Major
Hurricanes	Likely	Major
Civil Disorder	Unlikely	Limited
Pipeline Accidents	Unlikely	Major
Terrorism	Unlikely	Major

Table 4. Hazard and Risk Analysis Summary

CONCEPT OF OPERATIONS

GENERAL

Most incidents and emergencies do not reach the level of a crisis or disaster and the initial response for these incidents will be handled by local emergency responders as appropriate. However, for escalating incidents, special events, or those emergencies requiring coordination across Cumberland County that may require assistance from external agencies, Cumberland County Emergency Management maintains primary responsibility for emergency management activities. It is recognized that the nature of certain hazards does not allow for any warning or lead time prior to incidents. When this happens, or when the duration of an incident is expected to be relatively short or require limited resources, management of the response will be directed at or near the scene. For major incidents with advance notice or are expected to be lengthy in duration, operations will be managed from the Cumberland County Administration Building, Emergency Operations Center (EOC).

All disasters begin and end locally. To the extent possible, Cumberland County will respond to all incidents utilizing its own personnel and resources. When an emergency exceeds local capabilities, assistance may be requested from state and federal government agencies.

PROGRAMMATIC GOALS

The ultimate goals of the Cumberland County Emergency Management Program are to:

- Provide effective communications, coordination and application of municipal resources regarding life safety measures and property loss reduction.
- Provide for the rapid resumption of impacted mission-essential functions and services.
- Provide inclusion emergency policies that ensure persons with access and functional needs can access the public safety and emergency management services of Cumberland County.
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

CUMBERLAND COUNTY EMERGENCY MANAGEMENT APPROACH

Cumberland County Emergency Management is responsible for all phases of emergency management: prevention, preparedness, mitigation, response, and recovery (including continuity of operations (COOP)). This effort includes coordinating the mitigation of the effects of disasters, developing and maintaining the County's emergency management plans, conducting training and exercises, providing guidance to Cumberland County leadership and other departments, and managing the Emergency Operations Center (EOC) for special events and in response to an emergency or disaster.



Figure 1. Emergency Management Cycle

ICS AND NIMS

Cumberland County has adopted the National Incident Management System (NIMS) as its operating structure. NIMS is the national standard for incident management and provides the overarching framework, management, and coordination of key internal and external partnerships.

The Basic framework of NIMS incorporates the use of the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS). As such, the County will implement the Incident Command System (ICS) for all incidents and events, and along with FEMA Comprehensive Planning Guide (CPG)-101, serves as the standardized systematic approach for the development of this EOP. ICS is required for all on-scene and Emergency Operations Center (EOC) activations under the all-hazards incident management approach.

ICS is flexible and can be used for incidents of any type, scope, or complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents. ICS is also applicable across disciplines. It is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics and Finance/Administration. All of the functional areas may or may not be used based on the incident needs.

EMERGENCY MANAGEMENT PHASES

Cumberland County plans are built around the Emergency Management phases, which facilitates an all-hazards cyclical-based plans (versus strictly event specific plans). This methodology enables the County to mitigate, prepare for, respond to, and recover from any incident type.

MITIGATION

Mitigation activities provide a critical foundation in the effort to reduce the loss of life and property from hazards by avoiding or lessening their impact. Mitigation is usually a pre- disaster activity, although mitigation efforts may also occur in the aftermath of an emergency or disaster to prevent an expansion or repetition of the effects.

The County will conduct mitigation activities as an integral part of the emergency management program. The *Mitigation Act of 2000* (Public Law 106-390)² is the guiding document that ensures mitigation is done to federal standards and recommendations. Mitigation is intended to:

- Eliminate hazards;
- Reduce the probability of hazards causing an emergency situation; or,
- Lessen the consequences of unavoidable hazards.

Mitigation is further developed in **Annex A Mitigation**.



PREPAREDNESS

Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing specific plans for delivering capabilities when needed for an incident. Preparedness is made up of actions taken to organize, plan, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. It also involves providing disaster education to Cumberland County's "Whole Community" to assist them in their personal preparedness efforts. Preparedness activities are identified in **Annex B Preparedness**.



Cumberland County will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the County's emergency management program are:

- Providing emergency equipment and facilities;
- Emergency planning, including maintaining this plan, its annexes, and appropriate standard operating procedures (SOPs);
- Conducting or arranging appropriate training for the Executive Policy Group (EPG) and Emergency Planning Team (EPT), and others that will assist during an emergency;
- Distributing disaster preparedness education materials for Cumberland's community; and,

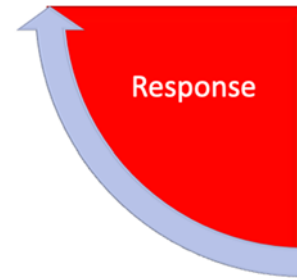
² FEMA. (2000). *Mitigation Act of 2000*. (Federal Emergency Management Agency) <http://www.fema.gov/media-library/assets/documents/4596>

- Conducting periodic drills and exercises to test plans and training.

RESPONSE

Cumberland County utilizes the Incident Command System and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters. Response activities are immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Primary response functions include:

- Public information and warning;
- Emergency medical services;
- Firefighting;
- Law enforcement operations;
- Intelligence development and dissemination as part of the Law Enforcement function;
- Evacuation;
- Shelter and mass care support (including compliance with the Americans with Disabilities Act);
- Emergency public information;
- Search and rescue;
- Transportation; and,
- Other associated functions.



RECOVERY

The Response phase formally ends when there is no longer a threat to life safety. The Emergency Manager, in coordination with the EPG, will make the decision on when to initiate recovery activities. The goal of recovery operations after any disaster is a return to normal everyday life (or a new normal) in the shortest possible time with the least amount of disruption.

Recovery operations may span weeks or months and can initially be coordinated through the Cumberland County EOC, so long as it is effective to keep the EOC activated. Recovery operations can also be conducted from Cumberland County departments' normal place of business and/or from facilities especially established for management of long-term recovery operations in Cumberland County.



Recovery is formally initiated with the Initial Damage Assessment (IDA), infrastructure assessments, and the request for a disaster declaration. Depending on the threshold criteria being met, Cumberland County jurisdictions may qualify for Public Assistance (PA) or Small Business Administration (SBA) declarations, or both.

Cumberland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur. Short-term operations seek to restore vital services to the County and provide for the basic needs of the Community. Long-term recovery focuses on restoring Cumberland County to its normal or new normal state.

The Federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The Recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges, filing of damage reports, providing Cumberland County representatives to a State or Federal disaster recovery center, etc.

Cumberland County is prepared to coordinate with local, State, and Federal agencies to facilitate individual assistance for the residential population, apply for federal assistance (if available), or file insurance claims. This includes ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Additional information pertaining to recovery operations and associated assignments are be specified in **Annex D Recovery**.

DECLARATION OF EMERGENCY/DISASTER

Incidents that require immediate action to preserve public health, protect life or property, or reach a level of damage and destruction that exceeds Cumberland County's capabilities, may constitute a State of Emergency or Disaster Declaration.

STATE POLICY

The following is an excerpt of the State EOP:

Whenever, in the opinion of the Governor, the safety and welfare of the people of the state require extreme emergency measures due to a threatened or actual disaster, he may declare a "state of emergency" to exist in the state, or any portion thereof, for the purpose of aiding the affected individuals and local governments. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.17.)

- 1. Whenever the Governor declares a state of emergency, the County, if within the disaster area may, under the control and supervision of the Governor or his designated representative, enter into contracts and incur obligations necessary to combat such threatened or actual disaster, protect the health and safety of persons*

and property, and provide emergency assistance to the victims of such disaster. In exercising this authority under the supervision and control of the Governor or his designated representative, the County may proceed without regard to time-consuming procedures and formalities prescribed by law (except for mandatory constitutional requirements) pertaining to the performance of public works, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, and appropriation and expenditure of public funds.

2. *Warning of an impending emergency may be disseminated to the County by the Department of State Police, National Weather Service, the State EOC, or other sources. A local emergency may also occur, of course, without warning.*
3. *A local emergency may be declared by the Director of Emergency Management with the consent of the of the Board of Supervisors or by the Director or any member the Board of Supervisors in the event a quorum of the Board cannot convene due to the disaster. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.21.) The declaration of a local emergency will activate the local EOP and authorize the furnishing of aid and assistance there under.*
4. *Whenever a local emergency has been declared, the Director of Emergency Management or any member of the Board of Supervisors in the absence of the Director, if so authorized by the Board of Supervisors, may enter into contracts and incur obligations as necessary to mitigate the effects of the event, to protect the health and safety of persons and property, and to provide emergency assistance to event-related victims. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.21.*
5. *Upon declaration of a local emergency, the Director of Emergency Management will notify the State EOC immediately, and thereafter will provide a daily situation report for the duration of the emergency period.*

STATE OF EMERGENCY

In the event of a natural disaster, civil unrest, armed conflict, medical pandemic or epidemic or other biosecurity risk, the Chair of County Board of Supervisors, and Municipal Mayors may determine and proclaim a State of Emergency for this jurisdiction and impose prohibitions and restrictions to control the situation, by suspending rights and freedoms initially guaranteed under the Nation's Constitution or Basic Law. In addition, a Stay-at-Home Order may be mandated as needed or required (i.e., novel corona virus disease 2019 (COVID-19)). During the COVID-19 pandemic, the Order was utilized to mitigate the spread of the Virus and implement the prioritization of social distancing measures, provided for essential businesses to continue to operate while non-essential businesses were closed, banned large gatherings, closed schools, and placed limits on bars and restaurants and other public gathering places.

LOCAL STATE OF EMERGENCY

A local emergency may be declared by the Director of Emergency Management with the consent of the Board of Supervisors at the next meeting or within 14 days (see Section 44-146.21, Virginia Emergency Services and Disaster Law of 2000, as amended). The declaration of a local emergency activates this EOP and authorizes the provision of aid and assistance there under. **It should be declared when a coordinated response among several local agencies/organizations must be directed, or when it becomes necessary to incur substantial financial obligations in order to protect the health and safety of persons and property, or to provide assistance to the victims of a disaster.**

Note: A Disaster Declaration may be made before or after an EOC activation.

The Director of Emergency Management or their designee will notify the Virginia Department of Emergency Management (VDEM) immediately upon declaration of a local emergency and develop daily Situation Reports (SitReps) for local stakeholders and the Virginia EOC (VEOC), as appropriate for the emergency situation.

The Director of Emergency Management, with the consent of the County's Board of Supervisors, is the constituted legal authority for approving the EOP and declaring a local state of emergency. The Chair of the Board of Supervisors and may subsequently issue orders or proclamations referencing that declaration to invoke certain emergency powers granted by the Governor on an appropriate local scale in order to cope with the disaster. These powers include:

1. Using all available resources of government to cope with the disaster.
2. Restricting the movement of people and occupancy of premises.
3. Prohibiting the sale or transportation of certain substances.
4. Prohibiting and/or restricting other activities or conditions, the control of which may be reasonably necessary to maintain order and protect lives or property during the state of emergency.

If the situation exceeds the capabilities of the local government (municipalities and counties) to cope with the emergency or disaster, the Governor may declare a State of Emergency for the affected part of the State or the entire State of Virginia. If the disaster exceeds the State's ability to handle the emergency, the President of the United States can declare a State of Emergency at the National level.

EOP ACTIVATION

The EOP may be activated prior to an emergency being declared. This EOP is designed to provide the day-to-day emergency management program related to preparedness, certain mitigation activities, coordinating planned special events, and for emergency situations requiring activation of the Response, Recovery, and Radiological Annexes. The circumstances which trigger an automatic activation of Response and Recovery are:

1. Major threats to life and safety;

2. Disruptions which impact the continuity of leadership, essential programs and functions, and their supporting systems and data;
3. Incident posing a threat to critical assets and infrastructure;
4. Incidents posing a threat to property;
5. Incidents posing a threat to the environment;
6. Incidents requiring restoration/resumption of essential systems and services; and,
7. Incidents posing a threat to revenue or the financial stability of the County Situational Overview.

EOC ACTIVATION

COUNTY EOC

The County Emergency Operations Center (EOC) is located at the County Administration building. The Director of Emergency Management, assisted by the Coordinator and department heads, will develop and maintain a primary location for the EOC to direct and coordinate emergency operations. The EOC staff will consist of the Director of Emergency Management, Coordinator, and pre-identify roles that align with the ICS organizational structure. Additional personnel will be assigned to support positions as needed or required by the emergency situation.

ROLE OF THE EOC

The Emergency Operations Center (EOC) is an essential tool for successful response and recovery operations. The EOC is where policy decisions, strategy, coordination, and administrative duties occur in support of the incident. With decision makers located together supported by policy makers, personnel and resources can be used more efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.

EOC OPERATIONS AND MANAGEMENT

The Cumberland County Emergency Manager has authority for the overall operation and management of the EOC. Cumberland County Departments will perform emergency activities as closely related as possible to those they perform routinely and are responsible for fulfilling their obligations as presented in the Annexes to this Basic Plan. However, there may be instances that require personnel to assist in other areas as required to meet the needs of the emergency operation.

The EOC can be activated both virtually and physically on-site. For virtual activations, a teleconference line, temporary facility, or mobile command vehicle may be used to coordinate activities. It is unlikely that all non-routine emergency situations will require a full activation of the EOC. Most emergency incidents will be handled with a graduated response based on the extent, size, duration and/or complexity of the event. Initially, at the onset of an emergency, a single or dual response from county departments (i.e., Law Enforcement and Fire) may be sufficient to handle the

incident. If the emergency escalates beyond the capability of a single or dual response, additional measures will be implemented as needed.

Situations that may warrant activation of the Cumberland County EOC include, but are not limited to, the following:

- Upon request of an Incident Commander when emergency operations exceed the County's capabilities;
- When Cumberland County is confronted with the imminent impact of a significant disaster;
- Prior to, and for the duration of, a significant or highly controversial public event occurring within Cumberland County;
- To coordinate County efforts in support of emergency response or disaster recovery operations in other jurisdictions; and,
- Upon request of Cumberland County Emergency Management and/or the State of Virginia Emergency Management.

Detailed EOC procedures are found in **Annex C Response**.

EOC ACTIVATION LEVELS

Depending on the nature and the scope of the emergency and its operational requirements. The EOC may be activated at various levels ranging from Level 1 (lowest-normal day-to-day operations) to Level 4 (recovery operations).

The levels (Daily/Normal Conditions, Increased Readiness, Response Operations, and Recovery Operations) utilized by Cumberland County are consistent with those used by the State of Virginia Department of Emergency Management to enhance coordination of response operations by all levels of government. The EOC activation levels are illustrated below.



Level 1 (Daily/Normal Conditions): Emergency Operations Plans and procedures are developed and maintained. Training and tests/exercises are conducted periodically as required to maintain readiness, personnel rosters are updated, emergency resources are identified (i.e., facilities, equipment, technology, personnel, etc.), mutual aid agreements are developed, etc.



Level 2 (Increased Readiness): When a disaster threatens, all departments and agencies having responsibilities will take action as called for in their respective parts of the plan. The following optional levels of increased readiness may also be used in developing detailed procedures:

- Communications Watch
- Initial Alert
- Advanced Alert

Level 3 (Response Operations): Full-scale operations and a total commitment of manpower and resources are required to mobilize and respond in time of emergency. The Phases of Response Operations are:



- Mobilization Phase - Conditions worsen requiring full-scale mitigation and preparedness activities.
- Emergency Phase - Disaster strikes or is imminent.
- Relief Phase - Assistance is provided to affected individuals and organizations. Stop-gap measures (such as tent cities and potable water trucks) are implemented in order to provide essential services and damage assessment surveys are conducted. This period ends when the County is no longer in an official state of emergency.

Level 4 (Recovery Operations): This phase requires that priority attention be given to establishing normalcy or identifying a new normal, the restoration of essential facilities, functions, programs and services.



- Restore essential facilities, functions, services and programs.
- Provide temporary housing and food to those impacted by the emergency as needed or required.
- Continue to maintain a record of disaster-related expenditures
- Coordinate with the State EOC and provide supplementary damage assessment information as required. Request post-disaster assistance if appropriate.

Figure 2. EOC Activation Levels

EOC ORGANIZATION

The EOC will implement an ICS organizational structure in which existing ESFs are assigned to ICS functional group positions.

The Cumberland County EOC will operate and function under the overall management and policy direction of the Executive Policy Group, which will serve as the principal decision-making body for Cumberland County at the time of a disaster. This group will convene prior to, during and following a major disaster to receive status reports from available sources, establish the County's overall priorities for response and recovery activities, and to formally approve short-term and long-term response and recovery plans.

The Cumberland County Director of Emergency Management or their designee, will serve as the EOC Manager under the direction of the Emergency Management Policy Group. The EOC Manager will ensure that the EOC has adequate administrative staff to support operations and that procedures for activation, operation, and deactivation have been prepared.

With NIMS as the framework, Cumberland County Emergency Management (EM) provides for on-scene management of an incident and also provides the coordination of response activities between the County, its departments, and between external partner organizations.

The EM structure is comprised of two distinct groups working together to support the emergency management phases (preparedness, mitigation, response, and recovery). They are:

- **Executive Policy Group (EPG):** The EPG provides policy-level guidance regarding emergency planning and response/recovery activities. The group is managed by the Cumberland County Emergency Management Director with policy guidance from the County Administrator and County Board of Supervisors. The group represents the citizens of Cumberland County in response to and recovery from a variety of emergencies or disasters.
- **Emergency Planning Team (EPT):** Stakeholders from across Cumberland County, which provide subject matter expertise and input in developing emergency management plans and serve in support roles during a disaster.

EOC STAFF POSITIONS

In keeping with ICS, the EOC organization is designed to expand and contract as necessary to address the operational need. County personnel are assigned to coordinate and execute the missions and maintain the capabilities of a given functional area while it is still required to address operational needs. Most functions are staffed by Cumberland County personnel; however, there may be times when these roles may not be physically represented in the EOC. Other Cumberland County departments will provide support with personnel, material, or other resources for the successful execution of response missions.

The nature and scope of the incident will determine who should staff the EOC. **Only ICS positions needed for a given incident should be filled.** For example, if a Public Information Officer (PIO) is on-scene and reporting to the Incident Commander, the EOC may not require the PIO position be filled. However, if there are multiple scenes involved or a PIO has not yet been assigned to the incident, the EOC Manager may choose to fill the PIO position at the EOC.

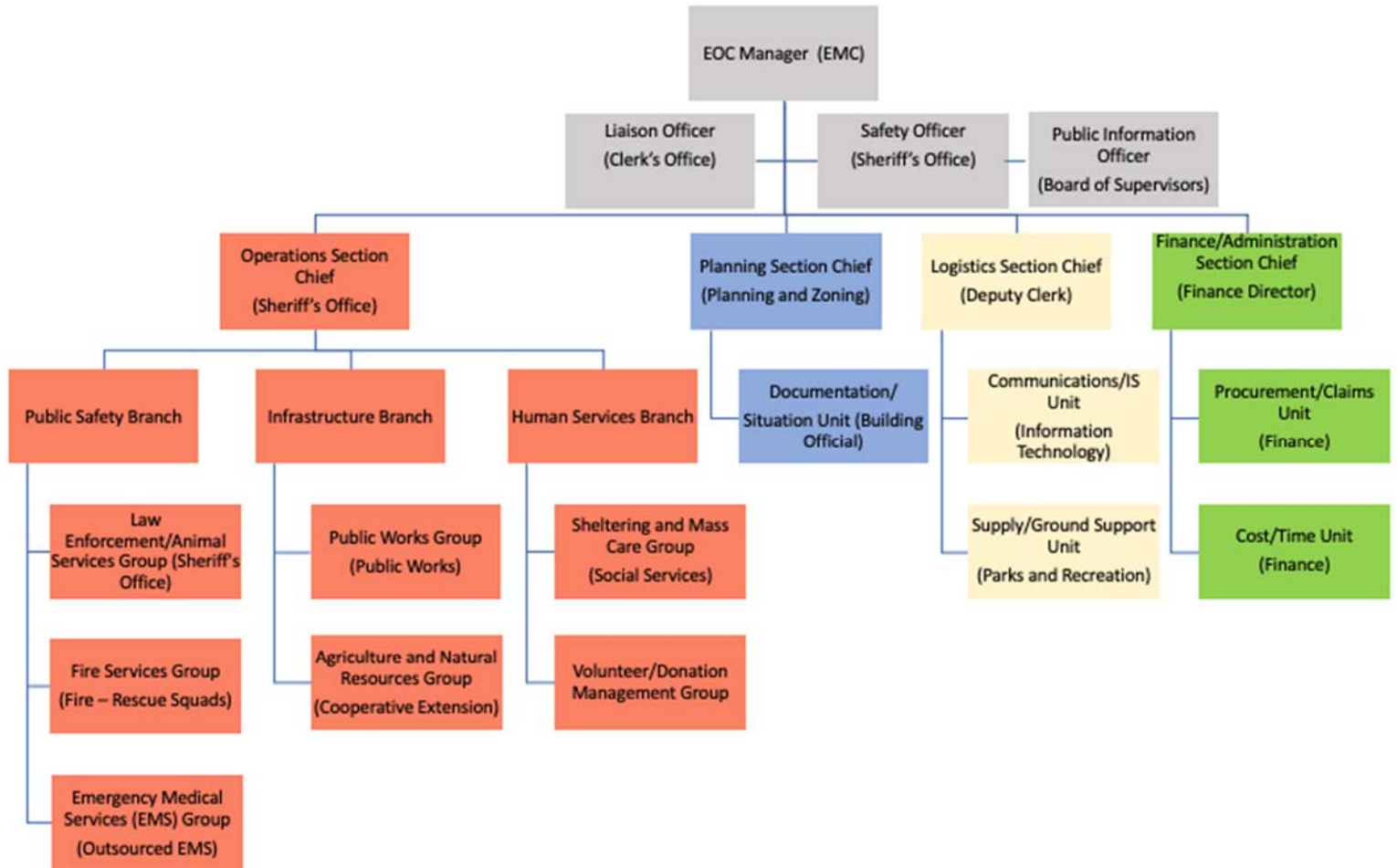
In a prolonged EOC activation or when the EOC is open for extended hours, multiple individuals may be assigned to any one position to cover shifts or time off.

POSITION TYPES

The EOC organizational structure consists of:

- **EOC Manager**– Oversees all EOC activities, sets EOC objectives, establishes battle rhythm, coordinates with the Executive Policy Group (EPG).
- **Command Staff**– Includes Safety Officer, Public Information Officer, and Liaison Officer. Command Staff positions report directly to the EOC Manager.

- **General Staff**– The EOC General Staff includes four traditional ICS sections (Operations, Planning, Logistics, and Finance/Administration). Under each ICS section, operational responsibilities are divided into functional areas, as illustrated below in Error! Reference



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Figure 3. ICS Functional Areas

CROSSWALK: INCIDENT COMMAND SYSTEM (ICS)/EMERGENCY SUPPORT FUNCTION (ESF)

Federal, State, and some large local government jurisdiction utilize the Emergency Support Function (ESF) construct to organize their Emergency Operations Centers. The ESF concept of operations is labor intensive and may not support multiple operational periods due to a lack of bench depth and trained/cross trained personnel. Prior to the ICS transition, Cumberland County EOC operations were comprised of 17 separate ESFs. Table 7, on the following page aligns the appropriate ICS Functional Groups to the Commonwealth of Virginia Emergency Operations Plan (COVEOP) ESFs to easily activate ICS functions based on the size, scope, and severity of the incident.

FINANCE/ADMIN SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Finance (Funding, Disaster Accounting, Cost Recovery) • Purchasing/Inventory, Payroll, AP, Utility Billing, Contracts, and Personnel Services.
ESF(s)	<ul style="list-style-type: none"> • N/A
LOGISTICS SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Communication/Information Systems (IS) Unit • Supply/Ground Unit
ESF(s)	<ul style="list-style-type: none"> • ESF 1 - Transportation • ESF 7 - Resource Support
OPERATIONS SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Animal Control) • Emergency Medical Services Group to include Public Health • Sheltering and Mass Care • Volunteer and Donations Management Unit • Public Works Group (Damage Assessment, Facility Maintenance, and Engineering) • Agricultural and Natural Resources Group
ESF(s)	<ul style="list-style-type: none"> • ESF 2 - Communications • ESF 3 - Public Works and Engineering • ESF 4 - Fire, Rescue, and EMS • ESF 5 - Emergency Management • ESF 6 - Mass Care and Human Services • ESF 8 - Health and Medical Services • ESF 9 - Search and Rescue • ESF 10 - Oil and Hazardous Materials • ESF 12 - Energy • ESF 13 - Public Safety and Security • ESF 16 - Military Affairs • ESF 17 - Volunteers and Donations Management
PLANNING SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Operational Planning, Documentation, Situation, and Long-Term Recovery
ESF(s)	<ul style="list-style-type: none"> • ESF 14 - Recovery • ESF 15 - External Affairs

Table 5. ICS to ESF Crosswalk

ROLES AND RESPONSIBILITIES

The EOC Manager role will be filled by the Coordinator of Emergency Management. The Table below provides Cumberland County's EOC roles and a summary of the corresponding responsibilities.

Command Staff		
Command staff includes the positions which report directly to the Incident Commander/EOC Manager.		
Command Staff	EOC Manager	The EOC Manager has overall authority, knows agency policy and is responsible for conducting incident operations. May assign technical specialists as additional command advisors, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific needs.
	Liaison Officer (LNO)	Serves as the point of contact for representatives of governmental agencies, jurisdictions, NGOs, and private sector organizations that are not included in the Unified Command. These representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters.
	Safety Officer	Monitors incident operations and advises the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel.
	Public Information Officer (PIO)	Responsible for interfacing with incident personnel, the public and media and/or with other agencies/organizations with incident-related information needs. Gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The PIO monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization. In incidents that involve PIOs from different agencies, the Incident Commander or Unified Command designates one as the lead PIO.

Finance/Administration Section	Finance/Administration Section	
	<p>When the incident management activities involve on-scene or incident-specific finance and administrative support services, this section will be created and staff will be responsible for recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. Staff closely coordinates with the Planning and Logistics Sections to reconcile operational records with financial documents.</p>	
	Finance/Administration Section Chief	<p>Manages all financial aspects of an incident to include the Human Resources role. Not all incidents will require a Finance/Administration Section.</p>
	Cost/Time Unit	<p>Staff provide all incident cost analysis-track costs, analyze cost data, make estimates, and recommend cost-saving measures. They ensure that equipment and personnel for which payment is expected are properly identified; obtain and record cost data; analyze and prepare estimates of incident costs; maintains accurate records of incident costs. Cost Unit staff provide cost estimates for resource use to Planning Section staff. The Cost Unit staff maintain information on the actual cost of all assigned resources. Additionally, staff ensure the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. The Time Unit Leader may need assistance from personnel familiar with the relevant policies of any affected agencies. Time Unit staff verify these records, check them for accuracy, and post them according to policies. As applicable, personnel time records will be collected and processed for each operational period.</p>
Procurement/Claims Unit	<p>Staff administer all financial matters pertaining to leases, fiscal agreements and vendor contracts. Unit staff coordinate with local jurisdictions to identify sources for equipment and supplies; prepare and sign equipment rental agreements; and process documentation associated with equipment rental and supply contracts. The unit works closely with local fiscal authorities to ensure efficiency. Additionally, staff will oversee the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all</p>	

		witness statements will be obtained in writing. Close coordination with the Medical Unit is essential. Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.
Logistics Section		
Personnel provide services and support for effective and efficient incident management, including ordering resources and needed services to support achievement of the incident objectives, resources can include: personnel, equipment (maintenance and fuel), teams, supplies, and facilities, security (of the incident command (IC) facilities and personnel), transportation, food services, communications and IT support, and medical services for incident personnel.		
Logistics Section	Logistics Section Chief	Provides all incident support needs including facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.
	Communications/IS Unit	Develops plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.
	Supply/Ground Support Unit	Responsible for ordering, receiving, processing and storing all incident-related resources (equipment and supplies). Maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment. All off-incident resources will be ordered through the Supply Unit, including: tactical and support resources (including personnel). All expendable and non-expendable support supplies. Additionally, staff are responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.

Planning Section		
Helps ensure responders have accurate information and provides resources such as maps and floor plans. Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.		
Planning Section	Planning Section Chief	Manages staff to collect, evaluate, processes, and disseminates information for use at the incident. When activated, the Section is managed by the Planning Section Chief who is a member of the General Staff. There are four units within the Planning Section that can be activated as necessary: Resources Unit, Situation Unit, Documentation Unit, Demobilization Unit.
	Documentation and Situation Unit	Staff are responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical and historical purposes. Additionally, staff collect, process, and organize situation information, prepare situation summaries, and develop projections and forecasts related to the incident. They gather and disseminate information for the IAP. This unit produces Situation Reports (SITREP) as scheduled or at the request of the Planning Section Chief or Incident Commander. The Situation Unit frequently includes Geographic/Geospatial Information Systems (GIS) Specialists. The Situation Unit may also include Field Observers to gather information on the incident and/or response.

Operations Section		
<p>*First to be established* personnel plan and perform tactical activities to achieve the incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations.</p>		
Operations Section	<p>Operations Section Chief</p>	<p>Interact with next lower level of Section (Branch, Division/Group or Sector) to develop the operations portion of the Incident Action Plan. Request resources needed to implement the Operation's tactics as a part of the Incident Action Plan development (ICS 215).</p>
	Public Safety Branch	
	<p>Law Enforcement Unit</p>	<p>Staff consider law enforcement capabilities in the mission to prepare for, protect against, respond to, recover from and mitigate all hazards. Set policy, programs and operations affecting or impacting the law enforcement community. Enhance communication and coordination between national security agencies and law enforcement professionals by enabling synchronization of internal and external initiatives that involve law enforcement and security activities through partnership, intelligence, information-sharing, analysis and decision-making support.</p>
	<p>Fire Services Group</p>	<p>Staff support and strengthens fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards. Through data collection, public education, research and training efforts, the U.S. Fire Administration has helped to reduce fire deaths and make our communities and residents safer.</p>
	<p>Emergency Medical Services (EMS) Group</p>	<p>This Role directs EMS operations at the incident site, managing situational issues and resources. Tactical aspects of triage, treatment and transport divisions report to this level. This position within the Medical Branch is also strategic in nature and coordinates closer to the activity at the incident while the Medical Branch Director is in closer proximity to the Incident Commander at the Command Post for quick intervention at a command level.</p>
<p>Animal Control Unit</p>	<p>Staff respond to animal and agricultural health issues; provide technical expertise, coordination and</p>	

	support of animal emergency management functions. These functions may include: emergency sheltering operations, feeding, re-homing/adoption, animal collection and processing, animal veterinary care, etc.
Human Services Branch	
Emergency Medical Services Group	Staff will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.
Shelter and Mass Care Group	Staff will utilize plans to setup and operate Evacuation Centers local facilities as needed to house and feed displaced residents and certain household pets during extreme emergencies. Acquire and provide resources necessary to support mass care services.
Volunteer and Donations Management Unit	Develops the Volunteer Management Plan and coordinates with Donations Management to ensure coverage is provided for volunteer services. Creates activation and deployment schedules for disaster volunteers and maintains and updates volunteer roster. Leverages the expertise of local community partners for volunteer initiatives. Identify how to effectively manage the surge of unsolicited goods. Gather information from organizations, agencies, volunteers, media, and others for donations intelligence purposes. Facilitate the matching of unaffiliated volunteers with appropriate organizations or agencies during program implementation. List the planning considerations for cash donations. Incorporate technology needed to successfully manage data and information on unaffiliated volunteers and unsolicited goods.
Infrastructure Branch	
Public Works Group	Staff will enhance response and recovery efforts with other city and county departments. Specific activities within the scope of this function include: debris management, damage assessments, facility maintenance, coordination with Virginia Department of Transportation (VDOT), etc.

	<p>Agriculture and Natural Resources Group</p>	<p>Agriculture and Natural Resources organizes and coordinates Federal support for the protection of the Nation’s agricultural and natural and cultural resources during national emergencies. 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 Nation’s supply of meat, poultry, and processed egg products; and ensure the protection</p>
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INCIDENT AND RESOURCE MANAGEMENT

WEBEOC

Cumberland County Emergency Management utilizes an internet-enabled incident and event management system called WebEOC. The system complies with the provisions for the National Incident Management System (NIMS) and supports the Incident Command System (ICS).

With access to the Internet, personnel with prior authorization can view and enter incident information in WebEOC status boards. Cumberland County personnel have been granted password protected access to WebEOC and will use this system for entering and tracking incident information, making resource requests, reporting damages, etc. to the Cumberland County EOC. Traditional methods of communication and documentation (such as ICS - 214 forms) will be utilized as back-up if WebEOC is inoperable.

RESOURCE MANAGEMENT

All Cumberland County departments are encouraged to inventory and document their critical resources and address any shortfalls prior to an incident. If response operations deplete county resources, requests for resources are to be made to the State through WebEOC.

STATUS REPORTS

Status reporting will be conducted through Incident Action Plans (IAPs), Situation Reports (SitReps), Briefings, and WebEOC, using the Significant Events Board. The Cumberland County EOC will advise as to when Significant Events should be reported. Normally, this would be when the fire district or EOC is first activated and at the end of each day or shift change. Significant Events will be submitted using WebEOC.

INCIDENT ACTION PLANS (IAPs)

An oral or written plan that contains general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. Incident Action Plans (IAPs) will be developed by the EOC each operational period in preparation for the following operational period. For additional guidance regarding IAP development, see the **Annex C Response**.

ALERTS AND NOTIFICATIONS

The primary means of emergency alerts and notifications for Cumberland County personnel is through the use of cellular telephone, text messaging, and email. A network of broadcast stations interconnecting facilities (Emergency Alert System (EAS)) authorized by the Federal Communications Commission (FCC) to operate in a controlled manner will be utilized to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

COMMUNICATIONS

EOC communications systems include standard telephone lines, cellular phones, pagers, satellite communications, 800 MHz radio system, conference calls, email, fax, incident management system software (WebEOC), desktop and laptop computers.

The primary means of communication between Cumberland County and the State EOC will be via WebEOC and telephone. Secondary (back-up) communications will be conducted via radio, email, and/or cellular telephone to include text messaging.

EOC DEACTIVATION

As Cumberland County's emergency response operations are completed or recovery operations no longer require intensive coordination, the Emergency Manager in coordination with the EPG may consider deactivation of the County EOC. Deactivation of the Cumberland County EOC is further discussed in **Annex C Response**.

This decision will take into account the following considerations:

- The need for continuing coordination of Cumberland County responsibilities and decision-making as response operations are completed and Cumberland County transitions to disaster recovery operations;
- The continued operation of Cumberland County Command Posts or other response or recovery activities;
- The continued activation of the Cumberland County EOC and/or EOCs of adjacent municipalities, as well as the potential needs for Cumberland County support to operations outside of the Jurisdiction; and,

- The capabilities of County departments to effectively conduct remaining operations from their normal offices or other places of operations.

Upon a decision to deactivate the EOC, the EOC Manager will ensure that all documentation regarding operations directed from the EOC, or expenditures made, have been completed accurately and received by the appropriate entity. Following receipt of this information, the EOC will be deactivated. Upon deactivation, the EOC Manager will be responsible for promptly completing the following:

- Notifying Cumberland County Emergency Management of the deactivation;
- Notifying all County departments and members of the EPG of the deactivation;
- Notifying any other organizations or agencies conducting operations within Cumberland County of the deactivation;
- Ensuring that all documentation regarding response operations by Cumberland County is complete and accurate;
- Issuing public information and/or a media release explaining deactivation of the EOC; and,
- Defining the disaster recovery facilities that will be activated and the recovery operations that will be implemented.

PLAN MAINTENANCE, TRAINING, AND TESTING

PLAN MAINTENANCE AND UPDATES

Cumberland County Director of Emergency Management, assisted by the Coordinator, is responsible for the overall development and maintenance of the EOP. The Emergency Management Director or their designee, will ensure the EOP is reviewed and updated by each department. It should be updated with minor changes based on lessons learned following a real-world incident or exercise, or after a known threat passes without incident. At a minimum the EOP will be readopted every four (4) years by the Board of Supervisors.

The EOP should be updated and tested annually for the purpose of correcting deficiencies identified through actual emergency response operations, drills, exercises, and through changes in Cumberland County organizational structure, technological changes, etc. Plan change requests should be completed and submitted utilizing the **Plan Change Form in Attachment 3**, updates will be documented in the **Record of Changes** at the beginning of this document.

CORRECTIVE ACTIONS

After Action Reports (AARs) are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed, these issues need to be identified and documented. The Cumberland County Emergency Management Director or their designee will coordinate AARs, and provide documentation, dissemination, and tracking of findings and corrective actions. Through a collaborative and objective process with the EPT, develop a corrective action plan and established for further incident/event response, mitigation, strategies/actions, and corrective action plans. Corrective actions will be taken directly from the AAR process and associated documents.

Cumberland County Emergency Management will maintain a training and exercise schedule and assure that the appropriate resources are available to complete these activities. Following each exercise or actual event, a hot wash and AAR will take place. Strengths and areas for improvement will be incorporated into the updated EOP.

TRAINING

Trained and knowledgeable personnel are essential for the prompt and proper execution of the EOP. Cumberland County Emergency Management will ensure all EPG, EPT, and other departmental support personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the EOP. Cumberland County Emergency Management will provide personnel with the necessary training to execute those responsibilities in an effective and responsible manner. The training is identified in greater detail in **Annex B Preparedness**.

TESTING

Cumberland County Emergency Management should develop, plan, and conduct at least one exercise annually. These exercises will be designed to not only test the EOP and other support plans, but to aid in training all appropriate personnel and to improve the overall emergency management organization and capability of Cumberland County. Exercise information is detailed in **Annex B Preparedness**.

ATTACHMENT 1: STAFFING CONTINGENCY

ORDER OF SUCCESSION

This EOP provides for continuity of leadership in the event that authorized individuals are unable to carry out their responsibilities. Cumberland County have provided a line of succession for Emergency Management in the event of a major emergency.

Should the Director of Emergency Management be unavailable or unable to serve, the positions identified below in order, shall act as the Cumberland County Director of Emergency Management, with all the powers and authorities of the Director of Emergency Management. Alternates shall only be empowered to exercise the powers and authorities of the Coordinator of Emergency Management. The individual who serves as acting Coordinator of Emergency Management shall have all the powers and authority of the Coordinator of Emergency Management and will serve until the Coordinator of Emergency Management is again able to serve or a successor is appointed by the Cumberland County Administrator or Board of Supervisors.

Order of Succession	Title
1	County Administrator, Cumberland County
2	Coordinator of Emergency Management
3	Sheriff, Cumberland County

EMERGENCY WORK POLICY

During emergency operations, Cumberland County employee schedules will be determined by the appropriate Department Director or designee. This scheduling may continue for an extended period of time. Shifts will be implemented to allow employees time to secure and/or arrange for necessary cleanup and repairs to their homes.

Any Cumberland County employee can be designated as Emergency Critical Personnel for emergency operations dependent on the nature of the emergency. Cumberland County Department Leadership is responsible for designating each of their employees as emergency critical personnel. This means:

- **Essential Employees (EEs):** Employees must be immediately available to their department before, during, and after the disaster related event, tropical storm or hurricane. These employees will be those with specific emergency or disaster-related knowledge or specialized skills. Some examples include fire, police, public works, EOC staff and call center operators.

Upon declaration of an emergency, the County Administrator will make personnel policy decisions concerning facility closures, essential personnel, hours of work, work assignments, and other matters. All provisions of the County's *Employee Handbook*, latest edition, may be suspended by the County Administrator, except for those sections concerning safety and wages. The Cumberland County Human Resources Department will distribute these policies in writing to Cumberland County Departments. These policies will be updated and amended as appropriate to the emergency.

ATTACHMENT 2: RESPONSIBILITY MATRIX

The following Responsibility Matrix provides an illustration of Cumberland County's ICS organization and assignment of responsibilities. This matrix is comprised of local, state, and non-government departments and agencies. The Primary department/agency assigned is indicated with a "P" and Support departments/agencies are identified with an "S".

AGENCY	EOC Command	Liaison Officer	Safety Officer	Public Information Officer	Public Safety Branch	Operations Section Chief	Law Enforcement Group	Fire Services Group	Emergency Medical Services Group	Infrastructure Branch	Public Works Group	Agriculture and Natural Resources Group	Human Services Branch	Sheltering and Mass Care Group	Volunteer/Donation Management Group	Planning Section	Planning Section Chief	Documentation/Situation Unit	Logistics Section	Logistics Section Chief	Communications/IS Unit	Supply/Ground Support Unit	Finance/Admin Section	Finance/Admin Section Chief	Procurement/Claims Unit	Cost/Time Unit
Local																										
Animal Control							P						S													
Building Inspections																	P									
Board of Supervisors				P																						
Clerk of Court	P	P																	P		S					
Commissioner of Revenue																								S	S	
Commonwealth's Attorney's Office																					S					
Community Development																						S				
County Administration								S													S					
County Attorney's Office							S	S	S		S										S					
Commonwealth's Attorney								S																		
Emergency Management								S	S		S		S													
Finance																							P	P	P	

Department of Health													S	S					S		
Department of Mental Health													S	S					S		
Department of Labor													S						S		
Department of Housing & Community Affairs										P			S								
Department of Game & Inland Fisheries										S			S								
Department of Emergency Mgt HazMat Reg RT						S															
Department of Mining Minerals & Energy									S												

AGENCY	EOC Command				Public Safety Branch			Infrastructure Branch			Human Services Branch			Planning Section		Logistics Section		Finance/Admin Section		
	Liaison Officer	Safety Officer	Public Information Officer	Law Enforcement Group	Fire Services Group	Emergency Medical Services Group	Public Works Group	Agriculture and Natural Resources Group	Public Health and Medical Services Group	Sheltering and Mass Care Group	Volunteer/Donation Management Group	Documentation/Situation Unit	Recovery/Planning Unit	Communications/IS Unit	Supply/Ground Support Unit	Procurement/Claims Unit	Cost/Time Unit			
Non-Government																				
American Red Cross									S		S	S	S		S					
RACES											S			S	S					
Community Emergency Response Team					S	S		S			S	S	S							
Neighborhood Watch					S										S					
Salvation Army												S	S		S					
Faith Based Organizations												S	S		S					
Home & Family Services												S	S		S					

VVOAD													S				S				S			
Ministerial Associations																					S			
Food Banks													S	S	S			S						
Agriculture Associations										S														
Animal Protection										S														

ATTACHMENT 3: EMERGENCY DECLARATION

DECLARATION OF A STATE OF EMERGENCY

WHEREAS, the Director of Emergency Management of _____Jurisdiction does/did hereby find:

1. That due to _____(Specify Event)_____, Jurisdiction is facing/faced dangerous conditions;
2. That due to the _____(Specify Event)_____, a condition of extreme peril to life and property necessitates/necessitated the proclamation of the existence of a local emergency;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that an emergency does now/or did exists throughout said Jurisdiction; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said emergency, the powers, functions, and duties of the Emergency Management Organization of Jurisdiction shall be/were those prescribed by State Law and the Ordinances, Resolutions, and approved plans of Jurisdiction in order to mitigate the effects of said emergency.

Date

Chair, Board of Supervisors
County of Cumberland, Commonwealth of Virginia

Attest: _____
Clerk, Board of Supervisors
County of Cumberland, Commonwealth of Virginia

ATTACHMENT 4: PROPOSED CHANGE FORM

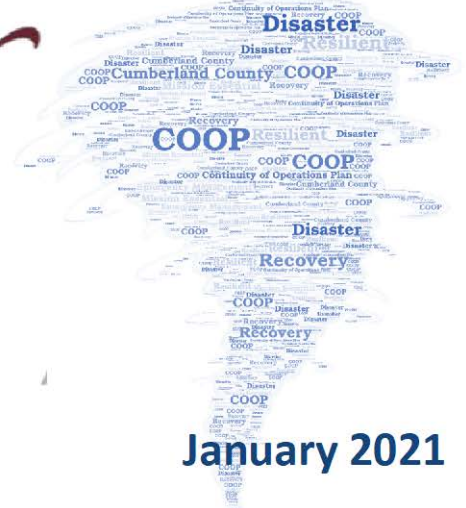
Instructions: This form is used to a change to the Emergency Operations Plan. Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov

EMERGENCY OPERATIONS PLAN CHANGE FORM		Date:
Name:	Department:	
Phone:	Email:	
CHANGE REQUESTED		
Plan Page(s)	Reason for Change:	
	Proposed Change Language:	
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE		
Reviewed by:	Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Date: <input type="checkbox"/> Updated Plan Sent to Plan Holders		



County of
Cumberland
Virginia

Emergency Operations Plan
Annex A: Mitigation



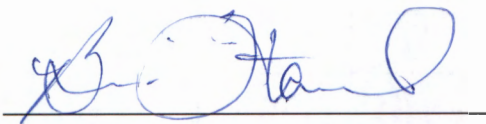
January 2021

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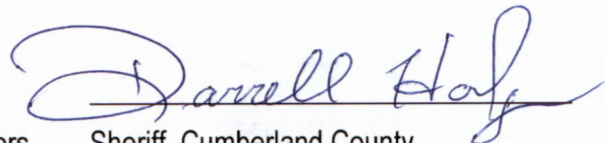
PLAN DOCUMENTATION

APPROVAL

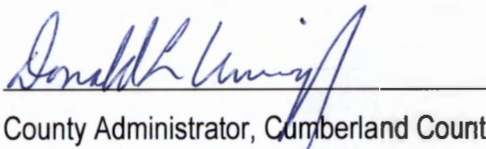
This Mitigation Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Cumberland County Director of Emergency Management, or their designee to serve as the Emergency Manager, modify this plan as necessary to address operational or organizational changes, comply with policy, or address mandates from the Commonwealth of Virginia or Federal government. All County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.



Chair, Cumberland County Board of Supervisors



Sheriff, Cumberland County



County Administrator, Cumberland County



Chief/Emergency Management Coordinator,
Cumberland County Fire and EMS

AUTHORITIES, ACRONYMS, AND DEFINITIONS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Cumberland County Board of Supervisors.

RELATED AUTHORITIES

See Authorities in the EOP Base Plan for general authorities and references.

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended by the Disaster Mitigation Act of 2000 (Public Law 106-390))
- Title 44, Chapter 1, Part 201 (Mitigation Planning) of the Code of Federal Regulations (CFR)
- FEMA Local Mitigation Plan Review Guide (October 1, 2011)

ACRONYMS

CDC	Centers for Disease Control and Prevention
COOP	Continuity of Operations
EOP	Emergency Operations Plan
EPT	Emergency Planning Team
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
HAZMAT	Hazardous Materials
HMC	Hazard Mitigation Coordinator
HMGP	Hazard Mitigation Grant Program
HMP	Hazard Mitigation Plan
IA	Individual Assistance
NFIP	National Flood Insurance Program
PA	Public Assistance
PDM	Pre-Disaster Mitigation
PPE	Personal Protective Equipment
SDS	Safety Data Sheets
VDH	Virginia Department of Health
VDOT	Virginia Department of Transportation
WHO	World Health Organization

DEFINITIONS

Mitigation: The effort to reduce the loss of life and property from natural, human-caused, and technological hazards by lessening the impact of disasters.

- **Pre-Disaster Mitigation:** Pre-Incident Mitigation Activities take place prior to the occurrence of an emergency situation. This time frame provides Cumberland County a more relaxed atmosphere for the development and implementation of long-term, multi-hazard mitigation measures. The Pre-Disaster Mitigation time frame is preferred and most appropriate for the reduction of risks and potential damages to the area. During this process, additional hazard identification may occur, and this time frame provides for mitigation strategy and implementation.
- **Post-Disaster Mitigation:** Post-Incident Mitigations Activities take place after an emergency situation has occurred. These activities are conducted in response to the emergency situation and are designed to reduce additional loss of life and property damage to facilities such as a repair to a broken water main. Mitigation opportunities, which may be identified that can aid in the reduction of potential damage from future incidents are incorporated into updates to the Mitigation Annex.

Appropriate Mitigation Measures: Mitigation actions that balance the cost of implementation against the potential cost of continued damages, if such measures are not taken. Mitigation measures should be less costly to implement than the damages they are intended to prevent. Floodplain management, acquisition of flood-prone property, enhanced insurance coverage, and the adoption and enforcement of safe land use regulations and construction standards are considered as highly appropriate mitigation actions.

Area of Responsibility: The jurisdictional boundaries of Cumberland County.

Benefit/Cost: The ratio between the costs of implementing a mitigation project versus the benefits (amount of future cost savings) potentially achieved. Projects funded under the Hazard Mitigation Grant Program (HMGP) or Post-Disaster Mitigation (PDM) grants must have a B/C of 1 to 1 or greater.

Disaster: A hazard caused incident that results in widespread or severe damage, injury or loss of life, property or resources, and exceeds the recovery capabilities of a jurisdiction. Disaster assistance provided by the Federal or State government is intended to supplement local government resources and enhance recovery capabilities to achieve a speedy and efficient return to pre-incident conditions.

Disaster-Resistant Community: A community, which makes a commitment to recognize the threats posed by natural and human-made hazards to its whole community and mission. It formulates policies, programs, and practices to assess its risk and implements actions to mitigate its impacts.

Flood Mitigation Assistance (FMA): FMA provides funds for planning and projects to reduce or eliminate the risk of flood damage to buildings that are insured under the National Flood Insurance Program (NFIP) on an annual basis.

Hazard Analysis: A document that provides a risk-based quantitative method of determining mitigation and preparedness priorities and consists of a hazard assessment, vulnerability assessment, and risk assessment. A Hazard Analysis identifies vulnerabilities and risks within Cumberland and is a living document that is reviewed and updated regularly.

Hazard Incident: Any occurrence in which people and/or property are adversely affected by the consequences of a natural, technological, or security-related hazard.

Hazard Mitigation: Sustained actions taken to eliminate or reduce long-term risk to people and property from hazards and their effects. The goal of mitigation is to save lives and reduce damages to property, infrastructure, and the environment and, consequently, to minimize the costs of future disaster response and recovery activities.

Hazard Mitigation Grants: These are federal mitigation grant programs that provide federal cost-share funds to develop and implement vulnerability and risk reduction actions.

Hazard Mitigation Grant Program (HMGP): Authorized under Section 404 of the Stafford Act; provides funding for cost-effective post-disaster hazard mitigation projects that reduce the future potential of loss of life and property damage.

Hazard Mitigation Plan (HMP): A document that outlines the nature and extent of vulnerability and risk from natural hazards present in a jurisdiction and describes the actions required to minimize the effects of those hazards. A hazard mitigation plan also describes how prioritized mitigation measures will be funded and when they will be implemented. The area of coverage for an HMP is based on commonly shared hazards, needs, and capabilities; plans may be prepared for a single organization such as a city, as a countywide plan, or on a regional basis.

Risk Factors: A group of identifiable facts and assumptions concerning the impact of specific or associated hazards. An analysis of interrelated risk factors provides a means to determine the degree (magnitude) of risk produced by a particular hazard or an incident and, consequently, provides a means to determine the priority of mitigation planning and implementation activities.

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INTRODUCTION

BACKGROUND

In considering the threats and hazards facing the Cumberland County Emergency Planning Team (EPT), members reviewed the full range of hazards suggested under the Federal Emergency Management Agency (FEMA) planning guidance, then narrowed that list to those hazards identified by Cumberland County as a starting point. Through available historical data and open-source information from federal and state agencies, Cumberland County Emergency Management further refined the list to include those threats of the greatest likelihood of occurrence and potential impact severity (minor, major, catastrophic). The threats identified have been ranked by likelihood and potential impact severity for each identified hazard.

In general, there are three (3) main categories of hazards including: natural, human-caused, technological, and other. The hazard identified as “other” has been revised to reflect public health hazards to include pandemics.

Natural hazards are hazards related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations. They include flooding, coastal storms/hurricanes, earthquakes, and severe storms/tornadoes and rain.

Human-caused hazards are hazards that arise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Technological hazards refer to hazards originating from technological or industrial accidents, infrastructure failures, or certain human activities such as dam/levee failures, utility outages, gas leaks, and hazardous materials (HazMat) spills.

Public Health Emergency is defined by the World Health Organization (WHO) as an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability (WHO/CDC, 2001). A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency. The declaration of a State of Public Health Emergency permits the Governor to suspend state regulations and/or change the functions of state agencies¹.

Fires and explosions can fall into one or more categories depending on their origin. A hazard's potential impact(s) determine the actions needed to mitigate their effects as well as the capabilities and resources required for response and recovery. All-hazards planning is based on the ability to manage the consequences posing the greatest challenges to the area's capabilities and resources. With that achieved, Cumberland can cope with any type of incident as illustrated below in the Threat and Hazard Analysis.

¹<https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20>

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	(SEE BELOW)	LIMITED/MODERATE/MAJOR
Winter Weather	Highly Likely	Major
Power outages	Highly Likely	Major
Flooding	Likely	Moderate
Public Health	Likely	Major
Hazardous Materials (HazMat)	Likely	Moderate
Tornadoes	Likely	Major
Hurricanes	Likely	Major
Civil Disorder	Unlikely	Limited
Pipeline Accidents	Unlikely	Major
Terrorism	Unlikely	Major

Table 1– Threats and Hazards Summary

PURPOSE

The purpose of the Mitigation Annex is to identify immediate actions to reduce death, injuries, and property losses to Cumberland facilities caused by natural and/or human-caused hazards by avoiding or lessening the impact of a disaster.

SCOPE

This Annex identifies hazards based on past history of disasters as outlined in the EOP which focuses on those hazards classified as minor, major, or catastrophic potential impacts to the area. This Annex provides goals, objectives, strategies, and appropriate mitigation measures or actions for reducing future losses within the County.

MITIGATION OBJECTIVES

- Identify ways to prevent or reduce the impacts of newly discovered hazards.
- Maintain hazard mitigation as an ongoing element of the Emergency Management program.
- Initiate mitigation activities at any time as appropriate and as needed to assist the “Whole Community” in Cumberland County.

PLANNING ASSUMPTIONS

- **Pro-Active Process** – Cumberland is currently taking pro-active measures and implementing improvements where identified in the Threat and Hazard Analysis. Cumberland’s ability to continue with process identification and improvement implementation has been considered.

- **Probability of Occurrence** - The likelihood of hazard-specific occurrence was estimated by examining the historic record and/or calculating the probability of annual occurrence.
- **Impact** - The potential impacts sustained by hazards outlined in this Annex were considered. Impacts to county assets and Cumberland's ability to mitigate against potential hazards were utilized in the creation of the Hazard Specific Mitigation Activity Roles and Responsibilities.
- **Warning Time** - The timeframe associated with an upcoming hazard-specific event. The activities addressed in this Annex included mitigation efforts for both notice and no-notice disasters. If proper mitigation activities are conducted on a regular basis and identified issues are corrected, both notice and no-notice disaster impacts should be lessened.
- **Changing Future Conditions** - This Annex is a living document and updates should be completed as necessary. The understanding that the County will grow and expand its departmental programs and services, buildings, facilities, etc. has been considered.

CONCEPT OF OPERATIONS

ORGANIZATION

It is the responsibility of all Cumberland County Departments to conduct mitigation activities within their scope of responsibility regularly. The success of the County's mitigation efforts relies upon being proactive and interdepartmental cooperation in addressing mitigation.

DIRECTION AND CONTROL

INITIAL MITIGATION CONSIDERATIONS AND ACTIONS

- Receive a situation briefing from Cumberland Emergency Management to understand the pending hazard and potential consequences.
- Departments conduct initial site/area surveys to identify immediate mitigation actions.
- Following a disaster situation, assess damaged buildings and facilities to identify mitigation opportunities that may prevent future damage.
- Evaluate the effectiveness of previously implemented mitigation actions.
- Review and develop procedures, adhere to building codes and develop standards to minimize the occurrence/impact of a hazard.

HAZARD-SPECIFIC MITIGATION ACTIVITY ROLES AND RESPONSIBILITIES

To address the differences in mitigation activities for different hazards, the checklists beginning on the following page are organized by specific hazard, with department/role-specific actions.

FLOODING

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Elevate equipment and supplies above expected flood levels <input type="checkbox"/> Label and secure essential records <input type="checkbox"/> Arrange for the evacuation of records to back up facilities <input type="checkbox"/> Relocate essential functions/services to off-site locations and activate COOP as appropriate <input type="checkbox"/> Communicate situational awareness and mitigation actions to Emergency Management
Emergency Management	<input type="checkbox"/> Test county-wide alerts and notifications for flooding <input type="checkbox"/> Provide county-wide safety alerts and notifications
Public Works	<input type="checkbox"/> Apply sandbags if possible or other waterproofing material <input type="checkbox"/> Cover equipment and other supplies with a plastic barrier to prevent water damage <input type="checkbox"/> Ensure drains are clear for de-watering purposes <input type="checkbox"/> Arrange for backup power <input type="checkbox"/> If necessary, place de-watering pumps at needed locations
Law Enforcement	<input type="checkbox"/> Evaluate roadways for flooding risk and coordinate with VDOT <input type="checkbox"/> Re-route and/or close public access to flooded areas <input type="checkbox"/> Provide county-wide updates and roadway changes <input type="checkbox"/> Ensure flooded areas are marked appropriately to not allow access
Planning and Zoning	<input type="checkbox"/> Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk <input type="checkbox"/> Adopt land-use regulations and building standards to ensure people build safely and reduce risk to themselves or others <input type="checkbox"/> Identify any possible rewards that builders and residents may obtain for participating in mitigation efforts and desirable behaviors and actions
Information Technology	<input type="checkbox"/> Back up computer and information systems
Building Inspections	<input type="checkbox"/> Ensure county-owned buildings and facilities are equipped to handle flooding incidents

HURRICANES

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Label and secure vital records <input type="checkbox"/> Arrange for the evacuation of records to a secure and dry location <input type="checkbox"/> Elevate equipment and supplies above projected flood levels <input type="checkbox"/> If needed, ensure the relocation of essential functions/services <input type="checkbox"/> Move items away from glass windows <input type="checkbox"/> Communicate situational awareness and mitigation actions to Emergency Management
Emergency Management	<input type="checkbox"/> Test county-wide safety alerts and notifications for tropical weather <input type="checkbox"/> Provide county-wide safety alerts and notifications <input type="checkbox"/> Ensure evacuation routes are known and communicated <input type="checkbox"/> Assess shelter capabilities
Public Works	<input type="checkbox"/> Apply storm shutters and board up windows and doors <input type="checkbox"/> Test back up power supply <input type="checkbox"/> Bring in outside equipment <input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Test de-watering pumps <input type="checkbox"/> If necessary, place de-watering pumps at needed locations <input type="checkbox"/> Bring in outside equipment and furniture <input type="checkbox"/> Take down any temporary shelters or tents <input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles <input type="checkbox"/> Ensure support staffing is provided to applicable areas
Human Resources	<input type="checkbox"/> Update and verify Cumberland County employee contact information
Parks and Recreation	<input type="checkbox"/> Apply storm shutters and board up windows and doors <input type="checkbox"/> Test back up power supply <input type="checkbox"/> Bring in outside equipment <input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Test de-watering pumps <input type="checkbox"/> If necessary, place de-watering pumps at needed locations <input type="checkbox"/> Bring in outside equipment and furniture <input type="checkbox"/> Take down any temporary shelters or tents

	<input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles <input type="checkbox"/> Ensure support staffing is provided to applicable areas <input type="checkbox"/> Post appropriate signing to close parks, picnic areas, and recreation facilities
Law Enforcement	<input type="checkbox"/> Secure evacuation routes <input type="checkbox"/> Provide additional sworn officers as needed
Information Technology	<input type="checkbox"/> Back up computer and information systems
Planning and Zoning	<input type="checkbox"/> Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk <input type="checkbox"/> Adopt land-use regulations and building standards to ensure people build safely and reduce risk to themselves or others <input type="checkbox"/> Identify any possible rewards that builders and residents may obtain for participating in mitigation efforts and desirable behaviors and actions

SEVERE STORMS/TORNADOES/WIND EVENTS

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Move items away from glass windows <input type="checkbox"/> Secure outdoor objects that could cause damage or injury <input type="checkbox"/> Communication situational awareness and mitigation actions to Emergency Management
Emergency Management	<input type="checkbox"/> Test county-wide safety alerts and notifications for severe storms/tornadoes <input type="checkbox"/> Provide county-wide safety alerts and notifications
Public Works	<input type="checkbox"/> Bring in outside equipment <input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles <input type="checkbox"/> Bring in outside equipment and furniture <input type="checkbox"/> Take down any temporary shelters or tents <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles
Parks and Recreation	<input type="checkbox"/> Bring in outside equipment <input type="checkbox"/> Trim back tree limbs and branches that could fall during high winds <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles <input type="checkbox"/> Bring in outside equipment and furniture <input type="checkbox"/> Take down any temporary shelters or tents <input type="checkbox"/> Locate and secure any outdoor items that could potentially become projectiles
Planning and Zoning	<input type="checkbox"/> Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk <input type="checkbox"/> Adopt land-use regulations and building standards to ensure people build safely and reduce risk to themselves or others <input type="checkbox"/> Identify any possible rewards that builders and residents may obtain for participating in mitigation efforts and desirable behaviors and actions

WINTER WEATHER

Responsible Discipline	Mitigation Actions
All Departments	<ul style="list-style-type: none"> <input type="checkbox"/> Create/maintain list of critical personnel with POC information <input type="checkbox"/> Implement staffing/shift adjustments as needed <input type="checkbox"/> Ensure vehicles are equipped with appropriate snow related equipment (chains, shovel, kitty litter/sand etc.) <input type="checkbox"/> Train personnel on operation/donning/removal of snow related equipment to include tire chains <input type="checkbox"/> Document all storm-related expenses <input type="checkbox"/> Provide EOC personnel on request/as needed
Emergency Management	<ul style="list-style-type: none"> <input type="checkbox"/> Develop/Maintain/Exercise Winter-Storm Response related hazard annex <input type="checkbox"/> Coordinate Winter-Storm related response/recovery actions <input type="checkbox"/> Manage locality Emergency Operations Center (EOC) in-person and/or virtual <input type="checkbox"/> Submit locality Situation Reports to State OEM as needed/required <input type="checkbox"/> Submit Damage-Assessment related information to State as needed <input type="checkbox"/> Notify departments to maintain and test backup generators (portable & fixed) <input type="checkbox"/> Provide storm related weather briefing to departments as needed <input type="checkbox"/> Provide storm related documentation requirements to departments as needed
Fire/EMS	<ul style="list-style-type: none"> <input type="checkbox"/> Create/maintain list of critical personnel with POC information <input type="checkbox"/> Implement staffing/shift adjustments as required <input type="checkbox"/> Ensure vehicles are equipped with appropriate snow related equipment (chains, shovel, kitty litter/sand etc.) <input type="checkbox"/> Train personnel on operation/donning/removal of snow related equipment to include tire chains <input type="checkbox"/> Document all storm-related expenses <input type="checkbox"/> Provide EOC personnel on request/as needed
Law Enforcement	<ul style="list-style-type: none"> <input type="checkbox"/> Create/maintain list of critical personnel with POC information <input type="checkbox"/> Implement staffing/shift adjustments as required <input type="checkbox"/> Ensure vehicles are equipped with appropriate snow related equipment (chains, shovel, kitty litter/sand etc.) <input type="checkbox"/> Train personnel on operation/donning/removal of snow related equipment to include tire chains <input type="checkbox"/> Document all storm-related expenses

	<ul style="list-style-type: none"> <input type="checkbox"/> Provide EOC personnel on request/as needed
Public Works	<ul style="list-style-type: none"> <input type="checkbox"/> Create/maintain list of trained critical personnel with POC information <input type="checkbox"/> Establish snow removal plan priorities (roads, sidewalks, parking lots, facilities) <input type="checkbox"/> Create an equipment inventory for critical snow removal equipment <input type="checkbox"/> Obtain/contract for sufficient critical materials (sand, salt, brine solution) <input type="checkbox"/> Maintain and perform snow removal equipment tests and preventative maintenance (plows, spreaders, blowers, chainsaws etc.) <input type="checkbox"/> Maintain and test backup generators (portable & fixed) <input type="checkbox"/> Train personnel on operation of snow removal equipment <input type="checkbox"/> Implement staffing/shift adjustments as required (incident based) <input type="checkbox"/> Document all storm-related expenses <input type="checkbox"/> Provide EOC personnel on request/as needed
Parks and Recreation	<ul style="list-style-type: none"> <input type="checkbox"/> Create/maintain list of trained critical personnel with POC information <input type="checkbox"/> Establish snow removal plan priorities (roads, sidewalks, parking lots, facilities) <input type="checkbox"/> Create an equipment inventory for critical snow removal equipment <input type="checkbox"/> Obtain/contract for sufficient critical materials (sand, salt, brine solution) <input type="checkbox"/> Maintain and perform snow removal equipment tests and preventative maintenance (plows, spreaders, blowers, chainsaws etc.) <input type="checkbox"/> Maintain and test backup generators (portable & fixed) <input type="checkbox"/> Train personnel on operation of snow removal equipment <input type="checkbox"/> Implement staffing/shift adjustments as required (incident based) <input type="checkbox"/> Document all storm-related expenses <input type="checkbox"/> Provide EOC personnel on request/as needed

HAZARDOUS MATERIALS

Responsible Discipline	Mitigation Actions
All Departments	<ul style="list-style-type: none"> <input type="checkbox"/> If applicable, maintain and update HazMat location and inventory <input type="checkbox"/> If applicable, maintain and update Safety Data Sheets (SDS) <input type="checkbox"/> If applicable, ensure to communicate all departmental HazMat to Fire-Recue <input type="checkbox"/> If applicable, ensure departmental training is conducted on safe handling, usage, and storage of HazMat <input type="checkbox"/> If applicable, ensure proper Personal Protective Equipment (PPE) is maintained for all HazMat
Emergency Management	<ul style="list-style-type: none"> <input type="checkbox"/> Determine HazMat disaster risks <input type="checkbox"/> Test county-wide safety alerts and notifications for HazMat <input type="checkbox"/> Provide county-wide safety alerts and notifications
Public Works	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain Safety Data Sheets (SDS) for all hazardous materials on-hand <input type="checkbox"/> Ensure training is conducted on safe handling, usage, and storage of HazMat <input type="checkbox"/> Ensure to maintain proper Personal Protective Equipment (PPE) for HazMat
Fire/EMS	<ul style="list-style-type: none"> <input type="checkbox"/> Inventory response and medical supplies and order items as needed <input type="checkbox"/> Test county-wide response times <input type="checkbox"/> Continue to conduct scenario-based training <input type="checkbox"/> Ensure training is conducted on safe handling, usage, and storage of HazMat <input type="checkbox"/> Ensure departments have and maintain proper Personal Protective Equipment (PPE) for HazMat
Parks and Recreation	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain Safety Data Sheets (SDS) for all hazardous materials on-hand <input type="checkbox"/> Ensure training is conducted on safe handling, usage, and storage of HazMat <input type="checkbox"/> Ensure to maintain proper Personal Protective Equipment (PPE) for HazMat

CATASTROPHIC INFRASTRUCTURE FAILURE

Responsible Discipline	Mitigation Actions
Emergency Management	<input type="checkbox"/> Maintain relationships and contacts with vendors and third-party utility providers
Public Works	<input type="checkbox"/> Ensure proper water delivery systems are clean and operational <input type="checkbox"/> Perform regularly scheduled maintenance to electrical power systems <input type="checkbox"/> Test back up power supply <input type="checkbox"/> Inspect and conduct regularly scheduled natural gas supply systems tests <input type="checkbox"/> Ensure proper lockout/tagout procedures are in place and utilized
Information Technology	<input type="checkbox"/> Test and maintain Information Security and Network Security systems
Parks and Recreation	<input type="checkbox"/> Ensure proper water delivery systems are clean and operational <input type="checkbox"/> Perform regularly scheduled maintenance to electrical power systems <input type="checkbox"/> Test back up power supply <input type="checkbox"/> Inspect and conduct regularly scheduled natural gas supply systems tests <input type="checkbox"/> Ensure proper lockout/tagout procedures are in place and utilized

TERRORISM (FOREIGN/DOMESTIC)

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Ensure doors are always secured after access <input type="checkbox"/> Maintain day-to-day situational awareness <input type="checkbox"/> Report any suspicious activity to law enforcement <input type="checkbox"/> Report any safety and security concerns to law enforcement <input type="checkbox"/> Ensure completion of Emergency Management assigned and identified mitigation activities <input type="checkbox"/> Communicate situational awareness and mitigation actions to Emergency Management
Emergency Management	<input type="checkbox"/> Ensure day-to-day situational awareness and monitor local, state, and federal issues and activities <input type="checkbox"/> Conduct/review threat assessment <input type="checkbox"/> Identify the value of a building/facility's assets <input type="checkbox"/> Conduct/review vulnerability assessment <input type="checkbox"/> Conduct/review risk assessment <input type="checkbox"/> Review current mitigation efforts and update as needed based upon risk assessment <input type="checkbox"/> Ensure departmental mitigation activities have been assigned and completed
Law Enforcement	<input type="checkbox"/> Assess and identify potential gaps and vulnerabilities in overall security <input type="checkbox"/> If identified, provide additional security mitigation tasking to appropriate departments <input type="checkbox"/> Establish additional patrols in areas identified as vulnerable to public safety
Public Works	<input type="checkbox"/> Make repairs to locks, lighting and other systems when identified <input type="checkbox"/> Identify and repair buildings and facilities with noted deficiencies
Building Inspections	<input type="checkbox"/> Identify and repair buildings and facilities with noted deficiencies
Fire/EMS	<input type="checkbox"/> Inventory medical supplies and order items as needed <input type="checkbox"/> Test county-wide response times <input type="checkbox"/> Continue to conduct scenario-based training
Planning and Zoning	<input type="checkbox"/> Ensure site restrictions, codes, and ordinances are in place and enforced prohibiting access to restricted areas and sites

CIVIL DISORDER

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Ensure doors are always secured after access <input type="checkbox"/> Report any suspicious activity to law enforcement <input type="checkbox"/> Report any safety and security concerns to law enforcement <input type="checkbox"/> Report lighting issues, broken doors/handles, window issues, etc. <input type="checkbox"/> Maintain day-to-day situational awareness <input type="checkbox"/> Communication situational awareness and mitigation actions to Emergency Management
Emergency Management	<input type="checkbox"/> In coordination with law enforcement agencies, ensure the assessment and identification of potential gaps and vulnerabilities in overall security <input type="checkbox"/> If identified, provide additional security mitigation tasking to appropriate departments
Law Enforcement	<input type="checkbox"/> Assess and identify potential gaps and vulnerabilities in overall security <input type="checkbox"/> If identified, provide additional security mitigation tasking to appropriate departments <input type="checkbox"/> Establish additional patrols in areas identified as vulnerable to public safety
Public Works	<input type="checkbox"/> Make repairs to locks, lighting and other systems when identified <input type="checkbox"/> Identify and repair buildings and facilities with noted deficiencies
Parks and Recreation	<input type="checkbox"/> Make repairs to locks, lighting and other systems when identified <input type="checkbox"/> Identify and repair buildings and facilities with noted deficiencies <input type="checkbox"/> Ensure all safety precautions are in place to manage civil unrest at all parks and recreation facilities and sites
Building Inspections	<input type="checkbox"/> Identify and repair buildings and facilities with noted deficiencies
Fire/EMS	<input type="checkbox"/> Inventory medical supplies and order items as needed <input type="checkbox"/> Test county-wide response times <input type="checkbox"/> Continue to conduct scenario-based training
Planning and Zoning	<input type="checkbox"/> Ensure all ordinances and codes are enforced preventing the misuse of land and sites

PIPELINE ACCIDENTS

Responsible Discipline	Mitigation Actions
All Departments	<input type="checkbox"/> Promote Pipeline awareness through education classes and outreach programs <input type="checkbox"/> Create One-Call systems for all excavators to call before you dig
Emergency Management	<input type="checkbox"/> Identifying land use and developments near transmission pipelines <input type="checkbox"/> Coordinate with Public Works in making a pipeline map, which categorizes pipelines by function <input type="checkbox"/> Coordinate with Public works for implementing pipeline regulations from the U.S. Department of Transportation (DOT), Virginia Department of Transportation (VDOT), and Pipeline Hazardous Materials Safety Administration (PHMSA) <input type="checkbox"/> Identify outside natural hazards that could affect pipelines <input type="checkbox"/> Coordinate with pipeline operators and organizations
Public Works	<input type="checkbox"/> Identifying and excavating damaged pipeline <input type="checkbox"/> Identify land development near pipelines <input type="checkbox"/> Identify pipeline hazards
Law Enforcement	<input type="checkbox"/> Coordinate with Public Works for roadblocks needed during excavating <input type="checkbox"/> Coordinate with Emergency Management on a plan for pipeline emergencies <input type="checkbox"/> Enforce regulations on land use and development near pipelines
Fire and EMS	<input type="checkbox"/> Coordinate with Public Works and Emergency Management on plans for pipeline emergencies <input type="checkbox"/> Prepare and train individuals on the flammable and combustible products that can come from pipelines to include natural, gas, highly volatile liquids (HVLs) and refined petroleum
Parks and Recreation	<input type="checkbox"/> Identifying and excavating damaged pipeline <input type="checkbox"/> Identify land development near pipelines <input type="checkbox"/> Identify pipeline hazards

PUBLIC HEALTH AND PANDEMIC

Responsible Discipline	Mitigation Actions
All Departments	<ul style="list-style-type: none"> <input type="checkbox"/> Practice social distancing to include working from home if allowed <input type="checkbox"/> Ensure clean hygiene and handwashing practices <input type="checkbox"/> Ensure that all county personnel are wearing PPE correctly and all public health guidance and recommendations remain up to date <input type="checkbox"/> If necessary, be prepared to activate department lines of succession or activate COOP
Emergency Management	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain relationships and contacts with Department of Health <input type="checkbox"/> Monitor outbreak severity and heavily concentrated areas <input type="checkbox"/> Be prepared to seek services additional services from VDH as necessary or required <input type="checkbox"/> Assist with spreading public awareness and education on hand hygiene practices year-round <input type="checkbox"/> Provide public information on where flu shots are available <input type="checkbox"/> Ensure social distancing is practiced throughout the area
Fire/EMS	<ul style="list-style-type: none"> <input type="checkbox"/> Inventory response/medical supplies and order items as needed <input type="checkbox"/> Ensure adequate supply of PPE is on-hand <input type="checkbox"/> Review and update all equipment and PPE vendor supply contact lists <input type="checkbox"/> Conduct a PPE burn rate analysis to determine PPE needs <input type="checkbox"/> Test county-wide response times <input type="checkbox"/> Continue to conduct scenario-based training

ANNEX MAINTENANCE AND UPDATES

Cumberland County Emergency Management is responsible for the overall development and maintenance of the Mitigation Annex. The Cumberland County Director of Emergency Management, or their designee, will ensure the Annex is reviewed and updated by each involved department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency situation or exercise.

The Mitigation Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies in mitigation activities identified through actual emergency response operations, drills, exercises, and through changes in the County's organizational structure, technological changes, etc. Annex updates will be documented on **Attachment 2: Proposed Change to Mitigation Annex Form**.

ATTACHMENT 1: MITIGATION CORRECTIVE ACTION FORM

Instructions: This form is used to document, report, and act on identified mitigation concerns (i.e., broken windows, CCTV cameras, door locks, lighting, standing water). Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov. The issue will be tracked and routed to the appropriate department for action.

MITIGATION CORRECTIVE ACTION FORM		Date:	
Name:		Department:	
Phone:		Email:	
ISSUE IDENTIFIED			
Location:		Description of the issue:	
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE			
Reviewed by:		Department referred to:	
Corrective Action Needed:			
RESOURCES		UNIT COST	QUANTITY
			LINE TOTAL
Labor:			
Parts:			
Supplies:			
		TOTAL COST ESTIMATE	
Additional Notes or Instructions:			Approved by:

ATTACHMENT 2: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used for a change to the Mitigation Annex. Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov.

MITIGATION ANNEX CHANGE FORM	
Name:	Date:
Phone:	Department:
	Email:
CHANGE REQUESTED	
Annex Page(s)	Reason for Change:
	Proposed Change Language:
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:	
<input type="checkbox"/> Recorded in Record of Changes Date: <input type="checkbox"/> Updated Annex Sent to Plan Holders	



County of Cumberland Virginia

Emergency Operations Plan Annex B: Preparedness



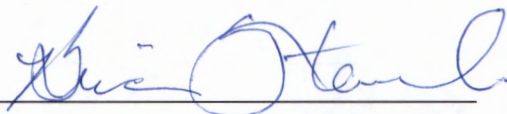
January 2021

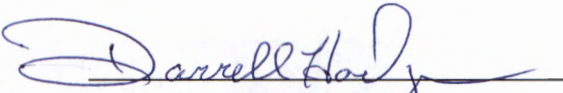
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PLAN DOCUMENTATION

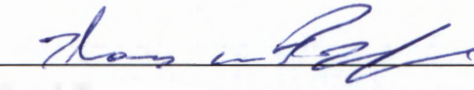
APPROVAL

This Preparedness Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Cumberland County Director of Emergency Management, or their designee to serve as the Emergency Manager, modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.


Chair, Cumberland County Board of Supervisors


Sheriff, Cumberland County


County Administrator, Cumberland County


Chief, Emergency Management Coordinator,
Cumberland County Fire and EMS

AUTHORITIES, REFERENCES, AND ACRONYMS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Cumberland County Emergency Manager.

RELATED AUTHORITIES

- Homeland Security Presidential Directive (HSPD) 5, "Management of Domestic Incidents" requiring the development of the National Incident Management System (NIMS) and directing the use of the NIMS as a condition of receiving federal preparedness funding

ACRONYMS

AAR	After-Action Report
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPG	Emergency Policy Group
EPT	Emergency Planning Team
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
HMP	Hazard Mitigation Plan
ICS	Incident Command System
IP	Improvement Plan
MYTEP	Multi-Year Training and Exercise Plan
NIMS	National Incident Management System
NOAA	National Oceanic Atmospheric Administration
POETE	Planning, Organization, Equipment, Training, and Exercise focus areas
SOP	Standard Operating Procedures
SPR	Stakeholder Preparedness Review
TEP	Training and Exercise Plan
THIRA	Threat Hazard Identification and Risk Assessment
TTX	Tabletop Exercise

DEFINITIONS

Core Capabilities: FEMA has defined 32 core capabilities needed to achieve all the elements of the National Preparedness Goal. These capabilities are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal grouped the capabilities into five mission areas (Prevention, Preparedness, Mitigation, Response, and Recovery), based on where they most logically fit. Some fall into only one mission area, while some others apply to several mission areas.

Cumberland County Community: The Cumberland County Community is defined as the Staff, Residents, Businesses, and Visitors of County-owned buildings and facilities.

Drills: A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills.

Functional Exercise: Functional Exercises (FEs) are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

Full-Scale Exercise: Full-Scale Exercises (FSE) are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Games: A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

Multi-Year Training and Exercise Plan: A Multi-Year Training and Exercise Plan (MYTEP) documents Cumberland County's overall training and exercise program priorities for a specific multi-year time period. The MYTEP identifies the training and exercises that will help the County build and sustain the core capabilities needed to address its training and exercise program priorities.

Seminars: Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.

Tabletop Exercise: A tabletop exercise (TTX) is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident.

Workshops: Workshops involve more participant interactions than a seminar and more focus is placed on achieving or building a product.

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INTRODUCTION

BACKGROUND

The Cumberland County Emergency Operations Plan (EOP) contains detailed responsibilities and tasks to be performed by County departments and other stakeholders during an emergency. Departments and personnel with disaster prevention/mitigation, response, recovery, and/or continuity of operations roles must prepare themselves for their responsibilities to ensure a prompt, appropriate response. Preparation should include training personnel with policies, plans, and procedures; conducting or participating in exercises; and, as appropriate, acquiring equipment or supplies.

Cumberland County Emergency Management is responsible for providing preparedness education to the community (staff, residents, vendors/businesses, and visitors) to increase resilience and reduce the impacts of disasters and emergencies. The ultimate goal is to help them to become self-sufficient.

Cumberland County has developed and will maintain the EOP to provide a framework of preparedness throughout the five Mission Areas (Prevention, Protection, Mitigation, Response, and Recovery).

PURPOSE

This Annex catalogs the programs and initiatives that prepare Cumberland County to manage emergencies efficiently and effectively prevent or minimize disruptions to Cumberland County, its programs, and the services provided to the Whole Community.

SCOPE

Cumberland County preparedness programs and initiatives are those that focus on improving the readiness and resiliency of the Cumberland County community. These programs and initiatives have been organized by the five preparedness elements referred to as POETE, which is an acronym for Planning, Organization, Equipment, Training, and Exercise.

Cumberland County preparedness programs include:

- **Planning** to address the range of threats and hazards likely to impact the County;
- Development and maintenance of the emergency management **Organization** and structure;
- Identification, acquisition, and maintenance of **Equipment** to support all phases of emergency management;
- **Training** and education tailored to the needs of the various stakeholder groups; and,
- **Exercises** to reinforce plan familiarization and test the plans.

OBJECTIVES

- Develop plans, policies, and procedures that will allow Cumberland County, its departments, and stakeholders to integrate their respective capabilities into a county-wide emergency response and recovery effort.
- Build an emergency management organization that engages the whole community.
- Be adequately equipped to respond and recover from emergencies and disasters effectively.
- Train emergency management personnel and provide community disaster education.
- Validate their readiness for an emergency through internal drills and participation in ongoing preparedness training.
- Exercise results will be documented, and recommendations implemented to improve Cumberland County's preparedness for an emergency.
- Revise this Annex as required to address identified gaps and build or sustain capabilities.

CONCEPT OF OPERATIONS

Cumberland County Emergency Management is responsible for the coordination of the County's preparedness efforts and activities. Although Cumberland County Emergency Management coordinates the process, Cumberland County Departments are responsible for regularly engaging in preparedness activities as described in this Annex. Through personal and county preparedness, Cumberland County will be ready to face any emergency or disaster with confidence.

GENERAL PREPAREDNESS ACTIVITIES

Cumberland County Emergency Management takes an active role in emergency preparedness. The Cumberland County preparedness program will include ongoing preparedness activities including:

- Conduct a Threat and Hazard Identification and Risk Assessment (THIRA) to inform the Hazard Mitigation planning process, identify capability gaps, and shape ongoing preparedness priorities.
- Conduct an annual Stakeholder Preparedness Review (SPR) to address the gaps identified in the THIRA.
- Develop and maintain emergency plans to guide all phases of emergency management and address gaps identified in the THIRA and SPR.
- Deliver disaster education materials and programs to encourage the preparedness of the entire Cumberland County community.
- Develop and maintain a Multi-Year Training and Exercise Plan (MYTEP).
- Provide basic and role-based emergency management training.
- Conduct exercises to reinforce training, test the effectiveness of emergency plans, policies, and procedures, and identify areas for improvement.

PLANNING

Cumberland County Emergency Management Planning follows the 6-step process established by FEMA's Comprehensive Planning Guide-101 (CPG-101).

In *Step 1 – Form a Collaborative Planning Team*, potential planning team members are identified. In Cumberland County, the Cumberland County Emergency Planning Team (EPT) is comprised of stakeholders from across the County, which provides subject matter expertise and input in developing emergency management plans and serve in support roles during a disaster.

In *Step 2 – Understand the Situation*, the EPT will conduct an assessment to identify:



Figure 1– Planning Cycle

- What threats and hazards exist?
- What are the potential consequences of the threats and hazards?
- What capabilities does Cumberland County need to respond and recover from the consequences?
- What gaps exist between our current capabilities and our desired capabilities?
- How do we address the gaps?

The EPT will use FEMA's Threat and Hazard Identification and Risk Assessment (THIRA) to conduct this assessment

In *Step 3 - Determine Goals and Objectives*, FEMA's Stakeholder Preparedness Review (SPR) tools will assist the EPT in analyzing the results of the THIRA to determine the goals and objectives for Cumberland County disaster plans.

The THIRA and SPR help identify the threats and hazards of the most significant concern, determine the capability targets (goals) needed to be prepared against the current capability (gaps), and identifies actions to address the gaps. The THIRA should be completed once every three years, along with an annual SPR to identify what capabilities were lost, sustained, or improved. Whereas the EOP and other annexes can be updated on a less frequent basis, components of the Preparedness Annex should be reviewed and updated annually to make course corrections based on the itemized progress update obtained from the SPR.

Capabilities-based planning addresses the uncertainty of the number and type of hazards or threats Cumberland County may encounter by using a wide range of possible scenarios to address all hazards. With the all-hazards approach, plans address the consequences of worst-case scenarios of the highest-ranked threats and hazards.

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazards Identification	Infrastructure Systems	
Interdiction and Disruption			Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Public Health, Healthcare, and Emergency Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Natural and Cultural Resources
Screening, Search, and Detection				
Forensics and Attribution	Access Control and Identity Verification Cybersecurity Physical Protective Measures Risk Management for Protection Programs and Activities Supply Chain Integrity and Security			

Figure 2- FEMA Core Capabilities and Mission Areas

To assist in determining what capabilities are needed, FEMA has identified the 32 capabilities illustrated in **Figure 1: FEMA Core Capabilities and Mission Areas**.

In *Step 4 – Plan Development*, courses of action for meeting the goals and objectives are identified based on Cumberland County capabilities and resources.

In *Step 5 – Plan Preparation, Review, and Approval*, the draft plans are reviewed by the EPT and Executive Policy Group (EPG) and vetted with representatives from the Cumberland County community in a scenario-driven facilitated walkthrough of the plans. The final plans are approved by the Cumberland County Board of Supervisors and promulgated as policy.

However, planning is an ongoing process that reflects the information and understanding of Cumberland County at the time of writing. In effect, they are living ever-changing documents and should be revised as new information emerges and lessons are learned.

In *Step 6 – Plan Refinement and Execution*, a strategy is established for testing the plan with a timeline to review and keep plans relevant and up to date. This is discussed in greater detail in the Training and Exercise sections of this document. The preparedness update schedule is found in **Attachment 1: Plan Maintenance**.

Assignment of Planning related tasks are found in the **Preparedness Tasks** section of this document.

ORGANIZATION

It is critical to Cumberland County preparedness that the organization is sufficient to meet our planning goals and objectives. Typically, disaster-resilient organizations practice an all-hazards approach to preparedness with a focus on the “Whole Community.” The whole community approach encourages individual preparedness and engaging with members of the community as collaborative resources. In addition to the EPT, the EPG, and Cumberland County Emergency Management, the whole community includes anyone with a stake in the success of our preparedness activities. Staff, residents, vendors/businesses, visitors, and partner organizations all have a role in ensuring this success. Each group within the whole community may have unique preparedness considerations and may also assist during the response and recovery from a disaster.

The EOP and its supporting annexes define the Emergency Management organization needed to be effective. Specifically, it defines the leadership and operational structure for emergency management and the number of personnel and skill sets required to support disaster response and recovery.

To achieve whole community readiness, Cumberland County Emergency Management provides general awareness “community” disaster education for staff of Cumberland County. With the relatively limited personnel supporting Cumberland County Emergency Management program, providing this type of education increases personal, family, and Cumberland County preparedness and resilience, allowing the Emergency Operations Center (EOC) to focus its activities on filling critical needs.

Assignment of Organization-related tasks are found in the
Preparedness Tasks section of this document.

EQUIPMENT

The **Equipment** component of preparedness refers to the equipment, systems, and supplies needed to carry out the functions and tasks identified in the emergency plans. **Attachment 3: Emergency Operations Center Activation Guidelines** provides a list of emergency management vendors with contact information and pricing. This list will be reviewed and updated annually.

Memoranda of Understanding (MOUs) with response partners are maintained as **Appendix A: Memoranda of Understanding**. MOUs will be reviewed annually and updated as appropriate.

Cumberland County Emergency Management has identified equipment, supplies, and technology support needed for EOC operations during activations, which can be found in **Attachment 3: Emergency Operations Center Activation Guidelines**.

SUPPORTING SYSTEMS

Cumberland County Emergency Management utilizes several tools to facilitate planning, response, alerting, and communications.

WebEOC is a web-based information management system that provides a single access point for the collection and dissemination of emergency or event-related information. WebEOC is utilized by Cumberland County to share real-time information before, during, and after an event or emergency. WebEOC is used in the county's EOC to coordinate assets and resources.

Cumberland County Emergency Management is the central point of communications during planned events and crisis situations. Cumberland County Emergency Management will represent the County to provide system-wide planning, coordination and interoperability both internally to Cumberland County and externally to stakeholders and partnerships.

Assignment of Equipment-related tasks are found in the **Preparedness Actions** section of this document.

TRAINING AND EXERCISES

GUIDING PRINCIPLES

Training and exercises, conducted regularly as part of a robust preparedness program, are critical to the County's ability to perform efficiently and effectively during a real-world incident. The industry standard is to conduct training and exercises in a "building block" fashion in which all training and exercises build upon one another to provide well-rounded preparation to all personnel. The following diagram illustrates this principal:

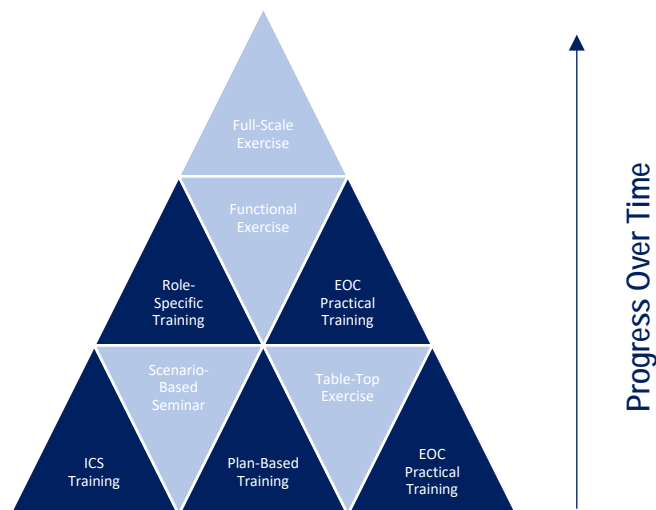


Figure 3– Building Block Approach

To identify and prioritize needed training and exercises, Cumberland County Emergency Management has developed a Multi-Year Training and Exercise Plan (MYTEP). It is considered a living document and will be updated annually based on the changing needs of Cumberland County. **The MYTEP can be found in Appendix B: Multi-Year Training and Exercise Plan.**

TRAINING

Training refers to educational courses that provide the knowledge and skills necessary for EPG and EPT members to perform the tasks of their assigned role, and responsibilities.

Training can be divided into the following categories:

- **Plan-based Training**– Plan-based training provides an orientation to relevant plans such as the County's EOP and its Annexes. Participants learn the types of information found in the Plans, how to locate necessary information within the Plans, and how the Plans relate to their roles and responsibilities.
- **ICS Training**– ICS Training provides an overview of the Incident Command System, how it works, how it can be applied to a real-world incident, and how it can be adapted to the jurisdiction's needs.
- **Role-Specific Training**– Role-specific training provides detailed instructions for performing a specific ICS role including relevant forms, processes, and guidelines.
- **Practical Training**– Practical training typically includes jurisdiction-specific procedures such as checking in at the EOC, obtaining work tools (i.e. computers, forms, reference documents, etc.), logging in to relevant systems from the EOC (i.e. EOC computers, WebEOC, the County's Network, role-specific systems, etc.)

At a minimum, Cumberland County Emergency Management will provide appropriate training to personnel with response and/or recovery responsibilities within the Emergency Operations Center (EOC).

In addition to the training and disaster education programs offered by Cumberland County Emergency Management, FEMA offers a variety of online independent study training courses. These training courses are located on FEMA's online training platform website: <https://training.fema.gov/is/>.

Assignment of Training-related tasks are found in the **Preparedness Tasks** section of this document.

EXERCISES

Exercises serve to reinforce training, stress the plans, and identify planning gaps and areas for improvement in a controlled environment rather than during an actual emergency.

Cumberland County utilizes the Homeland Security Exercise and Evaluation Program (HSEEP) as a model to plan, conduct, and evaluate disaster exercises. HSEEP provides a set of guiding principles for exercise programs as well as a common approach to exercise program management,

design, development, conduct, evaluation, and improvement planning. HSEEP exercise and evaluation doctrine is flexible, adaptable, and is for use by stakeholders across the whole community.

The HSEEP doctrine applies to exercises across the prevention, protection, mitigation, response, and recovery mission areas. Exercises are categorized as follows:

Discussion-Based Exercises	Operations-Based Exercises
Seminars – Informal discussion to orient participants to plans, policies, or procedures. Similar to a briefing.	Drills – Coordinated activity to test a single function in a single agency, such as a fire drill at a school.
Workshops – Discussion used to build specific products; more structured than a seminar. Two-way communication.	Functional Exercises – Activity to test command and control among coordination centers. No field assets (“Boots on Ground”).
Tabletop Exercises – Discussion of simulated scenarios to assess policies, plans, and procedures.	Full-Scale Exercises – Multi-agency, multi-function evaluation of command-and-control centers and field assets.
Games – Competitive simulation involving two or more teams.	

Table 1–Exercise Types

Exercises should progress in difficulty and complexity over time and should build on previous training and exercises. This will ensure participants do not get overwhelmed early on, allow participants to practice new knowledge and skills, and provide an opportunity for participants to face challenges in their roles in a safe learning environment.

Cumberland County Emergency Management will include all Cumberland County Departments and key personnel in its drills and exercises to test elements of the EOP, as appropriate. Following an exercise and if necessary, Cumberland County Emergency Management will update relevant plans, annexes, policies, or procedures to address any areas for improvement identified as part of the exercise.

Exercise Schedule: Exercises are planned on a 3-year cycle to determine if plans and procedures are current and comply with any changes to requirements. The MYTEP provides a detailed exercise schedule; however, at least one evaluated exercise should be planned each calendar year.

Department Participation: Departments with emergency responsibilities should participate to the fullest extent possible in Cumberland County exercises. When a department or function-specific drills are conducted, only the Departments responsible for those functions will participate.

Exercise Evaluation and Improvement Planning: Each exercise will be assessed to evaluate the effectiveness of current plans, policies, procedures, and training. An After-Action Report (AAR) will be developed for each exercise to identify strengths and areas for improvement objectively. Through this process, individual departments may be tasked with corrective actions, which will be recorded

and tacked in an Improvement Plan (IP). Cumberland County Emergency Management will work with each department to implement corrective actions.

Assignment of Exercise-related tasks are found in the
Preparedness Tasks section of this document.

PREPAREDNESS TASKS

PLANNING TASKS

Responsible Stakeholder	Actions
Whole Community	<ul style="list-style-type: none"> <input type="checkbox"/> Create a family disaster plan <input type="checkbox"/> Establish an out-of-state contact <input type="checkbox"/> Have an evacuation plan, learn the evacuation routes <input type="checkbox"/> Create a list of essential phone numbers <input type="checkbox"/> Establish weather alerts on personal cell phone <input type="checkbox"/> Establish a family/friend unification point <input type="checkbox"/> Familiarize yourself with potential hazards and threats and stay informed of emerging threats and notifications <input type="checkbox"/> Attend emergency preparedness education training when offered <input type="checkbox"/> Participate in planning initiatives to ensure stakeholder considerations are adequately addressed (i.e., disabilities, access and functional needs, etc.)
Emergency Management	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct a THIRA every three years to identify likely threats and hazards, provide context for their potential consequences, and identify capability targets within each mission area <input type="checkbox"/> Conduct an annual SPR to identify Cumberland County's current capabilities and goals, objectives, and strategies to address gaps <input type="checkbox"/> Establish a clear concept of operations including lines of authority and communications for disaster response and recovery activities <input type="checkbox"/> Engage the EPG and in the development and/or update of required emergency plans and annexes <input type="checkbox"/> Engage the Whole Community to ensure planning needs are addressed <input type="checkbox"/> Stay abreast of trends and best practices in emergency management
County Board of Supervisors	<ul style="list-style-type: none"> <input type="checkbox"/> Promulgate Cumberland County disaster plans and annexes
Emergency Policy Group (EPG)	<ul style="list-style-type: none"> <input type="checkbox"/> Provide a policy-level review of all Cumberland County disaster plans and annexes
Emergency Planning Team	<ul style="list-style-type: none"> <input type="checkbox"/> Serve as a member of the collaborative planning team for the development of Cumberland County disaster plans and annexes

	<input type="checkbox"/> Lead the development of any department-specific plans
All Departments	<input type="checkbox"/> Provide staff to participate in the development of Cumberland County disaster plans and annexes <input type="checkbox"/> Review and update Departmental COOP Annex on an annual basis <input type="checkbox"/> Participate in the review and update to all Cumberland County disaster plans and annexes

ORGANIZATION TASKS

Responsible Stakeholder	Actions
Whole Community	<input type="checkbox"/> Engage in Cumberland County-sponsored preparedness activities
Emergency Management	<input type="checkbox"/> Identify and engage stakeholder groups and members (whole community) through outreach activities <input type="checkbox"/> Recruit and engage members of the EPG and <input type="checkbox"/> Develop and maintain relationships with community response partners <input type="checkbox"/> Ensure Cumberland County and all departments understand the Emergency Management program and are engaged in their activities. <input type="checkbox"/> Develop and/or deliver community disaster education to strengthen the preparedness and resiliency of the Whole Community
Emergency Management Policy Group (EPG)	<input type="checkbox"/> Establish and enforce institutional policy for Emergency Management activities <input type="checkbox"/> Ensure the appropriate funding to support mitigation, preparedness, response, and recovery programs, services, and activities <input type="checkbox"/> Provide a policy-level review of all disaster plans and annexes
Emergency Planning Team	<input type="checkbox"/> Serve as a member of the collaborative planning team for the development of Cumberland County disaster plans and annexes <input type="checkbox"/> Lead the development of any department-specific plans
All Departments	<input type="checkbox"/> Foster a "disaster-resistant" Cumberland County by supporting and encouraging personal crisis and disaster preparedness <input type="checkbox"/> Encourage the participation of all departmental staff in disaster preparedness activities

EQUIPMENT TASKS

Responsible Stakeholder	Actions
Whole Community	<input type="checkbox"/> Develop and maintain personal and/or family disaster supplies kit
Emergency Management	<input type="checkbox"/> Maintain disaster plans, annexes, and procedures <input type="checkbox"/> Maintain updated contact information in the Code Red alerting system <input type="checkbox"/> Identify and maintain a list of equipment, supplies, and technology to support the Emergency Management Program and the operation of Cumberland County EOC (Attachment 3: Emergency Operations Center Activation Guidelines) <input type="checkbox"/> Work with assigned departments to ensure the testing and good working condition of generators, radio, telephone, IT systems, Cumberland County -wide fire, safety, and police/security systems
Law Enforcement	<input type="checkbox"/> Ensure testing and maintenance of radio and dispatch equipment <input type="checkbox"/> Maintain an inventory of replacement parts and spare radios
Fire/EMS	<input type="checkbox"/> Identify and maintain an inventory of medical equipment and supplies <input type="checkbox"/> Maintain inventory and location of all hazardous materials and containment/clean-up supplies
Public Works	<input type="checkbox"/> Conduct regularly scheduled testing of backup generators <input type="checkbox"/> Ensure an adequate inventory of parts and supplies for vehicle and equipment repair <input type="checkbox"/> Ensure an adequate supply of fuel for extended emergency use during hurricane season
Finance Departments	<input type="checkbox"/> Ensure an adequate supply of fuel for extended emergency use during hurricane season
Emergency Planning Team (EPT)	<input type="checkbox"/> Ensure a one-week supply of potable water and non-perishable food for response personnel during hurricane season

TRAINING TASKS

Responsible Stakeholder	Actions
Whole Community	<input type="checkbox"/> Participate in Cumberland County disaster education activities
Emergency Management	<input type="checkbox"/> Develop a Multi-Year (3) Training and Exercise Plan (MYTEP) with annual review and updates to determine the training needs in support of the Emergency Management Program <input type="checkbox"/> Arrange for or develop and deliver general and role-specific training for members of the EPG and EPT <input type="checkbox"/> Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for Hurricane season
All Departments	<input type="checkbox"/> Ensure all department staff are trained on the concepts of Cumberland County's EOP and support annexes, and in their particular department emergency and continuity of operations plans and procedures <input type="checkbox"/> Provide cross-training to ensure adequately trained personnel mission-essential departmental functions and services

EXERCISE TASKS

Responsible Stakeholder	Actions
Whole Community	<input type="checkbox"/> Participate in Cumberland County disaster preparedness drills and exercises
Emergency Management	<input type="checkbox"/> Develop a Multi-Year (3) Training and Exercise Plan (MYTEP) with annual review and updates to determine the exercise needs in support of the Emergency Management Program <input type="checkbox"/> Arrange for or develop and deliver at least one Cumberland County -wide exercise annually <input type="checkbox"/> Provide support for departmental drills <input type="checkbox"/> Engage response partners in Cumberland County - sponsored exercises <input type="checkbox"/> Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for Hurricane season
All Departments	<input type="checkbox"/> Ensure all department staff are trained on the concepts of Cumberland County's EOP and support annexes, and in

	<p>their particular department emergency and continuity of operations plans and procedures</p> <ul style="list-style-type: none"><input type="checkbox"/> Provide cross-training to ensure adequately trained personnel mission-essential departmental functions and services
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ATTACHMENT 1: PLAN MAINTENANCE SCHEDULE

PLAN MAINTENANCE AND UPDATE SCHEDULE

Assessment or Plan Component	Schedule
Threat and Hazard Identification and Risk Assessment (THIRA)	<input type="checkbox"/> Statistical and historical data maintained on an ongoing basis <input type="checkbox"/> Assessment is completed every three years
Stakeholder Preparedness Report (SPR)	<input type="checkbox"/> Analysis of capabilities lost, built, or sustained is completed annually
Emergency Operations Plan (EOP), support annexes and attachments	<input type="checkbox"/> EOP Base Plan and Annexes reviewed for minor updates annually; major updates and promulgation every four years <input type="checkbox"/> Attachments for base plan and annexes have ongoing updates as information changes and reviewed at least annually
Hazard Mitigation Plan (HMP)	<input type="checkbox"/> Statistical and historical data maintained on an ongoing basis <input type="checkbox"/> Plan is reviewed annually to update mitigation project status and changes in threats and hazards <input type="checkbox"/> Plan is updated and promulgated every 5 years
Continuity of Operations Plan (COOP) and Departmental Annexes	<input type="checkbox"/> Departmental COOP Annexes are reviewed and updated annually <input type="checkbox"/> Roll-up data is updated annually in the Cumberland County EOP
Multi-Year Training and Exercise Plan (MYTEP)	<input type="checkbox"/> Training schedule updated annually <input type="checkbox"/> MYTEP updated every year in preparation for the next 3 years.
After-Action Reports (AARs)	<input type="checkbox"/> After-Action Reports completed immediately following an exercise or real-world incident to memorialize best practices and areas for improvement, and corrective actions
Improvement Plan (IP)	<input type="checkbox"/> A master Improvement Plan is maintained on an ongoing basis to track agreed-upon corrective actions, responsible party/parties, and the timeline for completion

ATTACHMENT 2: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used to request a change to the Preparedness Annex. Please complete the top portion of the form and email to: sjohnson@cumberlandcounty.virginia.gov

PREPAREDNESS ANNEX CHANGE FORM		Date:
Name:		Department:
Phone:		Email:
CHANGE REQUESTED		
Annex Page(s)	Reason for Change:	
	Proposed Change Language:	
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE		
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Date: _____ <input type="checkbox"/> Updated Annex Sent to Plan Holders		

APPENDIX A: MEMORANDA OF UNDERSTANDING

This space has been provided to allow Cumberland County to attach any applicable Memoranda of Understanding (MOU) to this document.

APPENDIX B: MULTI-YEAR TRAINING AND EXERCISE PLAN

This space has been provided to allow Cumberland County to attach their Multi-Year Training and Exercise Plan to this document.



County of
Cumberland
Virginia

Emergency Operations Plan
Annex C: Response



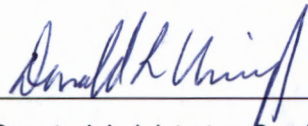
January 2021

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PLAN DOCUMENTATION

APPROVAL

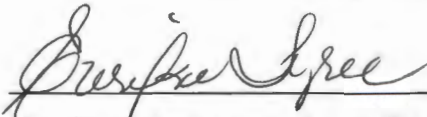
This Response Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Cumberland County Director of Emergency Management, or their designee to serve as the Emergency Manager, modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.



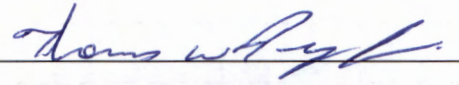
County Administrator, Cumberland County



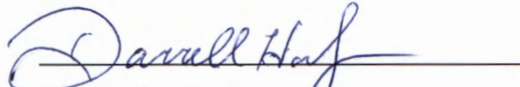
Chair, Cumberland County Board of Supervisors



Vice Chair, Cumberland County Board of Supervisors



Chief/Emergency Management Coordinator,
Cumberland County Fire-Rescue



Sheriff, Cumberland County

ACRONYMS

Legal authority to undertake the development of the Emergency Operations Plan (EOP) and subsequent actions in an emergency derives from the Cumberland County Board of Supervisors.

RELATED AUTHORITIES

See Authorities in the EOP for general authorities and references.

AC	Area Command
AAR	After Action Report
EPG	Emergency Policy Group
EOC	Emergency Operations Center
EPT	Emergency Planning Team
ESF	Emergency Support Functions
IAP	Initial Action Plan
IC	Incident Command or Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
LOFR	Logistics Officer
NIMS	National Incident Management System
PIO	Public Information officer
SITREP	Situation Report
SOFR	Safety Officer
UC	Unified Command
UOC	Unified Operations Center

DEFINITIONS

Area Command: Is an expansion of the incident command function, primarily designed to manage a very large incident that has multiple incident management teams assigned.

Emergency Operations Center: A specified location that serves as a focal point for emergency communications, information, and decision-making.

Emergency: An event that disrupts normal County operations and can potentially put County staff, residents, vendors/businesses, visitors, or property at risk.

Establishment and Transfer of Command: The command function needs to be clearly defined from the outset of incident operations. The organization that maintains principal jurisdictional authority appoints one person at the incident who is responsible for forming command. Transfer of command requires appraisal of fundamental information for conducting efficacious and safe operations.

General Staff: County personnel, typically comprised of the Operation, Logistics, Finance/Administration, and Planning section chiefs, responsible for the operative components of the Incident Command structure.

Incident Action Planning (IAP): A written, or verbal plan designed to provide a terse and comprehensible method of capturing and disseminating the comprehensive incident: objectives, strategies, priorities, and tactics.

Incident Command and Command Staff: Incident Command is responsible for the overarching administration of an incident and the delegation of duties to the Command Staff

Incident Command System (ICS): A management system for response to and recovery from large-scale emergencies. It has considerable internal flexibility and can grow or shrink to meet differing needs, which makes it a cost-effective and efficient management system.

Incident Commander (IC): The County Director of Emergency Management is the Incident Commander and is responsible for the overall command of emergency response.

Joint Information Center (JIC): A principal locale that assists with the functionality of the JIS. An incident specific JIC is usually created at one location on-site. However, the establishment of a JIC is dependent upon the requisites of the incident at hand and is coordinated with state, local, federal, and national organizations. The Incident Commander/Unified Command and/or other command officials must approve the message to ensure consistency and avoid confusion.

National Incident Management System: This system provides a flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, mitigation, response, and recovery.

Situation Report: A situation report (SitRep) for key County personnel that provides information during the early stages of an incident. The SitRep will inform the recipient of the nature and location of the incident.

Unified Command (UC): Affords agencies participating in the UC the ability to collaboratively coordinate, plan, and interact effectively without interfering with the responsibility, accountability, or authority of other involved agencies. A Unified Command is generally formed when an incident involves various jurisdictions, one jurisdiction that has multiagency involvement, and various jurisdictions have multiagency involvement. The UC is tasked with identifying, establishing, and ranking incident-related priorities and objectives.

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INTRODUCTION

BACKGROUND

The Cumberland County Director of Emergency Management manages the Cumberland County Emergency Management program. Cumberland County Emergency Management will provide a single focused response to emergency events. The ultimate goals of Cumberland County Emergency Management are to save lives, protect property, the environment, and minimize economic loss from the disaster, emergency, or event.

PURPOSE

The purpose of the Response Annex is to describe how emergencies will be managed in Cumberland County and to describe the organization and operation of Cumberland County's Emergency Operations Center (EOC) and its role in supporting emergency response efforts.

SCOPE

This Annex supports the overall management of incident response activities within Cumberland County. This Annex provides the core management and administrative functions in support of the EOC. Additional information and checklists can be found in Attachments to this Annex.

OBJECTIVES

- Provide centralized coordination of response activities.
- Describe the functional responsibilities under NIMS and the Cumberland County Emergency Management structure.

WHOLE COMMUNITY APPROACH

Effective emergency management outcomes depend on the engagement of the Whole Community. The three main whole community principles include:

- Understand and meet the actual needs of Cumberland County;
- Engage and empower all parts of Cumberland County; and
- Strengthen what works well within the County daily.

Cumberland County must call on its "Whole Community" to engage, participate, and take ownership of the collective preparedness and resiliency efforts.

CONCEPT OF OPERATIONS

ORGANIZATION

When an emergency occurs within Cumberland County, the on-scene response is led by the Incident Commander (IC) and first responders in the field and supported by the EOC and Unified Operations Center (UOC). In major disasters, the response phase includes the assembly and allocation of all needed resources. Over time, Cumberland County may need to support recovery actions at the same time as the response. Recovery information can be found in **Annex D: Recovery**.

COORDINATION

Cumberland County Emergency Management is responsible for coordinating overall emergency activities in Cumberland County, including core management, and administrative functions in support of emergency operations.

Situational awareness of threats or an incident will be managed through the Cumberland County EOC, as deemed necessary by Cumberland County Emergency Management.

PRIORITIES

- Provide effective life safety measures, reduce property loss, and protect the environment;
- Provide for the rapid resumption of Cumberland County's services;
- Provide inclusion emergency policies that ensure persons with disabilities can evacuate, use emergency transportation, stay in shelters and participate in emergency and disaster-related programs together with service animals; and
- Provide accurate documentation and records required for cost recovery efforts.

COUNTY EOC

The EOC provides a central location of authority and information for Cumberland County and allows for face-to-face coordination among the personnel. Cumberland County Departments and other agencies will perform emergency activities as closely related as possible to those they perform routinely and are responsible for fulfilling their obligations as presented in the EOP. However, there may be instances that require personnel to assist in other areas as required to meet the needs of the emergency operation.

Activation of the EOC will be phased in accordance with the incident type and EOC activation levels as defined in the EOP. The Cumberland County Director of Emergency Management, or their designee, has authority for the overall operation and management of the EOC. The Cumberland County Director of Emergency Management or their designee may activate the EOC if the following conditions exist:

- There is an imminent threat to public safety or health on a large scale;
- A multi-department effort is required to respond to or recover from the emergency or disaster;
- A local state of emergency is declared by a locality within Cumberland County; or
- For special events requiring inter-departmental coordination.

LOCAL STATE OF EMERGENCY

In accordance with the Code of Virginia (Va. Code) § 44-146.21, a local emergency may be declared by the local director of emergency management with the consent of the governing body of the political subdivision. In the event the governing body cannot convene due to the disaster or other exigent circumstances, the director, or in his absence, the deputy director, or in the absence of both the director and deputy director, any member of the governing body may declare the existence of a local emergency, subject to confirmation by the governing body at its next regularly scheduled meeting or at a special meeting within 45 days of the declaration, whichever occurs first. The governing body, when in its judgment all emergency actions have been taken, shall take appropriate action to end the declared emergency. See **Attachment 1: Sample Disaster Declaration**.

STAY-AT-HOME ORDER

In addition, a Stay-at-Home Order may be mandated as needed or required (i.e., novel Coronavirus disease 2019 (COVID-19)).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Cumberland County Director of Emergency Management, or their designee, will direct the Cumberland County emergency management organization. In this role, the Cumberland County Director of Emergency Management provides overall management and policy direction of prevention, preparedness, mitigation, response, and recovery operations.

In the event of an actual or pending emergency event, the Cumberland County Director of Emergency Management has the authority to proclaim an emergency and direct all EOC activity and designate resources to support the event.

NIMS/ICS will be used as the organizational structure to manage the EOC's response activities to enhance the ability to interface with the emergency response agencies that routinely use ICS and the various Incident Command Posts (ICPs) that may be established in the field or at other remote sites during the incident.

Staff are responsible for being familiar with and using the National Incident Management System (NIMS), Incident Command System (ICS) procedures and forms, and use and complete as required.

ORGANIZATION

The EOC is organized around ICS principles, with the EOC Manager serving as the Incident Commander. For disaster operations, the EOC is staffed by Cumberland County personnel in an organization mirroring the ICS, which includes the Emergency Manager (EOC Manager), Command, and General Staff Positions illustrated in **Figure 1** on the following page.

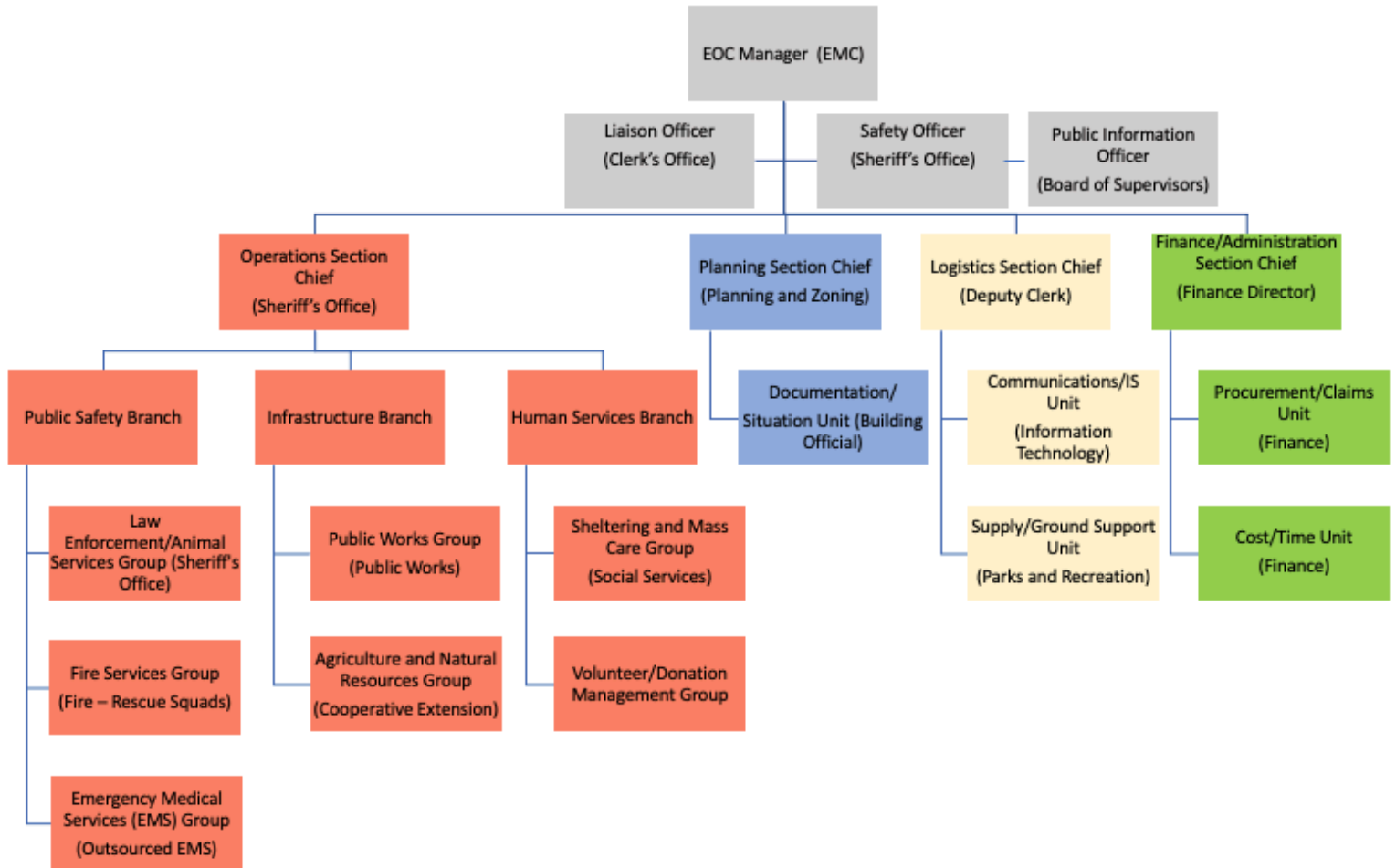


Figure 1– ICS Organizational Chart

POSITION TYPES

The EOC organizational structure consists of:

- **EOC Manager**– Oversees all EOC activities, sets EOC objectives, establishes battle rhythm, coordinates with the Executive Policy Group (EPG).
- **Command Staff**– Includes Safety Officer, Public Information Officer, and Liaison Officer. Command Staff positions report directly to the EOC Manager.
- **General Staff**– The EOC General Staff includes four traditional ICS sections (Operations, Planning, Logistics, and Finance/Administration).

ASSIGNMENT OF RESPONSIBILITIES

To ensure the most effective use of the services and functions of existing offices, departments and other agencies within Cumberland County for emergency operations, selected departments, and agencies, as well as specific personnel, have been assigned emergency management responsibilities in this plan.

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UNIFIED COMMAND

In the event, an incident requires more than one person with the role of incident commander a Unified Command (UC) structure should be put in place. Incidents requiring a UC normally involve multiple jurisdictions or agencies. Under the UC model, Incident Commanders should be co-located or closely coordinated to ensure effective communications throughout the operation.

AREA COMMAND

Incidents that expand into multiple events or requires the oversight and management of a very large or evolving situation with multiple ICS organizations, an Area Command (AC) structure should be put in place to oversee the management of these types of incidents. Under the AC model, an Area Commander will support on-scene Incident Commanders and Unified Commands.

ASSIGNMENT OF RESPONSIBILITIES

The initial responsibility for responding to an emergency or an incident fall on the Cumberland County Director of Emergency Management and Cumberland County Emergency Management.

The overall responsibilities of the EOC leadership and management positions in the EOC are listed below. In accordance with NIMS, it is noted that not all positions may be activated at the same time. A detailed list of responsibilities can be found in the Cumberland County *Emergency Operations Plan (EOP), Assignment of Responsibilities section*.

ICS MODEL

Federal, state, and large local government jurisdictions utilize the Emergency Support Function (ESF) construct to organize their EOCs. The ESF concept of operations is labor-intensive, as each of fifteen (15) or more separate functional areas. Smaller jurisdictions, the private sector and many educational institutions lack the personnel to support the ESF concept and opt for a pure ICS or hybrid model.

Cumberland County has opted for a pure ICS model. **Table 1**, on the following page provides a quick reference “Crosswalk” to show the alignment of Goochland County’s EOC Sections and their associated ESFs. This information will help assist any outside response personnel in understanding where they best fit into Goochland County’s organizational construct.

FINANCE/ADMIN SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Finance (Funding, Disaster Accounting, Cost Recovery) • Purchasing/Inventory, Payroll, AP, Utility Billing, Contracts, and Personnel Services.
ESF(s)	<ul style="list-style-type: none"> • N/A
LOGISTICS SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Communication/Information Systems (IS) Unit • Supply/Ground Unit
ESF(s)	<ul style="list-style-type: none"> • ESF 1 - Transportation • ESF 7 - Resource Support
OPERATIONS SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Animal Control) • Emergency Medical Services Group to include Public Health • Sheltering and Mass Care • Volunteer and Donations Management Unit • Public Works Group (Damage Assessment, Facility Maintenance, and Engineering) • Agricultural and Natural Resources Group
ESF(s)	<ul style="list-style-type: none"> • ESF 2 - Communications • ESF 3 - Public Works and Engineering • ESF 4 - Fire, Rescue, and EMS • ESF 5 - Emergency Management • ESF 6 - Mass Care and Human Services • ESF 8 - Health and Medical Services • ESF 9 - Search and Rescue • ESF 10 - Oil and Hazardous Materials • ESF 12 - Energy • ESF 13 - Public Safety and Security • ESF 16 - Military Affairs • ESF 17 - Volunteers and Donations Management
PLANNING SECTION	
FUNCTIONAL AREA(S)	<ul style="list-style-type: none"> • Operational Planning, Documentation, Situation, and Long-Term Recovery
ESF(s)	<ul style="list-style-type: none"> • ESF 14 - Recovery • ESF 15 - External Affairs

Table 1– ESF to ICS Crosswalk

EMERGENCY RESPONSE ACTIONS

The EOC directs Cumberland County's response activities to address the short-term effects of an incident. These activities include the immediate needs to preserve life, property, and protect the environment, and meet basic human needs, and maintain the economic structure of Cumberland County.

Maintaining situational awareness and a common operating picture is key to the EOC's ability to assess the situation as it unfolds. Prompt and accurate information from the field using designated communication channels (radio, WebEOC, telephone, etc.) will help the EOC provide accurate and accessible information to decision-makers.

Response actions during an incident may include:

- Ensuring County-wide public safety;
- Managing special needs evacuation and transportation;
- Overseeing emergency public information;
- Coordinating/ supporting search and rescue;
- Deploying advanced teams to assess the severity of impact and expedite the delivery of resources;
- Supporting mass care facilities, including shelters and feeding operations;
- Establishing Assistance Centers;
- Providing emergency medical services;
- Clearing debris and/or restoring critical infrastructure; and
- Controlling, containing, and removing hazmat contamination.

LINE OF SUCCESSION

This EOP provides for continuity of leadership in the event that authorized individuals are unable to carry out their responsibilities. Cumberland County has provided for a line of succession for Emergency Management in the event of a major emergency.

Should the Cumberland County Director of Emergency Management be unavailable or unable to serve, the positions identified on the following page in **Table 6**, in order, shall act as the Emergency Manager, with all the powers and authorities of the Emergency Manager. Alternates shall only be empowered to exercise the powers and authorities of the Emergency Manager, if Emergency Manager and the alternates identified previously in the successive order are absent or otherwise unable to serve. The individual who serves as acting Emergency Manager shall have all the powers and authority of the Emergency Manager and will serve until the Cumberland County Director of Emergency Management is again able to serve.

Order of Succession	Title
1	County Administrator , Cumberland County
2	Coordinator or Emergency Management, Cumberland County
3	Sheriff, Cumberland County

Table 6– Order of Succession

DIRECTION, CONTROL, AND COORDINATION

The Cumberland County Emergency Operations Center (EOC) shall serve as the central location for support of response activities unless otherwise announced.

The Cumberland County Director of Emergency Management will develop the criteria for response coordination and the development of appropriate procedures for staffing and operating the EOC consistent with plans to continue operations.

In the event that any department director is unable to perform their prescribed duties, line of succession will be in accordance with each department's line of succession. For additional information, see the *Cumberland County Emergency Operations Plan (EOP)*.

DIRECTION OF RESPONSE

The EOC supports Cumberland County's response activities to address the short-term effects of an incident. These activities include the immediate needs to preserve life, property, and protect the environment, and meet basic human needs, and maintain the economic structure of Cumberland County.

Maintaining situational awareness and a common operating picture is key to the EOC's ability to assess the situation as it unfolds. Prompt and accurate information from the field using designated communication channels (radio, WebEOC, telephone, etc.) will help the EOC provide accurate and accessible information to decision-makers.

AUTHORITY TO TERMINATE ACTIONS AND DEACTIVATE THE EOC

During the incident or event requiring EOC Activation, the *Planning Section Chief* will monitor the incident/event activities and make recommendations to the Incident Commander regarding the status of positions not being used in the EOC. Positions staffed during initial activation that are not being utilized may be reassigned - to other positions needing assistance in the EOC, shelter assistance, Volunteer Reception Center, County Assistance & Reunification Center - or demobilized. These personnel will be checked out of the EOC and if safe, may be returned to normal duty. The Incident Commander will decide to fill the position during the next operational period.

The *ICS Form – 221 Demobilization Checkout* Form must be completed by the *Planning Section*, and records reflecting the employee's time logged, tracked, and documentation submitted.

The Cumberland County Director of Emergency Management will close the incident and keep a record of the incident on file at the EOC. The Cumberland County Director of Emergency Management, or their designee, will ensure the EOC is refurbished, supplies replaced, and other equipment returned to storage. Cumberland County Emergency Management is responsible for the collection of data, information, and maps to develop in the After-Action-Report (AAR) for the incident. From the AAR, the Cumberland County Director of Emergency Management will brief the County, EPG, and departments on any areas of improvement to the EOP or EOC and corrective actions that may be needed to aid in future activations and responses.

INCIDENT ACTION PLANNING

OVERVIEW

The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for the transfer of command.

INITIAL RESPONSE

Planning begins with a thorough size-up that provides information needed to make initial management decisions. The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for the transfer of command.

THE START OF EACH PLANNING CYCLE

IC/UC Objectives Meeting: The Incident Command/Unified Command establishes incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is essential that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.

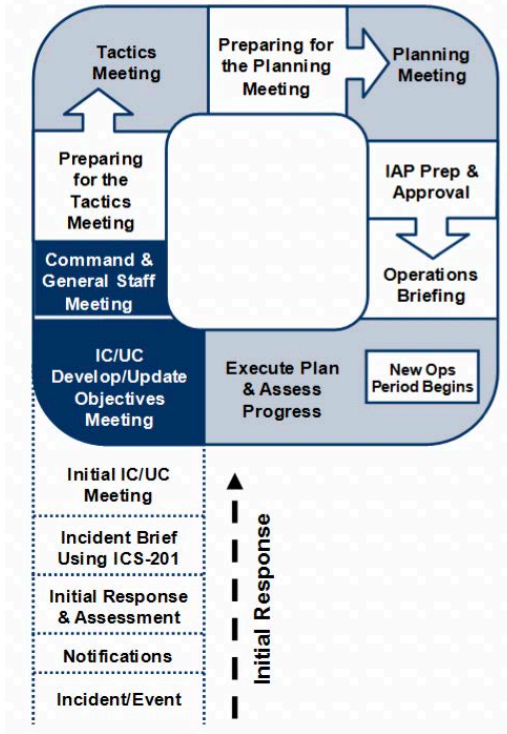


Figure 2– Planning “P”

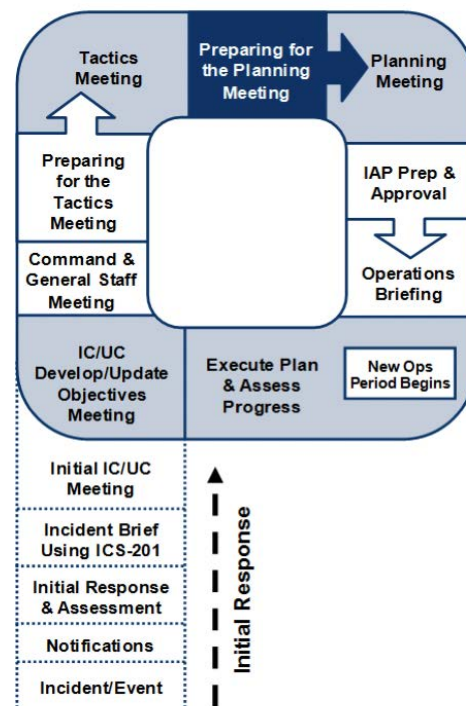
PREPARING FOR AND CONDUCTING THE TACTICS MEETING

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategies).

The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting. The ICS Forms 215, Operational Planning Worksheet, and 215A, Incident Safety Analysis, are used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and the number of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. Tactical resource availability and other needed support must be determined prior to investing a great deal of time working on strategies and tactical operations that realistically cannot be achieved.



PREPARING FOR THE PLANNING MEETING

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

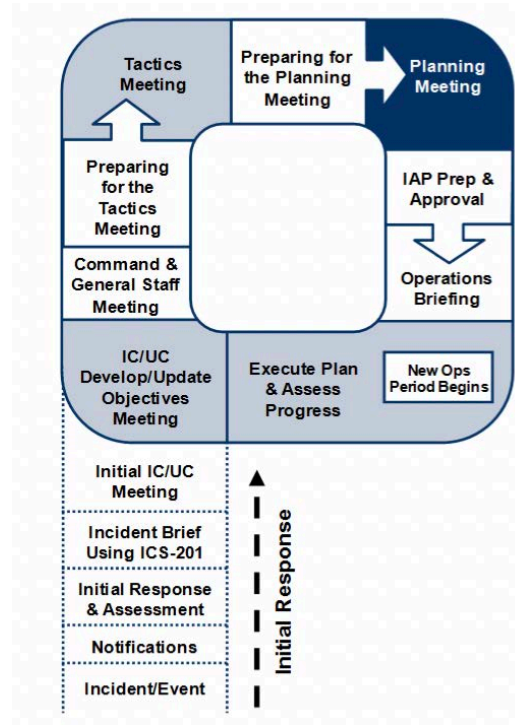
- Review the ICS Form 215 developed in the Tactics Meeting.
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.
- Assess the current operation's effectiveness and resource efficiency.
- Gather information to support incident management decisions.

PLANNING MEETING

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section’s “Resources Unit” will have to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.



IAP PREPARATION AND APPROVAL

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process, as highlighted above.

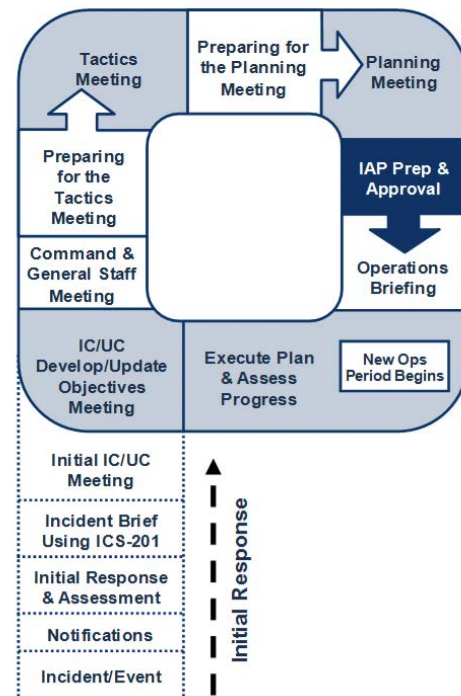
Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response.
- The incident continues into the next Operational Period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A Hazmat incident is involved (required).

Operations Period Briefing

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

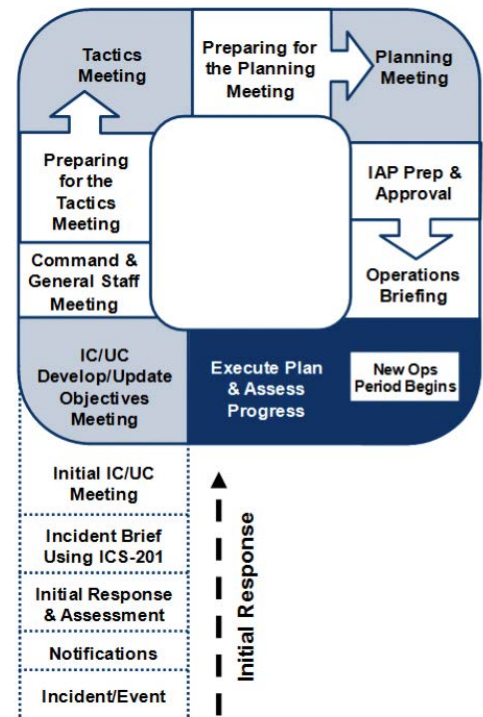
Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.



EXECUTE PLAN AND ASSESS PROGRESS

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for the implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met, and effectiveness is assured.



INFORMATION COLLECTION AND DISSEMINATION

ESSENTIAL ELEMENTS OF INFORMATION (EEI)

During an incident, information collection is vital. Personnel working in the EOC should focus on Essential Elements of Information such as:

- Information on lifesaving needs, including evacuation and search and rescue.
- Information on critical infrastructure, including determining the status of transportation, utilities, communication systems, and fuel and water supplies.
- Information on critical facilities.
- Information on the risk of damage to Cumberland County.
- Information on the number of individuals and businesses that have been displaced because of the event and the estimated extent of the damage.

INFORMATION SHARING AND DISSEMINATION

The EOC will serve as the central information gathering and dissemination center and will serve as the link between the County EOC and the state government. As information is received, the Planning Section is responsible for collecting, evaluating, and disseminating information. If damage assessments are being completed in response to an incident, information will be fed back into the EOC for review. Once reviewed, this information will be sent on to the County EOC to assist in the declaration process.

Situation reports will be provided to the County EOC at the end of every operation period, which is established or modified based on operation needs. Situation reports should include information on:

- Weather report;
- EOC Activation Status;
- Emergency Orders;
- Roads/bridges status;
- Damage reports; and
- Assistance requested.

RESOURCE REQUESTS

During normal operations, it is the responsibility of each Cumberland County department to develop and maintain a comprehensive resource inventory system to manage resource commitment, mobilization, and deployment. When the Cumberland County EOC has activated, all resources from various departments will be coordinated through the EOC, to manage the situation effectively and efficiently.

Each department that responds to the EOC should bring a resource inventory that includes:

- Available personnel;
- Available equipment;
- Automobiles with public address systems;
- Applicable cars, vans, buses, trucks, ambulances, and other transportation equipment; and
- Any other supplies or equipment that may be useful.

The resource list should also be available on the computer database or from a file in the EOC.

Throughout the duration of an incident, resource requests will be made via the EOC. The Operations and Logistics Section will coordinate resource requests during an incident. As resources are assigned to support the emergency, they will be tracked by the Logistics Section and by the Planning Section. Records of resources that have been deployed to support the incident will be maintained throughout the incident. In some cases, resources will need to be prioritized. Some considerations when prioritizing resources include:

- Overarching priorities of the incident response;
- Priorities for that operational period; and
- Input from the field.

If Cumberland County has depleted or needs resources, not in inventory, resource requests will be initiated, tracked and processed through WebEOC to the Virginia Department of Emergency Management (VDEM) Regional Coordination Center and Virginia EOC.

BRIEFINGS AND MEETINGS

INCIDENT BRIEFING/EOC BRIEFING AND INITIAL COMMAND MEETING

The Incident Briefing marks the transition of incident response from reactive management to a proactive phase. During this meeting, the Incident Commander (Unified Command for Expanded Scope Incidents) will brief any on-coming or transitioning staff about current response actions, resources on- order, and/or a current situational assessment. The Command/EOC meetings allow the on-coming and out-going leadership of the key response elements, Command, and General Staff, to brief each other on the incident parameters known at that time. The Incident Commander determines that formal incident planning is warranted, the command sets initial incident objectives and the planning cycle process begins. The Incident Commander remains the primary authority for command and management of the incident.

INCIDENT ACTION PLAN

Incident Action Plans (IAP) ensure that everyone is working in concert towards the same goals set for that operational period by providing all incident supervisory personnel with direction for actions to be taken during the operational period identified in the plan.

The IAP should include the following pieces of information:

- Overall incident objectives and priorities (ICS Form 201);
- Primary strategies for achieving objectives (with alternatives listed);
- General tactics for selected strategies;
- Types and quantities of resources assigned;
- Tactical organization (can be organized geographically or functionally);
- Organization List/Chart (ICS Form 203);
- Assignment List (ICS Form 204);
- Communications Plan (ICS Form 205);
- Logistics Plan (ICS Form 206);
- Safety Message (ICS Form 215A); and
- Supporting documentation: Maps of the impacted areas, a timeline of events, timeline of meetings, traffic plans, and weather reports.

PUBLIC INFORMATION/JOINT INFORMATION CENTER

Having an informed community is key to making Cumberland County more resilient. Public awareness and education prior to an incident are crucial to successful public information during an event. Cumberland County will take steps to ensure information is not only available in English for residents who may not be English speaking or may require additional assistance such as Braille or a sign language interpreter.

During EOC operations, the individual to fulfill the functions of the PIO will be designated to the Communications Department Director. The Public Information Officer (PIO) will ensure that the Cumberland County community are provided timely and accurate information concerning the event to alleviate fears and concerns, control rumors and prepare staff, residents, vendors/businesses, and visitors for any necessary protective actions. This messaging should include media forms, social media, internet, and the community notification telephone system. Particular attention should be given to special needs populations, elderly, and non-English speaking residents.

During EOC operations, the designated PIO will provide emergency information to the media through periodic contacts and/or scheduled briefing. All public information releases will be prepared by the PIO, verified by the EOC command staff, and approved by the Incident Commander before being released to the media.

The issuance of emergency-related public information statements when the EOC is not activated will be handled as follows:

- For disasters that impact relatively small areas, the on-scene authority will issue these statements.
- For emergencies involving releases of hazardous substances, public information announcement responsibilities then rest with the appropriate responding authorities.

RUMOR CONTROL

As the disaster conditions warrant, rumor control number(s) and media contact number(s) will be designated specifically for that disaster. Inquiries from the public and media that cannot be satisfied by rumor control personnel will be directed to the PIO in charge of the rumor control/media contact operations.

JOINT INFORMATION CENTER

The Joint Information Center (JIC) is a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

In addition to the JIS and JIC, additional information pertaining to public education and media may be requested/sent to and from multiple disaster sites. Information may be obtained through the following resources:

- Cable channels and/or satellite uplink operations;
- Special publications, radio feeds, special projects (i.e., teleconferencing); and
- Interagency photo and video documentation (utilized as shared resources with agencies of government, and the media).

The merits of information-gathering and delivery sources will be evaluated based on need, and procedures to acquire and use each or all sources, used as applicable and necessary.

COMMUNICATIONS

Communications and information management systems are an integral part of emergency management. The EOC maintains and provides an efficient means of receiving requests for emergency response services and resources.

As the scope or impact of a potential or actual disaster/emergency change, these communication resources shall be integrated into the total emergency management communications system.

NOTIFICATION AND WARNING

Timely, detailed, and accurate information is critical for an effective response to an emergency. Any news of an actual or potential disaster - even an anonymous call – is ordinarily sufficient to initiate a response. Notification of all disasters affecting Cumberland County will be directed to the Director of Emergency Management.

Cumberland County must receive immediate notification whenever an emergency poses a significant threat to the area. The office receiving notification of a disaster or emergency shall immediately notify the Cumberland County Director of Emergency Management.

If the threat is credible or an incident has occurred, the Cumberland County Director of Emergency Management will call together the Emergency Policy Group (EPG) and the Emergency Planning Team (EPT) as deemed necessary to handle the incident and will brief them on the situation. The Director of Emergency Management will activate this plan and/or order such steps to be taken as may be appropriate for the situation. Following the briefing, everyone involved will review their responsibilities outlined in this Emergency Operations Plan (EOP) and their respective annexes. Department Administrators will brief their personnel on their responsibilities and then make preparations for the mobilization.

NON-EMERGENCY EXTERNAL COMMUNICATIONS

The ongoing day-to-day educational program to increase public awareness concerning possible hazards and proper response to the same is accomplished by fulfilling requests from the public for prepared, printed booklets and pamphlets, digital information available online, social media outlets, and referring inquiries to the appropriate agency and/or conducting educational presentations.

EOC COMMUNICATIONS

Communications from the Cumberland County EOC to field and response teams will be accomplished by established message procedures, radio, and/or telephone contact with the appropriate agency. Response teams not dispatched by the Center will maintain their communication network for receiving instructions from and providing status reports to the Cumberland County Director of Emergency Management.

Cumberland County EOC to County and State EOC communications will be accomplished by telephone, cell phone, WebEOC, fax, and email.

An event log (WebEOC Significant Events Board) will be kept by those assigned to the EOC, recording the date, time, and status of all messages. Messages from the EOC will be action documents (orders) to operating departments for coordinated Cumberland County Emergency Response. All incoming messages

are to be treated with the utmost urgency and are to be followed to their conclusion. The messages are to be posted with date and time.

ADMINISTRATION, FINANCE, AND LOGISTICS

EXPENDITURES

The message log will become a primary legal document and will be used for accounting and disbursement, and for future training. The Log will also be used to substantiate:

1. Record, report preparation and retention.
2. Communications needs and systems.
3. Accounting and reimbursement procedures.
4. Training requirements.
5. Agreements of understanding with private organizations.
6. Mutual aid agreements with neighboring jurisdictions.

DOCUMENTATION AND RECORDS RETENTION

When the EOC is activated, the distribution, reporting, and retention of all data will be through the EOC. It will be the primary point from which and through which all data to, from, and through Cumberland County responding departments will be made.

The following chart lists the essential records and reports before, during, and after an emergency:

Reports	Records	Responsibility	Frequency of Reporting	File Depository
Expenditures and obligations of response		Emergency Response Teams	Daily during emergency	EOC
Daily situation, resource consumption		EOC, Emergency Response Teams	Daily during emergency	EOC
	Mutual Aid Agreements	County Emergency Management	At expiration or change	EOC
	Computer database of all available resources	County Emergency Management	As needed	EOC

LOGISTICS

Resource management and coordination during an EOC activation will be the responsibility of the Cumberland County Finance Department. The EOC shall serve as the central location for Cumberland County coordination of all emergency response activities unless otherwise announced.

ANNEX DEVELOPMENT AND MAINTENANCE

Cumberland County Emergency Management is responsible for the overall development and maintenance of the Response Annex. The Cumberland County Director of Emergency Management, or their designee, will ensure the Annex is reviewed and updated by each involved department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency situation or exercise.

The Response Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies identified through actual emergency response operations, drills, exercises, and changes in the Cumberland County organizational structure, technological changes, etc. Annex updates will be documented on **Attachment 3: Proposed Change to Response Annex Form**.

ATTACHMENT 1: JOB ACTION SHEETS

Position: EOC Manager	Role: The Incident Commander has overall authority, knows agency policy and is responsible for conducting incident operations. May assign technical specialists as additional command advisors, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific needs.
<ul style="list-style-type: none"> <input type="checkbox"/> Respond immediately to the EOC site and determine operational status. <input type="checkbox"/> Mobilize appropriate personnel for the initial activation of the EOC. <input type="checkbox"/> Obtain briefing from any available sources. <input type="checkbox"/> Ensure the EOC is properly set up and ready for operations. <input type="checkbox"/> Ensure that an EOC organization and staffing chart is posted and completed, brief EPG and setup briefing. <input type="checkbox"/> Monitor general staff activities to ensure that all appropriate actions are being taken. <input type="checkbox"/> Establish initial strategic objectives for the EOC. <input type="checkbox"/> Prepare EOC objectives for the Initial Action Planning (IAP) Meeting. <input type="checkbox"/> Convene the Initial Action Planning meeting. <input type="checkbox"/> Once the Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation. <input type="checkbox"/> Conduct periodic briefings with general staff to ensure that strategic objectives are current and appropriate. <input type="checkbox"/> Brief as appropriate. <input type="checkbox"/> Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination. <input type="checkbox"/> In coordination with the PIO, conduct news conferences and review media releases for final approval. <input type="checkbox"/> Authorize the demobilization of sections. <input type="checkbox"/> Complete ICS Form 214 for each operational period. 	

Position: Public Information Officer	Role: Responsible for interfacing with incident personnel, the public and media and/or with other agencies/organizations with incident-related information needs. Gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The PIO monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization. In incidents that involve PIOs from different agencies, the Incident Commander or Unified Command designates one as the lead PIO.
<ul style="list-style-type: none"> <input type="checkbox"/> Determine expectations of Incident Commander regarding gathering and disseminating of information. <input type="checkbox"/> Review available documentation (i.e., Incident Action Plan, strategy objectives, etc.). <input type="checkbox"/> Participate in briefings/meetings. <input type="checkbox"/> Assist with post-incident information strategy and procedure. <input type="checkbox"/> Document all media contacts. <input type="checkbox"/> Take photographs and videos of the incident and related activities. <input type="checkbox"/> Prepare and disseminate information internally and externally regarding the incident. <input type="checkbox"/> Prepare briefing materials for VIP visits and assist with planning, coordination, and logistics for visits. <input type="checkbox"/> Be alert to rumors and take appropriate action. <input type="checkbox"/> Arrange and schedule media interviews. <input type="checkbox"/> Assist in the preparation of the Demobilization plan. <input type="checkbox"/> Monitor Social Media channels. <input type="checkbox"/> Complete ICS Form 214 for each operational period. 	

Position: Liaison Officer	Role: Serves as the point of contact for representatives of governmental agencies, jurisdictions, NGOs, and private sector organizations that are not included in the Unified Command. These representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters.
<ul style="list-style-type: none"> <input type="checkbox"/> Gather information necessary to assess incident assignment and determine immediate needs and actions. <input type="checkbox"/> Attend all applicable briefings and obtain incident information and incident guidelines/policies. <input type="checkbox"/> Assemble incident information for use in briefings and filling requests. <input type="checkbox"/> Assemble information for use in answering requests and resolving problems. <input type="checkbox"/> Within the first operational period, after check-in, obtain incident information from the Incident Commander (if applicable), Emergency Manager, and Planning Section. 	

- Conduct briefings at predetermined times and locations with assisting departments and other organizations.
- Keep cooperating and assisting agencies informed of planning actions.
- Respond to requests for information and resolve problems.
- Supply departments and assisting agencies with demobilization information.
- Complete ICS Form 214 for each operational period.

Position:

Operations Section Chief

Role: Interact with next lower level of Section (Branch, Division/Group or Sector) to develop the operations portion of the Incident Action Plan (IAP). Requests resources needed to implement the Operation's tactics as a part of the Incident Action Plan development (ICS 215).

- Manage tactical operations.
- Oversee and assist in the development of the operations sections of the IAP process.
- Supervise the execution of the incident Action Plan for Operations.
 - Maintain close contact with subordinate positions- Incident Commander, Operations personnel, and other agencies involved in the incident.
 - Ensures safety of all tactical operations.
- Determine strategies and tactics for incident operations.
- Request additional resources to support tactical operations (not release from the incident).
- Approve release of resources from operational assignments.
- Make or approve expedient changes to the IAP during the Operational Period as necessary.
- Maintain Unit Log (ICS 214).

Position: Public Safety Branch: Fire Services Group	Role: Staff support and strengthens fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards. Through data collection, public education, research and training efforts, the U.S. Fire Administration has helped to reduce fire deaths and make our communities and residents safer.
<ul style="list-style-type: none"> <input type="checkbox"/> Develop plans, procedures, and equipment guidelines to support firefighting response operations. <input type="checkbox"/> Develop and manage firefighting mutual aid agreements. <input type="checkbox"/> Coordinate plans with commercial/private fire response organizations. <input type="checkbox"/> Conduct firefighting operations. <input type="checkbox"/> Conduct fire overhaul operations. <input type="checkbox"/> Maintain current status list of firefighting and EMS resources. <input type="checkbox"/> Mobilize firefighting resources in support of urban, rural and wild-land firefighting operations. <input type="checkbox"/> Assist in removal of affected individuals from the incident site. <input type="checkbox"/> Provide for worker health and safety including decontamination of equip. <input type="checkbox"/> Conduct building plan reviews to reduce or eliminate hazards. <input type="checkbox"/> Conduct fire code inspections and coordinate with appropriate personnel or building inspections. <input type="checkbox"/> Investigate and Assist in investigating fires: <ul style="list-style-type: none"> • Determine cause and origin. • Maintain the chain of evidence. <input type="checkbox"/> Establish and maintain security at fire scenes. <input type="checkbox"/> Develop and implement firefighting training and exercise program to support fire departments prepare for, prevent and respond to fires and other hazards. <input type="checkbox"/> Develops and delivers fire prevention and safety education programs in partnership with other federal agencies, the fire and emergency response community, the media and safety interest groups; works with the public and private groups to promote and improve fire prevention and life safety through research, testing and evaluation. <input type="checkbox"/> Maintains the National Fire Incident Reporting System (NFIRS) (i.e., is the world's largest, national, annual database of fire incident information. Provides information and analyses, based on data, on the status and scope of the U.S. fire problem). <input type="checkbox"/> Sponsors research and conducts studies to support emergency responder health and safety and help fire departments prepare for and respond to fire, natural disasters and non-fire emergencies. <input type="checkbox"/> Spearheads the Fire Is Everyone's Fight - national initiative to unite the fire service and life safety organizations and professionals to reduce home fire injuries, deaths and property loss by changing how people think about fire and fire prevention. <input type="checkbox"/> National Fire Academy provides free training and education programs to support fire departments and emergency medical services organizations prepare for, prevent and respond to fires and other hazards. 	

- Offers a WUI toolkit to fire departments prepare for, and respond to, wildland urban interface fires. Works collaboratively with other federal agencies to provide resources and training to assist with stakeholder efforts, to prepare communities to be more resilient in the event of a wildfire.
- Enhance fire and emergency medical services' ability to identify, prevent, prepare for and mitigate community risks.

Position:

Public Safety Branch: Law Enforcement Group

Role: Staff consider law enforcement capabilities in the mission to prepare for, protect against, respond to, recover from and mitigate all hazards. Set policy, programs and operations affecting or impacting the law enforcement community. Enhance communication and coordination between national security agencies and law enforcement professionals by enabling synchronization of internal and external initiatives that involve law enforcement and security activities through partnership, intelligence, information-sharing, analysis and decision-making support.

- Conduct a public safety and security response.
- Develop methods to assess personnel safety and security following an incident.
- Establish public safety and security monitoring and surveillance programs.
- Provide and plan for access to the site for emergency workers and other necessary and appropriate personnel:
 - Secure critical sites.
 - Identify and establish an incident perimeter and zones.
 - Identify security zone requirements.
 - Develop security and access control plans.
 - Implement and maintain an on-scene personal identity management system.
 - Coordinate security for facilities and resources.
 - Control traffic and crowds.
 - Arrange for shelter, housing and feeding for law enforcement responders.
- Maintain contact list of all Public Safety agencies within the County.
- Secure animals during an animal health emergency.
- Develop plans, procedures, and implementing instructions for the handling and processing of fatalities.
- Develop plans, procedures, and implementing instructions to recover human remains in a dignified manner.
- Develop plans, procedures, and implementing instructions for investigating deaths as the result of incidents.
- Develop plans, procedures for establishing a family assistance center (FAC).

Position:

Public Safety Branch: Emergency Medical Services (EMS) Group

Role: This role directs EMS operations at the incident site, managing situational issues and resources. Tactical aspects of triage, treatment and transport divisions report to this level. This position within the Medical Branch is also strategic in nature and coordinates closer to the activity at the incident while the Medical Branch Director is in closer proximity to the Incident Commander at the Command Post for quick intervention at a command level.

- Coordinate with the Local Health District to ensure all Public Health needs are met.
- Identify the operations, hazards, and exposures of greatest risk to site personnel and coordinate with the Incident Command (IC) to develop specific actions to address them and protect site personnel.
- Assist the Incident Commander (IC) in developing an Incident Safety and Control Plan.
- Ensure that the exposure monitoring (personnel and environment) specified in the Health and Safety Plan and related standard operating procedures (SOPs) is performed.
- Observe the scene and review/evaluate hazard and response information as it pertains to the safety of all persons on the scene and responding.
- Assist the Incident Command (IC) and Incident Command System (ICS) staff in implementing exposure monitoring and enforcing safety considerations.
- Develop a plan to coordinate the actions of the various agencies providing environmental health services.
- Identify appropriate expertise needed for all aspects of environmental health response.
- Provide input on forecasting and planning aspects as part of the Incident Command System (ICS) for needs in the coming days.
- Issue environmental health alerts as appropriate.
- Assist epidemiologists and health providers in linking environmental exposures to health risks, prevention strategies, and disease outcomes.
- Develop a Crisis Communication Plan clearly identifying and communicating environmental health risk issues to the media, public, partners and stakeholders.
- Disseminate crisis and emergency risk communication information to media, public, partners and stakeholders.
- Provide situational advice/guidance to law enforcement authorities regarding re-entry (if applicable).
- Develop and conduct relevant emergency response training for field staff and managers of state/local wastewater programs and utilities.
- Conduct environmental investigations of disease outbreaks and exposures, as needed; work in conjunction with epidemiologist, laboratory and health care providers.
- Ensure appropriate implementation of infection control precautions for isolated patients.
- Assist in disease control, quarantine, containment, and eradication.
- Identify community sites suitable for quarantine.

- Conduct building/facility inspections in advance to identify food/sanitation capability and suitability of structures identified as mass care facilities (housing, shelters, feeding, and care facilities).
- Create emergency response plan for managing the type and quantities of waste generated by the event and cleanup efforts.
- Determine, recommend, and assess appropriate decontamination methods.
- Identify suitable repositories by type and their capacities for radioactive waste disposal.
- Assist in the development plan for long-term environmental monitoring (if applicable).
- Coordinate quarantine activation and enforcement with public safety and law enforcement.
- Ensure critical medical care for any ill individuals.
- Track (with a database) the details of the persons who are being placed in isolation or quarantine using Personal Health Identification Numbers (PHINs).
- Issue/terminate isolation or quarantine orders or agreements for voluntary isolation or quarantine.
- Issue an order that closes public venues based on the recommendation of an epidemiologist.
- Ensure mental health care and access to religious practices.
- Assist in the coordination of public information releases about those people who have been isolated or quarantined.
- Establish criteria for patient decontamination that fully considers the safety of emergency medical services (EMS) personnel and hospital-based first responders.
- Develop plans, procedures, and implementing instructions to ensure individual gross decontamination of persons prior to admittance to shelters and other mass care facilities, medical and alternate care facilities, reception centers, and other places as needed.
- Provide post-hospitalization regulating and mass movement of patients that matches needy patients with transportation assets and available definitive care.
- Provide accurate and relevant public health and medical information to clinicians, other responders, and the public in a timely manner.
- Provide worker crisis counseling and mental health and substance abuse behavioral health support.
- Process and manage requests for additional personnel or equipment.
- Develop plans for establishing staging areas for internal and external response personnel, equipment, and supplies.
- Ensure the timely provision of equipment and materials to shelters and mass care and medical facilities. (Note: This task needs to treat provision of personnel as a separate task because personnel and supplies are handled separately.)
- Coordinate public health and medical services.
- Provide security to protect medicines, supplies and public health personnel.
- Coordinate dispensing of mass therapeutics and vaccines.
- Develop plans to activate morgue operations in the County.

- Develop a fatality incident action plan (IAP) by evaluating previously developed plans, procedures, implementing instructions, and systems.
- Identify and arrange local morgue site/s.
- Coordinate mortuary/morgue services.
- Coordinate with public health and regulatory agencies to develop plans, procedures, and implementing instructions to protect the public from communicable diseases and radiological, chemical, and other hazards when handling remains.

Position: Infrastructure Branch: Agricultural and Natural Resources Group	Role: Agriculture and Natural Resources organizes and coordinates Federal support for the protection of the Nation’s agricultural and natural and cultural resources during national emergencies. 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 Nation’s supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties.
<ul style="list-style-type: none"> <input type="checkbox"/> Inspect and monitor meat, poultry, and egg establishments that can continue to operate in the affected area. <input type="checkbox"/> Inspect the safety and security of the agricultural infrastructure in the locality. <input type="checkbox"/> Collect and compile information about threats to the locality's food supply. <input type="checkbox"/> Develop plans to collect and dispose of infected material to reduce the spread of animal disease. <input type="checkbox"/> Coordinate with Federal, State, and local agencies to ensure the safety and security of food and agricultural products, in retail and food service establishments and institutions. <input type="checkbox"/> Conduct response-related activities for agricultural support. <input type="checkbox"/> Coordinate and provide food and agricultural response support. <input type="checkbox"/> Direct agricultural processes for surveillance, testing and isolation or quarantine for threats to agricultural assets and the food supply. <input type="checkbox"/> Conduct product tracing to determine the source, destination, and disposition of adulterated or contaminated products. <input type="checkbox"/> Implement instructions for disposing of infectious agricultural waste. 	

Position: Public Safety Branch: Animal Control	Role: Staff respond to animal and agricultural health issues; provide technical expertise, coordination and support of animal emergency management functions. These functions may include: emergency sheltering operations, feeding, re-homing/adoption, animal collection and processing, animal veterinary care, etc.
<ul style="list-style-type: none"> <input type="checkbox"/> Inspect and monitor, the safety and security of the food supply infrastructure in the County following an incident. 	

- Develop animal safety and security plans, programs, and agreements.
- Develop plans, procedures, implementing instructions, and systems for providing mass animal care.
- Develop plans, procedures, and implementing instructions for long-term animal health care.
- Provide coordination and support for animal health care through the incident command system (ICS).
- Implement plans and procedures to provide animal health care.
- Coordinate and conduct an animal safety and bio-security response.
- Develop and implement training and procedures to enable local veterinary communities to recognize exposure to CBRNE materials, and to use tools and equipment to detect CBRNE materials.
- Coordinate with Agricultural and Natural Resources Unit to ensure animal health and veterinary medical services are supported.

Position: Human Services Branch: Sheltering and Mass Care	Role: Staff will utilize plans to setup and operate Evacuation Centers local facilities as needed to house and feed displaced residents and certain household pets during extreme emergencies. Acquire and provide resources necessary to support mass care services.
<ul style="list-style-type: none"> <input type="checkbox"/> Develop plans, procedures and implementing instructions for the immediate provision of mass care services to shelters for disaster victims to include shelter, feeding, basic first aid, bulk distribution of needed items and other related services. <input type="checkbox"/> Develop procedures and implementing instructions to establish and manage shelters. <input type="checkbox"/> Develop evacuation and emergency operations procedures for at-risk populations and locations. <input type="checkbox"/> Develop evacuation and emergency operations procedures for the care of special needs population. <input type="checkbox"/> Develop plans, procedures, and implement instructions for evacuation/shelter-in-place decisions. <input type="checkbox"/> Develop plans, procedures, and implementing instructions to ensure individual/gross decontamination of persons prior to admittance to shelters and other mass care facilities. <input type="checkbox"/> Develop hazard/incident specific plans and policies to identify, screen, and manage evacuees who may be a hazard to others. <input type="checkbox"/> Develop plans, procedures and implementing instructions for family assistance center operations and family reunification. <input type="checkbox"/> Develop plans, procedures and implementing instructions for transitioning shelter operations to interim housing. <input type="checkbox"/> Develop plans, procedures, and implementing instructions to manage quarantines. <input type="checkbox"/> Develop plans, procedures, and implementing for providing security of the evacuation facilities, mass care and medical facilities. <input type="checkbox"/> Develop plans, procedures, and implementing instructions for safe and organized re-entry of evacuees to homes and businesses. <input type="checkbox"/> Pre-Identify suitable and accessible Evacuation sites/Shelters for general population. <input type="checkbox"/> Pre-Identify populations and locations at risk. <input type="checkbox"/> Pre-Identify potential transportation targets. <input type="checkbox"/> Pre-identify suitable and accessible Evacuation sites/shelters for special needs population to include individuals with disabilities, non-English speaking persons, migrant workers, and those with developmental or medical conditions that require attention and their care givers. <input type="checkbox"/> Pre-identify suitable locations for Points of Distribution (POD's) for emergency relief items. <input type="checkbox"/> Provide shelter guidance to agencies responsible for the care of special needs populations to include service animals. <input type="checkbox"/> Provide for public information warnings and instructions for mass evacuations/shelter-in-place. 	

- Assess and Conduct building inspections in advance to determine the stability of structures identified as mass housing, shelter, and care facilities making sure they were not damaged during the incident and are safe to use.
- Assess need for:
 - Emergency feeding and sheltering activities.
 - Mass feeding services.
 - Bulk distribution of relief items.
- Manage resources to support emergency feeding and sheltering activities.
 - Activate emergency shelters.
 - Activate the approved traffic control plan.
 - Conduct bulk distribution of relief items.
 - Coordinate preparedness efforts for recruitment and training of personnel to provide mass care services.
 - Assist in monitoring status of shelter-in-place and special needs population.
 - Provide assistance to assure that sanitary conditions of food, air, and water and waste disposal at shelters are maintained.
 - Provide counseling and mental health services at shelters.
 - Provide decontamination services.

Position: Human Services Branch: Volunteer and Donation Management Unit	Role: Develops the Volunteer Management Plan and coordinates with Donations Management to ensure coverage is provided for volunteer services. Creates activation and deployment schedules for disaster volunteers and maintains and updates volunteer roster. Leverages the expertise of local community partners for volunteer initiatives. Identify how to effectively manage the surge of unsolicited goods. Gather information from organizations, agencies, volunteers, media, and others for donations intelligence purposes. Facilitate the matching of unaffiliated volunteers with appropriate organizations or agencies during program implementation. List the planning considerations for cash donations. Incorporate technology needed to successfully manage data and information on unaffiliated volunteers and unsolicited goods.
<ul style="list-style-type: none"> <input type="checkbox"/> Develop procedures, and implementing instructions to establish and manage Mange Volunteers and Donations. <input type="checkbox"/> Develop plans, policies, and implementing instructions for managing volunteers and performing non-medical tasks. <input type="checkbox"/> Develop plans, policies, and implementing instructions for managing volunteers for medical tasks. <input type="checkbox"/> Develop just-in-time training program for volunteers to perform required tasks. 	

- Develop a critical resources list and procedures for acquisition in time of crisis.
- Develop plans, policies, and implementing instructions for managing donated supplies, services, money and equipment.
- Develop procedures for recruiting, registering and utilizing auxiliary manpower.
- Review and activate State and local plans for unsolicited donations and unaffiliated volunteers.
- Identify potential sites/facilities to manage donated goods and services being channeled into the disaster area.
- Establish a donations and volunteer coordination center, to receive donated good and receive cash donations.
- Establish a liaison with media outlets and other stakeholders to provide information about volunteers and donations.
- Activate Donations/Volunteer Coordination Teams (DVCT).
- Assign volunteers to tasks that best utilize their skills.
- Assign the tasks of coordinating auxiliary manpower and material resources.
- Develop and implement a process for the expeditious transport of resources into secured areas.
- Coordinate the use of assigned Volunteer Organizations Active in Disasters (VOAD).
- Coordinate voluntary support/activities with community leadership and liaise with local agencies.
- Assist in the coordination and development of a Community Relations Plan for ensuring continued communications with citizens, other neighboring localities, and private industry leaders.
- Disseminate guidance for the public regarding appropriate donation methods and volunteer activities.
- Compile and submit totals for disaster-related expenses.

Position:

**Infrastructure Branch:
Public Works Group**

Role: Staff will enhance response and recovery efforts with other city and county departments. Specific activities within the scope of this function include: debris management, damage assessments, facility maintenance, coordination with Virginia Department of Transportation (VDOT), etc.

- Participate in post-incident assessments of structures, public works facilities and infrastructure to help determine critical needs and workloads.
- Assess damage to public facilities and county property/resources.
- Assess damage to public and private structures for reoccupation safety.
- Assess the condition of public water systems in the County for structural or operational damage.
- Assess the potability of water; establish required corrective action.
- Coordinate technical assistance for water and wastewater (sewerage) safety.
- Participate in and facilitate recovery activities related to public works and engineering.
- Provide technical advice, evaluation and engineering support.

- Participate in and facilitate recovery activities related to public works facilities in the County.
- Manage public works mutual aid agreements.
- Incorporate appropriate private-sector entities into incident response activities.
- Manage and coordinate debris clearing operations.
- Maintain current up-to-date and accessible list of all equipment and personnel resources.
- Compile and submit required damage assessment reports to Coordinator.
- Facilitate plans for regional, state and local mutual aid agreements to share building code enforcement personnel during disasters and provide training for such personnel.
- Develop procedures for notifying building owners about standards and permitting requirements for repairing and reoccupying condemned or damaged buildings or having utilities reconnected (a recovery package).

Position:

Planning Section Chief

Role: Manages staff to collect, evaluate, processes, and disseminates information for use at the incident. When activated, the Section is managed by the Planning Section Chief who is a member of the General Staff. There are four units within the Planning Section that can be activated as necessary: Resources Unit, Situation Unit, Documentation Unit, Demobilization Unit.

- Supervise/facilitate incident planning activities.
- Collect and process incident-relevant informational data.
- Provide input to the Incident Commander and Operations Section in preparing the IAP.
- Coordinate the development of an Incident Traffic Plan (from Ground Support) and other supporting plans into the Incident Action Plan (if applicable).
- Supervise preparation of the IAP.
- Establish information requirements and reporting schedules for Planning section units (i.e., Resources Unit, Situation Unit).
- Determine need for specialized resources in support of the incident.
- Establish specialized information collection activities as necessary (i.e., weather, environmental, toxic, etc.)
- Compile and display incident status information.
- Report any significant changes in incident status.
- Provide periodic predictions on incident potential.
- Assemble information on alternative strategies.
- Reassign out-of-service personnel already on-site to ICS organization, as appropriate.
- If requested, assemble and disassemble strike teams and task forces not assigned to operations.
- Oversee preparation of the Demobilization Plan.

- Maintain Unit Log (ICS 214).

Position:

Documentation and Situation Unit

Documentation Role: Staff are responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical and historical purposes.

Situation Role: Staff collect, process, and organize situation information, prepare situation summaries, and develop projections and forecasts related to the incident. They gather and disseminate information for the IAP. This unit produces Situation Reports (SITREP) as scheduled or at the request of the Planning Section Chief or Incident Commander. The Situation Unit frequently includes Geographic/Geospatial Information Systems (GIS) Specialists. The Situation Unit may also include Field Observers to gather information on the incident and/or response.

- Set up work area; begin organization of incident files.
- Establish duplication services; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Store files for post-incident use.
- Develop, update, and maintain the Emergency Operations Plan.
- Establish plans and procedures to assure that the EOC is organized and adequately staffed to meet NIMS standards.
- Develop personnel qualifications and certifications for NIMS specified roles.
- Establish and implement an order of command succession or continuity consistent with NIMS.
- Verify that all individuals serving in the Emergency Communication Center and any alternate or supplementary locations have clear and standard operating procedures (SOPs), consistent with the potential needs specifically related to the event.
- Develop plans, policies, procedures and implementing instructions describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements.
- Implement emergency management policies and procedures.
- Provide direction, information, and/or support as appropriate to incident command (IC) or unified command (UC) and/or joint field office(s).
- Provide periodic information releases to the media and the public via all media: television, radio, and so forth.

- Work with agency heads to develop a recovery assistance management plan and activate transition plans to move from response to recovery.
- Develop and provide training for all personnel involved in providing services during an emergency.
- Review legal and regulatory documents for conformance with applicable laws.

Position:

Logistics Section Chief

Role: Provides all incident support needs. May assign a Deputy when all designated units within the Logistics Section are activated. Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

- Manage all incident logistics.
- Provide the Logistical input to the IC in preparing the IAP.
- Review and provide input to the Communications Plan (ICS 205), Medical Plan (ICS 206)
- Provide facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel and all off-incident resources.
- Identify known or anticipated incident service and support requirements.
- Request and supervise request for additional resources as needed.
- Ensure and oversee development of Traffic, Medical, and Communications Plans as needed.
- Brief Branch Directors and Unit Leaders as needed.
- Oversee demobilization of Logistics Section and associated resources.

Position: Communication/IS Unit (Information Systems)	Role: Staff are responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.
<input type="checkbox"/> Coordinate the development of an Incident Communications Plan. <input type="checkbox"/> Establishing voice and data networks for command, tactical, support units. <input type="checkbox"/> Install and test all communications equipment. <input type="checkbox"/> Establish and develop equipment accountability system to oversee communications equipment distribution, maintenance locations and recovery of communications equipment. <input type="checkbox"/> Assign radio frequencies. <input type="checkbox"/> Provide technical advice on: <ul style="list-style-type: none"> • Adequacy of communications system. • Equipment capabilities. • Amount and types of equipment available. • Potential problems with equipment. <input type="checkbox"/> Advise on communications capabilities/limitations.	

Position: Supply/Ground Unit	Supply Role: Responsible for ordering, receiving, processing and storing all incident-related resources (equipment and supplies). Maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment. All off-incident resources will be ordered through the Supply Unit, including: Tactical and support resources (including personnel). All expendable and non-expendable support supplies. Ground Role: Staff are primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.
<input type="checkbox"/> Provide input to Logistics Section planning activities. <input type="checkbox"/> Provide incident related resources to Planning, Logistics, and Finance/Administration Sections. <input type="checkbox"/> Order, receive, distribute, and store supplies and equipment. <input type="checkbox"/> Maintain an inventory of supplies and equipment. <input type="checkbox"/> Respond to requests for personnel, equipment, and supplies. <input type="checkbox"/> Determine the type and amount of supplies enroot.	

- Service reusable equipment, as needed. Participate in Support Branch/Logistics Section planning activities.
- Develop the Incident Traffic Plan. (Should be done by a person experienced in traffic management.)
- Provide support services (fueling, maintenance, and repair) for all mobile equipment and vehicles.
- Provide support for out-of-services equipment.
- Maintain an inventory of support and transportation vehicles.
- Record time use for all incident-assigned ground equipment (including contract equipment).
- Order maintenance and repair supplies (i.e., fuel, spare parts).
- Update the Resources Unit with the status (location and capability) of transportation vehicles.
- Maintain a transportation pool on larger incidents as necessary.

Position: Finance/Admin Section Chief	Role: Responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated. May assign deputies and assistants and may establish branches, groups, divisions, or units, depending on the section.
<ul style="list-style-type: none"> <input type="checkbox"/> Manage all financial aspects of an incident. <input type="checkbox"/> Provide financial and cost analysis information as requested. <input type="checkbox"/> Develop an operational plan for the Finance/Administration Section and submit requests for the section's supply and support needs. <input type="checkbox"/> Maintain daily contact with cooperating and assisting agencies on Finance/Administration matters. <input type="checkbox"/> Ensure that personnel time records are completed accurately and transmitted to the appropriate agency/organization. <input type="checkbox"/> Ensure that all obligation documents initiated at the incident are properly prepared and completed. <input type="checkbox"/> Ensure compensation and claims functions are addressed relative to the incident. <input type="checkbox"/> Gather pertinent information from briefings with responsible agencies. <input type="checkbox"/> Brief agency administrative personnel on incident-related financial issues needing attention or follow-up. <input type="checkbox"/> Provide input to the IAP. <input type="checkbox"/> Meet with Assisting and Cooperating Agency Representatives as needed. <input type="checkbox"/> Provide financial input to demobilization planning. 	

Position: Procurement/Claims Unit	Procurement Role: Staff administer all financial matters pertaining to leases, fiscal agreements and vendor contracts. Unit staff coordinate with local jurisdictions to identify sources for equipment and supplies; prepare and sign equipment rental agreements; and
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process documentation associated with equipment rental and supply contracts. The unit works closely with local fiscal authorities to ensure efficiency.

Claims Role: Staff will oversee the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential. Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

- Review incident needs and any special procedures with Unit Leaders, as needed.
- Coordinate with local jurisdiction on plans and supply sources.
- Coordinate the development of an Incident Emergency Procurement Plan (if applicable).
- Prepare and authorize contracts and land use agreements, as needed.
- Establish contracts and agreements with supply vendors (if applicable).
- Interpret contracts and agreements; resolve disputes.
- Coordinate with Compensation/Claims Unit for processing claims.
- Coordinate use of Imprest funds as required.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost date in contracts with Cost Unit Leader.
- Determine the need for Compensation-for-Injury and Claims Specialists and order personnel as needed.
- Establish a Compensation-for-Injury work area.
- Review Incident Medical Plan.
- Review procedures for handling claims with Procurement Unit.
- Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

Position:

Cost/Time Keeping (Documentation) Unit

Cost Role: Staff provide all incident cost analysis-track costs, analyze cost data, make estimates, and recommend cost-saving measures. They ensure that equipment and personnel for which payment is expected are properly identified; obtain and record cost data; analyze and prepare estimates of incident costs; maintains accurate records of incident costs. Cost Unit staff provide cost estimates for resource use to Planning Section staff. The Cost Unit staff maintain information on the actual cost of all assigned resources.

Time Role: Staff ensure the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. The Time Unit Leader may need assistance from personnel familiar with the relevant policies of any affected agencies. Time Unit staff verify these records, check them for accuracy, and post them according to policies. As applicable, personnel time records will be collected and processed for each operational period.

- Determine incident requirements for time recording function.
- Contact appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- Maintain separate logs for overtime hours.
- Submit cost estimate data forms to Cost Unit as required.
- Maintain records security.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.

ATTACHMENT 2: SAMPLE DISASTER DECLARATION

DECLARATION OF A STATE OF EMERGENCY

WHEREAS, the Director of Emergency Management of _____ Jurisdiction does/did hereby find:

1. That due to _____ (Specify Event) _____, Jurisdiction is facing/faced dangerous conditions;
2. That due to the _____ (Specify Event) _____, a condition of extreme peril to life and property necessitates/necessitated the proclamation of the existence of a local emergency;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that an emergency does now/or did exists throughout said Jurisdiction; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said emergency, the powers, functions, and duties of the Emergency Management Organization of Jurisdiction shall be/were those prescribed by State Law and the Ordinances, Resolutions, and approved plans of Jurisdiction in order to mitigate the effects of said emergency.

Date

Chair, Board of Supervisors
County of Cumberland, Commonwealth of Virginia

Attest: _____

Clerk, Board of Supervisors
County of Cumberland, Commonwealth of Virginia

ATTACHMENT 3: CHANGE FORM

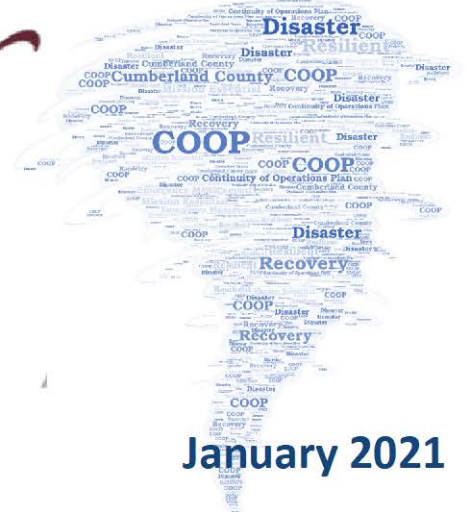
Instructions: This form is used to make a change to the Response Annex. Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov.

RESPONSE ANNEX CHANGE FORM		Date:
Name:		Department:
Phone:		Email:
CHANGE REQUESTED		
Annex Page(s)	Reason for Change:	
	Proposed Change Language:	
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE		
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Date: <input type="checkbox"/> Updated Annex Sent to Plan Holders		



County of
Cumberland
Virginia

Emergency Operations Plan
Annex D: Recovery



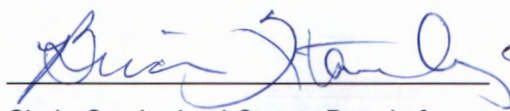
January 2021

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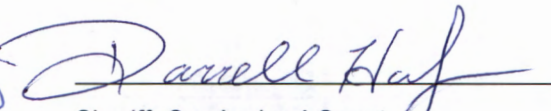
PLAN DOCUMENTATION

APPROVAL

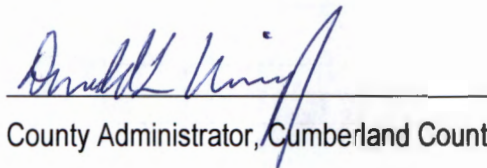
This Recovery Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Cumberland County Director of Emergency Management, or their designee to serve as the Emergency Manager, modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.



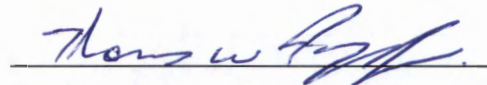
Chair, Cumberland County Board of Supervisors



Sheriff, Cumberland County



County Administrator, Cumberland County



Chief, Emergency Management Coordinator,
Cumberland County Fire and EMS

AUTHORITIES, ACRONYMS, AND DEFINITIONS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Cumberland County Director of Emergency Management.

RELATED AUTHORITIES

FEDERAL

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
- The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act).
- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- "Emergency Services and Assistance," Code of Federal Regulations, Title 44.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.
- National Response Framework (NRF), January 2008.
- National Preparedness Goal, September 2011.
- National Incident Management System (NIMS), February 2008.
- National Disaster Recovery Framework (NDRF), September 2011.
- Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.
- Sandy Recovery Improvement Act (SRIA) of 2013
- Disaster Relief Appropriations Act, 2013

ACRONYMS

AAR	After Action Report
DRC	Disaster Recovery Centers
EPG	Emergency Policy Group
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
IAP	Initial Action Plan
IDA	Initial Damage Assessment
LDRM	Local Disaster Recovery Manager
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information officer
SHSP	State Homeland Security Program
SITREP	Situation Report
UASI	Urban Area Security Initiative
VDEM	Virginia Department of Emergency Management

DEFINITIONS

National Incident Management System: This system provides a flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, mitigation, response, and recovery.

Preliminary Damage Assessment: A mechanism for determining the effect and ratio of damage and the resulting needs of the private and public sectors. The State uses information collected through preliminary damage assessment as a basis for a governor’s emergency declaration.

Incident Action Planning (IAP): A written, or verbal plan designed to provide a terse and comprehensible method of capturing and disseminating the comprehensive incident: objectives, strategies, priorities, and tactics.

Local Disaster Recovery Manager (LDRM): The LDRM’s function is to organize, coordinate, and advance recovery at the local level. LDRM’s bring recovery management and administration experience, critical thinking habits, and resource development skills to recovery operations.

Disaster Recovery Centers: A readily accessible facility or mobile office where those impacted may acquire information and be referred to appropriate services.

Emergency Operation Center: A specified location that serves as a focal point for emergency communications, coordination, information, and decision-making.

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INTRODUCTION

BACKGROUND

Cumberland County's Director of Emergency Management manages the County's Emergency Management program. This Recovery Annex provides:

- Guidance on how to initiate recovery operations as soon as an event is anticipated within the County.
- A framework that will guide Cumberland's recovery activities in emergencies or disasters.
- Guiding principles of Cumberland and departmental cooperation to enhance recovery operations.

Each department should become familiar with this Annex to ensure efficient and effective execution of emergency responsibilities. This document will continue to be evaluated, updated, and refined to meet the changing needs of the County. The Director of Emergency Management, or their designee, will update and maintain this Plan. Emergency Management will work with all county departments in continuing to enhance recovery operations.

Cumberland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

Short-term operations seek to restore vital services and provide for the basic needs of the Whole Community. Long-term recovery focuses on restoring the County to its normal or new normal state.

The Federal government, under the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges. Each department should become familiar with this Annex to ensure efficient and effective execution of emergency responsibilities.

PURPOSE

The purpose of this Recovery Annex is to provide a framework to effectively implement recovery strategies after an incident or disaster to restore normalcy, build resiliency, and protect Cumberland County financially. This Plan is consistent with the National Incident Management System (NIMS) and the National Disaster Recovery Framework (NDRF).

The County is prepared to coordinate with state and federal agencies to facilitate individual assistance for our residential population, apply for federal assistance (if available), or file insurance claims. This includes ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Cumberland County utilizes the Incident Command System and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters.

The ultimate goals of the Cumberland County Emergency Management program are to:

- Provide effective communications, coordination, and application of resources regarding life safety measures and property loss reduction;
- Provide for the rapid resumption of impacted mission-essential programs and services;
- Provide inclusion emergency policies that ensure persons with access and functional needs can all access public safety and emergency management services; and
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

SCOPE

This Annex is intended to address recovery from a disaster. A disaster is an incident that surpasses the County's ability to respond to or recover from without additional assistance. This Recovery Annex will provide a framework for adapting Cumberland's organizational structure and maximizing capabilities to recover from disasters faster and more efficiently.

EMERGENCY MANAGEMENT PHASES

This Annex applies to Cumberland County's phases of emergency prevention, preparedness, mitigation, response (when appropriate), and recovery operations during local, State, and Presidentially declared emergencies or disasters. This Plan applies to all county departments with operational responsibilities for recovery. This Annex will be applied early in the response phase for no-notice events and pre-event for events with notice prior to improve recovery time and reduce expenses. Response operations may still be occurring when this Plan is initiated.

RECOVERY PRIORITIES

The following *rank-ordered* priorities are intended to provide guidance for prioritizing actions and undertaking investments by the County during recovery and restoration.

The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Instead, they are intended to help guide such real-world decisions in the wake of a disaster. Note that the below priorities are not intended to be *exclusive* of one another.

they are intended to provide a *relative* framework for the design and implementation of recovery programs; the direction of recovery actions; and allocation of limited resources:

1. Address life-safety concerns.
2. Provide for basic needs including public safety/security, health, and social/human services' needs.
3. Protect property and maintain economic stability.
4. Respect personal liberties, legal protections, and privacy safeguards.
5. Maintain standards of fairness, individual rights, and Cumberland County's interests.
6. Support general well-being and address intangible social/personal impacts.
7. Protect and restore the County's resources.

CONCEPT OF OPERATIONS ORGANIZATION

All county departments will have assignments throughout the recovery phase, in addition to their regular, day-to-day duties. As Emergency Operation Center (EOC) and response operations transition to recovery, staff with recovery mission assignments will be identified. The Director of Emergency Management, or their designee will outline how the current operations will transition to recovery operations. These assignments usually parallel or complement regular duties. The assignments of each department are listed in the “Organization” section of this plan.

Recovery procedures, training, and education for recovery assignments need to be accomplished before an event and should be refreshed yearly. Each department is responsible for developing and maintaining its own procedures, training, and education. Education should include details of how personnel should perform the recovery assignments outlined in this plan.

The Director of Emergency Management, or their designee will be responsible for organizing, coordinating, and advancing recovery within the County. During recovery operations, departmental staff may be assigned specific positions in a recovery organization structure, or the Director of Emergency Management, or their designee may give them mission assignments.

ACTIVATION AND IMPLEMENTATION OF THE RECOVERY PLAN

The transition from Response to Recovery is a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. During the response phase, the Director of Emergency Management, or their designee will decide when to transfer direction and control of recovery operations to the Local Disaster Recovery Manager (LDRM) will serve as the Incident Commander (Recovery role) and the Director of Emergency Management, or their designee will supervise the LDRM functions if a support contractor is used.

RECOVERY GOVERNANCE AND COMMAND

GOVERNING AUTHORITIES

The Director or Emergency Management or their designee, maintains full authority to direct recovery activities that promote Cumberland County's recovery.

LOCAL DISASTER RECOVERY MANAGER

The Director of Emergency Management, or their designee appoints the Local Disaster Recovery Manager (LDRM). He/she serves as the Lead for coordination and command of all local recovery efforts. The LDRM will oversee the County's recovery organization. The LDRM, in coordination with the Director of Emergency Management, may activate additional resources or contract them as appropriate to best support recovery.

The LDRM will serve for a period of time determined by the recovery efforts and dictated by the Director of Emergency Management. This individual will be dedicated to the recovery effort and may be unable to perform duties related to their permanent job/home department until released from duty by the Director of Emergency Management. The LDRM may be a full-time appointment or contracted position.

Specific skill sets and credentials of the individual designated as the LDRM will depend on the needs presented by the incident. Considerations for the position include:

- Ability to navigate political environments within Cumberland County;
- Ability to quickly comprehend the complexity of State, Federal, and NGO roles in recovery;
- Authority to make/recommend time-sensitive financial decisions; and,
- Understanding of historical and geographical influences in the County environment.

Under the direction of the Director of Emergency Management or their designee, the LDRM is Cumberland's primary point-of-contact for disaster recovery programming, organization, implementation, and coordinating with the Virginia Department of Emergency Management (VDEM), and the Federal government. The LDRM is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC). The LDRM can appoint a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.

Depending on the scope of the disaster, long-term recovery may continue for many years. As noted, Cumberland County may consider a pre-event recovery support contract for the LDRM and other disaster accounting and recovery roles for a major disaster.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

RECOVERY ORGANIZATION

The Recovery organization incorporates the LDRM (see the previous section above), leaders of the recovery effort, command staff, and general staff positions as deemed necessary. Command and General Staff may be detailed to the Recovery organization full or part-time, depending on the situation.

The cost of recovery organization staff and recovery tasks will be borne by the County unless such costs are eligible for reimbursement under Federal or State programs, or if Cumberland County identifies other funding mechanisms.

The Recovery organization structure will be consistent with the principles of ICS. This generally means:

- It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort.
- Only positions that are needed will be filled.
- Activated positions will be filled by whoever has the applicable skill sets and experience at that time.
- Tasks assigned to positions that are not filled will revert up the chain of command to that position's supervisor.
- The staffing, scale, and structure of the Recovery organization may expand, change, or contract over time based on the situation.
- No single supervisor should directly oversee more than seven staff ("ICS span of control").
- Each individual in the Recovery organization will report directly to only one supervisor ("ICS unity of command").

RECOVERY ORGANIZATION ACTIVITIES

Cumberland County will follow the NDRF to ensure a more effective recovery. The NDRF illustrates recovery as a fluid process that begins with preparedness and can extend for months or years. Each phase requires a unique set of considerations for the recovery organization to consider.

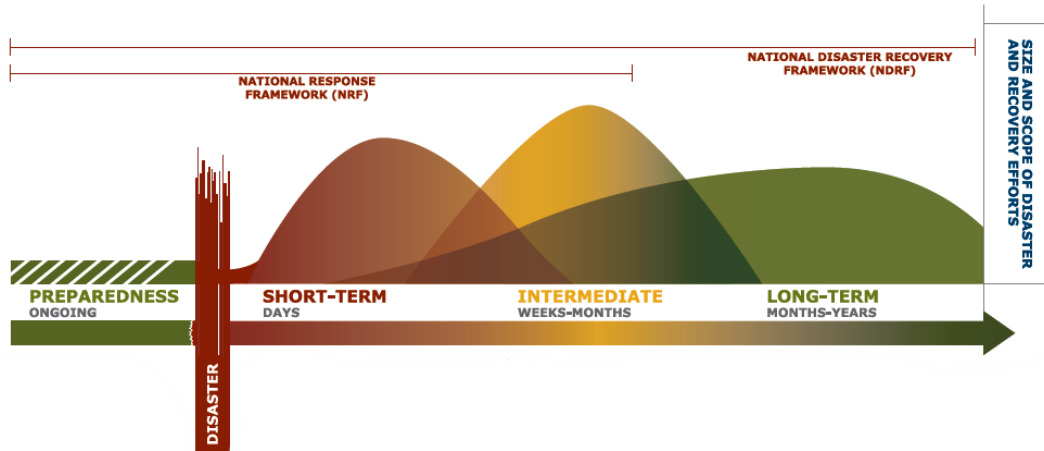


Table 1– National Disaster Recovery Framework

PREPAREDNESS ACTIVITIES

- Review responsibilities and authorities with legal counsel to ensure existing laws/ordinances ensure the health, safety, and welfare of citizens following a disaster (i.e., protective measures, access restrictions, reentry policies, curfews, price controls, public nuisance and other emergency rules of operation etc.).
- Build and maintain a disaster recovery organization.
- Develop and maintain memorandums of agreements (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, and NGOs.
- Conduct pre-disaster preparedness exercises to test and improve capabilities.
- Identify potential candidates to serve as the LDRM.
- Determine surge requirements for resource management and personnel.
- Develop agreements that will supplement existing staff.
- Pre-identify services to meet the emotional and health care needs of the County's Whole Community in the event of a disaster.
- Develop pre-scripted public information messages that can be used to deliver information about recovery efforts on the Citizen Information Line, when not staffed.
- Build and maintain relationships with private sector partners who can provide critical services for recovery such as financing, grocery, pharmacy, transportation, etc.

- Develop a mechanism for communicating with the private sector following an emergency or disaster.
- Inventory resources, capabilities, and current contracts for recovery operations.
- Understand county, state, and federal regulations/legislation that will create potential support or barriers for local recovery efforts.
- Ensure that current plans, policies, and procedures include information on aiding those with disabilities, functional, and access needs during recovery operations.
- Review existing financial system policies, procedures, and supporting infrastructure to ensure effective documentation and tracking of disaster costs being generated by all departments as soon as response and recovery activities are initiated (e.g., personnel, equipment, supplies, contract services, travel etc.)
- Facilitate the sorting, retrieving, and packaging of the disaster finance information and for cost reimbursement purposes.
- Develop/provide the necessary pre-event and “Just-In-Time” training to ensure effective and timely implementation of disaster recovery plans.
- Identify staff to support local damage assessment teams and provide the appropriate training to prepare teams.
- Pre-establish local debris monitoring and management contracts to address debris removal needs in a timely and effective manner.

SHORT-TERM RECOVERY ACTIVITIES

Short-term Recovery overlaps both the response and intermediate recovery actions.

- Assess and develop a strategy for post-disaster short-, interim-, and long-term disaster recovery damages/impacts/needs of affected communities.
- Coordinate re-entry with local municipalities.
- Extend and expand emergency services as needed to support the recovery mission.
- Provide emergency and temporary medical care and establish surveillance protocols as needed.
- Engage those with disabilities, functional, and access needs to ensure that critical needs are being addressed.
- Initiate the damage assessment process, including informal “windshield assessments” as well as formal assessments of facilities.
- Initiate actions for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.
- Assess infrastructure damages and work to establish temporary or interim infrastructure to support Cumberland’s reopening.

- Review and brief department staff on disaster assistance available under the Stafford Act and other applicable disaster assistance programs. Explain associated program requirements relating to cost reimbursement, documentation, and procurement.
- Maintain contact with utility providers to determine when major utilities will be restored.
- Request outside assistance as necessary.
- Monitor recovery operations to ensure compliance with all applicable laws, regulations, policies, and programmatic requirements.
- Document and track all expenditures during the recovery process.

RESPONSE ACTIVITIES

As noted in the previous section and **Annex C: Response**, the Director of Emergency Management, or their designee monitors the need for and implements pre-recovery activities during the response phase. This includes rapid impact assessment (infrastructure assessment) and damage assessment for Public Assistance (PA) and Small Business Administration (SBA) eligibility and support for Individual Assistance (IA).

INTERMEDIATE RECOVERY ACTIVITIES

In this phase, life safety response activities have ceased, and vital services may/may not have been restored. However, the community has not returned to “normal.”

- Complete damage assessment to support the County and State Disaster Declaration and trigger Federal Assistance.
- Identify Recovery and Post-Disaster Mitigation projects, develop project worksheets (PWs), and participate in FEMA applicant meetings.
- Aid the affected population (i.e., crisis counseling, transportation, etc.).
- Coordinate with county resources, to determine potential locations for emergency shelter and/or temporary housing and family/disaster assistance centers (DRCs).
- Develop transportation restoration and rebuilding plans for increased resiliency.
- Ensure that environmental and historic preservation laws and executive orders are met.
- Utilize the Recovery organization to review the County's rebuilding and resiliency goals.
- Ensure that all new construction done by volunteers meets building codes.
- Provide the Whole Community with recovery and mitigation resources.
- Assesses the need to activate departmental the County's COOP.
- Conduct post-disaster After-Action Review and update emergency management plans as appropriate.

LONG-TERM RECOVERY ACTIVITIES

Long-term recovery consists of those activities and ongoing projects that return Cumberland County to a sense of “normalcy,” or a new normal.

- Manage Recovery and Mitigation grant-funded projects, track PW progress and reporting requirements, and ensure the retention of documentation.
- Ensure participation in applicable meetings relating to recovery (housing, economic recovery, environmental remediation, etc.).
- Conduct ongoing monitoring of acute and chronic effects on the environment as a result of the long-term implications.
- Re-establish county services, programs, systems, resources and workforce levels, and provide for the devolution of COOP activities.
- Prioritize long-term services required for at-risk populations, including social, medical and mental/behavioral health needs.
- Remediate areas where hazardous material releases have occurred.
- Aid in the transition of remaining emergency temporary housing populations to permanent housing.
- Identify additional mitigation initiatives following long-term recovery.
- Update resource directories, vendor lists, and inter-agency agreements, reflecting changes, additions, and newly discovered resources for future preparedness planning.

ASSIGNMENT OF RESPONSIBILITIES

To ensure the most effective use of the services and functions of existing departments within the County for emergency operations, selected roles have been assigned emergency management responsibilities in this Recovery Annex as illustrated below.

<p>Position:</p> <p>Executive Policy Group</p>	<p>Role: Assist the Emergency Management program in developing strategic goals for recovery operations. This includes but is not limited to reviewing, updating, adopting county ordinances, policies and procedures, providing legal guidance, etc.</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Directs recovery activities, develop strategic recovery goals, pass laws and ordinances to promote the County's recovery. <input type="checkbox"/> Appoints or activates pre-event contract (if applicable) to designate a Local Disaster Recovery Manager to lead recovery. <input type="checkbox"/> Ensures that the Recovery organization is established, and the identified partners are able to support recovery needs, strategies, and plans. <input type="checkbox"/> Understands key hazards and evolving risks in the Community. <input type="checkbox"/> Adopts and enforces mitigation measures. <input type="checkbox"/> Supports the Recovery through the identification and coordination of recovery resources and the engagement of partners. <input type="checkbox"/> Shares information with the public on recovery efforts. 	

<p>Position:</p> <p>EOC Manager/Local Disaster Recovery Manager</p>	<p>Role: The Local Disaster Recovery Manager (LDRM) may be a full-time appointment or a contracted position. The LDRM is solely dedicated to the recovery effort and may be unable to perform duties related to their permanent position until released from duty. The specific skillsets and credentials of the LDRM will depend on the needs presented by the incident.</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Identifies threats and hazards most likely to impact the County. <input type="checkbox"/> Provides training and education to response partners and the Community on likely threats and hazards. <input type="checkbox"/> Integrates hazard mitigation and recovery planning efforts to build resilience in the Community. <input type="checkbox"/> Documents lessons learned and incorporate them into future plans and policies. <input type="checkbox"/> Serves as the Lead Recovery Agent for the County and will oversee the recovery organization. 	

- Acts as the Liaison between the Local government and the State.
- Appoints a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.
- Assesses impacts of the disaster and communicates the County's recovery priorities.
- Makes recommendations for enactment, repeal, or extension of emergency ordinances, and resolutions.
- Communicates the importance of administrative and documentation requirements that will be necessary for the event of a Presidentially Declared disaster.
- Interfaces with the State, private sector, and nonprofit organizations to facilitate the timely recovery of the impacted jurisdiction.
- Coordinates opportunities to exercise recovery plans.
- Works to assess and communicate local recovery priorities to state and federal partners.
- Establishes and maintains contact with recovery partners in neighboring communities (if necessary).
- Promotes mitigation, resilience, and sustainability measures in local recovery plans and strategies.
- Engages the Whole Community in the Recovery process including through with limited English proficiency and access and functional needs.
- Builds the Recovery team and identify subject matter experts as needed to support recovery.
- Coordinates opportunities to train and exercise recovery plans.

Position:**Public Information Officer**

Role: The Public Information Officer keeps the public informed and maintain all social media platforms of pertinent information to the public.

- Serves as the official spokesperson for the Recovery organization.
- Responds to all media and general public inquiries.
- Maintains the appropriate flow of information about recovery operations to the media for public dissemination through public information releases via multiple channels (i.e., social media, governmental websites, public broadcasts, etc.).
- Informs the public about the Recovery effort via multiple media channels (i.e., social media, disaster hotlines, local governmental websites, public broadcasts, L.E.D signboards, etc.).
- Develops public communication and messaging plan in the early stages of the Recovery effort that will serve as a roadmap for strategic communications between the Recovery unit and the public.

- Maintains current information and summaries on the Recovery effort.

Position: Liaison Officer	Role: The Liaison Officer maintains being point of contact for outside department recovery efforts.
<input type="checkbox"/> Serves as the point of contact for representatives assisting and cooperating agencies and organizations. <input type="checkbox"/> Maintains a list of assisting and cooperating recovery agencies and representatives. <input type="checkbox"/> Coordinates intergovernmental/interagency deployments to the recovery organization. <input type="checkbox"/> Interacts with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort. <input type="checkbox"/> Monitors recovery operations to identify current or potential inter-organizational problems.	

Position: Safety Officer	Role: The Safety Officer monitors incident recovery operations and advises the EOC Manager and LDRM on all matters relating to incident health and safety of emergency responder personnel. The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
<input type="checkbox"/> Monitor and assess hazardous and unsafe working situations and develop methods for assuring personnel safety throughout recovery. <input type="checkbox"/> Collect and compile all risk information associated with the execution of recovery mission assignments. <input type="checkbox"/> Help develop safety messaging for recovery operations.	

Position: Recovery Organization	Role: The Recovery Organization maintains and directs personal in their roles during a recovery.
<input type="checkbox"/> Assign personnel only to positions that are needed. <input type="checkbox"/> Initially include command staff, general staff, and any other necessary resources in the Recovery structure, as appropriate. <input type="checkbox"/> Fill activated positions with whoever has the applicable skillsets and experience. <input type="checkbox"/> Pre-identify personnel with applicable recovery skillsets and experience. <input type="checkbox"/> Adjust the organizational structure to suit the situation and phase of recovery over time (i.e., staffing, scare, and structure of the recovery organization).	

- Do not directly oversee more than seven staff members (“ICS span of control”). [All supervisory positions]
- Report directly to only one supervisor (“ICS unity of command”). [All recovery personnel]
- Designate a Local Disaster Recovery Manager (LDRM).
- Serve as the lead recovery agent in the impacted jurisdiction. [LRDM]
- Support decision-making and help provide access to key resources throughout the Recovery. [All recovery personnel]
- Consider creating a Long-Term Recovery Committee.
- Help coordinate local recovery efforts and offer support to the Community’s needs. [Long-term Recovery Committee]
- Manage recovery from the Local government, if applicable. [Long-term Recovery Committee]

Position:**Operations Section Chief**

Role: The Operation Section Chief oversees all recovery efforts. While engage with other section chiefs to maintain and prioritize recovery efforts.

- Manages recovery operations in coordination with the LDRM.
- Supervises the execution of recovery operations as defined in the recovery action plan.
- Activates and deactivates additional support as needed for recovery operations.
- Determines resource needs for managing the locality’s recovery activities.
- Participates in damage and impact assessments with other recovery partners.
- Ensures inclusiveness within the Whole Community Recovery process including persons with disabilities and limited English proficiency.
- Communicates recovery priorities to the State and Federal government (as needed or required) and other recovery stakeholders and supporters.
- Works closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Develops and implements recovery progress measures and communicates adjustments and improvements to applicable stakeholders and authorities.

Position: Planning Section Chief	Role: The Planning Section Chief develops, monitors and supervises the Recovery Action Plan.
<ul style="list-style-type: none"> <input type="checkbox"/> Develops the Incident Action Plan (IAP) to accomplish recovery objectives. <input type="checkbox"/> Supervises the preparation of the Recovery Action Plan. <input type="checkbox"/> Collects, evaluates, disseminates, and documents information about recovery operations and status of resources. <input type="checkbox"/> Compiles and reports on damage assessment data using the Initial Damage Assessment (IDA) Report Form. <input type="checkbox"/> Monitors and documents decision-making and action planning around recovery to ensure it is fair and equitable. <input type="checkbox"/> Organizes recovery planning processes that include individuals with disabilities and access and functional needs. <input type="checkbox"/> Leads the development of the Recovery organization's visions, priorities, resources, capability and capacity. <input type="checkbox"/> Conducts and facilitates recovery planning meetings. <input type="checkbox"/> Compiles and displays recovery status information. <input type="checkbox"/> Provides relevant situational information, plans and reports to VDEM. <input type="checkbox"/> Determines the need for specialized recovery resources. <input type="checkbox"/> Oversees the preparation of the Demobilization Plan <input type="checkbox"/> Coordinates the development of the Recovery effort After-Action Report (AAR). 	

Position: Logistics Section Chief	Role: The Logistics Section Chief maintains on support needs and equipment for the recovery operation.
<ul style="list-style-type: none"> <input type="checkbox"/> Provides all support needs to aid the County and orders all resources as requested by those dealing with the Recovery. <input type="checkbox"/> Helps identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications and information technology support throughout the Recovery process. <input type="checkbox"/> Manages all recovery logistics. <input type="checkbox"/> Identifies anticipated and known recovery services and support requirements. <input type="checkbox"/> Oversees the development of communications, medical, and traffic plans during recovery. 	

- Establishes, supports, and maintains any physical sites that are established.

Position:

**Finance/Admin
Section Chief**

Role: The Finance/ Admin Section Chief maintains, tracks and files all financial costs incurred during the recovery effort.

- Processes vouchers, timesheets, and paystubs.
- Monitors and approves disaster recovery-related costs (i.e., lodging and rental vehicles).
- Provides overall fiscal guidance, training, and issues purchasing cards to staff and secure advances when necessary.
- Provides financial and cost analysis information as requested.
- Tracks and coordinates payment for recovery supplies and services.
- Ensures that all recovery documentation is prepared, stored appropriately, and completed on time.
- Briefs the recovery organization on all recovery-related costs needing attention.
- Maintains expenditure records for federal recovery programs.

RECOVERY LEADS

Depending on the scale of the incident, the Director of Emergency Management, or their designee may need to designate Recovery Leads. Each Recovery Lead will serve as the primary agent to accomplish their assigned objectives within the County's Recovery operation. The Recovery Lead will coordinate activities, resources, and identification of recovery needs. Recovery Leads are not expected to have all necessary assets, expertise, or capabilities internally; however, they are responsible for requesting, tasking, coordinating, and supporting the activities of supporting departments and partners to accomplish assigned objectives. The Recovery Leads will also coordinate with other elements of the Recovery operation through the Recovery Action Planning cycle.

Each Recovery Lead will be responsible for educating supporting departments and their representative staff to the Recovery operation on plan activation and transition from response to recovery. The Recovery Leads will provide an initial transition briefing specific to the roles and responsibilities of their assigned mission areas.

SUPPORTING DEPARTMENTS AND PARTNERS

Each Recovery mission area may have supporting departments and partners. These departments and partners offer specific capabilities or resources that are available to support the Recovery Lead in executing assigned Recovery operational objectives. Supporting departments and partners may provide information, advice, counsel, operational support, and coordination. Supporting partners may include non-profit organizations, private sector firms, community groups, county, state, and federal agencies, and other organizations external to Cumberland County.

ADDITIONAL AND EXTERNAL RESOURCES

Recovery Leads, through the Operations Section Chief, may request additional or external resources. The Operations Section Chief will, in cooperation with the Logistics and Finance/Admin Sections, coordinate with the Director of Emergency Management, or the LDRM, to identify additional volunteer, mutual aid, and/or contracted resources.

If the need for contractor support is identified, those individuals and organizations will be managed through the established Recovery structure in a way that will not compromise the County's Recovery authority. The respective contracting department will administer contracts, and responsibility for contractor performance will be managed by the Department under which the contractor is mobilized.

DIRECTION, CONTROL, AND COORDINATION

Cumberland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

The Director of Emergency Management, or their designee will provide the primary direction, control, and coordination function for all short-term and long-term recovery activities following a disaster.

Short-term operations seek to restore vital services to the County and provide for the basic needs of the Whole Community. Long-term recovery focuses on restoring Cumberland to its routine or new normal state.

DAMAGE ASSESSMENT

RAPIDS IMPACT ASSESSMENT (SIZE-UP)

A rapid impact assessment, also referred to as “Size-Up,” is the first estimation of damages sustained following an event. The assessment will identify the boundaries of the disaster area(s), access points to the disaster area(s) and casualty information. This assessment provides a quick glimpse as to whether or not the County, State, and/or Federal assistance is warranted and to what extent resources are needed. This assessment generally begins immediately after a disaster, or when conditions are deemed safe and will be completed within the first 24 hours post-impact.

INITIAL DAMAGE ASSESSMENT (IDA)

As soon as conditions are safe and response and recovery operations allow, all county departments and offices will conduct an IDA of all county-owned and operated infrastructure, buildings, equipment, vehicles, roads, etc., as follows:

Collection: Cumberland County will collect damage information from facilities and departments. The caller’s name, facility, facility location, department, and damages will be recorded.

Assessment: Once a list of facilities, departments, and addresses have been collected, a team will go out to confirm and further define the extent of damage at each location. Damaged areas not previously reported may be identified during this process and should be recorded as well.

Analysis: Once all the data is collected, the Director of Emergency Management, or their designee, will work to identify problem areas and provide information related to those areas.

Reporting: Within 72 hours of the event, the Director of Emergency Management, or their designee, will provide a Cumulative Local IDA summarizing damage to county facilities, departments, and infrastructure. Often, this information is used by the County to request a Preliminary Damage Assessment (PDA) from the State.

JOINT PRELIMINARY DAMAGE ASSESSMENT (JPDA)

The Joint Preliminary Damage Assessment (JPDA) is a coordinated, county-wide effort to verify initial assessments from the Initial Damage Assessment (IDA) and determine whether the damage meets established thresholds that would prompt state and federal Individual and/or Public Assistance.

- Prior to the conduct of a JPDA, VDEM will confirm that the information captured in the IDA is complete and consistent with the programmatic assessment criteria prior to requesting a Joint Federal and State Preliminary Damage Assessment.
- Once the request for a JPDA is made, the Commonwealth of Virginia will provide IDA data to the FEMA Regional Recovery Division. FEMA and VDEM will then discuss the information submitted, determine team requirements, and schedule a JPDA briefing.
- VDEM will work with the County to schedule field assessments. Cumberland County Emergency Management will coordinate the event with VDEM.
- The damage assessment field team will include one representative from the Federal government, one state representative, and a local representative who is familiar with the extent and location of damage in the area.
- JPDA's are intended to validate the information captured in the IDA.
- JPDA Teams should start with the most heavily damaged areas.
- Once the JPDA has been completed, the state will review the validated information and make a recommendation to the Governor on the need to request a Stafford Act declaration.

PUBLIC ASSISTANCE

FEMA's Public Assistance Program (PA) is designed to provide supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages the protection of these damaged facilities from future events by assisting with hazard mitigation measures during the recovery process.

The Federal share of assistance is no less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub-grantees (eligible applicants). In Virginia, the Local jurisdiction is responsible for the 25%, based on the Commission on Local Governments Economic Index stress factor for individual localities.

It is important to note that in-kind County contributions (supplies) and volunteer utilization if properly documented, can potentially provide up to 100% of the local match. Proper documentation of previously purchased resources and volunteer management (*volunteer timekeeping should mirror the same process as for employees, which documents their disaster-related mission and accurate hours*) becomes a critical factor for proving matching contributions. The ICS 214 should be used to document paid and volunteer labor.

A claim must be filed with the County's insurance carrier(s) prior to applying for Federal monies. The steps below are necessary for local participation in the Public Assistance program:

- Preliminary Damage Assessment;
- Governor's Request;
- Declaration;
- Applicant's Briefing;
- Request for Public Assistance;
- Kickoff Meeting;
- Project Formulation;
- Project Review;
- Project Funding; and,
- Program Closeout.



Figure 1– Public Assistance Process

If these steps are completed, in accordance with FEMA guidance, the County may be approved for funding from FEMA's PA Program. Requests for PA must be filed with the State within 30 days from the date of the federal declaration designating the areas as eligible for PA. Program funds can be used to assist with debris removal, restoration of public infrastructure, and emergency protective measures.

Cumberland is responsible for:

1. Educating at least one staff member on the PA process.
2. Executing the local debris management plan.
3. Ensuring that Cumberland's insurance policy covers all publicly owned government facilities.
4. Assisting in Project Worksheet generation.
5. Attending applicant briefing meetings
6. Completing and submitting "Requests for Public Assistance" forms.
7. Sending a representative to the Kick-Off Meeting.

DISASTER RECOVERY CENTERS (DRCs)

Cumberland County will work with Emergency Management to establish locations for a DRC following a disaster.

- The County should maintain a desk at the DRC to answer questions and concerns from county citizens and to better coordinate Individual Assistance (IA) programs, referrals to supporting NGOs, and issues with state and federal officials.

DEBRIS MANAGEMENT

An initial debris “push” is vital for major road clearance and ingress and egress to Cumberland’s critical infrastructure facilities, access by emergency management, emergency responders, and utility restoration crews. Recovery cannot begin unless there is safe access to the area.

Debris Management is the coordination of debris removal, collection, and disposal following a disaster. Debris Management is essential to mitigate potential threats to the health, safety, and welfare; expedite recovery efforts in the impacted area and address any threat of significant damage to property.

Debris Management support entails removing debris from county-owned property and rights-of-way (not covered by VDOT), enabling vehicle access and reinstating traffic patterns, minimizing health risks that might result from disaster debris, and disposing of debris in the most efficient, effective, and permissible manner.

Debris removal and management also supports the damage assessment process as well as providing critical and emergency services. It is essential to be aware of the logistical and environmental challenges of debris collection. Debris should be separated into different types, including household waste, hazardous materials (paint, chemicals, etc.), organic/vegetative debris, appliances, and other types.

COMMUNICATIONS

During recovery operations, communication between the Director of Emergency Management, the LDRM, departments, and their partners will be crucial. Teams working outside of the Emergency Operation Center (EOC) to conduct recovery operations will maintain communication with the EOC using telephones, email, or WebEOC.

INTERNAL COMMUNICATIONS

The Director of Emergency Management, or the LDRM, will be responsible for the organization and structure of internal communications (i.e., among the recovery stakeholders). This function may address key issues such as:

- Communication activities that will be needed and who will be responsible for those activities.
- Effective communication with elected officials.
- Methods of sharing information, including management of sensitive issues.
- Resource levels that may be needed.
- Internal communications methods will include the following:
 - WebEOC;
 - Landline, cell, and satellite telephone;
 - Radios;
 - E-Mail; and,
 - SMS text messages.

The Director of Emergency Management recognizes that sufficient communications will not always be available and that no-tech, low-tech, and high-tech communications strategies may need to be implemented.

EXTERNAL COMMUNICATIONS

The Director of Emergency Management, or the LDRM, will take the lead role for the coordination and dissemination of recovery information. Information will be shared with the county, regional, and state PIOs to ensure consistent messaging. Social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats to ensure that the entire affected population receives sufficient content and detail.

Methods used to communicate with and disseminate information to the public will include:

- Portable and fixed electronic sign boards;
- Radio;
- Television;
- Social Media;
- Flyers and word of mouth.

ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION AND FINANCE

It is paramount that detailed records are kept and backed up with documentation that supports the incurred disaster event-related cost. Costs that should be tracked include but are not limited to personnel hours, supplies, materials, equipment, and expendable resources (such as fuel). This detailed cost-tracking approach is necessary for obtaining state and/or federal disaster declarations, reimbursements, and payments for staff and projects during recovery. Each program should be reviewed carefully to determine the eligibility of damages and expenses.

Qualifying for and obtaining assistance from the state and federal government relates directly to the approach and details of cost tracking. Cumberland County may need to modify existing accounting systems and develop documentation protocols that can meet both ongoing operational requirements and provide sufficient documentation to justify claims for FEMA and insurance.

Cumberland County Departments should employ their own internal process for recording and documenting expenditures throughout the incident. All recovery-related records must be kept for a minimum of five years following the last action on the disaster application. All department cost tracking processes must be consistent with the County's overall disaster recovery policy and procedures.

Financial personnel will gather ICS 214 forms and other supporting documentation regularly throughout the event to determine the total expenses incurred by the County.

DOCUMENTATION

At a minimum, Emergency Management should maintain the following documentation to ensure maximum reimbursement and financial assistance:

- Itemized Receipts;
- Equipment cards;
- Journal vouchers;
- Material requisitions;
- Purchase orders;
- Detailed documentation, which correlates to the time/date a specific employee or volunteer worked with any rental car or hotel room utilized; and,
- Timesheets.

Cumberland County Emergency Management must include the following documentation when making a formal request for assistance or reimbursement:

- Copy of the local disaster proclamation and resolution (if required);
- Initial damage estimate for debris removal, emergency work, and repairing or replacing damaged facilities (note: the cost of compliance with building codes for new construction, repair and restoration should also be documented);

- Written request/resolution by a designated official;
- Type of disaster;
- Date of occurrence and whether the situation is continuing;
- Areas affected; and,
- Type of assistance needed.

DEACTIVATION/DEMOBILIZATION

Recovery staff and assets may be deactivated and/or returned to normal operations at the discretion of the Director of Emergency Management or designated LDRM. This determination may be based on the completion of operational objectives, the ability to accomplish objectives without support or coordination from the Recovery organization, or Cumberland's return to a "new normal."

After the Recovery organization is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Recovery Plan will revert to non-disaster planning and implementation mechanisms.

Overall deactivation of the Plan and demobilization of the Recovery organization will be at the discretion of the Director of Emergency Management/LDRM in consultation with the County Administration.

PLAN MAINTENANCE

Cumberland County Emergency Management is responsible for the overall development and maintenance of the Recovery Annex. The Director of Emergency Management, or their designee, will ensure the Annex is reviewed and updated by each involved department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency situation or exercise.

The Recovery Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies identified through actual emergency response operations, drills, exercises, and through changes in the County organizational structure, technological changes, etc. Annex updates will be documented **Attachment 4: Proposed Change to Recovery Annex Form**.

ATTACHMENT 1: RECOVERY CHECKLISTS

SHORT-TERM RECOVERY CHECKLIST

The initial actions for short-term recovery center on accurate situational awareness and getting the recovery group organized. When there is a disaster event that is of such a magnitude that coordination efforts will be needed for recovery, implement the following actions:

- Fully activate the Recovery organization.
- Develop a strategy for post-disaster short, interim, and long-term disaster recovery damages/impacts/needs of affected communities.
- Have departments collect information on their ability to sustain operations.
- Collect information on damages, duration, and impact from the following:
 - Utility Providers;
 - Social, medical and health services;
 - Transportation routes and services;
 - Debris issues;
 - County government operations;
 - Private-sector retail and wholesale providers; and,
 - Others.
- Work to have debris cleared from primary transportation routes.
- Develop information for the public on the recovery process and progress.
- Reach out to members of the Whole Community with access and functional needs to make sure critical needs are being met.
- Coordinate with neighboring counties and state jurisdictions on recovery efforts as needed.
- Begin developing a plan to transition from response to recovery when emergency lifesaving activities wind down.

LONG-TERM RECOVERY CHECKLIST

As emergency issues are resolved and the County works to return to the new post-disaster “normal”, the general priority is to continue accurate situational awareness and to sustain recovery operations.

As Cumberland transitions to long term recovery, implement the following actions:

- Ensure enough people and the right departments are assigned to Recovery operations.
- Continue to collect information on progress, duration, and impact of the following:
 - Utility Providers;
 - Social, medical, and health services;
 - Transportation route and services;
 - County Government Operations;
 - Debris issues; and,
 - Others.
- Assist with financial assistance concerning county property repairs.
- Determine potential locations for temporary placement of residents.
- Seek regional coordination and solutions where appropriate.
- Facilitate departmental involvement in the recovery process.
- Develop partnerships to strengthen recovery efforts.
- Refer to Mitigation Plans for ways to build resiliency.
- Continue to provide information for the public on the recovery process.
- Prioritize long-term services.

ATTACHMENT 2: RAPID IMPACT ASSESSMENT WORKSHEET

	Single Family	Multi Family	Mobile Homes	Business	Hospitals	Public Facilities/ Buildings	Schools	Utilities	Public Roads	Bridges
Destroyed	4									
Major	4									
Minor										
TOTAL	8									

1. Enter Numbers for each category.
2. Place your cursor in the cell for the column you want to total.
3. Press "F9" on a PC or "fn+F9" on a Mac to calculate the total.

Notes:

Date:

Parameters:

Completed by:

Contact Number:

ATTACHMENT 3: PRELIMINARY DAMAGE ASSESSMENT CHECKLIST

- Establish a local damage assessment team and assign roles.
- Familiarize the team with risk and vulnerability assessment data.
- Determine the functional roles and responsibilities of personnel assisting in the damage assessment process.
- Identify resources necessary to conduct local damage assessment.
- Identify damage assessment zones.
- Establish defined standards for damage assessment (i.e., 4-point scale).
- Train and exercise the damage assessment process.
- Collect damage information from Rapid Needs Assessment reports.
- Determine if the damage warrants a joint PDA.
- Collect supplies and contact information including:
 - Review information with PDA team members;
 - Make necessary travel and lodging arrangements;
 - Contact individuals who will be conducting the assessment;
 - Identify potential Public Assistance/Infrastructure damages;
 - Initiate Project Worksheets (PWs); and,
 - Capture Applicant damages, narratives, and impact statements.
- Collate damage data for the County.
- Update existing Damage Assessment information as new information becomes available.
- If the damage threshold meets the FEMA threshold, ensure the Virginia Department of Emergency Management (VDEM) requests a Joint Preliminary Damage Assessment (JPDA).
- Provide a representative to join the JPDA team.
- If a declaration is received, the Director of Emergency Management, or their designee should plan to attend the Applicant briefings.

ATTACHMENT 4: PROPOSED ANNEX CHANGE FORM

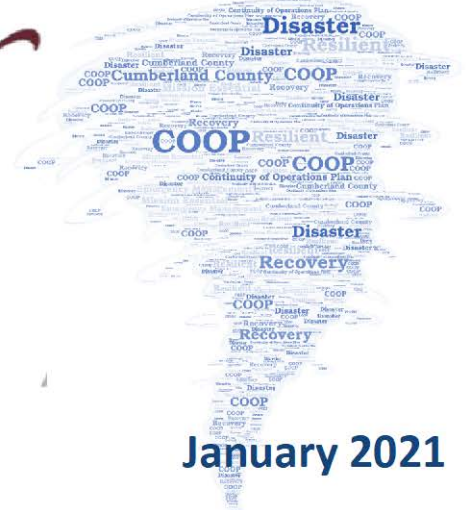
Instructions: This form is used to a change to the Recovery Annex. Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov.

RECOVERY ANNEX CHANGE FORM		Date:
Name:		Department:
Phone:		Email:
CHANGE REQUESTED		
Annex Page(s)	Reason for Change:	
	Proposed Change Language:	
CUMBERLAND COUNTY EMERGENCY MANAGEMENT USE		
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Date: <input type="checkbox"/> Updated Annex Sent to Plan Holders		



County of
Cumberland
Virginia

Emergency Operations Plan
Annex E: Radiological Response



January 2021

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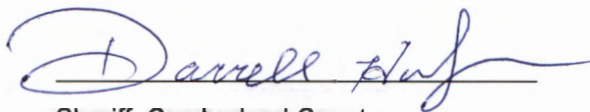
PLAN DOCUMENTATION

APPROVAL

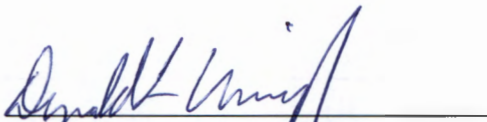
This Radiological Response Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Cumberland County Director of Emergency Management, or their designee to serve as the Emergency Manager, modify this plan as necessary to address operational or organizational changes, comply with policy, or address mandates from the Commonwealth of Virginia or Federal government. All County Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.



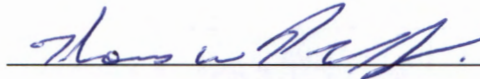
Chair, Cumberland County Board of Supervisors



Sheriff, Cumberland County



County Administrator, Cumberland County



Chief, Emergency Management Coordinator,
Cumberland County Fire and EMS

AUTHORITIES, REFERENCES, ABBREVIATIONS, ACRONYMS AND DEFINITIONS

BACKGROUND

Following the onset of the Novel Coronavirus (COVID-19) outbreak, Cumberland County procured planning support services from The Olson Group, Ltd. (OGL) through the Emergency Management Consulting Contract. Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Cumberland County Administrator.

AUTHORITIES

The following policies, statutes, bylaws, regulations, executive orders, or directives pertain to powers, authorities, or requirements that affect or relate to emergency planning and response in Cumberland County.

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments
- Homeland Security Presidential Directives #5, Management of Domestic Incidents
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Federal Radiological Emergency Response Plan
- National Oil and Hazardous Substances Pollution Contingency Plan
- Radiation Control Act, Title 32, Chapter 6, Article 8, Code of Virginia
- Target Capabilities List (TCL) 2.0
- Universal Task List (UTL) 2.0
- Title 44 of the Code of Federal Regulations
- United States Department of Homeland Security

COMMONWEALTH OF VIRGINIA

- Commonwealth of Virginia Emergency Services and Disaster Laws of 2000 (Code of Virginia, §44-146.19)

LOCAL

- Cumberland 2030 The Comprehensive Plan for Cumberland County, VA

REFERENCES

- The Commonwealth of Virginia Radiological Emergency Response Plan (COVRERP), Volume III, Originally Published June 1983, revised May, 2007

- The Commonwealth of Virginia, Department of Health, Bureau of Radiological Health Radiological Emergency Response Plan, 1999
- NUREG-0654/FEMA-REP-1, Criteria for Preparation and Evaluation of Radiological Emergency Response Plans and Preparedness in Support of Nuclear Power Plants, U.S. Nuclear Regulatory Commission/Federal Emergency Management Agency, (NRC/FEMA) December, 2019, Rev.1
- FEMA-REP, Radiological Emergency Preparedness Exercise Manual, FEMA, September 2019
- Radiological Emergency Preparedness: Exercise Evaluation Methodology and Alert and Notification, Part II, Federal Emergency Management Agency, Federal Register, Vol. 66, No. 177/April, 2002
- Southern Mutual Radiation Assistance Plan (SMRAP), Southern States Energy Board, December 2020
- Manual of Protective Action Guides and Protective Actions for Nuclear Incidents, EPA 400-R-92-001, 2017
- Virginia Power North Anna Power Station Emergency Plan
- Virginia Power Surry Power Station Emergency Plan
- Federal Radiological Emergency Response Plan, Federal Emergency Management Agency

DEFINITIONS

Alert - The second of the four emergency classification levels.

Access Control Points - Locations, usually manned by law enforcement officers, which are strategically positioned to prevent entry into the evacuated area.

Contamination Levels - An individual or surface will be considered contaminated if a survey reading indicates a level in excess of 0.1 mR/hr above background.

Committed Dose - The radiation dose due to radionuclides in the body over a 50-year period following their inhalation or ingestion.

Committed Effective Dose Equivalent - Dose incurred from inhalation of radioactive materials from exposure and intake during the early phase.

Crops and Soil (Including all fruits and vegetables, grown commercially or for home use) - Crops and soil that may have become contaminated with radioactive materials will be monitored for contamination by members of the Virginia Department of Health and other appropriate agencies. The Division of Consolidated Laboratory Services and the BRH mobile laboratory will analyze crop samples, as necessary. For small areas, decontamination may be accomplished by digging up the affected area and disposed as determined by Virginia Department of Health. For a large area, decontamination may be accomplished by a variety of methods including plowing, soaking of soils, or some other acceptable means. VDH will monitor crops grown on land that has been decontaminated to assure that they are safe for consumption.

Decontamination - The removal or reduction of contaminated radioactive materials from a surface.

Decontamination Activities - Decontamination activities will be performed by or under the guidance of Virginia Department of Health-Bureau of Radiological Health (VDH-BRH) if this action is warranted in any jurisdiction within the ingestion pathway beyond the Plume (10-mile) EPZ.

Deep Dose Equivalent - Deep Dose Equivalent and Effective Dose Equivalent are the same if the body exposure is uniform (a typical situation).

Dose, Projected - The estimated radiation dose which affected population groups may potentially receive if no protective actions are taken.

Dose, Radiation - The quantity of radiation absorbed, per unit of mass, by the body or any portion of the body. Rem is a unit of equivalent dose measurement.

Dose Rate - The amount of radiation to which an individual is exposed per unit of time.

Dosimeter - An instrument for measuring the total accumulated exposure to penetrating ionizing radiation.

Effective Dose Equivalent - The sum of the products of the dose equivalent to each organ and a weighing factor, where the weighing factor is the ratio of the risk of mortality from delayed health effects arising from irradiation of a particular organ or tissue to the total risk of mortality from delayed health effects when the whole body is irradiated uniformly to the same dose.

Emergency Operations Facility (EOF) - A facility operated by the utility for continued evaluation of the emergency and direction and control of licensee activities in response to the emergency. Representatives of State agencies are present and perform data analysis jointly with the utility. The EOF provides information on plant conditions and utility actions to Federal, State, and local authorities.

Emergency Phase - The initial time period during which actions are taken in response to a threat of release or a release in progress.

General Emergency - The fourth and highest of the four emergency classification levels.

Ingestion Pathway Emergency Planning Zone - An area delineated by a circle around a nuclear facility used in preplanning. The primary concern is preventing internal exposure to radioactive materials through the food pathway.

Intermediate Phase - The period beginning after the source and releases have been brought under control and environmental measurements are available.

Livestock - Livestock in the affected areas will be monitored for contamination by VDH based on accident assessment calculations and the results of initial samplings.

Plume Exposure Emergency Planning Zone (EPZ) - An area delineated by a circle around a fixed nuclear facility used in preplanning. The primary concern is preventing whole body or inhalation exposure from airborne and deposited radioactive materials. In the case of a commercial nuclear power station, this distance is about 10 miles.

Protective Action Guide (PAG) - Levels of radiation doses to individuals in the general population that warrants protective action.

Protective Actions - Emergency measures taken for the purpose of preventing or minimizing radiological exposure that would likely occur if no actions were taken

Radiological Monitoring - The process of using a radiological survey instrument to locate and measure radioactive contamination.

Recovery - The process of reducing radiation exposure rates and concentrations of radioactive material in the environment to acceptable levels for return by the general public for unconditional occupancy or use after the emergency phase of a radiation emergency.

Reentry - The temporary return of individuals into a restricted zone under controlled conditions.

Relocation - A protective action, taken in the post-emergency phase, through which individuals not evacuated during the emergency phase are asked to vacate a contaminated area to avoid chronic radiation exposure from deposited radioactive material.

Rem - an acronym for Roentgen Equivalent Man, a unit of dose of any ionizing radiation that produces the same biological effect as a unit of absorbed dose of ordinary x-ray.

Restricted Area - An area in which evacuation has been completed and entry into this area is prohibited until the area is determined to be safe to reenter.

Return - The reoccupation of areas cleared for unrestricted residence or use by previously evacuated or relocated populations.

Site Area Emergency - The third of the four emergency classification levels.

Structures and Vehicles - Vehicles used by evacuees and emergency workers that have been in the evacuated area will be monitored and, if necessary, decontaminated by washing the vehicles with soap and water. If such action is deemed necessary, decontamination of structures and vehicles will be under the direction and control of a local government agency designated by the local Coordinator of Emergency Management. Advice, recommendations, and training on decontamination will be provided by VDH.

Total Effective Dose Equivalent - The sum of the Deep Dose Equivalent and the Committed Effective Dose Equivalent

Thyroid Exposure - Radiation exposure to the thyroid through inhalation or ingestion of certain radioactive materials.

Unusual Event - The first and lowest of the four emergency classification levels.

Whole Body Exposure - Direct external radiation exposure to the body from airborne or deposited radioactive materials.

NOTE: A more comprehensive listing of terms that are unique to fixed nuclear facilities and transportation of radioactive materials is included in Appendix 16 of the COVREXP.

ABBREVIATIONS AND ACRONYMS

ARES	Amateur Radio Emergency Services
BRH	Virginia Department of Health Bureau of Radiological Health
CCNPP	Calvert Cliffs Nuclear Power Plant
CFA	Cognizant Federal Agency
COVERP	The Commonwealth of Virginia Radiological Emergency Response Plan
CSX	CSX Transportation Company
DEQ	Department of Environmental Quality
EAS	Emergency Alert System
EEM	Exercise and Evaluation Method
EOC	Emergency Operations Center
EOF	Emergency Operations Facility
EPA	Environmental Protection Agency
EPZ	Plume Exposure Emergency Planning Zone
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FNARS	FEMA National Radio Systems
FRERP	Federal Radiological Emergency Response Plan
JIC	Joint Information Center
KI	Potassium Iodide
LEOF	Local Emergency Operations Facility
NAPS	North Anna Power Station
NAWAS	The National Warning System
NRC	U.S. Nuclear Regulatory Commission
OEMS	Virginia Office of Emergency Medical Services
PAG	Protective Action Guide
PAO	Public Affairs Office/Officer
PARs	Protection Action Recommendations
PIO	Public Information Officer
RERT	Radiological Emergency Response Team
SECC	State Emergency Communications Committee
SMRAP	Southern Mutual Radiation Assistance Plan
SOP	Standard Operating Procedures

SPS	Surry Power Station
SRD	Self-Reading Dosimeter
SR	State Relay
USCG	United States Coast Guard
VDEM	Virginia Department of Emergency Management
VDH	Virginia Department of Health
VEOC	Virginia Emergency Operations Center

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FORWARD

This Annex complements and is designed to interface with the Commonwealth of Virginia Radiological Emergency Response Plan (COVRERP), the North Anna Nuclear Power Station Emergency Plan, and the Surry Power Station Emergency Plan and the Cumberland County Emergency Operations Plan. Preplanned response actions for each emergency classification level, as well as protective actions delineated herein are compatible with those of the COVRERP. The implementation of the protective actions and procedures prescribed in this Annex provides a reasonable level of safety in dealing with radiological emergencies caused by incidents at nuclear reactors or by transportation accidents occurring in Cumberland County involving radioactive materials.

INTRODUCTION

PURPOSE

The overall purpose of this annex is to provide guidance for effective emergency response operations in the event of a Radiological, Chemical, Nuclear, Biological and Explosive emergency involving the ingestion exposure pathways. This annex sets forth policies and concepts that serve as the basis for detailed Standing Operating Procedures (SOPs). From these policies and concepts, specific protective actions and other response actions are devised and implemented as needed or required based upon the emergency conditions.

The responsibilities of Cumberland County are outlined later in this document. Attachments and Appendices follow this plan and provide detailed SOPs that ensure that these responsibilities will be met. Other detailed SOPs may be developed and used by individual groups, as needed.

SCOPE

This annex applies to radiological emergencies that may occur within or affect Cumberland County. An emergency could be caused by events at the North Anna Power Station (NAPS), Surry Power Station (SPS), other fixed nuclear facilities, or by transportation accidents. This annex may also be implemented to assist neighboring counties, who are responding to such an emergency.

SITUATION

POTENTIAL SOURCES OF RADIOLOGICAL EMERGENCIES

1. Nuclear Power Plant Reactors

- a. The North Anna Power Station (NAPS) is located in Louisa County on Lake Anna. The Plant consists of two pressurized water nuclear reactors (Units 1 and 2) that generate nominally an electrical output of 982 megawatts each. The station is owned and operated by Virginia Power.
- b. The Surry Power Station (SPS) is located on the James River in Surry County. The Plant consists of two pressurized water nuclear reactors (Units 1 and 2) that generate nominally an electrical output of 855 megawatts each. The station is owned and operated by Virginia Power.
- c. The Calvert Cliffs Nuclear Power Plant (CCNPP) is located in Calvert County, near the Town of Lusby, Maryland. The Plant consists of two pressurized water nuclear reactors that generate an electrical output of 825 megawatts each. The Station is owned and operated by Baltimore Gas and Electric Company.
- d. The planning for radiological emergencies at NAPS and SPS concentrates on a response to an airborne release of radioactive materials. If an incident were to occur, this type of release is the most likely and allows the least time for reaction. Cumberland County is not within the 50-mile EPZ of the Calvert Cliffs Nuclear Power Plant.

2. **Transportation Accidents** - Another potential source for a radiological emergency is a transportation accident involving shipments of radioactive materials being transported in and through Cumberland County. Shipment of radioactive materials within the State in support of fixed nuclear facilities, other users of radioactive materials, and the Department of Defense facilities raises the possibility of radioactive emergencies caused by transportation accidents. The primary mode of transporting radioactive materials is by truck, although shipments may be by rail, ship, or aircraft.
3. **Nuclear Weapon Accident** - In a nuclear weapon accident, health and safety, public affairs, classified information security, and weapons recovery are the critical components and concerns facing response organizations. Other radiological emergency response aspects that must be addressed include medical assistance, security, logistics, legal implications, site restoration, communications, and response team integration and coordination. The Commonwealth of Virginia Department of Emergency Management in conjunction with the lead or Cognizant Federal Agency (CFA) will manage overall coordination of these operations.

MISSION

The mission of Cumberland County government is to develop and maintain capabilities and procedures for emergency operations in response to radiological emergencies at fixed nuclear facilities and transportation accidents involving radioactive materials. Additionally, the County's mission to conduct the following:

- To provide for the decontamination of people, vehicles, livestock, structures, crops, soil, and any other surfaces that are contaminated with radioactive material.
- To provide for re-entry (temporary access) and return (reoccupation) into affected areas evacuated due to a radiological emergency.
- To develop plans that include recovery, re-entry, and return processes and procedures.

ORGANIZATION

OVERVIEW

Generally, the Virginia Department of Emergency Management (VDEM) in cooperation with the Virginia Department of Health, Agriculture and Consumer Services and the Virginia Cooperative Extension Service will monitor radiation levels and broadcast recommended actions based on information gathered by radiation monitoring teams. Federal and State agencies will conduct damage assessments in potentially affected areas and will inform farmers, growers and producers of any actions that should be undertaken. The Local government will continue to be responsible for specific local government actions and will be apprised of Federal and State actions within the County.

NATURE OF THE HAZARD

RADIOLOGICAL HAZARD

Harmful radiation cannot be detected by the human senses. Detection of its presence depends on instrumentation. In an atmospheric release from NAPS or SPS two methods of exposure would be possible. External radiation is exposure from an external source. This is commonly referred to as whole body exposure. Along with this external exposure, there could be internal exposure. This would occur if radioactive material were to be inhaled or ingested.

The amount of radiation a person might receive, referred to as the projected dose, is dependent on several factors. For instance, the closer the person is to a radioactive source and the longer that person stays there, the higher the projected dose would be. At NAPS and SPS many other factors are taken into consideration when determining the projected dose, which is the centerpiece in deciding on what protective actions should be recommended to the State. These include the quantity and the isotopic and chemical composition of the radioactive material that could be or has been released. Also considered are the atmospheric conditions, to include stability, wind speed and direction.

Health effects from radiation vary depending on the amount of harmful radiation to which a person is exposed. If there is any exposure resulting from an emergency at NAPS or SPS, it is likely to be so small that no health effects will be evident. In the unlikely event that a person is exposed to a high radiation dose, from any source, the effects would fall into two categories.

- **Early Effects** - Early affects from an extremely high radiation dose would occur within the first two or three months. These effects may include nausea, fatigue, vomiting, diarrhea, loss of appetite, loss of hair, temporary sterility, and clinically detectable changes such as chromosomal changes in skin.
- **Delayed Effects** - Delayed effects from an extremely high radiation dose would not appear until years later. These may include somatic effects, such as increase in the incidence of cancer among those exposed or genetic effects such as increased prenatal mortality or heredity defects in future generations.

SCOPE OF POTENTIAL RADIOLOGICAL EMERGENCIES

NRC and FEMA have defined two emergency planning zones (EPZ) to be used for planning emergency response actions in response to an emergency at a fixed nuclear power station.

PLUME EXPOSURE EMERGENCY PLANNING ZONE

The Plume Exposure EPZ, is defined as approximately a 10-mile radius surrounding NAPS. See Attachment 1. The principal exposure sources from this EPZ would be whole body external exposure to gamma radiation from deposited material and inhalation exposure from the passing radioactive plume. The size of this EPZ is based on the following considerations:

- Projected doses from the traditional design basis accident would not exceed protective action guide levels outside of the zone.

- Projected doses from most core melt sequences would not exceed protective action guide levels outside the zone.
- For the worst core melt sequences, immediate life-threatening doses would generally not occur outside the zone.
- Detailed planning within 10 miles would provide a substantial base for expansion of response efforts in the event that this proved necessary.

A joint NRC/Environmental Protection Agency (EPA) Task Force concluded that it would be unlikely that any protective actions for the Plume Exposure Pathway would be required beyond 10 miles from the facility. Also, the ten-mile Plume Exposure Pathway Emergency Planning Zone is of sufficient size for actions within this zone to provide for substantial reduction in early severe health effects (injuries or death) in the event of the worse-case core melt accident.

INGESTION PATHWAY EMERGENCY PLANNING ZONE

The second, the Ingestion Pathway EPZ, is defined as approximately a 50-mile radius surrounding NAPS that includes the plume exposure EPZ. See Attachment 2. The size of this EPZ was selected because:

- The downwind range within which significant contamination could occur would generally be limited to about 50 miles from a power station because of wind shifts during the release and travel periods.
- There may be conversion of atmospheric-suspended iodine to chemical forms that do not readily enter the Ingestion Pathway.
- Much of any particulate material in a radioactive plume would have been deposited on the ground within 50 miles of the facility.
- The likelihood of exceeding Ingestion Pathway protective action guide levels at 50 miles is comparable to the likelihood of exceeding Plume Exposure Pathway protective action guide levels at 10 miles.

TIME FRAMES

A nuclear incident can be broken into three-time phases: Emergency, Intermediate, and Recovery.

- **Emergency Phase** - During this phase actions are taken to respond to the incident. The time between the onset of accident conditions and the start of a major release could range in the order of one-half hour to several hours. The release may last from one-half hour (short-term release) to a few days (continuous release). Protective actions based on accident assessment are implemented. See Concept of Operations on Page 19.
- **Intermediate Phase** - This phase begins when the source and release have been brought under control and initial environmental measurements are available on which to base additional protective actions.
- **Recovery Phase** - During this phase actions are taken to reduce radiation levels to acceptable levels.

PROTECTION AGAINST THE HAZARD

During the Emergency phase the primary concern is protecting the public within the plume exposure EPZ from inhalation and from direct whole body exposure to radioactive materials. Subsequent protective actions may also be required to reduce exposure through the ingestion pathway EPZ. The goal is maximum protection of the public with the least cost and disruption. To be able to help facilitate those affected by a radiological emergency, Cumberland has identified multiple sectors, labeled alphabetically. Sector nomenclature is primarily utilized by the utility but would also be applicable to ingestion pathway jurisdictions.

AREA IDENTIFICATION

The area that could potentially be involved in a radiological emergency at NAPS or SPS is referred to in several different ways. Terms such as Plume Exposure EPZ, Ingestion Exposure EPZ, Sectors, and Protective Action Zones are used to refer to different areas.

- **Ingestion Exposure EPZ** - Immediate actions might not be necessary within about 50 miles of the plant because the immediate exposure resulting from the accident would be less than EPA protective action levels for the radiation plume. The primary concern is long term exposure resulting from the ingestion of contaminated food and water. Attachments 2 provide maps for each ingestion exposure pathway EPZ that involves Cumberland County.

CONCEPTS OF OPERATIONS

COORDINATION OF EMERGENCY OPERATIONS

The County organization utilized for a response to a radiological emergency is essentially the same as that for other peacetime disaster operations. This organization is described in the Cumberland County Emergency Operations Plan. Within this government structure, the County Administrator serves in the role of County Director of Emergency Services, directing the response through the County Coordinator of Emergency Services. The Coordinator is responsible for coordinating the overall response of this jurisdiction. County agencies provide support and assistance as requested by either the Director or the Coordinator of Emergency Services. Their capabilities, as well as those of the Office of Emergency Services are depicted below.

Direction and control of radiological emergency response operations in the County is the responsibility of the County's Director of Emergency Management. Extension Agent activities to include damage assessment functions and local public information news releases will be coordinated through the County Office of Emergency Management. State and Federal agency assistance will be requested through the Virginia EOC at (804) 674-2400, or toll-free (800) 468-8892.

The County's Public Safety Communications Center is staffed 24 hours a day. This center will receive the initial notification of radiological emergency from the Virginia Emergency Operations Center (VEOC). Subsequent notifications will be sent to this center by the VEOC unless an alternate location is established for this purpose.

County departments identified in Appendix D, will provide support to the overall emergency response as directed or requested by the Office of Emergency Management.

COMMUNICATIONS

Commercial telephone will be the primary means of communications. Other best available means will be utilized as necessary. In the event communications assistance is needed, the County may make requests for supplemental emergency communications or restoration of existing service to the Virginia EOC Communications Officer at the VEOC.

LOGISTICS (DECONTAMINATION EQUIPMENT)

The use of ordinary soap and water will be the primary method of decontamination. If more extensive decontamination methods are required VDH will be consulted. Radiation detection equipment used by local emergency services personnel to monitor a surface for contamination will be supplied through VDEM. Training in the use of this instrumentation and maintenance of the equipment will be provided by VDEM. If Cumberland County requires decontamination assistance, the County should contact VDEM or VDH.

EMERGENCY RESPONSE FACILITIES

The County will establish and maintain an adequate facility (may be local EOC) for direction and coordination of response efforts within the ingestion exposure pathway.

PUBLIC INFORMATION

The dissemination of accurate and timely information to the citizens and the dispelling of rumors in times of emergency is one of the most critical elements of an effective emergency response. Cumberland County will ensure that its citizens are informed about a radiological emergency and the implementation of protective measures. A Public Information Officer (PIO) will be designated by the County to implement the County's Public Information Operating Procedures during a radiological emergency.

RE-ENTRY AND RETURN

The decision to allow re-entry and return into an evacuated area rests with the Director of Emergency Management of the local jurisdiction affected after consultation with VDEM. Return will normally be recommended by VDH only when the projected dose is less than 2 Rem during the first year. This dose is the sum of the effective dose equivalent from external gamma radiation and committed effective dose equivalent from inhalation of resuspended materials. Additionally, doses in any single year after the first should not exceed 0.5 Rem and the dose over 50 years excluding the first and second years, not exceed 5 Rem.

Individuals who are permitted to reenter a restricted zone to work, or for other justified reasons, will require protection from radiation. Such individuals should enter the restricted zone under controlled conditions in accordance with dose limitations and other procedures for control of occupationally exposed workers. Ongoing doses received by these individuals from living in a contaminated area outside the restricted zone need not be included as part of this dose limitation applicable to workers. In addition, dose received previously from the plume and associated ground shine, during the early phase of the nuclear incident, need not be considered.

Individuals reentering a restricted area will be registered, issued a permit and given a briefing on hazards. A briefing outline is provided in Appendix C (1). See Appendix C (2) for Re-entry Log and Appendix C (3) for Re-entry Pass. Individuals permitted temporary re-entry will be issued dosimetry so that their exposure can be recorded. Escorts trained and provided by the Department of Health-BRH or the County may accompany individuals who are permitted to temporarily enter restricted areas to perform critical operations. All persons entering and exiting restricted areas will be monitored and exposure reading recorded on the Emergency Worker Form REC-1 which is location in Appendix C (4).

RECOVERY PLANNING

Recovery planning will be initiated after conditions on-site (i.e., at the respective nuclear power station, have stabilized and immediate public health and safety and property protective actions accomplished). Off-site contamination levels will be characterized, and the extent of damage or long-term effects will be determined based on extensive analyses by Federal and State agencies. Recovery planning will focus on the following issues:

- Assistance and resources needed to return impacted areas to normalcy.
- Conditions for temporary re-entry and permanent return into restricted areas.
- Appropriate actions relative to contaminated foods, land and property.
- Continued radiological dose assessment, dose commitment, integrated dose, and health effects to the public--both short- and long-term.
- Decontamination of selected foods, vehicles, buildings, equipment and other properties.

- Support to persons and property owners in the affected areas for financial restitution.
- Plan and procedures for (1) disposal of contaminated soils and other properties and (2) conditions by which restrictions on food consumption, marketing and other economic/commercial activities may be relaxed.
- Coordination with counties and adjacent states affected by radioactive contaminants, the exposure time periods, activity levels, and significance of radiation exposures.
- Redirection of mail deliveries to evacuees and relocated populations.
- Development of an Economic Recovery Plan.
- Financial impact of restrictions placed on the sale of commercial foodstuffs and the curtailment of wholesale and retail marketing in affected communities.
- Continue to monitor and control the spread of radioactive contamination of both humans and animals.
- Ongoing public information outreach effort.

ROLES AND RESPONSIBILITIES

ASSIGNMENT OF DUTIES

Responsibilities assigned to the various departments of Cumberland County in support of radiological emergency response are outlined in this section of the Annex. County agencies assigned radiological emergency responsibilities may develop and keep more detailed SOPs in addition to this annex to assure a capability to fulfill their responsibilities. Each agency will review its SOPs annually and report any necessary changes to the Coordinator of Emergency Management. Cumberland County will participate in ingestion exposure pathway exercises for NAPS and SPS at a level consistent with the preparedness and response goals and objectives of the County, and in coordination with the VDEM and Virginia Power. VDEM will provide planning and other technical assistance, as requested.

OFFICE OF EMERGENCY MANAGEMENT

- Ensure Continuity of Government
- Supervise the operation of the County Emergency Operations Center (EOC). An alternate facility may be designated for the purpose of providing direction and coordination of response efforts within the ingestion pathway.
- Provide direction and control for the emergency response by the County.
- Provide for coordinated response actions with local extension agents/damage assessment teams.
- Serve as the County point of contact with State agencies.
- Request State assistance, as necessary.

Coordinate media relation functions in coordination with the VDEM Public Information Office. See Appendix B (Public Information Procedures) and Appendix D (Telephone Directory) for telephone numbers for VDEM Public Affairs Office (PAO), Virginia EOC, VDEM Administrative offices, and other offices and locations where the VDEM PAO may be contacted. **Always contact the VEOC unless another number is published for this purpose.** Coordinate radiological emergency preparedness through the following functions:

- Provide training
- Coordinate training provided by the State

FIRE DEPARTMENT

- Provide a decision-making official to the County EOC.
- Remove victims from any situation in which injury or loss of life has occurred, or the potential for injury or loss of life exists, to include any situation involving or threat of fire.
- Monitor Radiological Defense for personnel protection and for reporting.

Radiological/Hazardous Materials Officer:

- Monitor or track Federal and State sample collection activities within the County.
- Provide personnel to accompany Federal and State Sampling Teams provided local personnel is available and trained for such mission.
- Contain hazardous materials situations.
- Assist in dissemination of warning.
- Assist rescue squads as needed.

SHERIFF'S DEPARTMENT

- Provide a decision-making official to the County EOC.
- Maintenance of law and order.
- Notify key County officials and other agencies as outlined in SOPs.
- Assist the Coordinator of Emergency Services in identifying the need for State support.
- Animal and pet control.
- Provide security at the County EOC.
- Assist police department as needed.
- Assist with dissemination of warnings.

EMERGENCY COMMUNICATIONS CENTER

- Receive notification of a radiological emergency and verify that notification, if necessary.
- Disseminate notification to all appropriate county department heads.

PUBLIC INFORMATION

- Provide for adequate means of disseminating public instruction and emergency information.
- In coordination with VDEM, secure and distribute printed information and instructions on ingestion exposure pathway protective actions.
- Follow procedures as outlined in Appendix B.

EXTENSION AGENT

- Provide listings of any dairy, meat, poultry, fisheries, fruit and vegetable growers, grain producers, food processing plants or other agricultural commodity or related operation within the ingestion exposure pathway EPZ(s) that may have an economic impact on the Community.
- Provide advice to the County on how to minimize loss to agricultural resources.
- Provide information and assistance to farmers and others in preparing for and returning to normal after a radiological emergency.

- Serve as a member of the Local Food and Agriculture Council.

COUNTY HEALTH DEPARTMENT

- Provide listing of food stores, open wells and cisterns, and other consumer food operations that are located within the ingestion pathway.
- Provide an individual to the County EOC who will be available to coordinate response activities and give technical assistance as necessary.
- Coordinate with area hospitals.
- Inspect food, milk and water supplies.

MAINTENANCE & UTILITIES

- Provide listings of all water supply intake points within the ingestion exposure pathway EPZ.
- Supply alternate source of potable water, if necessary.

PLANNING DEPARTMENT

- Provide population (estimate) within the ingestion pathway sectors or zones.

DISASTER RECOVERY TEAM

- Maintain records of all reasonable and necessary costs incurred in providing radiological emergency response and recovery operations.

VOLUNTEER AND QUASI-PUBLIC ORGANIZATIONS

Volunteer and quasi-public organizations will provide support within their capabilities, as requested by either the Director or the Coordinator of Emergency Services. Their capabilities are depicted below:

AMATEUR RADIO EMERGENCY SERVICES (ARES)

ARES/RACES may be activated to provide communications support. RACES is an alliance of licensed radio amateurs operating under Subpart F, Part 97, Rules and Regulations, Federal Communications Commission.

FIRE AND RESCUE SERVICES

Provide emergency services support within capabilities and in accordance with mission orders.

STATE

State agencies will provide support and assistance as requested by the County. The capabilities of those State agencies that would play primary roles during the intermediate and recovery phases of a radiological emergency are outlined below. The capabilities of other State agencies whose assistance may be requested are contained in the COVRERP.

AGRICULTURE AND CONSUMER SERVICES, VIRGINIA COOPERATIVE EXTENSION SERVICE

- Obtain milk samples from dairy farms, meat samples from packing firms, and food samples from retail and wholesale establishments located within 50 miles of the nuclear power station where the radiological accident occurred and provide them to the Division of Consolidated Laboratory Services or other facility for analysis.
- Coordinate the control and disposition of radiologically contaminated food, milk, and animal feed.
- Coordinate the provision of uncontaminated feed for dairy cattle and other farm animals, if required.
- Coordinate the disposition of farm animals affected by radiological contamination.
- Provide advice on and coordinate the disposition or use of farm crops, lands, and equipment that have been radiologically contaminated.
- Assist the Department of Health in radiological monitoring and in obtaining samples for accident assessment.
- Provide a decision-making official to the Virginia EOC.

CONSOLIDATED LABORATORY SERVICES, DIVISION OF DEPARTMENT OF GENERAL SERVICES

- Provide emergency laboratory services to State agencies and political subdivisions as required.
- Provide a decision-making official at the agency office to be in continuous contact with the Virginia EOC.

VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT (VDEM)

- Operate the Virginia Emergency Operations Center (EOC).
- Provide a VDEM State On-Scene Coordinator to the Local Emergency Operations Facility (LEOF).
- Provide warning in coordination with the State Police and the operators of fixed nuclear facilities.
- Provide emergency communications.
- Assist political subdivisions in development and maintenance of local Radiological Emergency Response Plans.
- Coordinate emergency response actions of Federal and State agencies.
- Notify the following Federal agencies and Fixed Nuclear Facilities of a radiological emergency:
- Notify Federal Aviation Administration (FAA) air controllers at Richmond International Airport of a radiological emergency and request that aircraft be instructed to avoid the contaminated airspace until notified otherwise.

- Notify the Commander, Fifth U.S. Coast Guard (USCG) District of a radiological emergency at the Surry Power Station and request establishment of traffic control of boats and ships on the James River in the vicinity of the Surry Power Station.
- Notify Fort Eustis of a radiological emergency at Surry Power Station that could affect the health and safety of personnel stationed at that installation.
- Notify the CSX System Railway Company of a radiological emergency at the North Anna Power Station or the Surry Power Station and request that rail service in the affected area be discontinued temporarily.
- Notify the State Bureau of Radiological Health (day – 804-786-5932, night – 804-674-2400) immediately of all classes of accidents and incidents reported by operators of nuclear facilities.
- Notify the Virginia Department of Transportation to establish roadblocks and to temporarily terminate ferry service between James City County and Surry County when appropriate.
- Notify all other State agencies and support organizations that have emergency task assignments identified in the COVRERP.
- Notify the State of Maryland EOC of a radiological accident at the North Anna Power Station that results in either a declaration of a Site Area Emergency or General Emergency. Notify the State of North Carolina EOC of a radiological accident at the Surry Power Station that results in either a declaration of a Site Area Emergency or General Emergency.
- Monitor the transportation of hazardous radioactive materials in Virginia.
- Provide public information, assisted by the Virginia Department of Health and the nuclear facility operator; and maintain and keep current a list of media representatives, including names and telephone numbers.
- Coordinate radiological emergency response training and conduct annual training exercises.
- Notify the Federal Emergency Management Agency (FEMA) when the emergency classification level at a nuclear power facility is classed as an Alert or higher level and provide updated information; and request assistance, if required, when the emergency classification level is classed as a Site Area Emergency or General Emergency.
- Request assistance from the Federal government in accordance with the Federal Radiological Emergency Response Plan (FRERP).

DEPARTMENT OF ENVIRONMENTAL QUALITY

*Actions performed by the DEQ in the ingestion exposure EPZs will be contingent upon radiation levels being deemed acceptable to the general populous by qualified persons from the Bureau of Radiological Health (BRH) and in accordance with established limits.

- Conduct and provide air quality monitoring data and analysis from existing air monitoring network to the Virginia Department of Health and Virginia Department of Emergency Management as requested.
- Provide assistance in collection and analysis of meteorological data.
- Collect water samples from rivers and lakes located within the ingestion pathway EPZ for assessment.*
- Collect fish samples from waters adjacent to the nuclear facility for assessment.*

- Assist the State Department of Health in radiological monitoring and accident assessment.*
- Define hazardous radioactive materials and promulgate rules and regulations for their transportation within the Commonwealth.
- Provide a decision-making official at the agency office to be in continuous contact with the Virginia EOC.

DEPARTMENT OF GAME AND INLAND FISHERIES

*Actions performed by DGIF in the ingestion exposure EPZs will be contingent upon radiation levels being deemed acceptable to the general populous by qualified persons from the Bureau of Radiological Health (BRH) and in accordance with established limits.

- Collecting samples of wildlife and fish suspected of being radiologically contaminated for analysis by the State Department of Health.*
- Provide back-up communications to support emergency response activities.
- Provide small boats with motors for administrative, logistical, and operational use of waterways contiguous to nuclear power stations.
- Assist the Department of Health in radiological monitoring and accident assessment.*
- Assist in warning people in boats on Lake Anna in the vicinity of the North Anna Power Station.
- Assist in traffic control of boats of Lake Anna in the vicinity of the North Anna Power Station.
- Assist in traffic control of boats and ships on the James River in the vicinity of the Surry Power Station.
- Assist in warning persons in the Hog Island Wildlife Management Area in the vicinity of Surry Power Station.
- Assist in the evacuation of Surry Power Station personnel and other persons from Hog Island Wildlife Management Area, if necessary.
- Provide a decision-making official at the agency office to be in continuous contact with the Virginia EOC.

VIRGINIA DEPARTMENT OF HEALTH (VDH)

Perform accident assessment, to include:

- Provision of the Radiological Emergency Response Team (RERT) for radiological assessment and response.
 - Determining actual off-site radiological consequences.
 - Record keeping and documentation of off-site effects of the accident.
- Assess the radiological consequences for the ingestion exposure pathway, relate them to the appropriate Protective Action Guides (PAGs), and make timely, appropriate protective action recommendations to mitigate exposure from the ingestion pathway.

- Advise State and local officials on the implementation of pertinent protective actions based on accident assessment.
- Task other State agencies for providing radiological monitoring teams and furnishing appropriate protective clothing, dosimeters, and monitoring equipment.

Establish radiological exposure control for:

- State and local government radiological emergency response personnel.
 - Other emergency response personnel.
 - The affected populace.
- Develop and provide recommendations to provide appropriate controls to isolate food to prevent its introduction into commerce.
 - Determine whether condemnation or other disposition of contaminated foods is appropriate.
 - Determine the availability of and coordinate the use of medical facilities that could accommodate and care for persons involved in a radiological emergency who may require medical care.
 - Provide other emergency health services.
 - Develop criteria for establishing controlled areas or zones surrounding an accident site, including ingress/egress control provisions and perimeter radiological surveillance of persons entering or leaving controlled zones within the plume and ingestion pathways.
 - Request and coordinate Federal assistance for monitoring and assessment provided under the Federal Radiological Emergency Response Plan and provide administrative and logistical support and liaison to Federal personnel on request.
 - Request and coordinate assistance for radiological monitoring and assessment under the Southern Mutual Radiation Assessment Plan (SMRAP).
 - Develop criteria for re-entry into homes and evacuated areas and advise local governments when these criteria have been met.
 - Develop and conduct, in coordination with the Virginia Department of Emergency Management, training programs for medical support personnel who may be called upon to care for off-site victims of a radiological accident and assist in conducting other radiological training programs.
 - Procure, store, and administer the issuance of potassium iodide.
 - Provide Bureau of Radiological Health (BRH) Radiological Operations Officers and advisors and a decision-making official from the Virginia Office of Emergency Medical Services (OEMS) to the Virginia EOC.

VIRGINIA MARINE RESOURCES COMMISSION

- In case of a radiological emergency at the Surry Power Station, provide boats and assist in warning and evacuation, as required.
- Assist in environmental sampling of shellfish, finfish, and other marine life.

- Assist the Virginia Department of Emergency Management (VDEM) in assessing initial damage to marine resources.

VIRGINIA INSTITUTE OF MARINE SCIENCE

- Assist in environmental sampling of shellfish, finfish, other marine life, and silt.
- Assist the VDEM in assessing initial damage to marine resources.

VIRGINIA COOPERATIVE EXTENSION

- Provide advice to State and local officials on how to minimize losses to agricultural resources from radiation effects.
- Provide information and assistance to farmers and others to aid them in preparing for and returning to normal after a radiological emergency.
- Conduct damage assessments in potentially affected areas and, in coordination with VDEM and the respective local government(s), inform farmers, growers and producers of any actions which should be undertaken.
- Provide damage assessment reports to VDEM and the respective local government(s).
- Serve as a member of both the State and Local Food and Agriculture Council and respond to both local and State requests for help in preventing damage, assessing damage, and providing information to help people recover from a disaster.

OPERATOR OF FIXED NUCLEAR FACILITY

- Coordinate and interface nuclear facility Emergency Plans with State and local government emergency operations plans.
- Perform the initial assessment of a radiological accident.
- Conduct initial and on-going environmental sampling within the plume and ingestion exposure pathways.
- Notify State and affected local governments of a radiological emergency.
- Establish the Local Emergency Operations Facility (LEOF), as necessary.
- Establish the Joint Information Center and coordinate news releases with State Public Affairs Office.
- Notify and provide accident response and recovery coordination with the Nuclear Regulatory Commission and nuclear industry organizations, including nuclear insurers.
- Provide a representative to the Virginia Emergency Operations Center, upon request.

TRAINING, DRILLS, AND EXERCISES

Cumberland County, in conjunction with the State, will participate in and provide training to involved organizations and individuals. Initial training and retraining will be offered to any individuals and organizations that would be involved in a radiological emergency response.

Cumberland County will participate in ingestion exercises as set forth by Virginia Power, the Commonwealth of Virginia, and the Federal Emergency Management Agency. Ingestion pathway exercises are held in the State once every six years. Areas recommended for corrective action or improvement by Federal Evaluators or other observers will be considered and corrected by appropriate training, plan update, and/or demonstration in the next scheduled exercise.

ATTACHMENT 1: NORTH ANNA POWER STATION INGESTION PATHWAY PLANNING ZONE

JURISDICTIONS WITHIN THE 50-MILE EPZ

County/City	Within 10 Miles of NAPS	Within 50 Miles from Calvert Cliffs	Within 50 Miles of SPS
Albemarle			
Amelia			
Richmond			X
Caroline	X	X	
Chesterfield			X
Culpeper			
Culpeper (City)			
Cumberland			
Essex		X	X
Fauquier			
Fluvanna			
Fredericksburg (City)			
Goochland			
Greene			
Hanover	X		X
Henrico			
King George		X	
King & Queen		X	X
King William		X	
Louisa	X		
Madison			
New Kent			
Orange	X		
Page			
Powhatan			
Prince William			
Rappahannock			
Richmond		X	X
Rockingham			
Spotsylvania	X		
Stafford			
30Westmoreland			

ATTACHMENT 3: INITIAL ENVIRONMENTAL SAMPLING POINTS

North Anna Power Station - Ingestion Pathway EPZ

Cumberland County

The Department of Health's Bureau of Radiological Health (BRH) has developed an initial sampling plan covering the entire ingestion exposure pathway EPZ. The plan prescribes the sample media or type and size by weight or volume for the initial environmental sample. Depending on the analysis and finding of the initial sample and the commodities grown or produced in the vicinity where the initial sample was taken, the VDH may request a sampling of a specified commodity from the particular location for more detailed analysis. This second sample along with other considerations will provide the basis on which to make Protective Action Recommendations (PAR's).

Additional samples may be drawn from one or more of the following commodities or operations:

- Dairy operations - Cow, goat Livestock Operations

Agricultural Operations

- Crops: Corn, Soybeans, Wheat, Other (above ground, below ground)
- Growers: Vegetable - Spinach, Cabbage, Broccoli, Asparagus, Other (above ground, below ground)
- Growers: Fruits - Strawberries, Grapes, Apples, Other (above ground, below ground)
- APIARIES (Bee Colonies)
- Fish and Shellfish
- Feed Stores
- Food Processors
- Food Stores
- Restaurants

ATTACHMENT 4: SUMMARY OF PRIMARY AND SUPPORT RESPONSIBILITIES

Department or Agency (P = Primary; S = Support)	1. Emergency Management Operations	2. Protective Action Decision-Making	3. Protective Action Implementation	4. Field Measurement and Analysis	5. Emergency Notification and Public Information
Office of Emergency Services	P	S	S	S	S
Public Information Officer	S	S	S	S	P
Sheriff's Department	S	S	S	S	S
Fire Administration	S	S	S	S	S
Communication Center	S	S	S	S	S
Planning Department	S	S	S	S	S
Health Department	S	S	P	P	S
Extension Agent	S	S	P	S	S
Public Works/Utilities	S	S	S	S	S
County Administrator	S	S	S	S	S

ATTACHMENT 5: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used to a change to the Radiological Annex. Please email the completed form with the top portion completed to: sjohnson@cumberlandcounty.virginia.gov

RADIOLOGICAL ANNEX CHANGE FORM		Date:
Name:	Department:	
Phone:	Email:	
CHANGE REQUESTED		
Annex Page(s)	Reason for Change:	
	Proposed Change Language:	
COUNTY EMERGENCY MANAGEMENT USE		
Reviewed by:	Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes Date: _____ <input type="checkbox"/> Updated Annex Sent to Plan Holders		

APPENDIX A: INTERMEDIATE AND RECOVERY PHASE ACTIONS / CONSIDERATIONS

- Communications Center receives notification of the radiological incident from the Virginia EOC, via VCIN or commercial telephone.
- Communications Center notifies the Director of Emergency Management or his/her designee of the incident and provides briefing on the situation.
- Other County representatives identified in Appendix D are notified of the emergency. Staffing of the emergency operations center or other command center is at the discretion of the Director of Emergency Management or his/her designee.
- Ensure the County Public Information Officer is notified and either put on standby or instructed to report to an appropriate duty station in case the public needs to be informed of the situation.
- If notified that ingestion pathway protective actions are necessary (e.g., placing cows on stored feed), ensure coordination with and between the State PAO and the Local PIO on disseminating appropriate information.
- Request the Virginia EOC provide a radiological deposition footprint or, if one is not available, other radiological deposition information.
- If radiological information indicates that Cumberland County could be affected by the incident, notify and direct the Local Extension Agent and other County representatives to begin to retrieve, compile or update listings of dairy, meat, poultry, fisheries, fruit and vegetable growers, grain producers, food processing plants and water supply intake points within the ingestion pathway.
- Consider appropriate actions and communications limiting hunting and fishing activities. Consider whether other outdoor work or sporting activities should be curtailed or limited.
- Coordinate with VDEM in securing printed information and instructions on ingestion exposure pathway protective actions in preparation for distribution or dissemination to farmers, growers, producers, processors, food outlets, and the general public.
- Be alert to information regarding State environmental sampling teams taking samples within the County. See Attachment 3 of the Plan for initial sampling points at which State field teams may be taking environmental samples.
- Confer with VDEM and BRH to determine if residents in any portion of the County should take any protective actions due to excessive radiological depositions.
- Consolidate detailed records of costs related to the emergency response. Begin claim actions once cost records are consolidated.
- If no protective actions are necessary continue monitoring the situation until the event is stable or the emergency terminated.
- If conditions permit close out the Command center.

APPENDIX B: PUBLIC INFORMATION

Public Information

The County will, if necessary, issue news releases that contain county specific information which would be useful to dairymen, farmers, food processors, feed producers, county residents, and others as warranted. Along with news releases, county specific information will be provided at the County media center to reporters from radio and television stations, and newspaper outlets which service the area. To ensure consistency throughout the impacted area, the release of all information to the public and local media representatives should be coordinated with the VDEM Public Affairs Officer (PAO) at the Joint Information Center (JIC) or other location established by VDEM for this purpose.

Mission

To maintain, through all available communications media, a continuous flow of information and instructions before, during, and after a disaster so that the public will:

- Accept the conditions of a disaster or an emergency that are imposed upon them.
- Understand that the Local government has plans for disaster and emergency aid for the population of the County.
- Understand individual responsibilities, actions and duties when the Emergency Plan is in effect.
- Have full knowledge of the existing situation in the disaster area, the actions being taken by the Local government to alleviate the hardship and suffering, and the actions to be taken by the population.

Tasks

The Director of Emergency Management or his/her designee will initially release all information concerning a disaster. Upon the direction of the Director, this function may pass to the Coordinator of Emergency Management who will:

- Receive, review, and approve all news releases prior to their release to the public.
- Coordinate the release of all disaster-related information with other departments or agency heads.

The responsibilities of the Public Information Officer (PIO) during a radiological emergency includes:

- Monitoring state and local government operations to determine information that needs to be released to the public. Local jurisdictions can request copies of state news releases and EAS messages from the VDEM PAO at the JIC or the Virginia EOC.
- Informing the public in the affected area that the radiological accident has occurred, any pertinent information, and of any protective actions that should be taken. This will entail the preparation, coordination and release of:
 - News Releases - Information can be distributed through news releases. News Releases should be approved by the Director of Emergency Management or his/her designee before release to the public. See Appendix B (1) and B (2) for sample news releases.

- Once distributed, copies of news releases issued at the local level should be transmitted via fax to the VDEM PAO at the Joint Information Center (JIC). The JIC is located at:
 - **Innsbrook Technical Center**
5000 Dominion Boulevard. Glen Allen, Virginia 23060
 - Phone: (804) 273-3842
 - Fax: (804) 273-3790
- Emergency Alert System (EAS) Messages - If the information to be distributed is of critical nature the Emergency Alert System can be activated. EAS activations are usually performed at the State level. However, if this is not possible local jurisdictions may activate, if necessary. Information on the operational area which covers Cumberland County is contained in postings to the County's website News & Announcements section – Information distributed through news releases can be posted to the County's website (<https://cumberlandcounty.virginia.gov>) under News and Announcements and shared via Code Red Emergency Alerts and posts to social media. The Director of Emergency Management or the Coordinator of Emergency Management will review and approve all new releases that will be posted on the County's website before it is posted and released to the public. See Appendix B (2) for sample posts to the County's website News & Announcements section.
- Provide media briefings as required. If conditions warrant briefings should be on a scheduled basis. Information which might be included in briefings include the following:
 - Plant conditions
 - Protective action decisions for ingestion
 - Environmental sampling and assessment efforts
 - Rumor control telephone number(s)
 - Corrections to rumors/misinformation
- Provide rumor control.
 - This includes answering inquiries from the public, monitoring the media to determine if accurate information is passed to the public, and correcting any misinformation broadcasted by the media. A telephone number should be published as soon as this function is established.
- Maintain liaison with media resources.

ATTACHMENTS:

- Sample News Releases
- Sample posts to the County's Website News & Announcements section
- EAS Operational Area for Cumberland County

APPENDIX B (1): SAMPLE NEWS RELEASES

Sample News Releases

1. This is an important bulletin from the Coordinator of Emergency Management, Office of Emergency Management, regarding the incident that occurred at the _____(1) on _____(2). The Virginia Cooperative Extension Service in conjunction with the local Extension Service and the Virginia Department of Agriculture and Consumer Services recommends that farmers and growers terminate all farming operations in Cumberland County until notified to resume operations. Dairymen in Cumberland County are advised to place milk cows in sheltered areas, if possible, and to put them on stored feed and water until further notice.

Samples are being taken from the area to determine if radioactive contamination is present. The results determine whether the previously mentioned protective actions can be relaxed or whether additional protective actions are necessary. As soon as a determination is made you will be informed. Stay tuned to this station for further information.

2. This is an important bulletin from the Coordinator of Emergency Management, Office of Emergency Management, regarding the incident that occurred at the _____(1) Power Station _____(2). The State Health Department has collected and analyzed environmental samples from areas in Cumberland County and has determined that no area within Cumberland County was affected by the incident. Stay tuned to your local station for additional information and updates.

- (1) Indicate the site where the radiological emergency was declared. Insert North Anna Power Station or Surry Power Station.
- (2) Or indicate date and time of day.

APPENDIX B (2): SAMPLE POST TO WEBSITE NEWS & ANNOUNCEMENT

Sample News Posts

Website Post #1

This is an important message from Cumberland County's Coordinator of Emergency Management, Office of Emergency Management, regarding the incident that occurred at the North Anna Nuclear Power Plant on _____date_____time. Virginia Cooperative Extension in conjunction with the Cumberland Extension office and the Virginia Department of Agriculture and Consumer Services recommend that farmers and growers terminate all farming operations in Cumberland County until notified to resume operations. Dairymen, if any, in Cumberland County are advised to place milk cows in sheltered areas, if possible, and to put them on stored feed and water until further notice.

Samples are being taken from the area to determine if radioactive contamination is present. The results determine whether the previously mentioned protective actions can be relaxed or whether additional protective actions are necessary. As soon as a determination is made you will be informed. Stay tuned to Cumberland County's webpage (<https://cumberlandcounty.virginia.gov>) for further information.

Website Post #2

This is an important message from Cumberland County's Coordinator of Emergency Management, Office of Emergency Management, regarding the incident that occurred at the North Anna Nuclear Power Plant on _____date_____time. The Virginia Department of Health has collected and analyzed environmental samples from areas in Cumberland County and has determined that no area within Cumberland County was affected by the incident.

Stay tuned to Cumberland County's webpage (<https://cumberlandcounty.virginia.gov>) for additional information and updates.

APPENDIX B (3): EMERGENCY ALERT SYSTEM (EAS) OPERATIONAL AREA

The Richmond Extended Local Area

- WRVA Radio
 - Phone: (804) 780-3400
 - Fax: (804) 780-3427
- WFLO (Farmville)
 - Phone: 434-392-4195

State and National

- **State Primary:** WRVA-AM 1140 kHz
- **State Relay:** WRVQ-FM 94.5 mHz
- **National Primary:** WRXL-FM 102.1 mHz

Television

Station	Channel	Coverage Area
WTVR	Channel 6	Richmond
WWBT	Channel 12	Richmond
WRIC	Channel 8	Petersburg

Radio

Station	Channel	Coverage Area
WRVA	1140 AM	Richmond
WRVQ	94.5 FM	Richmond
WTVR	98.1 FM	Richmond
WRXL	102.1 FM	Richmond
WFLO	97.5 FM	Farmville
WPAK	1490 AM	Farmville
WVHL	92.9 FM	Farmville
WXJF	101.3 FM	Farmville
WSVS	97.1 FM	Crewe
WBNN	105.3 FM	Dillwyn

APPENDIX C: EMERGENCY ALERT SYSTEM (EAS) STATE COORDINATION

Coordination

The Virginia Department of Emergency Management (VDEM) will coordinate EAS messages from State authorities and forward them to the Common Program Control Station-1, WRVA, in the Richmond extended area, and WGH for the Newport News/Peninsula operational area. Local governments will submit requests for activation of the EAS to the State with one exception: If unable to contact the Virginia Emergency Operations Center (VEOC) by telephone or radio, local governments are authorized to activate the local EAS and forward emergency action messages to the Common Program Control Station for that jurisdiction. All information to be broadcast via the EAS will be disseminated in accordance with the State EAS Plan.

VDEM will establish communications, by telephone, with the states of Maryland and North Carolina for exchange of information concerning radiological emergencies at nuclear facilities within any of the three states that might affect one of the other states. The following systems may be utilized as backups: FNARS, NAWAS. For additional background or information on the Commonwealth of Virginia EAS Plan, visit the State Emergency Communications Committee (SECC) website at <http://www.jmu.edu/wmra/eas/index.html>

You will find at this site the State EAS Plan, which was prepared by the Virginia State Emergency Communications Committee, the Virginia Department of Emergency Management, the Federal Communications Commission, the National Weather Service, state and local officials, and the broadcasters and cable operators of Virginia. It provides background data and prescribes specific procedures for the broadcast media and cable to issue emergency information and warnings to the general public in Virginia, or any portion thereof within a stations' broadcast coverage capability, at the request of designated local, state and/or federal government officials.

Emergency Alert System (EAS)

The Emergency Alert System is designed to provide the President of the United States automatic access to the Nation's broadcast and cable facilities, and to speak directly to the Country in times of national disaster. Secondly, the EAS system can be used by the National Weather Service and State and local officials to disseminate other types of emergency information. Your EAS encoder/decoder will receive commands either directly from the source of the emergency, or from a web of other broadcasters in your area that will relay the information from the primary source.

Public Considerations

The listening and viewing habits of the general public are inherent factors for consideration and are conducive to the effectiveness of the Virginia Emergency Alert System (EAS). Continuing public education is required to increase public awareness of the Virginia Emergency Alert System (EAS) as an established medium for the receipt and/or distribution of emergency information to the general public at the Local, State and National levels.

Adjacent States

Counties, cities, and local areas bordering neighboring states are encouraged to monitor a State Relay (SR) of the neighboring state. In some areas this is spelled out in the state plan of the neighboring state. Some stations may find it necessary to monitor more than two sources to effectively execute EAS in their local area. Compliance can be fulfilled by monitoring a SR from two states when necessary to provide dissemination of emergency information from a two-state area. The State EOC can be contacted for recommendations on monitoring assignments in areas of adjacent states.

APPENDIX C (1): SAMPLE RE-ENTRY BRIEFING OUTLINE

Briefings will be conducted at designated public facilities.

Nature of Emergency

- Area Evacuated or Restricted
- Source and Nature of Release

Radiological Risks

Short Term (Early) Effects (e.g., radiation sickness).

- Early Effects - Early effects from an extremely high radiation dose would occur within the first two or three months. These effects may include nausea, fatigue, vomiting, diarrhea, loss of appetite, loss of hair, temporary sterility, and clinically detectable changes such as chromosomal changes in skin.

Long Term (Delayed) Effects (e.g., higher risk of cancer, genetic defects).

- Delayed Effects - Delayed effects from an extremely high radiation dose would not appear until years later. These may include somatic effects, such as increase in the incidence of cancer among those exposed or genetic effects such as increased prenatal mortality or heredity defects in future generations.

Exposure Reduction

- External Hazards - Time, Distance Shielding
- Internal Hazards - Ingestion, Inhalation, Absorption
- Read and Review Information on Re-Entry Pass. See Appendix C (3).

Radiation Monitoring

- Dosimetry Use. TLD devices may not need to be issued.
- Survey monitoring at Facility - Decontamination if necessary.

APPENDIX C (3): RE-ENTRY PASS**RE-ENTRY PASS**

PASS #: _____

You have requested to enter an evacuated area.

You must present this pass to law enforcement officials when requested.

Remember the following information given to you during the briefing:

1. NO eating, drinking, or smoking in the evacuated areas.
2. DO NOT spend any more time than you have to in the evacuated area.
3. DO NOT remove livestock or produce from the evacuated area.

Return to the facility that issued you this pass before the expiration time.

EXPIRATION

DATE: _____ FACILITY: _____

TIME: _____

APPENDIX C (4): FORM REC-1 EMERGENCY WORKER RADIATION EXPOSURE RECORD

FORM REC-1 EMERGENCY WORKER RADIATION EXPOSURE RECORD			
NAME		AGE	I.D. # (assign 4-digit number)
ADDRESS			
CITY	STATE		ZIP CODE
TELEPHONE (home) () -		TELEPHONE (business) () -	
POSITION			
EMERGENCY DUTIES			
DOSIMETRY SERIAL NUMBERS			
TLD		_____	
0-20 R SELF READING DOSIMETER		_____	
OTHER _____		_____	
DOSIMETER READINGS (Note: Dosimeters should be read every 30 minutes)			
START DATE		END DATE	
TIME	0-20 R SRD READING	TIME	0-20 R SRD READING

TLD EXPOSURE (To be determined by laboratory analysis later)			
POTASSIUM IODIDE (KI) TAKEN?		REPEATED EVERY 24 HOURS?	
DATE	TIME	<input type="checkbox"/> Yes <input type="checkbox"/> No	

APPENDIX D: TELEPHONE DIRECTORY

Emergency Operations Center (EOC) County Administration office, conference room Alternate EOC: Cumberland Fire/EMS Station 1

NOTE: The Cumberland County Office of Emergency Management may be contacted through the Public Safety Central Communications Center at the following telephone number:

- County of Cumberland Government Building
- Phone (24-Hour): (804)492-4120
- The County of Cumberland has a central dispatching system located in the Public Safety Complex. Emergency Communications Center may be reached directly by dialing (804) 492-4120.

Note:

All telephone numbers are in the **(804)** telephone calling area unless otherwise noted.

County Department	Name	Work
County Administrator/Director of Emergency Management	Don Unmussig	434-394-9022
Coordinator of Emergency Mgt.	Tom Perry	892-9565
Sheriff's Office, Lead Communications Officer	Grace Fitzgerald	492-4120
Sheriff's Office	Darrell Hodges	492-4120
Health Department, District Director	Dr. Robert Nash, MD	492-4661
Finance Department	Jennifer Crews	492-3563
Radiological Health	Steve Harrison	864-8150
Public Works	Bryan Saxtan	434-607-8614
Virginia Department of Emergency Management EMERGENCY OPERATIONS CENTER		674-2400
Emergency Operations Center - Toll Free Line		(800) 468-8892
Emergency Operations Center - Facsimile (FAX)		674-2419
VEOC E-mail		veoc@vdem.state.va.us
VEOC On-Line EOC		www.vdem.state.va.us
VDEM Public Affairs Office		897-6510