Emergency Operations Plan
Bedford County, VA
Basic Plan

Adopted August 14, 2023

PROMULGATION

IMPLEMENTATION

This Bedford County Emergency Operations Plan (EOP) has been approved by the Bedford County Board of Supervisor by Resolutions adopted on August 28, 2023, 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

WHEREAS, Bedford County has established an Emergency Management Program and for the purposed of the EOP, has appointed the Chairperson of the Board of Supervisors as the Director of Emergency Management, and appointed the Director of the Office of Emergency Management as the Emergency Management Coordinator; and

WHEREAS, the Board of Supervisors recognizes the need to prepare for, respond to, and recover from natural and human-made disasters, and

WHEREAS, Bedford County has a responsibility to provide for the safety and well-being of its citizens and visitors.

NOW, THEREFORE, BE IT RESOLVED, that the Emergency Operations Plan (EOP) be formally adopted by the Bedford County Board of Supervisors, and will be effective immediately upon adoption; and

BE IT FURTHER RESOLVED, that the Director of Emergency Management, or designees, are tasked and authorized to maintain and revise as necessary this document over the next five-year period or until such time it be ordered to come before this Board.
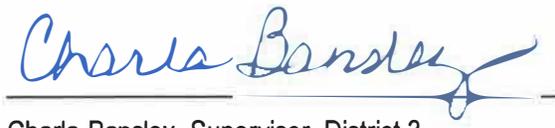
Dated: _____8/29/23_____

Attest: _____

Clerk, Board of Supervisors
County of Bedford
Commonwealth of Virginia

Board of Supervisors, Bedford County, VA

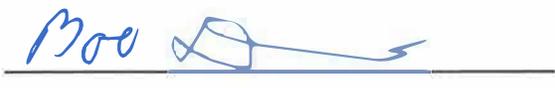_(signature)_
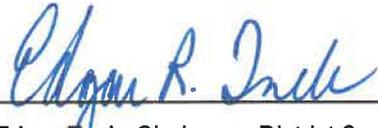
Edgar Tuck, Chairman, District 2

(signature)

Tammy Parker, Vice Chair, District 7

(signature)

Mickey Johnson, Supervisor, District 1

(signature)

Charla Bansley, Supervisor, District 3

(signature)

John Sharp, Supervisor, District 4

(signature)

Tommy Scott, Supervisor, District 5

(signature)

Bob Davis, Supervisor, District 6

PROMULGATION STATEMENT

The Bedford 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. Bedford 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. In Bedford County, the Director of Emergency Management is an elected official and a member of the Bedford County Board of Supervisors. The Director empowers and delegates emergency management authority to the Bedford County Emergency Management Coordinator.

Included herein is the revised All-Hazard Emergency Operations Plan for Bedford 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 Management 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) 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 of disaster.

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

_____   9/12/23
Emergency Management, Coordinator   Date
Bedford County, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	18	Planning Assumptions	Added NWS 24-hour phone number. 800-221-2856	Director Kent Robey	05/22/2024

RECORD OF DISTRIBUTION

Department	Point of Contact (by Role)	Phone	Email	Date of Distribution

ACRONYMS

ACRONYM	DEFINITION
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
EEI	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

ACRONYM	DEFINITION
EPT	Emergency Planning Team
ESF	Emergency Support Functions
FAC	Family Assistance Center
BCEM	Bedford 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
LDE	Local Declaration 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

ACRONYM	DEFINITION
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, Bedford County procured planning support services from The Olson Group, Ltd. (OGL) through the Emergency Management Consulting Contract. The Town of Bedford was included in the planning and development process of this Emergency Operations Plan (EOP) and contributed as a Bedford County municipal stakeholder.

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

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 Bedford 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
- Crime Victim and Witness Rights (Code of Virginia §11.2-11.01)
- Code of Virginia §15.2-1714 Establishing Police Lines, Perimeters or Barricades
- Code of Virginia §27-15.1 Authority of Chief or Other Officer in Charge When Answering Alarms; Penalty

- Code of Virginia §32.1-111.14:5 Authority of Emergency Medical Services Agency Incident Commander When Operating at an Emergency; Penalty
- Code of Virginia §32.1-111.14:9 Entry of Buildings and Premises Adjoining During a Medical Emergency

REFERENCES

- Bedford 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 Bedford County can effectively apply available resources to ensure that causalities 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, 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 Bedford 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 Bedford 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.

TABLE OF CONTENTS

INTRODUCTION

PLAN DEVELOPMENT

This document is the Bedford 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.

Bedford County implemented an integral change in this EOP from previous versions–

Bedford County has adopted the Incident Command System structure for all operations. In the past, Bedford County utilized the Emergency Support Function (ESF) model. To support the transition from ESFs to ICS, a crosswalk has been provided on page 35 of this document.

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 Bedford 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 Basic Plan	• Provides an overview of Bedford County's approach to emergency operations. • Explains emergency response policies. • Describes the response organization. • Assigns responsibilities. • Includes Attachment 3: Radiological Protection Annex • Provides a solid foundation for development of functional annexes.
Mitigation Annex	• Defines protective actions to reduce the impacts of a pending disaster or emergency. • Provides guidance for the development of post-disaster/post-exercise After Action Reports (AARs) and Improvement Plans (IPs).
Preparedness Annex	• Defines ongoing emergency management preparedness activities. • Defines the plan maintenance process and schedule. • Defines training and exercise/testing requirements.
Response Annex	• 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	• Provides instructions for the completion of the damage assessment process.

Plan	Purpose
	• 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)

MISSION

The Mission of Bedford 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 Bedford 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 Bedford 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 Bedford County's Emergency Management Program. Table 1 above, identifies the County's Emergency Management Plans, their components, and an overview of their purpose.

SCOPE

The Bedford 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 Bedford County. The Bedford County Nursing Home is not included in this EOP. The Nursing Home Director has a separate state mandated EOP that has been developed, updated, and maintained by the Facility.

The Bedford County **"Whole Community"** consists of the County's staff, residents, business owners, vendors, visitors, and other individuals and entities operating or transiting through, travelling for leisure, as well as the family of staff, which may require assistance.

During emergencies, any requests not ordinarily coordinated through Dispatch will be made through Bedford County Emergency Management. If local needs cannot be fulfilled internally, they will make a resource request through existing mutual aid agreements, if available. If the necessary resources cannot be provided through existing mutual aid agreements, Bedford 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 Bedford County based on the following objectives:

- Establish Bedford'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 Bedford County EOP is based on the Situational Analysis and the Hazard and Risk overview which drives the following planning assumptions:

- Bedford 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 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 the 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 Bedford County may also affect surrounding communities. For updated weather conditions call NWS 800-221-2856.
- 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 Bedford County's population, disruption of County services, and postponement or cancelation of activities.
- Bedford 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 Bedford County facilities, and conditions may be unsafe to travel.

BEDFORD COUNTY PROFILE

GEOGRAPHY AND LOCATION

Bedford County was founded in 1754 and is named after John Russell, the fourth Duke of Bedford. The County resides in the Virginia Mountains region of the Commonwealth of Virginia and east of the Roanoke Metropolitan Area. The Blue Ridge Mountains comprise the western border and the James River forms the northeast boundary of the County. The County has a total area of 769 square miles, of which 753 square miles is land and 16 square miles is water.

The County is part of the Blue Ridge Parkway, Jefferson National Forest, James River Face Wilderness, and the Smith Mountain Lake State Park. Bedford County is home to the National D-Day Memorial which honors American and allied soldiers who were killed at Normandy. Adjacent counties include Rockbridge County (north), Amherst County (northeast), Campbell County (southeast), Pittsylvania County (south), Franklin County (southwest), Roanoke County (west), and Botetourt County (northwest).

GOVERNMENT

Bedford County is governed by the Board of Supervisors that oversee the operations of the County government. The Board is tasked with passing and repealing ordinances, collecting state taxes, and approving the County's budget. The County has a Board of Supervisors with seven members representing the County's seven districts. At the Annual or Organizational meeting, the Board of Supervisors (from its membership), elects a Chairman and Vice-Chairman who serve a one-year term which expires on December 31, of the year elected, or until their respective successors are elected.

Bedford County is managed by a Board appointed County Administrator who leads the operations of the County government to meet the needs of the County's citizens. The County Administrator appoints an Deputy County Administrator who acts as the day-to-day department head of the County Department of Administration and its divisions with respect to routine departmental budget, operational, and personnel matters (with the County Administrator retaining final authority in this regard as *de facto* head of the Department of Administration). Additionally, the County government has the following five Constitutional officers: Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and the Treasurer.

CLIMATE

The Climate in Bedford County is classified as a Temperate climate. On average, the County receives 44 inches of rain, 9.7 inches of snow, and on average has 215 sunny days per year. The annual breakdown includes some form of precipitation on average, 107 days per year. This precipitation includes a mixture of rain, snow, sleet, or hail that falls to the ground.

May, June, and September are the most pleasant months in Bedford, while January and February are the least comfortable months. Summers are generally warm and humid. Additionally, Bedford County observes the Atlantic Hurricane Season which runs from June 1 to November 30, annually.

Table 1 below, provides an illustration of the annual climate averages observed in Bedford County.

Climate Averages	Bedford County	United States
Rainfall	44 Inches	38.1 Inches
Snowfall	9.7 Inches	27.8 Inches
Precipitation	107.2 Days	106.2 Days
Sunny	215 Days	205 Days
Average July High	86.8 Degrees	85.8 Degrees
Average January Low	25.4 Degrees	21.7 Degrees

Table 1. Bedford County Annual Climate Averages

POPULATION AND DEMOGRAPHICS[1]

Table 2 below illustrates the demographic element within Bedford County.

Bedford County Demographic Element	Statistical Data
Population	
Population estimates (Census, July 1, 2022)	80,848
Population, percent change	1.7%
Age	
Persons under 5 years, percent	4.4 %
Persons under 18 years, percent	19.2%
Persons 65 years and over, percent	23.3%
Gender	
Male persons, percent	49.7%
Female persons, percent	50.3%
Race and Hispanic Origin	
White alone, percent,	89.1%
Black or African American alone, percent	7.1%
American Indian and Alaska Native alone, percent	0.4%
Asian alone, percent	1.5%

[1] https://www.census.gov/quickfacts/fact/table/bedfordcountyvirginia/PST045222

Bedford County Demographic Element	Statistical Data
Two or More Races, percent	1.9%
Hispanic or Latino, percent	2.8%
White alone, not Hispanic or Latino, percent	86.9%
Population Characteristics	
Veterans, 2017 - 2021	6,550
Foreign born persons, 2017 - 2021	2.7%

Table 2. Bedford County Demographics

BUSINESS AND ECONOMIC ELEMENT

The mission of the Bedford County Economic Development Authority (EDA) is to sustain and improve the quality of life in Bedford County through a prudent and cost-effective economic development program that results in a strong corporate tax base and quality jobs for all county residents. The Bedford County EDA has four primary goals to carry out their missions and they include supporting the retention and expansion of existing business, attracting new economic opportunities to Bedford County, developing a skilled workforce, and increasing awareness among target groups about Bedford County Economic Development assets. The Bedford County EDA works to attract new businesses to the local economy. This attraction is important because it adds new dimensions to the existing economic base and provides an opportunity to create new and higher paying jobs. The Bedford County EDA has a business attraction program that focuses on executing an effective marketing plan that includes a visible web and digital media presence, participation in local, state, and national meetings and tradeshows, and increased communication amount target groups. The primary focus areas for new business growth include manufacturing or service sector projects new to Bedford County, tech-based projects that provide higher paying jobs, real estate reuse and development projects, new business start-ups and entrepreneurial ventures, and retail and commercial projects in target areas.

Bedford County Local Emergency Planning Committee (LEPC)

The committee shall be composed of members who are appointed by the Bedford County Emergency Management Coordinator and shall include, at a minimum, one representative from each of the following disciplines, with each member serving in only one membership category:

Local/state government	Broadcast/Print Media
Law Enforcement	Industry
Emergency Management	Community Groups
Firefighting	Hospital
Emergency Medical Services	Schools
Health	Environmental
Transportation	Faith-based Groups

TRANSPORTATION

ROADWAYS

In Bedford County, U.S. Highway (U.S. HWY) 460 runs from Roanoke (west) through the middle of the County and connects to Lynchburg (northeast). State Route 24 (S.R.) parallels U.S. HWY 460 through the southcentral section of the County and connects Roanoke to Rustburg. S.R. 122 runs from the northern tip of the County from Big Island to the south through Moneta connecting to Westlake Corner. State Route 43 connects from the northwest section of the County and runs to the southeast outside Huddleston connecting to neighboring Campbell County at Lynch Station.

HAZARD AND RISK VULNERABILITY PROFILE

In considering the Threats and Hazards facing Bedford 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 because of a particular hazard.[2]

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 acts of mass 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.[3]

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.

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[2]
https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20(the,infectious%20agent%20or%20biological%20toxin%2C

LEVELS OF DISASTER

The County utilizes an all-hazards approach to emergency management. Bedford has identified several natural, technological, or security/human-caused events that pose the greatest risk to the County. The below identified (**Table 3**) hazards and risks, as presented in the Central Virginia Planning District Commission Hazard Mitigation Plan 2020 Update are consistent for Bedford County.

HAZARD AND RISK ANALYSIS

Hazard Type	Hazard Probability of Occurrence	Consequence of Impact Severity	Spatial Extent	Warning Time	Duration	Hazard Rank
	UNLIKELY/POSSIBLE/LIKELY/ HIGHLY LIKELY	MINOR/LIMITED/ CRITICAL/ CATASTROPHIC	NEGLIGIBLE/ SMALL/ MODERATE/LARGE	LONG/MODERATE/ SHORT/VERY SHORT OR NO WARNING	VERY SHORT/ SHORT/ MODERATE/LONG	LOW/MODERATE/ HIGH
Urban Fire	Highly Likely	Catastrophic	Small	Very Short or No Warning	Very Short	High
Flooding	Highly Likely	Catastrophic	Small	Very Short or No Warning	Short	High
Drought	Likely	Critical	Large	Long	Long	High
Wildfire	Highly Likely	Limited	Negligible	Very Short or No Warning	Moderate	Moderate
Hailstorm	Highly Likely	Limited	Large	Short	Very Short	Moderate
Severe Thunderstorm, Heavy Rain and Lightning	Highly Likely	Limited	Large	Moderate	Very Short	Moderate
Severe Winter Storm	Highly Likely	Limited	Large	Long	Moderate	Moderate
Extreme Temperature: Excessive Heat	Highly Likely	Limited	Large	Long	Moderate	Moderate
Tornado	Likely	Critical	Negligible	Very Short or No Warning	Very Short	Moderate
Hazardous Materials Incident	Likely	Limited	Negligible	Very Short or No Warning	Short	Moderate

Hazard Type	Hazard Probability of Occurrence	Consequence of Impact Severity	Spatial Extent	Warning Time	Duration	Hazard Rank
	UNLIKELY/POSSIBLE/LIKELY/ HIGHLY LIKELY	MINOR/LIMITED/ CRITICAL/ CATASTROPHIC	NEGLIGIBLE/ SMALL/ MODERATE/LARGE	LONG/MODERATE/ SHORT/VERY SHORT OR NO WARNING	VERY SHORT/ SHORT/ MODERATE/LONG	LOW/MODERATE/ HIGH
Extreme Temperature: Cold/Winter Chill	Likely	Limited	Large	Long	Moderate	Moderate
Dam Failure	Possible	Critical	Negligible	Very Short or No Warning	Short	Moderate
Hurricane	Possible	Critical	Large	Long	Very Short	Moderate
Fog	Highly Likely	Minor	Negligible	moderate	Very Short	Low
Landslide	Possible	Limited	Negligible	Very Short or No Warning	Very Short	Low
Earthquake	Unlikely	Minor	Large	Very Short or No Warning	Very Short	Low
Land Subsidence and Karst	Unlikely	Minor	Negligible	Very Short or No Warning	Very Short	Low

Hazard Score Value = [(Probability x 30%) + (Impact x 30%) + (Spatial Extent x 20%) + (Warning Time x 10%) + (Duration x 10%)]

Table 3. Hazard and Risk Analysis

Source: CVPDC Hazard Mitigation Plan 2020 Update (www.cvhmp.org)

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. The terms crisis and disaster are defined as the following:

- Crisis[4]: The decisive moment, an unstable of crucial time or state of affairs in which a decisive change is impending, a situation that has reached a critical phase.

- Disaster[5]: A sudden calamitous event bringing great damage, loss, or destruction, something that is very bad effect or result, something that is in a very disordered state or condition.

However, for escalating incidents, special events, or those emergencies requiring coordination across Bedford County that may require assistance from external agencies, Bedford 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 Bedford County Emergency Operations Center (EOC).

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

PROGRAMMATIC GOALS

The ultimate goals of the Bedford 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 emergency policies that ensure persons with access and functional needs can access the public safety and emergency management services of Bedford County.
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

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[4] Crisis: https://www.merriam-webster.com/dictionary/crisis
[5] Disaster: https://www.merriam-webster.com/dictionary/disaster

BEDFORD COUNTY EMERGENCY MANAGEMENT APPROACH

Bedford County Emergency Management is responsible for all phases of emergency management: 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 Bedford 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

Bedford 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 the functional areas may or may not be used based on the incident needs.

EMERGENCY MANAGEMENT PHASES

Bedford 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)[6] 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, 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 Bedford County's "Whole Community" to assist them in their personal preparedness efforts. Preparedness activities are identified in **Annex B Preparedness**.

Bedford 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 Bedford's community, and
- Conducting periodic drills and exercises to test plans and training.

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[6] FEMA. (2000). Mitigation Act of 2000. (Federal Emergency Management Agency) http://www.fema.gov/media-library/assets/documents/4596

RESPONSE

Bedford 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.
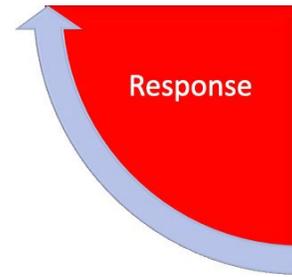
RECOVERY

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 Bedford County EOC, so long as it is effective to keep the EOC activated. Recovery operations can also be conducted from Bedford County departments' normal place of business and/or from facilities especially established for management of long-term recovery operations in Bedford 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, Bedford County jurisdictions may qualify for Public Assistance (PA) or Small Business Administration (SBA) declarations, or both.

Bedford County will carry out a recovery program that involves both short- and long-term efforts if 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 Bedford 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 Bedford County representatives to a State or Federal disaster recovery center, etc.

Bedford 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.**

LOCAL DECLARATION OF EMERGENCY

When an emergency has caused, or has the potential to cause severe damage, injury, or loss of life or it appears likely to do so, the Board of Supervisors, Director of Emergency Management is the constituted legal authority for approving Emergency Operations Plans and declaring a local declaration of emergency. The Declaration of a local emergency activates the Emergency Operations Plan and authorizes the provision of aid and assistance there under.

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

It should be declared when a coordinated local response must be directed or when it becomes necessary to protect the health and safety of persons and property or to aid the victims of a disaster.

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 their 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.[7]

Local emergency means the condition declared by the local governing body when in its judgment the threat or actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, provided, however, that a local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body, when he deems the threat or actual occurrence of such an emergency or disaster to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, and provided, however, nothing in this chapter shall be construed as prohibiting a

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[7] https://law.lis.virginia.gov/vacode/title44/chapter3.2/section44-146.21/ Section A

local governing body from the prudent management of its water supply to prevent or manage a water shortage.[8]

Whenever a local emergency has been declared, the director of emergency management of each political subdivision or any member of the governing body in the absence of the director, if so authorized by the governing body, may control, restrict, allocate or regulate the use, sale, production and distribution of food, fuel, clothing and other commodities, materials, goods, services and resource systems which fall only within the boundaries of that jurisdiction and which do not impact systems affecting adjoining or other political subdivisions, 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, and proceed without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) pertaining to the performance of public work, entering into contracts, incurring of obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, and other expenditures of public funds, provided such funds in excess of appropriations in the current approved budget, unobligated, are available. Whenever the Governor has declared a state of emergency, each political subdivision affected may, under the supervision and control of the Governor or his designated representative, enter contracts and incur obligations necessary to combat such threatened or actual disaster beyond the capabilities of local government, protect the health and safety of persons and property and provide emergency assistance to the victims of such disaster. In exercising the powers vested under this section, under the supervision and control of the Governor, the political subdivision may proceed without regard to time-consuming procedures and formalities prescribed by law pertaining to public work, entering contracts, incurring of obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, levying of taxes, and appropriation and expenditure of public funds.[9]

Following the local declaration of emergency, the Coordinator of Emergency Management will notify the Virginia Department of Emergency Management (VDEM). Daily situation reports are also required by the Commonwealth of Virginia Emergency Operations Plan. All appropriate locally available forces and resources will be fully committed before requesting assistance from the State. All disaster-related expenditures must be documented to be eligible for post-disaster reimbursement should a federal disaster be declared.

EOP ACTIVATION

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 and Recovery Annexes. The EOP is activated upon a declaration of local emergency. The coordination and material tools provided by the EOP may be activated without a declaration at the discretion of the Emergency Management Director and/or Coordinator. In instances where the EOP is used outside of a declaration, the legal authorities included in VA Code 44-146.21 are not authorized.

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[8] https://law.lis.virginia.gov/vacode/44-146.16/
[9] https://law.lis.virginia.gov/vacode/title44/chapter3.2/section44-146.21/ Section C

EOC ACTIVATION

The activation of the Bedford County EOC will be ordered by the Coordinator of Emergency Management based upon the best available information at the time. Depending on the situation, a partial or full activation will be ordered. A partial activation will be ordered when the emergency requires relatively few personnel to accomplish the necessary tasks. Such situations might vary from weather warnings or operations resulting from minor storm damage, fire, and vehicular accidents with multiple casualties, etc. A full activation of the EOC will be ordered when an emergency event has occurred, or is likely to occur, that carries an impact magnitude that would require many resources (i.e., personnel, equipment, etc.) to successfully respond to and recover from the emergency.

COUNTY EOC

Bedford County emergency operations will be directed and controlled from the County Emergency Operations Center (EOC) located in the Bedford County Fire and Rescue Headquarters 1185 Turning Point Rd. Bedford, VA 24523. The EOC staff will consist of the Coordinator of Emergency Management 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.

ROLE OF THE EOC

Bedford County emergency operations will be directed and controlled from the Emergency Operations Center (EOC). The 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 EOC Manager has authority for the overall operation and management of the EOC. Bedford 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 and Rescue Services) 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 Bedford 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 Bedford County is confronted with the imminent impact of a significant disaster;
- Prior to, and for the duration of, a significant public event occurring within Bedford County;
- To coordinate County efforts in support of emergency response or disaster recovery operations in other jurisdictions; and,
- Upon request of Bedford County Emergency Management and/or the Commonwealth 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 Activation Levels (Daily/Normal Conditions, Increased Readiness, Response Operations, and Recovery Operations) utilized by the Bedford County are consistent with those used by the 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 act 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 to provide essential services and damage assessment surveys are conducted. This period ends when the County is no longer in an official Declared 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 Virginia EOC and provide supplementary damage assessment information as required. Request post-disaster assistance if appropriate.

EOC ORGANIZATION

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

The Bedford County EOC will operate and function under the overall management and policy direction of the Emergency Policy Group (EPG), which will serve as the principal decision-making body for Bedford 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 Bedford County Coordinator 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 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, Bedford County Emergency Management (BCEM) provides support for on-scene management of an incident and provides the coordination of response activities between the County, its departments, and between external partner organizations.

The BCEM 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 will be managed by the Director of Emergency Management or their designee, with policy guidance from the

County Administrator and County Board of Supervisors. The group represents the citizens of Bedford County in response to and recovery from a variety of emergencies or disasters.

- **Emergency Planning Team (EPT)**: Stakeholders from across Bedford 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. EOC 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. There may be times when these agencies will not be physically represented in the EOC. During these periods, other Bedford County departments will provide support with personnel, material, or other resources for the successful execution of response missions. Bedford County's EOC Organization is illustrated in Attachment.

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).

Federal, State, and some large local government jurisdictions 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, Bedford County EOC operations were comprised of 17 separate ESFs that did not conform to the Commonwealth of Virginia Emergency Operations Plan (COVEOP). The following page aligns the appropriate ICS Functional Groups to the ESFs identified in the COVEOP. The transition allows Bedford County to easily activate ICS functions based on the size, scope, and severity of the incident. Under each ICS section, operational responsibilities are divided into functional areas, as illustrated in **Table 4** below.

ICS FUNCTIONAL CROSSWALK

FINANCE/ADMIN SECTION

FUNCTIONAL AREA(S)	• Procurement Unit • Budget and Time Unit • Claims Unit (Worker's Compensation and Liability)
ESF(s)	• N/A
LOGISTICS SECTION	
FUNCTIONAL AREA(S)	• Personnel Services Group • Communications/Information Services Group • Supply Unit • Ground Support Unit
ESF(s)	• ESF 1 - Transportation • ESF 7 - Resource Support
OPERATIONS SECTION	
FUNCTIONAL AREA(S)	• Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Emergency Transportation) • Public Health and Medical Services Group • Sheltering and Mass Care • Donations Management Unit • Volunteer/Reception Management Unit
ESF(s)	• ESF 2 - Communication • ESF 3 - Public Works • ESF 4 - Fire Fighting • 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 11 - Agriculture • ESF 12 - Energy • ESF 13 - Law Enforcement, Public Safety and Security • ESF 16 - Military Affairs • ESF 17 - Volunteer and Donations Management
PLANNING SECTION	
FUNCTIONAL AREA(S)	• Resources Unit • Documentation and Situation Unit • Resources Unit
ESF(s)	• ESF 14 - Community Recovery • ESF 15 - External Affairs

Table 4. ICS to ESF Crosswalk

ROLES AND RESPONSIBILITIES

The EOC Manager role will be filled by the Coordinator of Emergency Management or their designee. **Table 5** below illustrates the corresponding roles and 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/Ad	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.	
	Finance/Administration Section Chief	Manages all financial aspects of an incident. Not all incidents will require a Finance/Administration Section.
	Budget/Time Unit	Ensure the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. Provides all incident cost analysis, tracks cost, analyzes cost data, makes estimates, and recommends cost-saving measures.
	Claims Unit	Administer all financial matters pertaining to leases, fiscal agreements, and vendor contracts. Oversees the completion of all forms required by workers' compensation and local agencies.

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; and the distribution and maintenance of communications equipment.
	Personnel Services Unit	The Personnel Services Unit manages and coordinates all Human Resource functions during an EOC activation.
	Ground Support Unit	Staff primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, except for aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies and equipment, and the development of the Incident Traffic Plan.
	Supply 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

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.	
	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.

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.
	Resources Unit	Provides logistical support and maintains the status of all assigned resources (primary and support) at an incident.
	Recovery/Planning Unit	Staff organizes structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.
	Situation/Intelligence Unit	Maintains accurate, up-to-date incident files; collects, processes, and organizes situation information; prepares Situation Reports (SitReps); and develops projections and forecasts related to the incident. Ensures that intelligence is gathered, analyzed, and disseminated appropriately.

Operations Section		
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.		
Operations Section	Operations Section Chief	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).
	Law Enforcement Unit	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.
	Fire Services Group	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.
	Emergency Medical Services (EMS) Group	Staff support and strengthens emergency medical services and stakeholders to prepare for, prevent, mitigate, and respond to all emergency calls for service.
	Public Health and 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.
	Sheltering 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.

Operations Section		
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.		
		Acquire and provide resources necessary to support mass care services.
	Volunteer/Donations Management Unit	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. 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.
	Public Works Group	The Public Works function is handled by the Public Works Department and its staff. They will be assisted by, and work in conjunction with, a variety of other Bedford County departments and state agencies, private utility companies, contractors, heavy equipment operators, and waste management firms to fulfill their mission. The County is served by the following utilities: • Electric: Southside, A.E.P., City of Bedford • Telephone: Verizon • Gas: Commonwealth Gas

Operations Section
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.

	Agricultural and Natural Resources Group	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.

Table 5. Roles and Responsibilities

INCIDENT AND RESOURCE MANAGEMENT

WEBEOC

Bedford 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 g status boards. Bedford 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 Bedford 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 Bedford 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

Incident situational awareness is maintained through a variety of different methods to include Incident Action Plans (IAPs), Situation Reports (SitReps), and briefings. Status reporting outside of IAPs, SitReps, and briefings should be conducted through WebEOC, using the Significant Events Board. The Bedford County EOC will advise as to when Significant Events should be reported. Normally,

this would be when the 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

Emergency warnings will come in through the Emergency Communications 911 Dispatch Center, email, text message, or telephone call. Emergency protective actions will be distributed to the Public through the Emergency Alerts System (EAS).

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 Bedford County and the State EOC will be via WebEOC and telephone. Secondary (back-up) communications will be conducted via 800 MHz radio, e-mail and/or cellular telephone to include text messaging.

CRIME VICTIMS

"In the event of an emergency when there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia Bedford County will contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims."

Department of Criminal Justice Services
Violence Against Women Program Administrator and State Crisis Response Coordinator
Victims Services, Division of Programs and Services
Virginia Department of Criminal Justice Services
1100 Bank Street, Richmond, VA 23219
(804) 371-0386 F: (804) 786-3414
Crisis Response Emergency Cell: (804) 840-4276

Virginia Victim Fund (VVF)/Criminal Injury Compensation Fund

(804) 774-4137
After Hours Cell: (804) 840-4802
"The Plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command, and a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies."

EOC DEACTIVATION

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

This decision will consider the following considerations:

- The need for continuing coordination of Bedford County responsibilities and decision-making as response operations are completed and Bedford County transitions to disaster recovery operations;
- The continued operation of Bedford County Command Posts or continued field activities;
- The continued activation of the Bedford County EOC and/or EOCs of adjacent municipalities, as well as the potential needs for Bedford 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 Bedford County Director of Emergency Management or their designee, along with VDEM of the deactivation,
- Notifying all County departments and members of the EPG of the deactivation,
- Notifying any other organizations or agencies conducting operations within Bedford County of the deactivation,
- Ensuring that all documentation regarding response operations by Bedford 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

Bedford County Emergency Management is responsible for the overall development and maintenance of the EOP. The Coordinator of Emergency Management 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 Emergency Policy Group (EPG).

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 Bedford County organizational structure, technological changes, etc. Plan changes requests will be documented on **Attachment 5 Plan Change Form** and submitted appropriately for review. Approved and incorporated 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. For issues to be addressed, these issues need to be identified and documented. The Bedford County Coordinator of Emergency Management 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.

Bedford 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. Bedford 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, as well as how their role and responsibilities interface with the other response components of the EOP. Bedford 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

Bedford County Emergency Management will develop, plan, and should conduct an exercise at least 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 Bedford County. Exercise information is detailed in **Annex B Preparedness**.

ATTACHMENT 1: STAFFING CONTINGENCY

ORDER OF SUCCESSION

This EOP provides for continuity of leadership if authorized individuals are unable to carry out their responsibilities. Bedford County has provided a line of succession for Emergency Management in the event of a major emergency. Should the Coordinator of Emergency Management be unavailable or unable to serve, the positions identified below in order, shall act as the Bedford County Emergency Manager, with all the powers and authorities of the Coordinator of Emergency Management. 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 Coordinator of Emergency Management is again able to serve, or a successor is appointed by the Bedford County Administrator.

Order of Succession	Director of Emergency Management
1	Director of Emergency Management- Chair of the Board of Supervisors
2	County Administrator
3	Deputy County Administrator
4	Vice Chair of the Board of Supervisors

Order of Succession	Coordinator of Emergency Management
1	Coordinator of Emergency Management
2	Chief of Fire & Rescue

Order of Succession	Town of Bedford Finance Department
1	Town Manager
2	Director of Finance

Order of Succession	Town of Bedford Police Department
1	Chief
2	Operations Division Commander
3	Professional Standards Division Commander
4	Support Services Division Commander

EMERGENCY WORK POLICY

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

Any Bedford County employee can be designated as Emergency Critical Personnel for emergency operations dependent on the nature of the emergency. Bedford 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 the declaration of a local 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 Bedford County Human Resources Department will distribute these policies in writing to Bedford County Departments. These policies will be updated and amended as appropriate to the emergency.

ATTACHMENT 2: RESOLUTION FOR THE DECLARATION OF A LOCAL EMERGENCY

AT A SPECIAL MEETING OF THE BOARD OF SUPERVISORS OF BEDFORD COUNTY, VIRGINIA, HELD AT _____, ON_____,_____, 2_____.

RESOLUTION_____-_____DECLARING A LOCAL EMERGENCY TO EXIST IN BEDFORD COUNTY, VIRGINIA

WHEREAS, the Board of Supervisors of Bedford County, Virginia, does hereby find as follows:

1. That due to the occurrence of_____, Bedford County is facing a condition of extreme peril to the lives, safety, and property of the residents of Bedford County;

2. That because of this extreme peril, the proclamation of the existence of an emergency is necessary to permit the full powers of government to deal effectively with this condition of peril.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED by the Board of Supervisors of Bedford County, Virginia, that a local emergency now exists throughout Bedford County; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of this emergency the powers, functions, and duties of the Director of Emergency Management and the Emergency Management organization and functions of Bedford County shall be those prescribed by the laws of the Commonwealth of Virginia and the ordinances, resolutions, and approved plans of Bedford County to mitigate the effects of said emergency.

In order to carry out the effect of this resolution, a sum of money, not to exceed $_____, is hereby appropriated from the county's unappropriated fund balance (from the Board's Special Account fund) to cover the reasonable operational costs of emergency services pending further report to this Board and such additional appropriations as shall be deemed necessary to cover the expected scope of this emergency.

Dated:_____

Board of Supervisors, Bedford County, VA
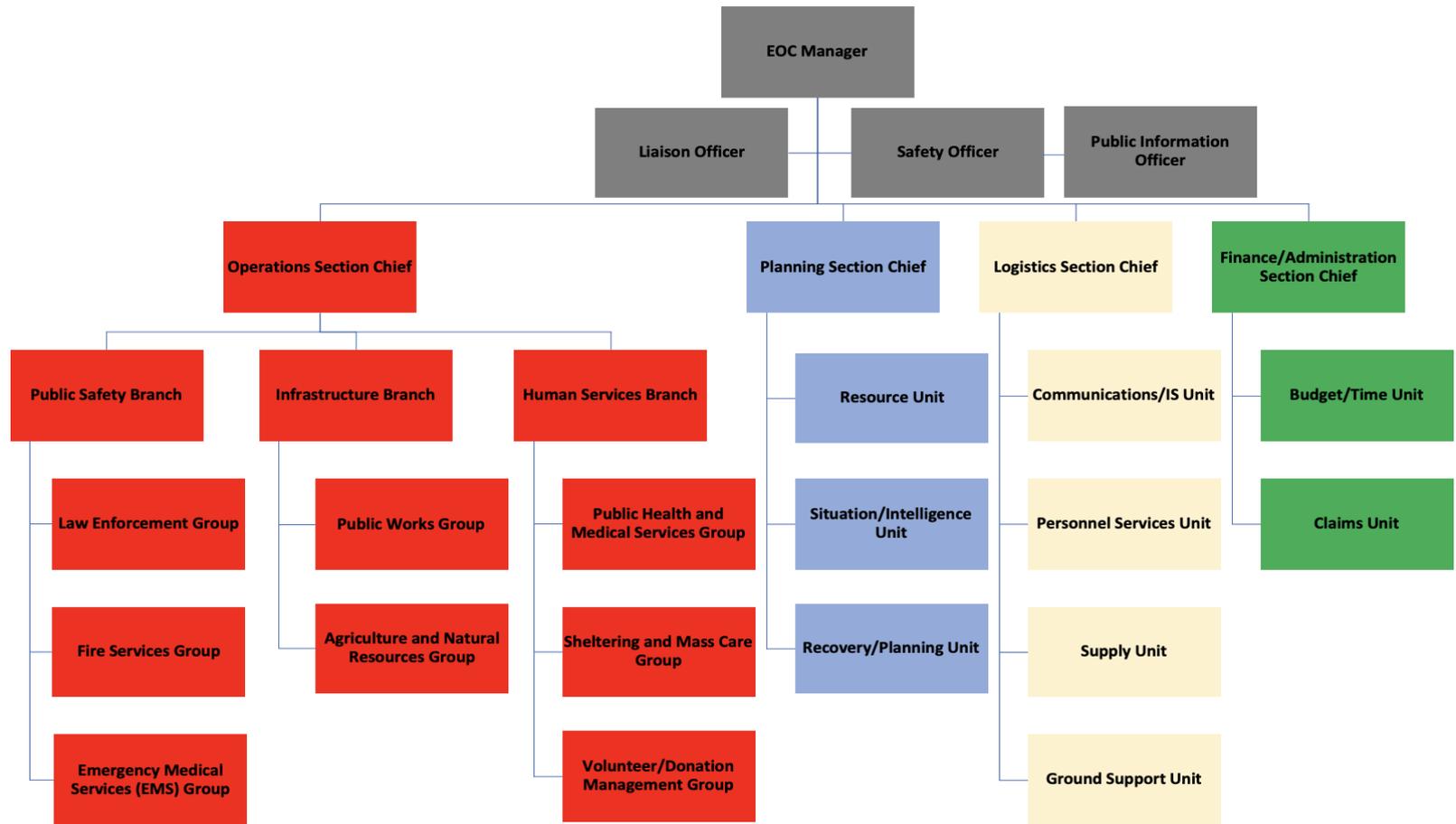
_____
_____
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_____
_____

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

ATTACHMENT 3: EOC ORGANIZATION

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 Bedford County Emergency Management.

EMERGENCY OPERATIONS PLAN CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**
CHANGE REQUESTED	
Plan Page(s)	**Reason for Change:**
	Proposed Change Language:
BEDFORD COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes ☐ No ☐**
Approved Change Language:	
☐ **Recorded in Record of Changes Date:**	☐ **Updated Plan Sent to Plan Holders**

EMERGENCY OPERATIONS PLAN
Bedford County, VA
Annex A: Mitigation

August 2023

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Record of Changes

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	3	Acronyms	Add NWS Contact information 800-221-2856	Dir Kent Robey	05/22/2024
2	12	Flooding/EM	Add Contact NWS 800-221-2856	Dir Kent Robey	05/22/2024
3	13	Hurricanes / EM	Add Contact NWS 800-221-2856	Dir Kent Robey	05/22/2024
4	14	Severe Storms Tornadoes Wind Events EM	Add Contact NWS 800-221-2856	Dir Kent Robey	05/22/2024
5	15	Winter Weather/EM	Add Contact NWS 800-221-2856	Dir Kent Robey	05/22/2024

AUTHORITIES, REFERENCES, ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Bedford 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)

ABBREVIATIONS AND 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
NWS	National Weather Service
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 Bedford 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 Bedford 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 Bedford 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.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

In considering the threats and hazards facing the Bedford 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 Bedford County as a starting point. Through available historical data and open-source information from federal and state agencies, Bedford 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 extreme heat, hail, flooding, hurricane, lightning, severe wind, and winter storms,

Human-caused hazards are hazards that arise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include terrorism, civil disorder, public health emergency school violence, terrorist acts, cyber-attacks, pandemics, epidemics, hazard materials (HazMat), utility outages, or sabotage.

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.

HAZARD AND RISK ANALYSIS

Table 1 Hazards and Risks, illustrated below as presented in the Central Virginia Planning District Commission Hazard Mitigation Plan 2020 Update, are consistent for Bedford County.

Hazard Type	Hazard Probability of Occurrence UNLIKELY/POSSIBLE/LIKELY/ HIGHLY LIKELY	Consequence of Impact Severity MINOR/LIMITED/ CRITICAL/ CATASTROPHIC	Spatial Extent NEGLIGIBLE/ SMALL/ MODERATE/LARGE	Warning Time LONG/MODERATE/ SHORT/VERY SHORT OR NO WARNING	Duration VERY SHORT/ SHORT/ MODERATE/LONG	Hazard Rank LOW/MODERATE/ HIGH
Urban Fire	Highly Likely	Catastrophic	Small	Very Short or No Warning	Very Short	High
Flooding	Highly Likely	Catastrophic	Small	Very Short or No Warning	Short	High
Drought	Likely	Critical	Large	Long	Long	High
Wildfire	Highly Likely	Limited	Negligible	Very Short or No Warning	Moderate	Moderate
Hailstorm	Highly Likely	Limited	Large	Short	Very Short	Moderate
Severe Thunderstorm, Heavy Rain and Lightning	Highly Likely	Limited	Large	Moderate	Very Short	Moderate
Severe Winter Storm	Highly Likely	Limited	Large	Long	Moderate	Moderate
Extreme Temperature: Excessive Heat	Highly Likely	Limited	Large	Long	Moderate	Moderate
Tornado	Likely	Critical	Negligible	Very Short or No Warning	Very Short	Moderate
Hazardous Materials Incident	Likely	Limited	Negligible	Very Short or No Warning	Short	Moderate
Extreme Temperature: Cold/Winter Chill	Likely	Limited	Large	Long	Moderate	Moderate
Dam Failure	Possible	Critical	Negligible	Very Short or No Warning	Short	Moderate
Hurricane	Possible	Critical	Large	Long	Very Short	Moderate

Hazard Type	Hazard Probability of Occurrence	Consequence of Impact Severity	Spatial Extent	Warning Time	Duration	Hazard Rank
	UNLIKELY/POSSIBLE/LIKELY/ HIGHLY LIKELY	MINOR/LIMITED/ CRITICAL/ CATASTROPHIC	NEGLIGIBLE/ SMALL/ MODERATE/LARGE	LONG/MODERATE/ SHORT/VERY SHORT OR NO WARNING	VERY SHORT/ SHORT/ MODERATE/LONG	LOW/MODERATE/ HIGH
Fog	Highly Likely	Minor	Negligible	moderate	Very Short	Low
Landslide	Possible	Limited	Negligible	Very Short or No Warning	Very Short	Low
Earthquake	Unlikely	Minor	Large	Very Short or No Warning	Very Short	Low
Land Subsidence and Karst	Unlikely	Minor	Negligible	Very Short or No Warning	Very Short	Low

Table 1: Hazard and Risk Analysis Source: CVPDC Hazard Mitigation Plan 2020 update (www.cvhmp.org)

PURPOSE

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

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 Bedford County.

PLANNING ASSUMPTIONS

- **Proactive Process** – Bedford is currently taking pro-active measures and implementing improvements were identified in the Thread and Hazard Analysis. Bedford'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 Bedford'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 Bedford 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 Bedford 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	☐ Elevate equipment and supplies above expected flood levels ☐ Label and secure essential records ☐ Arrange for the evacuation of records to back up facilities ☐ Relocate essential functions/services to off-site locations and activate COOP as appropriate ☐ Communicate situational awareness and mitigation actions to Emergency Mangement
Emergency Management	☐ Test county-wide alerts and notifications for flooding. ☐ Provide county-wide safety alerts and notifications Contact NWS 800-221-2856
Public Works	☐ Apply sandbags if possible or other waterproofing material ☐ Cover equipment and other supplies with a plastic barrier to prevent water damage ☐ Ensure drains are clear for de-watering purposes ☐ Arrange for backup power ☐ If necessary, place de-watering pumps at needed locations
Parks and Recreation	☐ Apply sandbags if possible or other waterproofing material ☐ Cover equipment and other supplies with a plastic barrier to prevent water damage ☐ Ensure drains are clear for de-watering purposes ☐ Arrange for backup power ☐ If necessary, place de-watering pumps at needed locations ☐ If necessary, post site closures for the general public as appropriate
Law Enforcement	☐ Evaluate roadways for flooding risk and coordinate with VDOT ☐ Re-route and/or close public access to flooded areas ☐ Provide county-wide updates and roadway changes ☐ Ensure flooded areas are marked appropriately to not allow access
Economic Development	☐ Ensure local businesses and community partners are equipped to handle flooding incidents
Information Technology	☐ Back up computer and information systems
Planning and Zoning	☐ Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk ☐ Adopt land-use regulations and building standards to ensure people build safely and reduce risk

Responsible Discipline	Mitigation Actions
All Departments	☐ Label and secure vital records ☐ Arrange for the evacuation of records to a secure and dry location ☐ Elevate equipment and supplies above projected flood levels ☐ If needed, ensure the relocation of essential functions/services ☐ Move items away from glass windows ☐ Communicate situational awareness and mitigation actions to Emergency Management
Emergency Management	☐ Test county-wide safety alerts and notifications for tropical weather. Contact the NWS 800-221-2856. ☐ Provide county-wide safety alerts and notifications. ☐ Assess shelter capabilities
Public Works	☐ Apply storm shutters and board up windows and doors ☐ Test back up power supply ☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Test de-watering pumps ☐ If necessary, place de-watering pumps at needed locations ☐ Bring in outside equipment and furniture ☐ Take down any temporary shelters or tents ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Ensure support staffing is provided to applicable areas
Human Resources	☐ Update and verify Bedford County employee contact information
Law Enforcement	☐ Provide additional sworn officers as needed
Parks and Recreation	☐ Apply storm shutters and board up windows and doors ☐ Test back up power supply ☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Test de-watering pumps

Responsible Discipline	Mitigation Actions
	☐ If necessary, place de-watering pumps at needed locations ☐ Bring in outside equipment and furniture ☐ Take down any temporary shelters or tents ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Ensure support staffing is provided to applicable areas
Information Technology	☐ Back up computer and information systems
Planning and Zoning	☐ Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk.

SEVERE STORMS/TORNADOES/WIND EVENTS

Responsible Discipline	Mitigation Actions
All Departments	☐ Move items away from glass windows ☐ Secure outdoor objects that could cause damage or injury ☐ Communication situational awareness and mitigation actions to Emergency Management
Emergency Management	☐ Test county-wide safety alerts and notifications for severe storms/tornadoes. Contact NWS 800-221-2856 ☐ Provide county-wide safety alerts and notifications
Parks and Recreation	☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Bring in outside equipment and furniture ☐ Take down any temporary shelters or tents ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Post site and facility closures as appropriate or required
Public Works	☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Bring in outside equipment and furniture ☐ Take down any temporary shelters or tents ☐ Locate and secure any outdoor items that could potentially become projectiles

Responsible Discipline	Mitigation Actions
Planning and Zoning	☐ Conduct and coordinate public information programs to inform the public about hazards and highly encourage them to reduce their levels of risk.

WINTER WEATHER

Responsible Discipline	Mitigation Actions
All Departments	☐ Create/maintain list of critical personnel with POC information ☐ Implement staffing/shift adjustments as needed ☐ Ensure vehicles are equipped with appropriate snow related equipment (i.e., chains, shovel, kitty litter/sand etc.) ☐ Train personnel on operation/donning/removal of snow related equipment to include tire chains ☐ Document all storm-related expenses ☐ Provide EOC personnel on request/as needed
Emergency Management	☐ Develop/Maintain/Exercise Winter-Storm Response related hazard annex. ☐ Coordinate Winter-Storm related response/recovery actions ☐ Manage locality Emergency Operations Center (EOC) in-person and/or virtual ☐ Submit locality Situation Reports to VDEM as needed/required. ☐ Submit Damage-Assessment related information to State as needed ☐ Notify departments to maintain and test backup generators (portable & fixed) ☐ Provide storm related weather briefing to departments as needed. Contact NWS 800-221-2856. ☐ Provide storm related documentation requirements to departments as needed
Fire/EMS	☐ Create/maintain list of critical personnel with POC information ☐ Implement staffing/shift adjustments as required ☐ Ensure vehicles are equipped with appropriate snow related equipment (i.e., chains, shovel, kitty litter/sand, etc.) ☐ Train personnel on operation/donning/removal of snow related equipment to include tire chains

Responsible Discipline	Mitigation Actions
	☐ Document all storm-related expenses ☐ Provide EOC personnel on request/as needed
Law Enforcement	☐ Create/maintain list of critical personnel with POC information ☐ Implement staffing/shift adjustments as required ☐ Ensure vehicles are equipped with appropriate snow related equipment (chains, shovel, kitty litter/sand etc.) ☐ Train personnel on operation/donning/removal of snow related equipment to include tire chains ☐ Document all storm-related expenses ☐ Provide EOC personnel on request/as needed
Public Works	☐ Create/maintain list of trained critical personnel with POC information ☐ Establish snow removal plan priorities (roads, sidewalks, parking lots, facilities) ☐ Create an equipment inventory for critical snow removal equipment ☐ Obtain/contract for sufficient critical materials (sand, salt, brine solution) ☐ Maintain and perform snow removal equipment tests and preventative maintenance (plows, spreaders, blowers, chainsaws etc.) ☐ Maintain and test backup generators (portable & fixed) ☐ Train personnel on operation of snow removal equipment ☐ Implement staffing/shift adjustments as required (incident based) ☐ Document all storm-related expenses ☐ Provide EOC personnel on request/as needed

CATASTROPHIC INFRASTRUCTURE FAILURE

Responsible Discipline	Mitigation Actions
Emergency Management	☐ Maintain relationships and contacts with vendors and third-party utility providers
Public Works	☐ Ensure proper water delivery systems are clean and operational ☐ Perform regularly scheduled maintenance to electrical power systems ☐ Test back up power supply ☐ Inspect and conduct regularly scheduled natural gas supply systems tests
Information Technology	☐ Test and maintain Information Security and Network Security systems

Parks and Recreation	☐ Ensure proper water delivery systems are clean and operational ☐ Perform regularly scheduled maintenance to electrical power systems ☐ Test back up power supply ☐ Inspect and conduct regularly scheduled natural gas supply systems tests

CIVIL DISORDER

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

Responsible Discipline	Mitigation Actions
	☐ Ensure parks and recreation facilities/buildings have adequate monitoring and security in place ☐ Ensure to restrict access and/or close sites and facilities as needed or required
Planning and Zoning	☐ Ensure all ordinances and codes are enforced preventing the misuse of land and sites

AIRCRAFT INCIDENTS

Responsible Discipline	Mitigation Actions
All Departments	☐ Be prepared to relocate if needed and execute departmental COOP
Emergency Management	☐ Maintain relationships and contacts with all private and regional airport operations. ☐ Maintain flight path situational awareness ☐ Conduct and evaluate scenario-based training
Law Enforcement	☐ Assess and identify potential gaps and vulnerabilities in overall security ☐ Monitor aircraft flight paths
Fire/EMS	☐ Inventory response/medical supplies and order items as needed ☐ Evaluating capabilities with intelligence ☐ Continue to conduct scenario-based training
Parks and Recreation	☐ Ensure infrastructure response teams are ready to deploy to affected areas

PUBLIC HEALTH AND PANDEMIC

Responsible Discipline	Mitigation Actions
All Departments	☐ Practice social distancing to include working from home if allowed ☐ Ensure clean hygiene and handwashing practices ☐ Ensure that all public health guidance and recommendations remain up to date. ☐ If necessary, be prepared to activate department lines of succession or activate COOP
Emergency Management	☐ Maintain relationships and contacts with Department of Health ☐ Monitor outbreak severity and heavily concentrated areas ☐ Be prepared to seek services additional services from VDH as necessary or required

Responsible Discipline	Mitigation Actions
	☐ Assist with spreading public awareness and education on hand hygiene practices year-round ☐ Provide public information on where flu shots are available ☐ Ensure social distancing is practiced throughout the area
Fire/EMS	☐ Inventory response/medical supplies and order items as needed ☐ Ensure adequate supply of PPE is on-hand ☐ Review and update all equipment and PPE vendor supply contact lists ☐ Conduct a PPE burn rate analysis to determine PPE needs. ☐ Continue to conduct scenario-based training
Health Department	☐ Ensure all plans, policies, and procedures are up to date, roles and responsibilities are understood, and that any new guidance is incorporated appropriately ☐ Maintain public information and awareness campaigns regarding modes of transmission, proper PPE types and usage, PPE disposal, and general health and well-being practices (i.e., handwashing, sanitization, additional cleaning, etc.) ☐ Provide all applicable guidance and conduct public health training ☐ Activate testing sites (if applicable) and establish mass inoculation campaigns ☐ Maintain and inventory all PPE and surge equipment to identify gaps or inaccuracies ☐ Maintain current roster of all Health Department personnel and Public Heath contacts

AGRICULTURAL DISASTER

Responsible Discipline	Mitigation Actions
Cooperative Extension	☐ Developing a list of resources for farmers and local growers to utilize ☐ Coordinating with emergency services and the health department to educate local farmers on the agriculture hazards specific to the area ☐ Develop a list of all farms within the County; animal or food in the area ☐ Develop a procedure to test farms, in accordance with the Department of Agriculture ☐ Develop training material to maintain farmer knowledge
Emergency Management	☐ Assist the agriculture services in building a plan for local Farmers. ☐ Develop a checklist of emergency supplies that farmers can utilize ☐ Develop a hazard analysis of all hazards affecting local agriculture ☐ Develop a roundhouse of local farmers for input in a plan
Fire/EMS	☐ Assist in the implementation of developed plans ☐ Assist in training and information to farmers
Health Department	☐ Ensure food and water is being tested consistently to monitor any changes ☐ Assist in Develop testing procedures ☐ Prepare worksheets to obtain soil and crop information to maintain database ☐ Assist in developing a list of resources available ☐ Provide a database of diseases that can affect local agriculture

ANNEX MAINTENANCE AND UPDATES

Bedford County Emergency Management is responsible for the overall development and maintenance of the Mitigation Annex. The Bedford County Emergency Management Coordinator, 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 Bedford County Emergency Management. 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:**		
BEDFORD 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 Bedford County Emergency Management.

MITIGATION ANNEX CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

BEDFORD COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes ☐ No ☐**
Approved Change Language:	
☐ Recorded in Record of Changes Date:	☐ Updated Annex Sent to Plan Holders

EMERGENCY OPERATIONS PLAN
Bedford County, VA
Annex B: Preparedness

August 2023

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RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	iii	Acronyms	Add NWS National Weather Service	Dir Kent Robey	05/22/2024
2	7	Supporting Systems	Added Contact information for the NWS 800-221-2856	Dir Kent Robey	05/22/2024

AUTHORITIES, ACRONYMS, AND DEFINITIONS

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

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
IPP	Integrated Preparedness Plan
NIMS	National Incident Management System
NOAA	National Oceanic Atmospheric Administration
NWS	National Weather Service
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

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

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.

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.

Integrated Preparedness Plan[1]: An Integrated Preparedness Plan (IPP) documents Bedford County's overall training and exercise program priorities for a specific time period. The IPP 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

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[1] https://www.fema.gov/sites/default/files/2020-04/HSEEP-Frequently-Asked-Questions-feb2020.pdf

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.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

The Bedford 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.

Bedford 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 goal is to foster preparedness and resiliency across the whole community.

Bedford 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 Bedford County to manage emergencies efficiently and effectively prevent or minimize disruptions to Bedford County, its programs, and the services provided to the Whole Community.

SCOPE

Bedford County preparedness programs and initiatives are those that focus on improving the readiness and resiliency of the Bedford County community. These programs and initiatives have been organized by the five preparedness elements referred to as POETE, which is an acronym for **P**lanning, **O**rganization, **E**quipment, **T**raining, and **E**xercise.

Bedford County preparedness programs include:

- **Planning** to address the range of threats and hazards likely to impact the County;
- Development and maintenance of the emergency services **Organization** and structure;
- Identification, acquisition, and maintenance of **Equipment** to support all phases of emergency services;
- **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 Bedford 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 services 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 Bedford County's preparedness for an emergency.
- Revise this Annex as required to address identified gaps and build or sustain capabilities.

CONCEPT OF OPERATIONS

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

GENERAL PREPAREDNESS ACTIVITIES

Bedford County Emergency Management takes an active role in emergency preparedness. The Bedford 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 services and address gaps identified in the THIRA and SPR.
- Deliver disaster education materials and programs to encourage the preparedness of the entire Bedford County community.
- Develop and maintain an Integrated Preparedness Plan (IPP).
- 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

Bedford 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 Bedford County, the Bedford County Emergency Planning Team (EPT) is comprised of stakeholders from across the County, which provides subject matter expertise and input in developing emergency services plans and serve in support roles during a disaster.

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

- What threats and hazards exist?

Figure 1– Planning Cycle

- What are the potential consequences of the threats and hazards?
- What capabilities does Bedford 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 Bedford 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 Bedford 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.

BEDFORD COUNTY
       4
       AUGUST 2023

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

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 Bedford 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 Bedford County community in a scenario-driven facilitated walkthrough of the plans. The final plans are approved by the Bedford County Board of Supervisors and promulgated as policy.

However, planning is an ongoing process that reflects the information and understanding of Bedford 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 Bedford 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 Bedford 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 services and the number of personnel and skill sets required to support disaster response and recovery.

To achieve whole community readiness, Bedford County Emergency Management provides general awareness "community" disaster education for staff of Bedford County. With the relatively limited personnel supporting Bedford County Emergency Management program, providing this type of education increases personal, family, and Bedford 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 services 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.

Bedford 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

Bedford 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 Bedford 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.

The **Everbridge** alerting platform allows Bedford County Emergency Management to send messages and alerts internally to county personnel via telephone, text message, and email. Access and use of the Everbridge alerting platform is provided to Bedford County through a Memorandum of Agreement between Bedford County and the Virginia Division of Emergency Services.

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

The **NWS** can provide weather related support to the incident command as it relates to the management of a natural disaster. The 24-hour number to request their assistance is 1-800-221-2856.

> 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 diagram, on the following page illustrates this principal

Figure 3. Building Block Approach

To identify and prioritize needed training and exercises, Bedford County Emergency Management has developed an Integrated Preparedness Plan (IPP). It is considered a living document and will be updated annually based on the changing needs of Bedford County. **The IPP can be found in Appendix B: Integrated Preparedness 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, Bedford 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 Bedford 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.

Bedford 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.

Bedford County Emergency Management will include all Bedford County Departments and key personnel in its drills and exercises to test elements of the EOP, as appropriate. Following an exercise and if necessary, Bedford 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 IPP 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 Bedford 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). Bedford 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	☐ Create a family disaster plan ☐ Establish an out-of-state contact. ☐ Create a list of essential phone numbers ☐ Establish weather alerts on personal cell phone ☐ Establish a family/friend unification point ☐ Familiarize yourself with potential hazards and threats and stay informed of emerging threats and notifications ☐ Attend emergency preparedness education training when offered ☐ Participate in planning initiatives to ensure stakeholder considerations are adequately addressed (i.e., disabilities, access, and functional needs, etc.)
Emergency Management	☐ 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. ☐ Conduct an annual SPR to identify Bedford County's current capabilities and goals, objectives, and strategies to address gaps ☐ Establish a clear concept of operations including lines of authority and communications for disaster response and recovery activities ☐ Engage the EPG and in the development and/or update of required emergency plans and annexes ☐ Engage the Whole Community to ensure planning needs are addressed ☐ Stay abreast of trends and best practices in emergency management
County Board of Supervisors	☐ Promulgate Bedford County disaster plans and annexes
Emergency Policy Group (EPG)	☐ Provide a policy-level review of all Bedford County disaster plans and annexes
Emergency Planning Team	☐ Serve as a member of the collaborative planning team for the development of Bedford County disaster plans and annexes ☐ Lead the development of any department-specific plans

Responsible Stakeholder	Actions
All Departments	☐ Provide staff to participate in the development of Bedford County disaster plans and annexes ☐ Review and update Departmental COOP Annex on an annual basis ☐ Participate in the review and update to all Bedford County disaster plans and annexes

ORGANIZATION TASKS

Responsible Stakeholder	Actions
Whole Community	☐ Engage in Bedford County-sponsored preparedness activities
Emergency Management	☐ Identify and engage stakeholder groups and members (whole community) through outreach activities. ☐ Recruit and engage members of the EPG and ☐ Develop and maintain relationships with community response partners ☐ Ensure Bedford County and all departments understand the Emergency Management program and are engaged in their activities. ☐ Develop and/or deliver community disaster education to strengthen the preparedness and resiliency of the Whole Community
Emergency Services Policy Group (EPG)	☐ Establish and enforce institutional policy for Emergency Management activities. ☐ Ensure the appropriate funding to support mitigation, preparedness, response, and recovery programs, services, and activities ☐ Provide a policy-level review of all disaster plans and annexes
Emergency Planning Team	☐ Serve as a member of the collaborative planning team for the development of Bedford County disaster plans and annexes ☐ Lead the development of any department-specific plans

EQUIPMENT TASKS

Responsible Stakeholder	Actions
Whole Community	☐ Develop and maintain personal and/or family disaster supplies kit
Emergency Management	☐ Maintain disaster plans, annexes, and procedures. ☐ Maintain updated contact information in the Everbridge alerting system. ☐ Identify and maintain a list of equipment, supplies, and technology to support the Emergency Management Program and the operation of Bedford County EOC (Attachment 3: Emergency Operations Center Activation Guidelines) ☐ Work with assigned departments to ensure the testing and good working condition of generators, radio, telephone, IT systems, Bedford County -wide fire, safety, and police/security systems
Law Enforcement	☐ Ensure testing and maintenance of radio and dispatch equipment ☐ Maintain an inventory of replacement parts and spare radios
Fire & Rescue	☐ Identify and maintain an inventory of medical equipment and supplies ☐ Maintain inventory and location of all hazardous materials and containment/clean-up supplies
Public Works	☐ Conduct regularly scheduled testing of backup generators ☐ Ensure an adequate inventory of parts and supplies for vehicle and equipment repair ☐ Ensure an adequate supply of fuel for extended emergency use during hurricane season
Finance Departments	☐ Ensure an adequate supply of fuel for extended emergency use during hurricane season
Emergency Planning Team (EPT)	☐ 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	☐ Participate in Bedford County disaster education activities
Emergency Management	☐ Develop an Integrated Preparedness Plan (IPP) with annual review and updates to determine the training needs in support of the Emergency Management Program ☐ Arrange for or develop and deliver general and role-specific training for members of the EPG and EPT ☐ Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for Hurricane season
All Departments	☐ Ensure all department staff are trained on the concepts of Bedford County's EOP and support annexes, and in their particular department emergency and continuity of operations plans and procedures ☐ Provide cross-training to ensure adequately trained personnel mission-essential departmental functions and services

EXERCISE TASKS

Responsible Stakeholder	Actions
Whole Community	☐ Participate in Bedford County household emergency drills.
Emergency Management	☐ Develop an Integrated Preparedness Plan (IPP) with annual review and updates to determine the exercise needs in support of the Emergency Management Program ☐ Arrange for or develop and deliver at least one Bedford County -wide exercise annually ☐ Provide support for departmental drills ☐ Engage response partners in Bedford County -sponsored exercises ☐ Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for Hurricane season
All Departments	☐ Ensure all department staff are trained on the concepts of Bedford County's EOP and support annexes, and in their department emergency and continuity of operations plans and procedures.

Responsible Stakeholder	Actions
	☐ Provide cross-training to ensure adequately trained personnel mission-essential departmental functions and services

ATTACHMENT 1: PLAN MAINTENANCE SCHEDULE

PLAN MAINTENANCE AND UPDATE SCHEDULE

Assessment or Plan Component	Schedule
Threat and Hazard Identification and Risk Assessment (THIRA)	☐ Statistical and historical data maintained on an ongoing basis ☐ Assessment is completed every three years
Stakeholder Preparedness Report (SPR)	☐ Analysis of capabilities lost, built, or sustained is completed annually
Emergency Operations Plan (EOP), support annexes and attachments	☐ EOP Base Plan and Annexes reviewed for minor updates annually; major updates and promulgation every four years ☐ Attachments for base plan and annexes have ongoing updates as information changes and reviewed at least annually
Hazard Mitigation Plan (HMP)	☐ Statistical and historical data maintained on an ongoing basis ☐ Plan is reviewed annually to update mitigation project status and changes in threats and hazards ☐ Plan is updated and promulgated every 4 years
Continuity of Operations Plan (COOP) and Departmental Annexes	☐ Departmental COOP Annexes are reviewed and updated annually ☐ Roll-up data is updated annually in the Bedford County EOP
Integrated Preparedness Plan (IPP)	☐ Training schedule updated annually ☐ IPP updated every year in preparation for the next three years
After-Action Reports (AARs)	☐ 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)	☐ A master Improvement Plan is maintained on an ongoing basis to track agreed-upon corrective actions, responsible party/parties, and the timeline for completion

Table 2. Plan Maintenance and Update Schedule

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 Bedford County Emergency Management.

PREPAREDNESS ANNEX CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

BEDFORD COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes ☐ No ☐**
Approved Change Language:	
☐ **Recorded in Record of Changes Date:**	☐ **Updated Annex Sent to Plan Holders**

APPENDIX A: MEMORANDA OF UNDERSTANDING

This space has been provided to allow the attachment of any applicable Bedford County Memoranda of Understandings (MOUs).

APPENDIX B: INTEGRATED PREPAREDNESS PLAN

This space has been provided to allow the attachment of Bedford County's Integrated Preparedness Plan.

EMERGENCY OPERATIONS PLAN
Bedford County, VA
Annex C: Response

August 2023

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	iii	Acronyms	Add National Weather Service NWS	Dir Kent Robey	05/22/2024
2	7	Operation Section	Added ESF 18 to include NWS	Dir Kent Robey	05/22/2024
3	8	Emergency Response Actions	Added NWS as response action during an incident.	Dir Kent Robey	05/22/2024
4	15	Information Sharing and Dissemination	Added the NWS 24-hour contact number: 800-221-2856	Dir Kent Robey	05/22/2024
5	38	Job Action Sheet	Added NWS 24-hour contact number for weather updates. 800-221-2856	Dir Kent Robey	05/22/2024

ACRONYMS

Legal authority to undertake the development of the Emergency Operations Plan (EOP) and subsequent actions in an emergency derives from the Bedford 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
NWS	National Weather Service
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 Coordinator of Emergency Services 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.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

The Bedford County Coordinator of Emergency management manages the Bedford County Emergency Management program. Bedford County Emergency Management will provide a coordinated approach to respond to emergency events. response to emergency events. The ultimate goals of Bedford 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 Bedford County and to describe the organization and operation of Bedford 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 Bedford 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 Bedford 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 Bedford County;
- Engage and empower all parts of Bedford County; and
- Strengthen what works well within the County daily.

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

COORDINATION

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

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

PRIORITIES

- Provide effective life safety measures, reduce property loss, and protect the environment;
- Provide for the rapid resumption of Bedford County's services;
- Provide 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 Bedford County and allows for face-to-face coordination among the personnel. Bedford 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 Bedford County Coordinator of Emergency Management, or their designee, has authority for the overall operation and management of the EOC. The Bedford County Coordinator of Emergency Services 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 Bedford County; or
- For special events requiring inter-departmental coordination.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Bedford County Coordinator of Emergency Management, or their designee, will direct the Bedford County emergency management organization. In this role, the Coordinator 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 Bedford County Coordinator of Emergency Management directs 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. For disaster operations, the EOC is staffed by Bedford 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.
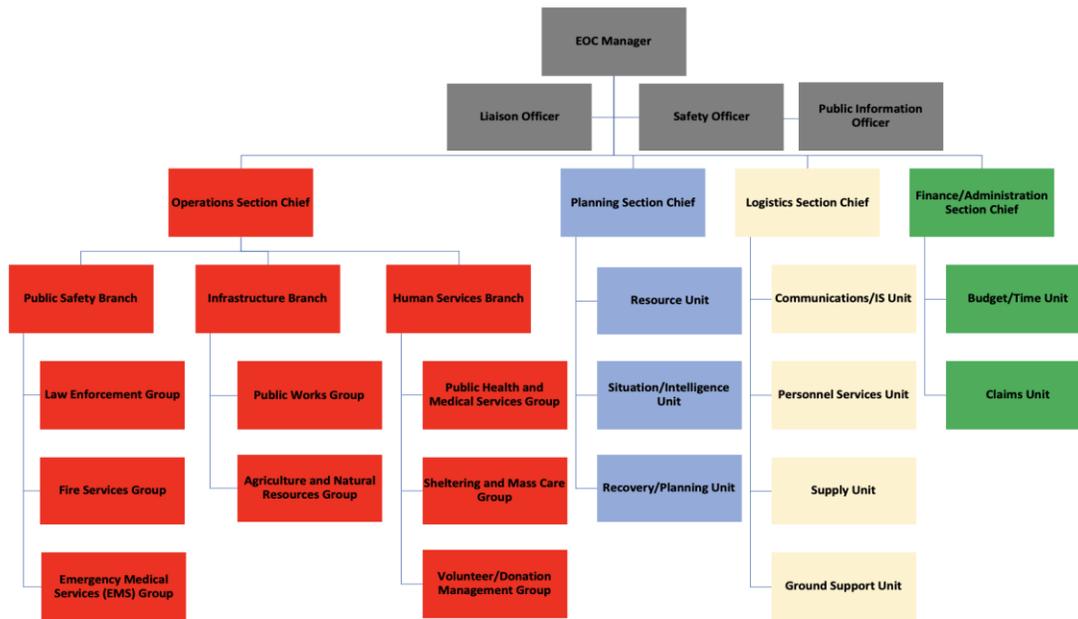
Figure 1. Organizational Chart

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 Bedford County for emergency operations, selected departments, and agencies, as well as specific personnel, have been assigned emergency management responsibilities in this plan.

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

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. Under the UC model, 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 may 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 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 Bedford 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.

Bedford County uses a pure ICS model. **Table 1** on the following page provides a quick reference "Crosswalk" to show the alignment of Bedford County's EOC Sections and their associated ESFs as identified in the Commonwealth of Virginia Emergency Operations Plan (COVEOP). This information will help assist any outside response personnel in understanding where they best fit into Bedford County's organizational construct.

FINANCE/ADMIN SECTION	
FUNCTIONAL AREA(S)	• Procurement Unit • Budget and Time Unit • Claims Unit (Worker's Compensation and Liability)
ESF(s)	• N/A
LOGISTICS SECTION	
FUNCTIONAL AREA(S)	• Personnel Services Group • Communications/Information Services Group • Supply Unit • Ground Support Unit
ESF(s)	• ESF 1 - Transportation • ESF 7 - Resource Support
OPERATIONS SECTION	
FUNCTIONAL AREA(S)	• Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Emergency Transportation) • Public Health and Medical Services Group • Sheltering and Mass Care • Donations Management Unit • Volunteer/Reception Management Unit
ESF(s)	• ESF 2 - Communication • ESF 3 - Public Works • ESF 4 - Fire Fighting • 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 11 - Agriculture • ESF 12 - Energy • ESF 13 - Law Enforcement, Public Safety and Security • ESF 16 - Military Affairs • ESF 17 - Volunteer and Donations Management • ESF 18 – National Weather Service (NWS)
PLANNING SECTION	
FUNCTIONAL AREA(S)	• Resources Unit • Documentation and Situation Unit • Resources Unit
ESF(s)	• ESF 14 - Community Recovery • ESF 15 - External Affairs

Table 1– ESF to ICS Crosswalk

EMERGENCY RESPONSE ACTIONS

The EOC directs Bedford 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 Bedford 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.
- Providing updated weather forecast through the NWS 800-221-2856.

DIRECTION, CONTROL, AND COORDINATION

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

The Coordinator 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 *Bedford County Emergency Operations Plan (EOP)*.

DIRECTION OF RESPONSE

The EOC supports Bedford 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 Bedford 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 Coordinator of Emergency Management or their designee will close the incident and keep a record of the incident on file at the EOC. The Coordinator of Emergency Management, or their designee, will ensure the EOC is refurbished, supplies replaced, and other equipment returned to storage. Bedford 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 Coordinator of Emergency Management, or their designee 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.

Figure 2– Planning "P"

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.
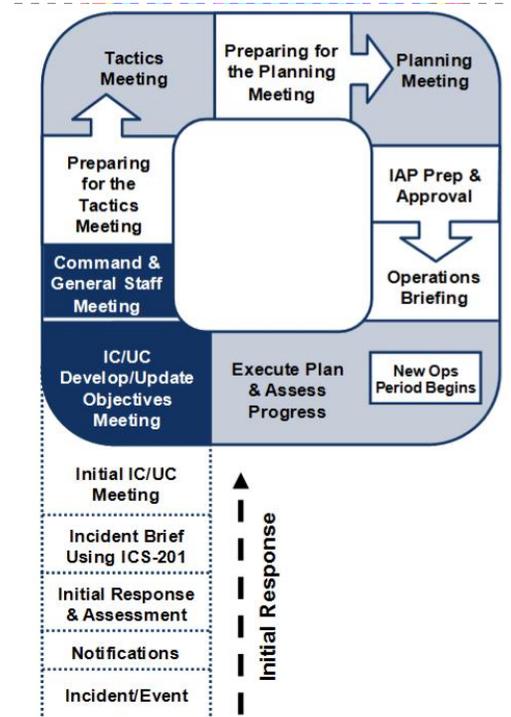
PREPARING FOR AND CONDUCTING THE TACTICS MEETING

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.
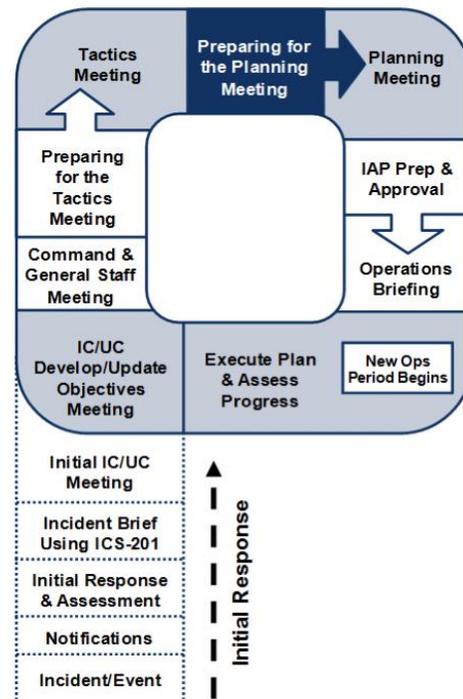
PLANNING MEETING

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.
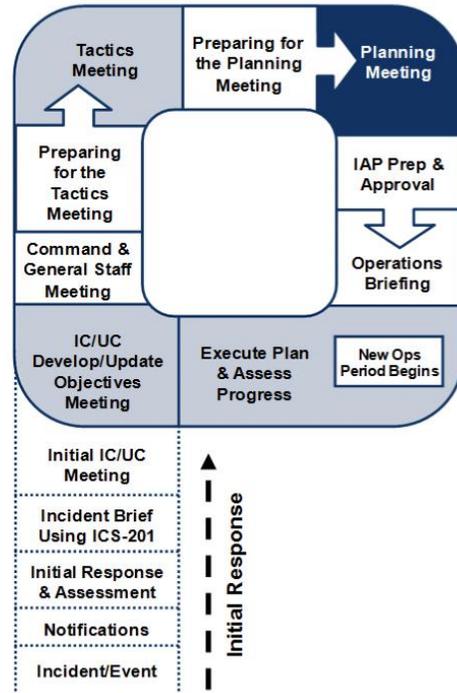
IAP PREPARATION AND APPROVAL

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).
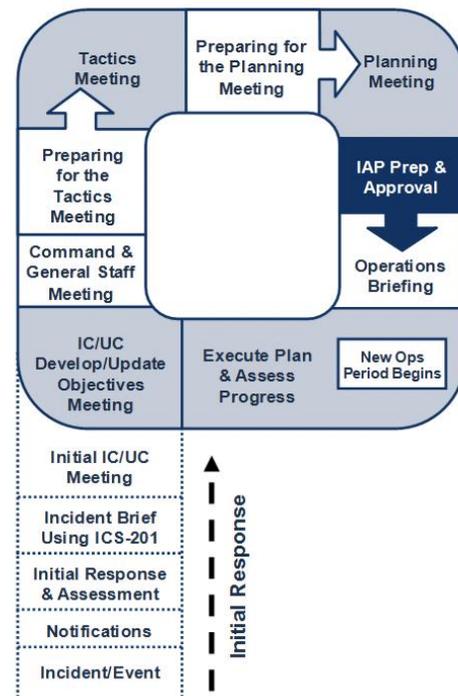
Operations Period Briefing

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.
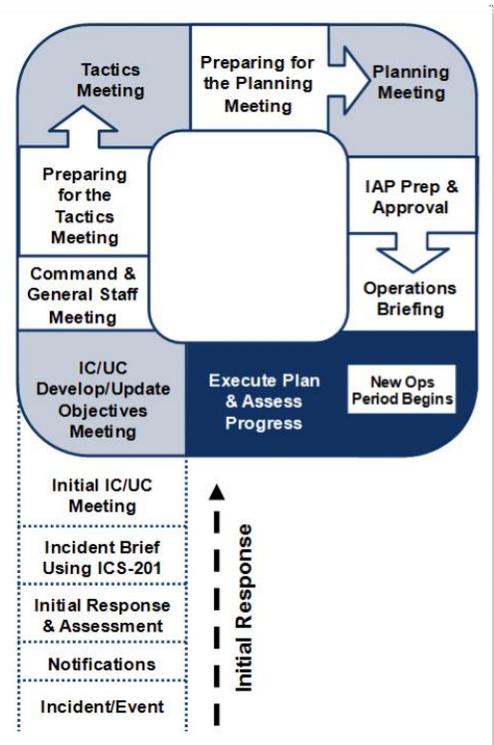
INFORMATION COLLECTION AND DISSEMINATION

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 Bedford 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 through the NWS 800-221-2856;
- EOC Activation Status;
- Emergency Orders;
- Roads/bridges status;
- Damage reports; and,
- Assistance requested.

RESOURCE REQUESTS

During normal operations, it is the responsibility of each Bedford County department to develop and maintain a comprehensive resource inventory system to manage resource commitment, mobilization, and deployment. When the Bedford 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 Bedford 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 Bedford County more resilient. Public awareness and education prior to an incident are crucial to successful public information during an event. Bedford 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 Bedford 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 Unified 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 Bedford County will be directed to the Coordinator of Emergency Management.

Bedford 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 Bedford County Coordinator of Emergency Management.

If the threat is credible or an incident has occurred, the Coordinator 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 Coordinator of Emergency Services 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.

EOC COMMUNICATIONS

Communications from the Bedford 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 EOC will maintain their communication network for receiving instructions from and providing status reports to the Coordinator of Emergency Management or their designee.

Bedford County EOC to 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 Bedford 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 Bedford County responding departments will be made.

LOGISTICS

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

ANNEX DEVELOPMENT AND MAINTENANCE

Bedford County Emergency Management is responsible for the overall development and maintenance of the Response Annex. The Coordinator 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 Bedford 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 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.

☐ Respond immediately to the EOC site and determine operational status.

☐ Mobilize appropriate personnel for the initial activation of the EOC.

☐ Obtain briefing from any available sources.

☐ Ensure the EOC is properly set up and ready for operations.

☐ Ensure that an EOC organization and staffing chart is posted and completed, brief EPG and setup briefing.

☐ Monitor general staff activities to ensure that all appropriate actions are being taken.

☐ Establish initial strategic objectives for the EOC.

☐ Prepare EOC objectives for the Initial Action Planning (IAP) Meeting.

☐ Convene the Initial Action Planning meeting.

☐ Once the Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.

☐ Conduct periodic briefings with general staff to ensure that strategic objectives are current and appropriate.

☐ Brief as appropriate.

☐ Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.

☐ In coordination with the PIO, conduct news conferences and review media releases for final approval.

☐ Authorize the demobilization of sections.

☐ 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.

- ☐ Determine expectations of Incident Commander regarding gathering and disseminating of information.
- ☐ Review available documentation (i.e., Incident Action Plan, strategy objectives, etc.).
- ☐ Participate in briefings/meetings.
- ☐ Assist with post-incident information strategy and procedure.
- ☐ Document all media contacts.
- ☐ Take photographs and videos of the incident and related activities.
- ☐ Prepare and disseminate information internally and externally regarding the incident.
- ☐ Prepare briefing materials for VIP visits and assist with planning, coordination, and logistics for visits.
- ☐ Be alert to rumors and take appropriate action.
- ☐ Arrange and schedule media interviews.
- ☐ Assist in the preparation of the Demobilization plan.
- ☐ Monitor Social Media channels.
- ☐ 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.

☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.

☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.

☐ Assemble incident information for use in briefings and filling requests.

☐ Assemble information for use in answering requests and resolving problems.

☐ 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: **Safety Officer**	Role: 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.

☐ Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.

☐ Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available and being used.

☐ Identify potentially unsafe acts.

☐ Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

☐ Ensure adequate sanitation and safety in food preparation.

☐ Debrief Assistant Safety Officers prior to Planning Meetings.

☐ Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).

☐ Participate in Planning and Tactics Meetings

- o Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.

- o Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

☐ Attend planning meetings

☐ Participate in the development of Incident Action Plan (IAP):

- o Review and approve Medical Plan (ICS Form 206).

- o Provide Safety Message (ICS Form 202) and/or approved document.

- o Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

☐ Investigate accidents that have occurred within incident areas:

- o Ensure accident scene is preserved for investigation.

- o Ensure accident is properly documented.

- o Prepare accident report as per agency policy, procedures, and direction.

- o Recommend corrective actions to Incident Commander and agency.

☐ Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

Document all activity on Unit Log (ICS Form 214).

Position: **Operations Section Chief**	Role: Interacts with next lower level of Section (Branch, Group, Unit) 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.

☐ Develop plans, procedures, and equipment guidelines to support firefighting response operations.

☐ Develop and manage firefighting mutual aid agreements.

☐ Coordinate plans with commercial/private fire response organizations.

☐ Conduct firefighting operations.

☐ Conduct fire overhaul operations.

☐ Maintain current status list of firefighting and EMS resources.

☐ Mobilize firefighting resources in support of urban, rural, and wild-land firefighting operations.

☐ Assist in removal of affected individuals from the incident site.

☐ Provide for worker health and safety including decontamination of equip.

☐ Conduct building plan reviews to reduce or eliminate hazards.

☐ Conduct fire code inspections and coordinate with appropriate personnel or building inspections.

☐ Investigate and assist in investigating fires:

- Determine cause and origin.

- Maintain the chain of evidence.

☐ Establish and maintain security at fire scenes.

☐ Develop and implement firefighting training and exercise program to support fire departments prepare for, prevent, and respond to fires and other hazards.

☐ 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.

☐ 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).

☐ 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.

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.

☐ 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.

☐ 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: **Human Services Branch: Public Health and Medical Services Group**	Role: 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.

- [ ] 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.
- [ ] Develop 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.
- [ ] Develop and conduct relevant emergency response training for field staff and managers of state/local wastewater programs and utilities.
- [ ] Determine food facilities that are adversely affected.
- [ ] Create emergency response plan for response to all food operations for retail, food service, mass feeding, and food processing facilities.
- [ ] Develop communications plan for food safety for regulated facilities and the general public.
- [ ] Conduct follow-up monitoring of food.
- [ ] Conduct follow-up/re-opening assessments.

Position: **Human Services Branch: Public Health and Medical Services Group**	Role: 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.

☐ Provide advice through response partners (USDA, State Agriculture Departments, etc.) to farmers on protecting their animals and crops from contamination.

☐ Determine location of all mass feeding and food preparation sites and distribution points.

☐ 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.

☐ Develop plan for long-term environmental monitoring.

☐ Coordinate quarantine activation and enforcement with public safety and law enforcement.

☐ Ensure appropriate implementation of infection control precautions for isolated patients.

☐ Assist in disease control, quarantine, containment, and eradication.

☐ Identify community sites suitable for quarantine.

☐ Ensure that adequate food, water, and medication are provided to quarantined or isolated persons (through public health officials; oversight by case manager).

☐ 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 legal authority exists to isolate and/or quarantine individuals, groups, facilities, animals, and food products.

☐ Direct and control public information releases about those people who have been isolated or quarantined.

☐ Coordinate with the agriculture community regarding animal influence.

☐ Establish criteria for patient decontamination that fully considers the safety of emergency medical services (EMS) personnel and hospital-based first responders.

Position: **Human Services Branch: Public Health and Medical Services Group**	Role: 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.

- ☐ 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.

- ☐ Disseminate public health and safety information to the public to improve provision of home healthcare.

- ☐ Enhance emergency system patient transport and tracking systems.

- ☐ Activate procedures for altered nursing and medical care standards.

- ☐ Coordinate public health and medical services among those people who have been isolated or quarantined.

- ☐ Coordinate with Sheltering and Mass Care to address medical needs at Public Shelters.

- ☐ Identify local, state and region mental health and substance abuse professionals or paraprofessionals and integrate them within the response planning.

- ☐ Activate healthcare workers' and volunteers' call systems.

- ☐ 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.

- ☐ Identify private vendors and suppliers to fill resource gaps.

- ☐ Prioritize use of supplies.

- ☐ Coordinate distribution of stockpile assets.

- ☐ 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 the use of emergency power generation services at critical facilities.

- ☐ Disseminate health and safety information to the public.

- ☐ Coordinate public health and medical services.

Position: **Human Services Branch: Public Health and Medical Services Group**	Role: 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.

☐ Maintain a system for inventory management to ensure availability of critical medicines and medical supplies.

☐ Coordinate dispensing of mass therapeutics and vaccines.

☐ Implement plans for distributing and dispensing prophylaxis.

☐ Track outcomes and adverse events following mass distribution of prophylaxis.

☐ 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.

☐ Develop plans, procedures, and implementing instructions to recover human remains in a dignified manner.

☐ Develop plans, procedures for establishing a family assistance center (FAC).

☐ Develop plans, procedures, and implementing instructions for collecting ante-mortem information within the family assistance center (FAC).

☐ 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.

☐ Conduct training and exercises for establishing and managing fatality retrieval operations.

Position: **Human Services Branch: Donations Management Unit**	Role: Identifies 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.

☐ Develop procedures and implementing instructions to establish and manage Donations.

☐ Develop plans, policies, and implementing instructions for managing volunteers for medical 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.

☐ Identify potential sites/facilities to manage donated goods and services being channeled into the disaster area.

☐ Facilitate implementation of resource security plans.

☐ Identify the necessary support requirements to ensure the prompt establishment and operation of these facilities and sites.

☐ Establish a donations coordination center, to receive donated good and receive cash donations (suggest to the public that cash is preferred by way of press releases and briefings).

☐ Establish a liaison with media outlets and other stakeholders to provide information about donations.

☐ Activate donations coordination teams (DVCT).

☐ Assign the tasks of coordinating auxiliary manpower and material resources.

☐ Gather donations intelligence from the field.

☐ 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.

☐ Implement a community relations plan for ensuring continued communications with citizens other localities, and private industry leaders.

☐ Disseminate guidance for the public regarding appropriate donation methods.

☐ Compile and submit totals for disaster-related expenses.

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.

☐ 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.

☐ Develop procedures and implementing instructions to establish and manage shelters.

☐ Develop evacuation and emergency operations procedures for at-risk populations and locations.

☐ Develop evacuation and emergency operations procedures for the care of special needs population.

☐ Develop plans, procedures, and implement instructions for evacuation/shelter-in-place decisions.

☐ Develop plans, procedures, and implementing instructions to ensure individual/gross decontamination of persons prior to admittance to shelters and other mass care facilities.

☐ Develop hazard/incident specific plans and policies to identify, screen, and manage evacuees who may be a hazard to others.

☐ Develop plans, procedures and implementing instructions for family assistance center operations and family reunification.

☐ Develop plans, procedures and implementing instructions for transitioning shelter operations to interim housing.

☐ Develop plans, procedures, and implementing instructions to manage quarantines.

☐ Develop plans, procedures, and implementing for providing security of the evacuation facilities, mass care and medical facilities.

☐ Develop plans, procedures, and implementing instructions for safe and organized re-entry of evacuees to homes and businesses.

☐ Pre-Identify suitable and accessible Evacuation sites/Shelters for general population.

☐ Pre-Identify populations and locations at risk.

☐ Pre-Identify potential transportation targets.

☐ 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.

☐ Pre-identify suitable locations for Points of Distribution (POD's) for emergency relief items.

☐ Provide shelter guidance to agencies responsible for the care of special needs populations to include service animals.

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.

☐ 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:

- o   Emergency feeding and sheltering activities.
- o   Mass feeding services.
- o   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/Reception 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.

☐ Develop procedures and implementing instructions to establish and manage Mange Volunteers.

☐ Develop plans, policies, and implementing instructions for managing volunteers and performing non-medical tasks.

☐ Develop plans, policies, and implementing instructions for managing volunteers for medical tasks.

☐ 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 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 Volunteer Coordination Teams (VCT).

☐ 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 volunteer activities.

☐ Compile and submit totals for disaster-related expenses.

Position: **Infrastructure Branch: Agricultural and Natural Resources**	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.

☐ Inspect and monitor meat, poultry, and egg establishments that can continue to operate in the affected area.

☐ Inspect the safety and security of the agricultural infrastructure in the locality.

☐ Collect and compile information about threats to the locality's food supply.

☐ Develop plans to collect and dispose of infected material to reduce the spread of animal disease.

☐ 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.

☐ Conduct response-related activities for agricultural support.

☐ Coordinate and provide food and agricultural response support.

☐ Direct agricultural processes for surveillance, testing and isolation or quarantine for threats to agricultural assets and the food supply.

☐ Conduct product tracing to determine the source, destination, and disposition of adulterated or contaminated products.

☐ Implement instructions for disposing of infectious agricultural waste.

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., NWS weather update 800-221-2856, 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**	Role: Maintains accurate, up-to-date incident files; collects, processes, and organizes situation information; prepares Situation Reports (SitReps); and develops projections and forecasts related to the incident. Ensures that intelligence is gathered, analyzed, and disseminated appropriately.

- ☐ 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: **Resources Unit**	Role: Staff are responsible for providing logistical support and maintaining the status of all assigned resources (primary and support) at an incident: Allocate, mobilize, and manage resources.

☐ Develop plans, procedures, and implementing instructions for resource management in accordance with the National Incident Management System (NIMS).

☐ Develop plans describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements.

☐ Develop plans for establishing resource staging areas for internal and external response.

☐ Develop a strategic facilities management plan (multi-agency warehouse, emergency distribution centers) to include pre-positioned assets, donations, etc.

☐ Locate and establish warehouses and material handling equipment.

☐ Designate and advertise point of contacts for soliciting and receiving equipment and technical (i.e., communications, logistics, housing, and medical) solutions from the private sector, outside jurisdictions, non-governmental organizations, and volunteers.

☐ Inventory and categorize, by material or services provided, facilities, equipment, personnel, and systems available to support emergency operations.

☐ Locate resources requested by on-site incident commanders.

☐ Determine the availability of (and provide) supplies stocked in distribution facilities, national stockpiles, and customer supply centers.

☐ Prioritize use of supplies and Coordinate distribution of stockpile assets.

☐ Provide transportation management for logistics support.

☐ Develop plans, policies, and implementing instructions for coordination and deployment of private industry.

☐ Develop reimbursement programs and processes to maintain readiness of resources.

☐ Process and manage reimbursement and funding requests.

☐ Provide property, facility, and materials management for logistics support.

☐ Provide transportation management for logistics support.

☐ Establish operations that adhere to standardized financial management controls, guidance, and organization.

☐ Identify liaisons and personnel responsible for financial management response operations.

☐ Maintain financial records of management response.

☐ Work closely with a public information officer to disseminate critical information about appropriate ways to donate and volunteer.

Position: **Recovery Planning Unit**	Role: Staff organizes structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike

☐ Establish and Implement State, local and private-sector assistance recovery, and mitigation plans.

☐ Establish community recovery assistance programs.

☐ Develop business recovery programs.

☐ Provide economic stabilization, community recovery, and mitigation support and/or financial restitution to key service sectors (e.g., medical, financial, public health and safety).

☐ Conduct post-event assessment and planning to effect successful long-term recovery.

☐ Establish reconstruction and restoration plans.

☐ Determine priority for repair/reconstruction projects and help to prioritize engineering and construction resources.

☐ Coordinate resources to conduct building inspections and damage assessment.

☐ Conduct building inspections and damage assessments of public and private structures.

☐ Coordinate building department, public works, and engineering support.

☐ Conduct debris assessment.

☐ Manage, monitor, and/or provide technical advice on debris management.

☐ Develop standards and procedures to identify qualified contractors.

☐ Coordinate, fund, and implement contracts for construction management and inspection.

☐ Participate in post-incident assessments of structures, public works, and infrastructure to develop cost estimates.

☐ Complete written project worksheets.

☐ Establish procedures to provide building owners and occupants information on the extent of damage to their building and for entering and removing personal possessions from damaged buildings.

☐ Establish standards for:

Repairing the damage to their buildings and standards

Re-occupancy or demolition of structure.

☐ Assess the requirement for decontamination or safe demolition, removal, and disposition of contaminated debris.

☐ Assess the need for emergency flood protection and/or emergency erosion control.

☐ Execute contaminant control measures for in-place debris.

☐ Provide emergency flood protection and/or emergency erosion control.

☐ Provide technical advice, evaluation, and engineering support.

☐ Develop plans, procedures and implementing instructions to implement plans for family assistance center operations and family reunification.

☐ Collect, process, and disseminate disaster welfare and family reunification information.

☐ Identify long-term housing needs.

☐ Develop plans, procedures and implementing instructions for locating, establishing, and managing State and Federal assistance programs.

☐ Develop plans, procedures and implementing instructions for providing claims information and assistance to affected public.

☐ Notify affected public of various sites at which claims information and assistance can be obtained.

☐ Manage public works mutual aid agreements.

☐ Manage building department mutual aid agreements including plan reviews, damage assessment, and inspection services.

☐ Integrate appropriate private-sector entities into incident response activities.

☐ Coordinate compliance with environmental and historic preservation statutes.

☐ Provide monitoring and stabilization assistance for damaged structures deemed as immediate hazards to public health and safety.

☐ Provide engineering expertise to assess the electrical, mechanical, plumbing, and other systems within the infrastructure/facility for reuse.

☐ Develop procedures and implementing instructions for inspection of individual water supplies.

Position: **Logistics Section Chief**	Role: 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.

☐ 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: **Personnel Services Unit**	Role: Staff provides services to those responding to the incident. Staff coordinate with all branches to ensure personnel on the ground have all available resources to them and their families.

- ☐ Provide worker crisis counseling and mental health and substance abuse behavioral health support.
- ☐ When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
- ☐ As directed by the Logistics Section Chief, recruits, and hires personnel to meet emergency staffing needs.
- ☐ Identify by position what staff will be required to perform the resource management function, regardless of the nature or scope of the emergency.
- ☐ Estimate, based on the kinds and number of facilities that would be activated, of the maximum number of personnel that would be needed to support the resource management function. A breakdown by the facility would be useful.
- ☐ Indicate the means the jurisdiction will use to meet a staffing shortfall in the resource management function, be it reassignment of jurisdictional personnel, aid from other jurisdictions, area volunteers, or use of the National Guard.
- ☐ Assist the logistics branch and volunteer unit for the needs of personnel.
- ☐ Maintain logs of incidents that happen to personnel while activated.
- ☐ Describe the processes to ensure response and recovery worker safety and health during incident response and recovery.
- ☐ Staff should verify that personnel on the ground are trained and up to date on all certifications.
- ☐ Coordinate with all branch managers to ensure all personnel is informed of resources for them and their families.
- ☐ Coordinate with Finance/Admin to ensure personnel information is up to date.

Position: **Communication/IS Unit (Information Systems)**	Role: Develops plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; and the distribution and maintenance of communications equipment.

☐ Coordinate the development of an Incident Communications Plan.

☐ Establishing voice and data networks for command, tactical, support units.

☐ Install and test all communications equipment.

☐ Establish and develop equipment accountability system to oversee communications equipment distribution, maintenance locations and recovery of communications equipment.

☐ Assign radio frequencies.

☐ Provide technical advice on:

- Adequacy of communications system.

- Equipment capabilities.

- Amount and types of equipment available.

- Potential problems with equipment.

☐ Advise on communications capabilities/limitations.

Position: **Supply Unit**	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.

☐ Provide input to Logistics Section planning activities.

☐ Provide incident related resources to Planning, Logistics, and Finance/Administration Sections.

☐ Order, receive, distribute, and store supplies and equipment.

☐ Maintain an inventory of supplies and equipment.

☐ Respond to requests for personnel, equipment, and supplies.

☐ Determine the type and amounts of supplies enroot.

☐ Service reusable equipment, as needed. Participate in Support Branch/Logistics Section planning activities.

Position: **Ground Support Unit**	Role: Staff 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.

☐ 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: **Facilities Unit**	Role: Staff is responsible for set up, maintenance and demobilization of all incident support facilities except Staging Areas. Will also provide security services to the incident as needed.

☐ Determine requirements for each incident facility.

☐ Prepare layouts of facilities; inform appropriate unit leaders.

☐ Activate incident facilities.

☐ Obtain and supervise personnel to operate facilities, including Base and Camp Managers.

☐ Participate in Logistics Section/Support Branch planning activities.

☐ Provide security services.

☐ Provide facility maintenance services (i.e., sanitation, lighting, etc.)

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.

☐ Manage all financial aspects of an incident.

☐ Provide financial and cost analysis information as requested.

☐ Develop an operational plan for the Finance/Administration Section and submit requests for the section's supply and support needs.

☐ Maintain daily contact with cooperating and assisting agencies on Finance/Administration matters.

☐ Ensure that personnel time records are completed accurately and transmitted to the appropriate agency/organization.

☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed.

☐ Ensure compensation and claims functions are addressed relative to the incident.

☐ Gather pertinent information from briefings with responsible agencies.

☐ Brief agency administrative personnel on incident-related financial issues needing attention or follow-up.

☐ Provide input to the IAP.

☐ Meet with Assisting and Cooperating Agency Representatives as needed.

☐ Provide financial input to demobilization planning.

Position: **Procurement Unit**	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 process documentation associated with equipment rental and supply contracts. The unit works closely with local fiscal authorities to ensure efficiency.

☐ 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 Impress funds as required.

☐ Complete final processing of contracts and send documents for payment.

Position: **Budget/Time Keeping (Documentation) Unit**	Budget 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.

☐ Review current County budget and provide purchasing guidance as needed or required.

☐ Determine emergency budget requirements.

☐ Coordinate with Procurement to review all purchases prior to approval.

☐ 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.

Position: **Claims Unit**	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.

☐ 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.

ATTACHMENT 2: 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 Bedford County Emergency Management.

RESPONSE ANNEX CHANGE FORM	**Date:**
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

BBEDFORD COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes ☐ No ☐**
Approved Change Language:	

☐ **Recorded in Record of Changes   Date:**   ☐ **Updated Annex Sent to Plan Holders**

EMERGENCY OPERATIONS PLAN
Bedford County, VA
Annex D: Recovery

August 2023

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	3	Acronyms	Added National Weather Service NWS	Dir. Kent Robey	05/22/2024
2	20	Assignment of Responsibilities / Safety Officer	Added receives weather updates for incident safety. NWS Updates by calling 800-221-2856.	Dir. Kent Robey	05/22/2024

AUTHORITIES, ACRONYMS, AND DEFINITIONS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Bedford 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
NWS	National Weather Service
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.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

Bedford County's Director of Emergency Management delegates authority to the Bedford County Coordinator of Emergency Services to manage 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 Bedford's recovery activities in emergencies or disasters.
- Guiding principles of Bedford 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 Coordinator 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.

Bedford 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 Bedford 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.

Bedford 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 Bedford 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 emergency policies that ensure persons with access and functional needs can all access public safety and emergency management; 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 Bedford's organizational structure and maximizing capabilities to recover from disasters faster and more efficiently.

EMERGENCY MANAGEMENT PHASES

This Annex applies to Bedford 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 Bedford 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 Coordinator 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 Coordinator 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 Coordinator 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. The Coordinator 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 Bedford County's recovery.

LOCAL DISASTER RECOVERY MANAGER

The Coordinator 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 Coordinator of Emergency Management, may activate additional resources or contract them as appropriate to best support recovery.

The LDRM will serve for a period determined by the recovery efforts and dictated by the Coordinator 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 Coordinator 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 Bedford 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 Coordinator of Emergency Management or their designee, the LDRM is Bedford'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, Bedford 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 Bedford 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

Bedford 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.
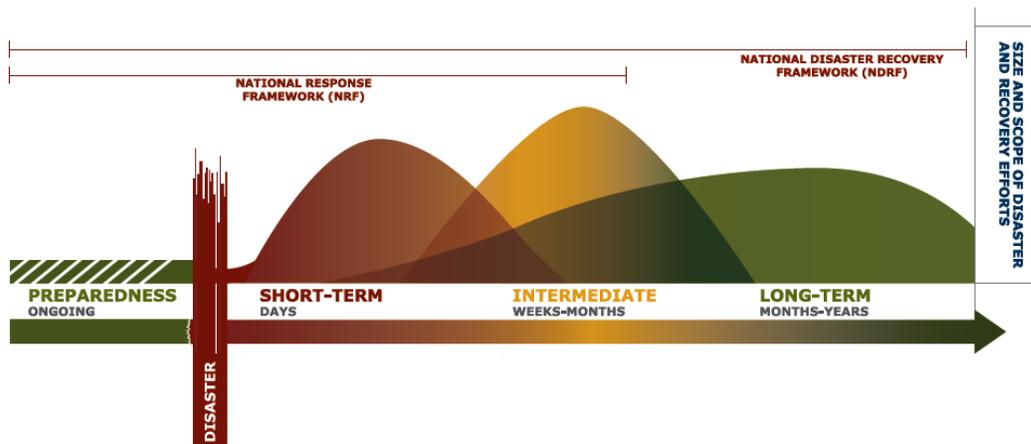
Figure 1– National Disaster Recovery Framework

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 Bedford'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 Coordinator 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 Bedford 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.

Position: Executive Policy Group	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.

☐ Directs recovery activities, develop strategic recovery goals, pass laws and ordinances to promote the County's recovery.

☐ Appoints or activates pre-event contract (if applicable) to designate a Local Disaster Recovery Manager to lead recovery.

☐ Ensures that the Recovery organization is established, and the identified partners are able to support recovery needs, strategies, and plans.

☐ Understands key hazards and evolving risks in the Community.

☐ Adopts and enforces mitigation measures.

☐ Supports the Recovery though the identification and coordination of recovery resources and the engagement of partners.

☐ Shares information with the public on recovery efforts.

Position: **EOC Manager/Local Disaster Recovery Manager**	**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.

☐ Identifies threats and hazards most likely to impact the County.

☐ Provides training and education to response partners and the Community on likely threats and hazards.

☐ Integrates hazard mitigation and recovery planning efforts to build resilience in the Community.

☐ Documents lessons learned and incorporate them into future plans and policies.

☐ 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.

☐ Serves as the point of contact for representatives assisting and cooperating agencies and organizations.

☐ Maintains a list of assisting and cooperating recovery agencies and representatives.

☐ Coordinates intergovernmental/interagency deployments to the Recovery organization.

☐ Interacts with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort.

☐ 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.

☐ Monitor and assess hazardous and unsafe working situations and develop methods for assuring personnel safety throughout recovery.

☐ Collect and compile all risk information associated with the execution of recovery mission assignments. Receives and disseminates weather updates from the NWS 800-221-2856 for incident management and response safety.

☐ Help develop safety messaging for recovery operations.

Position: **Recovery Organization**	**Role:** The Recovery Organization maintains and directs personal in their roles during a recovery.

☐ Assign personnel only to positions that are needed.

☐ Initially include command staff, general staff, and any other necessary resources in the Recovery structure, as appropriate.

☐ Fill activated positions with whoever has the applicable skillsets and experience.

☐ Pre-identify personnel with applicable recovery skillsets and experience.

☐ 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 County. [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 County'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.

☐ Develops the Incident Action Plan (IAP) to accomplish recovery objectives.

☐ Supervises the preparation of the Recovery Action Plan.

☐ Collects, evaluates, disseminates, and documents information about recovery operations and status of resources.

☐ Compiles and reports on damage assessment data using the Initial Damage Assessment (IDA) Report Form.

☐ Monitors and documents decision-making and action planning around recovery to ensure it is fair and equitable.

☐ Organizes recovery planning processes that include individuals with disabilities and access and functional needs.

☐ Leads the development of the Recovery organization's visions, priorities, resources, capability and capacity.

☐ Conducts and facilitates recovery planning meetings.

☐ Compiles and displays recovery status information.

☐ Provides relevant situational information, plans and reports to VDEM.

☐ Determines the need for specialized recovery resources.

☐ Oversees the preparation of the Demobilization Plan

☐ 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.

☐ Provides all support needs to aid the County and orders all resources as requested by those dealing with the Recovery.

☐ Helps identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications and information technology support throughout the Recovery process.

☐ Manages all recovery logistics.

☐ Identifies anticipated and known recovery services and support requirements.

☐ 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 Coordinator 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 Bedford 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 Coordinator 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

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

The Coordinator 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 Bedford 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 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: Bedford 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 Coordinator 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 Coordinator 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. Bedford County Emergency Services 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.
- JPDAs 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 following steps 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;
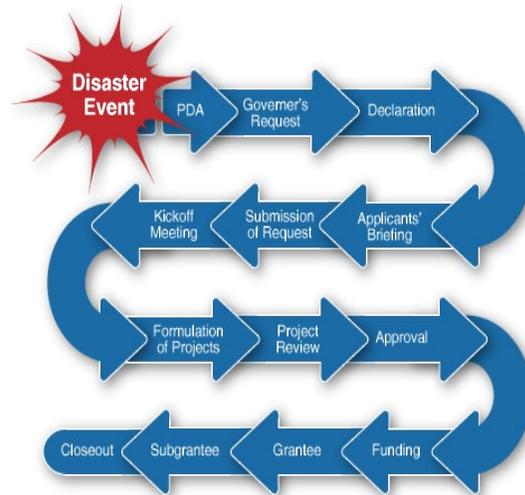- Project Funding; and,
- Program Closeout.

Figure 2. 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.

Bedford is responsible for:

1. Educating at least one staff member on the PA process.
2. Executing the Local Debris Management Plan (if applicable).
3. Ensuring that Bedford'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)

Bedford 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 Bedford's critical infrastructure facilities, access by emergency services, 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 reinstituting 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 Coordinator 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 Coordinator of Emergency Management or their designee, 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 Coordinator of Emergency Management or their designee, 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 Coordinator of Emergency Management or their designee, or the LDRM, will take the Lead role for the coordination and dissemination of recovery information. Information will be shared with the County 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. Bedford 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.

Bedford 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.

Bedford 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 Coordinator of Emergency Management or their designee, 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 Bedford'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 Coordinator of Emergency Management or their designee/LDRM in consultation with County Administration.

PLAN MAINTENANCE

Bedford County Emergency Management is responsible for the overall development and maintenance of the Recovery Annex. The Coordinator 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 Bedford 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.

☐ 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 Coordinator 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 Bedford County Emergency Services.

RECOVERY ANNEX CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

BEDFORD COUNTY EMERGENCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes ☐ No ☐**
Approved Change Language:	
☐ **Recorded in Record of Changes Date:**	☐ **Updated Annex Sent to Plan Holders**