City of Alexandria
EMERGENCY
OPERATIONS PLAN

REVISED October 2016

The City of Alexandria
Office of Emergency Management
900 Second Street
Alexandria, VA 22314

STATEMENT OF CONSISTENCY with COMMONWEALTH OF VIRGINIA EMERGENCY SERVICES AND DISASTER LAW

The Code of Virginia § 44–146.19 authorizes and requires each political subdivision within the Commonwealth to be responsible for local disaster mitigation, preparedness, response, and recovery. The Statute requires the preparation and maintenance of a local emergency operations plan that includes responsibilities of all local agencies and that establishes a chain of command. Pursuant to the same statute, a comprehensive review and revision of the local emergency operations plan must be conducted every four years to ensure that the plan remains current, and the revised plan must be formally adopted by that locality's governing body.

This City of Alexandria Emergency Operations Plan (EOP) has been developed under the authority of State law (§ 44–146.19), City Code (§ 4–3), and Administrative Regulation (8–2). While intended to be consistent with the Commonwealth of Virginia Emergency Operations Plan (COVEOP), this EOP has been tailored to address the City of Alexandria's particular local needs and the organization of its government. This plan serves as the local emergency operations plan required by Virginia Statute § 44–146.19.

Additionally, pursuant to the Code of Virginia § 44–146.19, each local jurisdiction's emergency operations plan must include the following provision, which has been incorporated into the Law Enforcement & Security Emergency Support Function (ESF #13), within the Response Program portion of this EOP:

> "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."

ACKNOWLEDGMENTS

The EOP is the product of the hard work and collaboration of the dedicated leadership and staff of the City of Alexandria. The EOP has been developed in coordination with City of Alexandria government departments and offices, as well as mutual aid organizations, non–profit organizations, state agencies, federal agencies, business organizations, and other concerned community organizations.

Questions pertaining to the contents of this plan or its development process may be addressed to:

City of Alexandria, Office of Emergency Management,
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Telephone 703.746.5256 or 703.746.5258

TABLE OF CONTENTS

Cover, Title Page

Statement of Consistency ..... *i*

Acknowledgments ..... *i*

Table of Contents ..... *ii*

How to Use this Document ..... *v*

Promulgation ..... *vi*

Records of Changes ..... *vii*

BASIC PLAN **Chapters 1–5**

1. **Chapter 1: Introduction** ..... **BP 1**
   - A. Purpose ..... BP 1–2
   - B. Scope ..... BP 1–3
   - C. Methodology ..... BP 1–5

2. **Chapter 2: Situation** ..... **BP 2**
   - A. Potential Emergency Conditions ..... BP 2–2
   - B. Hazard Analysis ..... BP 2–2
   - C. Vulnerability Analysis ..... BP 2–3
   - D. Individuals with disabilities and/or access and Functional Needs ..... BP 2–3

3. **Chapter 3: Concept of Emergency Management Program Operations** ..... **BP 3**
   - A. Program Description ..... BP 3–2
   - B. Attachments ..... BP 3–6
     - 1. Emergency Management Facilities ..... BP 3–7

4. **Chapter 4: Responsibilities** ..... **BP 4**
   - A. Emergency Preparedness Responsibilities ..... BP 4–2
   - B. Emergency Response Responsibilities ..... BP 4–3

5. **Chapter 5: Financial Management** ..... **BP 5**
   - A. General ..... BP 5–2
   - B. Policies ..... BP 5–2
   - C. Administration ..... BP 5–2
   - D. Fiscal ..... BP 5–3
   - E. Logistics ..... BP 5–3
   - F. Insurance ..... BP 5–3

RESPONSE PROGRAM ..... **RP –1**

- A. Emergency Response Program Organization ..... RP –1
- B. Attachments ..... RP –7
  - 1. Primary/Support/Coordinating Agency Matrix ..... RP –8

2. Hazard & Consequence/ESF Matrix ..... RP –11
3. Typical Emergency Operations Center (EOC) Organizational Structure……... RP –12

ESF # & NAME

1. Transportation ESF (# l) ..... ESF 1
2. Information Technologies & Telecommunication ESF (# 2) ..... ESF 2
3. Public Works & Engineering ESF (# 3) ..... ESF 3
4. Fire & Emergency Medical Services ESF (# 4) ..... ESF 4
5. Information & Planning ESF (# 5) ..... ESF 5
6. Mass Care ESF (# 6) ..... ESF 6
7. Logistics ESF (# 7) ..... ESF 7
8. Public Health, Behavioral Health, & Medical Facilities ESF (# 8) ..... ESF 8
9. Technical Rescue ESF (# 9) ..... ESF 9
10. Hazardous Materials ESF (# 10) ..... ESF 10
12. Energy & Water Supply ESF (# 12) ..... ESF 12
13. Law Enforcement & Security ESF (# 13) ..... ESF 13
15. Public Information ESF (# 15) ..... ESF 15
16. Volunteer & Donation Management ESF (# 16) ..... ESF 16
18. Life Safety & Damage Assessment ESF (# 18) ..... ESF 18
19. Alert & Warning ESF (# 19) ..... ESF 19
20 Administrative & Finance ESF (# 20) ..... ESF 20
21. Mass Fatality Management ESF (# 21) ..... ESF 21
22. Debris Management ESF (# 22) ..... ESF 22

HOW TO USE THIS DOCUMENT

1. Review the Basic Plan portion of this Emergency Operations Plan (EOP).

2. The Response Program part of the EOP is designed to provide a basis for developing Emergency Support Function (ESF) operational plans and departmental response plans and standard operating procedures (SOPs). In the Response Program section, carefully review the Primary/Support/Coordinating Agency Matrix to identify ESFs in which your department has primary, support, or coordinating responsibility. Review the specific responsibilities and tasks identified for your department in each relevant ESF.

3. The Primary Agencies identified for each ESF should develop ESF operational plans.

4. Each City department must develop and maintain its own emergency response plans and SOPs in such detail as necessary to successfully fulfill its responsibilities identified in this plan.

> **Helpful Hint:** Make a list of your department's general and specific responsibilities (found in Chapter 4 of the Basic Plan and in each ESF in which your department is involved). The list of your department's responsibilities is the basis for developing internal response plans and tactical SOPs.

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October 28, 2016

I HEREBY CERTIFY that the following motion was adopted by the Alexandria City Council on October 25, 2016:

Upon motion by Vice Mayor Wilson and seconded by Councilwoman Pepper, City Council approved and adopted the 2016 City of Alexandria Emergency Operations Plan update. The motion carried unanimously and is as follows: In favor, Mayor Silberberg, Vice Mayor Wilson, Councilman Bailey, Councilman Chapman, Councilmember Lovain, Councilwoman Pepper and Councilman Smedberg; Opposed, none.

ATTEST:

Jacqueline M. Henderson
City Clerk and Clerk of Council
City of Alexandria, Virginia

"Home Town of George Washington and Robert E. Lee"

Records of Changes

Change #	Date	Description of Change	Page #	Initials

EOP

Basic Plan

1. Introduction

City of Alexandria Office of Emergency Management

Emergency Operations Plan

Basic Plan

1. Introduction

CHAPTER 1. INTRODUCTION.

This chapter provides an introduction to the Emergency Operations Plan (EOP). It highlights the purpose and scope of the EOP, the mission and vision of the City's Comprehensive Emergency Management Program, and the methodology of the EOP development and maintenance.

Each department and non-governmental organization with a role in the implementation of the EOP needs to become familiar with this plan to ensure efficient and effective execution of emergency responsibilities. Each department and participating agency must develop and maintain related departmental emergency plans and/or standard operating procedures. By being prepared, the City can better serve those who live in, work in, and visit the City of Alexandria.

The EOP is a strategic document that will continue to be evaluated, updated, and refined to meet the City's changing needs. City departments have contributed to this EOP. The Alexandria Office of Emergency Management will continue to coordinate input and updates to this plan with City departments and non-governmental organizations throughout the perpetual emergency planning process.

This EOP is...

- By design, a "living document" that will continuously evolve.
- An organizational framework that will guide City departments and allied partners in all phases of emergency management: mitigating/preventing; preparing for; responding to and recovering from emergencies that threaten life or property within the City of Alexandria.
- A mechanism for ongoing interagency and community-wide coordination.

A. PURPOSE (VISION & MISSION).

1. Emergency Management Program Vision:

   The City-wide Emergency Management Program is fully capable of carrying out its mission and involves the full range of government agencies, the private sector and non-governmental organizations working together.

   Source: Strategic Plan for the City of Alexandria's Comprehensive Emergency Management Program.

2. Emergency Management Program Mission:

   To save lives, protect property and speed recovery from major emergencies by developing City-wide programs and emergency operational capabilities that prevent, mitigate, prepare for, respond to, and recover from any emergency regardless of cause—whether in peacetime or a situation of national security. This is accomplished with the full support of the elected and appointed officials of the City, and requires the active participation of a range of participants from all departments and agencies of government, citizens, and the private and non-profit sectors to be fully successful.

   Source: Strategic Plan for the City of Alexandria's Comprehensive Emergency Management Program.

3. The City of Alexandria Office of Emergency Management, in cooperation with City administration, City departments and other members of the community will accomplish the mission by:

   - Identifying natural and man-made hazards that threaten life, property, and/or the City and its surrounding environment.
   - Assigning emergency management responsibilities and tasks.
   - Providing for effective assignment and utilization of City employees.
   - Describing predetermined actions (responsibilities, tasks) to be taken by City departments and other cooperating organizations to eliminate or mitigate the effects of threats and to respond effectively and recover from an emergency.
   - Documenting the current capabilities and resources of City agencies and other cooperating organizations which must be maintained to accomplish of those predetermined actions.
   - Providing for the continuity of City government services during and after an emergency.
   - Enhancing cooperation and coordination with community agencies, neighboring jurisdictions, and state, and federal agencies through mutual aid agreements and memoranda of understanding.
   - Providing a planning group with representatives from City departments as identified in Administrative Regulations 8-2 and utilized in the development of this EOP for reviewing and revising the EOP; planning and evaluating exercises; and, reviewing and offering recommendations on the City's emergency management initiatives.

4. The Office of Emergency Management will provide guidance on:

   - Mitigation/prevention, preparedness, response and recovery policies and procedures.
   - Disaster and emergency responsibilities.
   - Training and public education activities.

B. SCOPE.

1. This EOP comprises two primary sections: a Basic Plan and a Response Program.

2. Consistent with the requirement in § 44–146.19 of the Code of Virginia, this plan:

   - Includes clearly defined responsibilities for City departments and allied partners through an Emergency

Support Function (ESF) approach to planning and operations; and

- Establishes a chain of command.

3. This plan describes the basic strategies, assumptions, and mechanisms through which Alexandria will mobilize resources and conduct activities to guide and support local emergency management efforts. To facilitate effective intergovernmental operations, this EOP adopts an organizational approach that groups the type of assistance that the City provides under Emergency Support Functions (ESFs). Each ESF is headed by a "Primary Agency," which – in each case – is a City department or office that has been so designated based on its authorities, resources, and capabilities in the functional area.

C. DEVELOPMENT AND IMPLEMENTATION METHODOLOGY.

1. This plan was developed by the Alexandria Office of Emergency Management with significant input from other City departments/offices and other stakeholders.

2. According to AR 8-2, this EOP has the full force and effect of an Administrative Regulation.

3. Plan maintenance:

- The Alexandria Office of Emergency Management prepares, coordinates, publishes, and distributes necessary changes and revisions to the EOP.

- The EOP will be reviewed continuously and shall be revised every two years, addressing:

  - Deficiencies revealed during emergencies and exercises.
  - Changes in City government organizational structure.
  - Changing conditions/situations in the community.
  - New or changed State or Federal requirements.
  - Policy and/or procedural changes relevant to emergency management in Alexandria.

- The Office of Emergency Management will provide revised versions of the EOP to City departments/offices and allied partners, as appropriate.

EOP

Basic Plan

2. Situation

City of Alexandria Office of Emergency Management

Emergency Operations Plan

Basic Plan

2. Situation

CHAPTER 2. SITUATION.

This chapter provides background information on the current situation that exists in the City and the assumptions on which the City's Comprehensive Emergency Management Program is based. It contains a general description of potential emergency conditions, the existing hazard and vulnerability analysis, emergency management and persons with special needs, and emergency management support facilities.

A. POTENTIAL EMERGENCY CONDITIONS.

1. Major natural, technological or terrorism-related emergencies may overwhelm the capabilities of the City of Alexandria to provide prompt and effective emergency response and emergency short-term recovery measures. Emergencies may damage transportation infrastructure and disrupt local transportation services. There is the potential for widespread damage to telecommunications facilities which would impair the ability of government to operate and emergency response agencies to communicate.

2. Emergencies may destroy or severely damage homes, public buildings, and other critical facilities and equipment. Debris may make streets and highways impassable. The movement of emergency supplies and resources could be seriously impeded. Public utilities may be damaged and either fully or partially inoperable. Some municipal (and partner) emergency personnel would be victims of the emergency, preventing them from performing their assigned emergency duties. Numerous separate hazardous conditions and other emergencies as a result of the major event can be anticipated.

3. Thousands of emergency victims may be forced from their homes and large numbers of dead and injured could be expected. Many victims will be in life-threatening situations requiring immediate rescue and medical care. There could be shortages of a wide variety of supplies necessary for emergency survival. Hospitals, nursing homes, pharmacies and other health/medical facilities may be severely damaged or destroyed. Medical and health care facilities that remain in operation will be overwhelmed by the number of victims requiring medical attention. Medical supplies and equipment will be in short supply.

4. Damage to fixed facilities which generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment. Food processing and distribution capabilities may be severely damaged or destroyed. There could be minimal to total disruption of energy sources and prolonged electric power failure.

B. HAZARD ANALYSIS.

1. Alexandria has published its City Hazard Identification and Risk Assessment (HIRA) under a separate cover. It describes the potential threats to the City of Alexandria, identifies hazard effects and impacts, and proposes mitigation strategies.

2. The City of Alexandria is vulnerable to the damaging effects of certain hazards. A list of these hazards is

found in the HIRA and in the following chart.

HAZARDS AFFECTING THE CITY OF ALEXANDRIA		
Natural	**Technological**	**Human/Societal**
• Pandemic Influenza • Severe Storms • Hurricanes/Tropical Storms • Extreme Temperatures • Tornados • High Winds • Droughts • Winter Storms/Blizzards • Flooding: Flash and River	• Communications Failures • Fires: Explosion/Structural • Fuel/Resource Shortages • Power/Utility Outages • Radiological • Transportation Accidents: Aircraft, Marine and Motor Vehicle • Chemical Releases: Rail, Highway, Fixed Facility	• Civil Disturbance/Riots • Terrorism: Explosion, Cyber attack • Terrorism, WMD: Biological, Chemical, Nuclear, Radiological • Workplace Violence, Hostage Taking • Food and Water Supply Disruptions

3. Equipment and facility damage, communication failures, inclement weather, responder injury and death, and many other limiting factors often hamper emergency response. In the event of an emergency that exceeds the available resources; the public should be prepared to be self-sufficient for a minimum 72 hours while the City restores emergency response services.

C. VULNERABILITY ANALYSIS.

1. The City of Alexandria has a population of over 150,000 residents.

2. Alexandria could easily experience a loss of life and property of catastrophic proportion from a series of potential hazards.

3. The *Hazard Identification and Risk Assessment (HIRA*) outlines specific hazard impacts to people, property, the economy, and environment in Northern Virginia, and includes the City of Alexandria.

4. In the event of an emergency that exceeds the available resources; the public should expect and be prepared to be self-sufficient for 72 hours. There is an inherent delay for emergency response services to mobilize when devastating damage is experienced by a community.

D. INDIVIDUALS WITH DISABILITIES AND/OR ACCESS AND FUNCTIONAL NEEDS

1. The US Census Bureau estimated that, in 2013, 6.4% of the total non-institutionalized population in Alexandria (9,013 individuals) had a disability and/or access and functional need.

2. Many City departments have identified persons (clients) with disabilities and/or access and functional need as part of the community services that the departments provide.

3. This EOP, as well as every hazard-specific and other emergency plan developed by the Alexandria Office of Emergency Management, is designed to be all-inclusive, and – as such – recognizes that many individuals who live in, work in, and visit the City of Alexandria will have various disability and/or access and functional need for which they will require accommodation and/or assistance before, during, and after an emergency or disaster.

EOP

Basic Plan

3. Concept of Emergency Management Program Operations

City of Alexandria Office of Emergency Management

Emergency Operations Plan

Basic Plan

3. Concept of Emergency Management Program Operations

CHAPTER 3. CONCEPT OF EMERGENCY MANAGEMENT PROGRAM OPERATIONS.

This chapter describes the concept of operations for the City of Alexandria's overall comprehensive emergency management program. Specific details of the concept of operations are further addressed in the Response Program section of this plan.

A. PROGRAM DESCRIPTION.

1. Purpose and Authority.

   a. The primary purpose of the comprehensive emergency management program in the City of Alexandria is to provide a coordinated effort from all City departments in the mitigation and prevention of, preparation for, response to, and recovery from a localized or widespread emergency.

   b. A basic responsibility for family emergency planning and response lies with individuals and members of households. Every individual and family should be prepared to be self-sufficient for 72 hours after a major emergency. When emergency incidents exceed the capabilities of individuals and families, the public calls upon the City's emergency services to render aid and assistance.

   c. The City Manager is the Director of Emergency Management for the City. The City Manager has designated the Emergency Management Coordinator to head the Office of Emergency Management. Emergency response functions are also part of the day-to-day function of many City departments. While the routine functions of most City departments are not of an emergency nature; pursuant to this EOP, all of the City's officers and employees may be utilized in the City's efforts to respond to and recover from emergencies.

   d. Emergencies may require City departments to perform extraordinary functions (as per Virginia Code § 44-146.19 and City Code § 4-3). In these situations, every attempt will be made by City management to preserve the City's organizational integrity and to assign emergency tasks to City employees that are consistent with their normal duties. However, it may be necessary to re-assign City employees and use them in functions or areas of greatest need. City daily functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency. City personnel and resources that would normally be required to perform those daily functions may be redirected to accomplish emergency tasks.

2. Comprehensive Emergency Management Program Objectives.

   a. The objectives of the Alexandria Comprehensive Emergency Management Program are to protect public health and safety and prevent loss of life; to preserve property and the environment; to assure continuity of government and government operations; to restore the community to normal; to mitigate/prevent the causes of damage; and prepare the City in advance of an emergency. Specifically,

the City endeavors to:

(1) *Protect Public Health and Safety and Prevent Loss of Life:* This primary objective includes undertaking efforts to save human life; rescue endangered people; treat the injured; warn the public to avoid further casualties; evacuate people from impacted area; direct people to shelter and mass care; ensure provision of necessary medications and vaccinations; monitor and regulate sources of food and water; and, save animals.

(2) *Preserve Property and the Environment:* This secondary objective includes measures to save property from destruction; prevent further loss; provide security for property, especially in evacuated areas; and, prevent contamination to the environment.

(3) *Assure Continuity of Government and Government Operations:* This objective provides for lines of succession for elected and appointed officials; and, assures that essential functions of government can be maintained and/or restored with minimal interruption.

(4) *Restore the Community to Normal:* This objective aims to restore essential infrastructure, including utilities; as well as the economic basis of the community.

(5) *Mitigate/Prevent the Causes of Damage:* This objective aims to prevent damage from a similar emergency that may occur in the future.

(6) *Prepare the City in Advance of an Emergency:* This objective includes developing action plans on how to respond to and recover from emergencies, training staff on how to perform the duties and responsibilities, exercising the plans and modifying the plans based on the experiences.

3. Comprehensive Emergency Management Phases.

a. The City will meet its responsibility for protecting life and property from the effects of emergency events by acting within each of the following four phases of emergency management. The City has adopted the National Incident Management System (NIMS) and uses it in all phases of emergency management.

b. Program Phases.

<u>Phase 1: Mitigation/Prevention.</u>

- Mitigation is any action that prevents an emergency from occurring or reduces the impact of an emergency on people, property, and the environment. Mitigation efforts include adopting and enforcing building codes, land use planning, training and education of the public on the need for mitigation, and implementing structural and non-structural safety measures.
- Prevention helps protect lives and property before an emergency occurs. Prevention measures help avoid emergencies, or they can intervene to stop an emergency from occurring. Measures involve applying intelligence and other analysis to a range of activities, such as heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance; immunizations, isolation or quarantine; and, specific law enforcement operations aimed at deterring or preempting illegal activity. Prevention activities also include educating citizens about protective actions, such as creating an emergency kit.

- City departments will utilize the existing public safety mandates of the Alexandria City Code to

include land use management and building codes; and recommend to the City Manager legislation required to improve the emergency resilience of the City.

- City departments will carry out mitigation/prevention duties in response to identified threats.

Phase 2: Preparedness.

- Preparedness activities consist of almost any pre-emergency action which will improve the safety or effectiveness of emergency response. Preparedness activities have the potential to save lives, lessen property damage, and increase individual and community control over the subsequent emergency response.

- City departments will prepare for emergencies by maintaining detailed emergency plans and procedures to accomplish the tasks expected of them. Plans and procedures will allow departments to integrate their individual capabilities into the City-wide emergency response and recovery effort. City departments will ensure that their employees are trained to implement emergency and emergency procedures. Departments will validate their readiness for an emergency through internal drills and participation in City-wide exercises. Other governmental jurisdictions within and outside City boundaries may also be encouraged to participate in these exercises. Exercise results will be documented and recommendations implemented to improve the City's preparedness for an emergency. The City will continuously revise this EOP, based on ongoing planning and exercising, as well as changing circumstances and evolving threats.

Phase 3: Response.

- Response is the use of resources to address the immediate and short-term effects of an emergency. Emergency response efforts can minimize suffering, loss of life, and property damage, as well as maintain or speed the restoration of essential government services.

- When initiating the response operation, the City's Emergency Management Team will conduct an initial assessment of the situation, determine the need to alert others, and take appropriate actions to reduce the risks and potential impacts of the emergency.

- As described in the Response Program section of this EOP, emergency response activities may include activating the City's Emergency Operations Center (EOC) for coordination of support.

- City departments may assist with issuing and transmitting emergency alert and warnings, supporting first responder efforts to protect lives and property, maintaining or restoring essential services, and protecting vital resources and the environment.

Phase 4: Recovery.

- Recovery activities return the City to a pre-emergency state. Examples of recovery efforts, which may include a continuation of ESFs, include conducting detailed damage assessments; removing debris; restoring essential services, critical facilities and infrastructure; rebuilding homes; and, providing assistance to businesses.

- There is not a definitive point after the emergency occurs where the response phase ends and the recovery phase begins. In general, most recovery and mitigation efforts occur after the deactivation of the EOC, when City departments return to normal operations. Many long-term recovery programs will be integrated into the day-to-day project activities of the departments, rather than be managed from the EOC.

4. Continuity of Operations and Preservation of Records.

   a. Continuity of Operations.

      Each City department shall develop a COOP plan for how it will continue to perform its essential functions under emergency conditions. This will include: identification of essential functions and key personnel; protection of vital records; formulation of plans and procedures to utilize alternate facilities and resources to continue operations if primary facilities become unusable; and measures for the protection and welfare of employees.

   b. Preservation of Records.

      - All City departments will develop plans and procedures to guarantee the preservation of vital public records, to include their reconstitution if necessary, during and after emergencies.

      - In general, vital public records include those considered absolutely essential to the continued operation of City government; considered absolutely essential to the City's ability to fulfill its responsibilities to the public; required to protect the rights of individuals and the City; and, essential to restoration of life support services. Documentation of actions taken during an emergency is a legal requirement.

      - Specific vital public records include: vital statistics, deeds, corporation papers, operational plans, planning records, resources data, authorities, personnel and payroll rosters, succession lists, supplies and equipment lists, laws, charters and financial records.

5. Declaration of Local Emergency and Activation of the EOP's Response and Recovery Programs.

   a. Pursuant to Section 4-3-5 of the City of Alexandria Code, when the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, the City Manager may declare the existence of a Local Emergency, with the consent of City Council. In the event that the City Council cannot convene due to the emergency or other exigent circumstances, the City Manager's declaration must be confirmed by City Council within 14 days.

   b. Also pursuant to Section 4-3-5 of the City Code, a declaration of a local emergency officially activates the response and recovery programs of the local emergency operations plan and authorizes the furnishing of aid and assistance thereunder.

6. Operational Control.

   a. The City has formally adopted the National Incident Management System, including its component Incident Command System.

   b. When an emergency is confined to a single location within City limits, the Alexandria department(s) with legal authority will exercise command. The department representative(s) will serve as the on-scene incident commander(s) responsible for the emergency operations.

   c. During the effective period of any declared Local Emergency, the City Manager (as the Director of Emergency Management), supported by the Emergency Management Coordinator, directs and controls the City's overall response to the emergency. Individual field incident commanders always retain tacti-

cal control of resources assigned to incidents.

d. The Alexandria City Emergency Operations Center (EOC) utilizes the scalable organizational structure of the National Incident Management System (NIMS) Incident Command System (ICS) for incident/event preparedness, response, and recovery. The EOC organization adapts to the magnitude and complexity of the situation at hand, and incorporates the ICS principles regarding span of control and standard organizational structure. Although the EOC uses the ICS structure, the EOC does not directly manage on-scene operations. Instead, the EOC focuses on facilitating policy decisions, providing multi-agency support to on-scene efforts, and conducting broader operational support and coordination for activities that are not part of specific incidents.

e. City officials operating in the EOC retain the coordination and commitment authority for local resources and deploy those resources as appropriate.

7. Response Program Emergency Support Functions.

Within the EOC, the City utilizes the ICS structure to organize resources to carry out Emergency Support Functions (ESFs). The City has identified ESFs and their respective primary and support agencies/departments. Each ESF outlines the likely actions needed for a response operation along with department responsibilities. More detailed information on ESFs is contained in the Response Program section of this plan.

8. Recovery Program Recovery Support Functions. The City may manage its recovery from a disaster using the ICS structure to organize resources to carry out Recovery Support Functions (RSFs).

B. ATTACHMENTS.

1. Emergency Management Facilities.

Chapter 3. Concept of Operations:
Attachment 1
EMERGENCY MANAGEMENT FACILITIES

This attachment lists the facilities that the City may use in its response to and/or recovery from an emergency.

1. Incident Command Post (ICP).

   - The tactical-level, on-scene incident command and management organization is located at the ICP. When multiple command authorities are involved, a Unified Command (UC) comprised of officials who have jurisdictional authority or functional responsibility for the incident under appropriate laws, ordinances, or agreements may lead the ICP. The IC/UC provides direct, on-scene control of tactical operations and utilizes a NIMS ICS incident management organization.

   - The ICP is usually located at or in the immediate vicinity of the incident site. The Incident Commander (or Unified Command) selects the location. There is one ICP established for each incident. Depending on the number and location of incidents, there may be multiple ICPs operating in the City at the same time.

2. Emergency Operations Center.

   - The City has established a primary and an alternate EOC location.

3. Department Operations Centers (DOCs).

   - Each City department, or group of departments, may establish a location from which to establish direction and control of its respective department activities in an emergency. This location may be the department's operational headquarters, or other location, depending upon the circumstances.

4. EOC/DOC Communications.

   - Any department operating from another location other than the EOC will maintain contact with the EOC through direct, redundant communications, such as telephone, computer, radio and fax.

   - The EOC provides at least one laptop for each identified ESF, along with printer, fax and copier capabilities. All departments must ensure that communication systems are in place between EOC representatives and their DOCs.

   - Each department representative should bring a portable radio, charger, spare batteries, headsets, and cellular phones to the EOC, as appropriate. The EOC will provide landline phones.

5. Joint Field Office (JFO).

   - The JFO is a federal multi-agency coordination center established locally. It provides a central location for coordination of federal, state, local, tribal, and nongovernmental organizations with primary responsibility for threat response and emergency support. The JFO enables the effective and efficient coordination of federal incident-related mitigation/prevention, preparedness, response, and recovery actions.

6. Joint Information Center (JIC).

   - The JIC is a physical location where public affairs professionals from organizations involved in incident

management activities work together to provide critical emergency information, crisis communications, and public affairs support. The JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident mitigation/prevention, preparedness, response, recovery.

7. Disaster Recovery Center (DRC).

- When established in coordination with state and local jurisdictions, a DRC is a satellite component of the JFO and provides a central facility where individuals affected by a disaster can obtain information on disaster recovery assistance programs from various federal, state, local, tribal, and non-governmental organizations.

EOP

Basic Plan

4. Responsibilities

City of Alexandria Office of Emergency Management

Emergency Operations Plan

Basic Plan

4. Responsibilities

CHAPTER 4. RESPONSIBILITIES.

This chapter summarizes the general responsibilities of City departments and offices in the context of the City's Comprehensive Emergency Management Program. *Specific* Emergency Support Function responsibilities for City departments/offices and allied partners are identified in the Response Program section of this EOP.

A. EMERGENCY PREPAREDNESS RESPONSIBILITIES

1. Many City departments may have emergency-related functions in addition to their normal daily functions. Each department director is responsible for the development and maintenance of his or her department's emergency response and continuity of operations (COOP) plans and procedures for each division and section, and performing such functions as may be required to effectively cope with and recover from any emergency. Specifically, the following common emergency preparedness responsibilities are assigned to all City departments and offices:

- Create departmental emergency response and COOP plans.
- Create and maintain department calling trees or other methods for notification of department staff.
- Establish department and individual responsibilities (as indicated in these plans); identify emergency tasks.
- Work with other City departments to enhance cooperation and coordination.
- Establish education and training programs so that each division, section, and employee will know exactly where, when and how to respond.
- Develop site specific emergency plans for department facilities, as necessary.
- Ensure that employee job descriptions reflect their emergency duties.
- Train staff members to perform emergency duties/tasks as outlined in the EOP Response Program and department plans.
- Identify, categorize and inventory all available department resources.
- Develop procedures for mobilizing and employing additional resources.
- Prepare to fill positions in the emergency response organization as requested by the EOC Commander or Emergency Management Coordinator, acting in accordance with this plan.

- Prepare to provide internal logistical support to department operations during the initial emergency response phase.

B. EMERGENCY RESPONSE RESPONSIBILITIES

1. The following common emergency response responsibilities are assigned to every City department and office.

   - Participate as requested in mitigation and prevention, preparedness, response, and recovery activities.

   - Provide staff members with training and exercise opportunities adequate to prepare them to carry out the responsibilities identified in this EOP.

   - Upon receipt of an alert or warning of an emergency, initiate notification actions to alert employees on assigned response duties.

   - As appropriate during an emergency:

     - Suspend or curtail normal business activities as appropriate.
     - Recall needed off-duty employees.
     - Send employees that are not needed home so they can protect their families and property.
     - Secure and protect departmental facilities and equipment.
     - Evacuate departmental facilities if appropriate.

   - As requested, augment efforts to warn the public through the use of vehicles equipped with public address systems, sirens, employees going from door to door, making telephone notifications to department clients, etc.

   - Keep the Emergency Operations Center (EOC) informed of field activities, and maintain a communications link to the EOC.

   - Activate a Department Operations Center (DOC), if appropriate, to support and facilitate department response activities, maintain events log, and report information to the EOC.

   - Report damages and status of critical facilities to the EOC.

   - If appropriate or requested, send a representative to the EOC.

   - Coordinate with the EOC to establish protocols for interfacing with state and federal responders.

   - Coordinate with the EOC Public Information Officer before releasing information to the media.

   - Submit reports to the EOC detailing departmental plans, emergency expenditures, and obligations.

   - Provide personnel and equipment in support of emergency operations, as needed.

2. Department-specific responsibilities for Emergency Support Functions (ESFs) are identified in the Response Program section of this EOP.

EOP

Basic Plan

5. Financial Management

City of Alexandria Office of Emergency Management

City of Alexandria Office of Emergency Management

Emergency Operations Plan
Basic Plan

5. Financial Management

CHAPTER 5. FINANCIAL MANAGEMENT.

This chapter discusses the general financial management policies and considerations that apply to emergency management response and recovery operations. After the declaration of local emergency, some financial and purchasing regulations requirements may be modified to streamline response and recovery operations.

A. GENERAL.

1. After a local emergency declaration by the City Manager or a state declaration of emergency by the Governor, normal fiscal and administrative functions and regulations may need to be temporarily modified or suspended in order to support emergency operations in a timely manner.

2. The City Manager will authorize the use of emergency financial and procurement procedures and the Finance Director will announce which are activated and assure they are implemented properly.

3. City emergency response and recovery costs must be properly documented so that eligible reimbursements from state and federal sources may be possible.

4. Specific responsibilities and tasks during emergency response operations are detailed in the Response Program, ESF # 20: Administration and Finance.

B. POLICIES.

1. All departments will make every effort possible to assure the safety of cash, checks, accounts receivable, and assist in the protection of other valuable documents/ records.

2. Departments will designate personnel to be responsible for documentation of emergency operations and expenditures. Emergency expenditures will be incurred in accordance with existing City emergency purchasing procedures.

3. During the emergency operations, non-essential administrative activities may be suspended, and personnel not assigned to essential duties may be assigned to other departments to provide emergency support.

4. Each department will keep an updated inventory of its personnel, facilities, and equipment resources as part of their emergency plans and procedures.

C. ADMINISTRATION.

1. During an emergency, administrative procedures may have to be suspended, relaxed, or made optional in the interest of protecting life or property. Departments are authorized to take necessary and prudent actions in response to emergency incidents. Emergency Service / Public Safety officers have independent authority to react to emergency situations.

2. Normal procedures which do not interfere with the timely accomplishment of emergency tasks will continue to be used. Those emergency administrative procedures which depart from business-as-usual will be described in detail in department emergency policies, procedures, and instructions or in their incident action plan during EOC activation.

3. Departments are responsible for keeping records of the name, arrival time, duration of utilization, departure time and other information relative to the service of emergency workers, as well as documentation of the injuries, lost or damaged equipment, and any extraordinary costs.

D. FISCAL.

1. Purchasing personnel shall facilitate the acquisition of all supplies, equipment, and services necessary to support the emergency response actions of Alexandria departments.

2. When circumstances dictate, emergency response field personnel may be given purchasing authority after coordination with the City's Purchasing Division. A record of all purchases shall be reported to Purchasing in accordance with City purchasing policies. A complete and accurate record of all purchases and an inventory of all supplies and equipment purchased in support of the emergency response shall be maintained.

3. Though certain formal procedures may be waived, this in no way lessens the requirement for sound financial management and accountability. Departments will identify personnel to be responsible for documentation of emergency costs and utilize existing administrative methods to keep accurate records separating emergency operational expenditures from day-to-day expenditures. Documentation will include: logs, formal records and file copies of all expenditures, receipts, personnel time sheets. Department directors will be held responsible for deviations from the emergency purchasing procedures.

4. An Emergency Operations Center (EOC) Finance/Administration Section will be formed to handle the monetary and financial functions during large emergencies. [See the Alexandria EOC SOP for details.]

5. Alexandria may qualify for reimbursement of certain emergency costs from state and federal disaster recovery programs. Alexandria may also collect damages from its insurance carriers. Successful documentation of expenditures will maximize the reimbursements and assistance that the City and its citizens will receive. All Alexandria departments are expected to include requirements for emergency fiscal record keeping in their emergency plans and procedures.

E. LOGISTICS.

1. Departments responding to emergencies will first use their available resources. When the EOC is activated, it becomes the focal point for procurement, distribution, and replacement of personnel, equipment, and supplies. Scarce resources will be allocated according to established priorities and objectives of the EOC/Incident Commander(s).

2. Logistics will be needed to support field operations, EOC operations, and emergency victims.

3. All departments are expected to maintain an inventory of all non-consumable items, to include their disposition after the conclusion of the emergency.

F. INSURANCE.

1. The City of Alexandria’s insurance policies are kept on file in the Finance Department’s Risk Management

Division.

Response Program

City of Alexandria Office of Emergency Management

Emergency Operations Plan (EOP)

Response Program

RESPONSE PROGRAM.

The Response Program component of the Emergency Operations Plan (EOP) for the City of Alexandria, Virginia, addresses how the City will use its resources to address the effects of an emergency or disaster. Emergency response efforts can minimize suffering, loss of life, and property damage, as well as maintain or speed the restoration of essential government services. The City has adopted the National Incident Management System (NIMS) and uses it in all phases of emergency management.

A. EMERGENCY RESPONSE PROGRAM ORGANIZATION.

1. Normal Daily Operations (Pre-emergency).

   a. The Mayor and City Council govern the City. The appointed City Manager administers the daily business of City Government in a manner consistent with policy established by the City Council. The City government is organized into functional departments and divisions, created for the delivery of governmental services as per City Charter.

   b. The City Manager appoints the Emergency Management Coordinator. The Emergency Management Coordinator's duties include the ongoing planning for and coordination of actions necessary to prepare for and manage all four phases of the emergency management program. The Emergency Management Coordinator also assures there is a Duty Emergency Manager available, on-call, 24 hours a day to oversee the emergency management program.

   c. Departments with legal authority and jurisdiction, in accordance with City Code, respond to and manage the normal, day-to-day emergencies.

   d. The City of Alexandria is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with the established City fiscal policies and standard cost accounting procedures. For additional details on financial administration see Basic Plan, Chapter 5, Financial Management.

2. Emergency Operations and Organization.

   a. In accordance with City Code § 4-3-4, the City Manager, as the Director of Emergency Management, has the executive authority to organize emergency service and direct emergency operations of government. City Council resolution determines the line of succession for the City Manager's emergency powers. The City Clerk and by the Office of Emergency Management have copies of this resolution on file.

   b. The City Manager has appointed an Emergency Management Coordinator to implement, manage and report on emergency actions.

c. City Administrative Regulation 8-2 establishes the Emergency Management Team (EMT.) Representatives from City departments selected by the City Manager compose the EMT. The EMT advises the City Manager on policy and direction for the City's overall response to an emergency. The EMT meets regularly during an emergency or recovery operation to formulate emergency management policy recommendations.

d. Department heads will document appointments and work assignments in an emergency situation. They submit a complete emergency action plan on staffing allocation, equipment distribution, and other emergency-related needs as requested by the Office of Emergency Management. A department carries out its emergency duties as described in the EOP concurrently with its essential functions as described in its Continuity of Operations (COOP) plan.

e. All City officers and employees are part of the City's emergency management organization and may be called on to perform emergency management functions during an emergency.

f. Emergency operations are normally conducted at the City's Emergency Operations Center (EOC). The City maintains a primary EOC facility as well as a backup EOC facility.

g. The Alexandria City EOC utilizes the scalable organizational structure of the National Incident Management System (NIMS) Incident Command System (ICS) for incident/event preparedness, response, and recovery. The EOC organization adapts to the magnitude and complexity of the situation at hand, and incorporates the ICS principles regarding span of control and standard organizational structure. Although the EOC uses the ICS structure, the EOC does not directly manage on-scene operations. Instead, the EOC focuses on policy decisions, providing multi-agency support to on-scene efforts, and conducting broader operational support and coordination for activities that are not part of specific incidents.

3. EOC Activation.

a. Consistent with the principles of ICS, the City responds to emergencies in a flexible manner to meet the demands of each emergency. When the City's response to an emergency requires an EOC activation, the EOC will be staffed with those personnel and departments necessary to manage the situation. The EOC organization may change throughout the duration of the activation.

b. The Duty Emergency Manager, any member of the EMT, or any incident commander in the field may recommend activation of the EOC. Only the City Manager (or designee) can authorize an EOC activation.

c. The EOC may be required to operate on a 24 hour basis for the duration of an emergency. During a 24 hour operation, shifts will normally last 12 hours, but may be adjusted based on the needs created by the emergency. Each position in the EOC must have a total of, at minimum, two people designated to cover shift staffing over a 24 hour period.

4. EOC Positions.

a. The Emergency Management Team (EMT) guides the EOC Organization and provides policy direction to the EOC Commander.

b. Legal Officer.

- The City Attorney staffs the Legal Officer function and advises the EMT and EOC Commander on emergency declarations, resolutions and legal issues.

c. EOC Commander.

- The City Manager or designee staffs this position.
- The EOC Commander, supported by the Duty Emergency Manager, ensures that the EOC is adequately staffed and that the appropriate ESFs are activated to meet the demands of the emergency.
- The EOC Commander appoints the Command Staff (PIO, Safety Officer, and Liaison Officer), as well as the EOC Section Chiefs.
- The EOC Commander is responsible for assuring that the Alert & Warning ESF is implemented. (See Response Program)
- The EOC Commander may appoint a Deputy EOC Commander as needed.

d. The EOC Public Information Officer (PIO).

- The City Director of Communications or designee usually staffs this position and reports to the EOC Commander.
- The EOC PIO is in charge of implementing the Public Information ESF. (See Response Program).
- The EOC PIO has responsibility for rumor control; public enquiries; media inquiries; and information and instruction.

e. The EOC Safety Officer.

- Reports to the EOC Commander.
- The EOC Safety Officer advises the EOC Commander on EOC and operational safety issues.

f. The EOC Liaison Officer.

- Reports to the EOC Commander.
- The EOC Liaison Officer is the EOC point of contact for representatives of other governmental agencies, NGOs, and the private sector.
- The EOC Liaison Officer functions as a central location for receiving incoming Agency Representatives, providing work space and arranging for support as necessary.

g. EOC Sections.

- There are four standard sections within the EOC: Operations; Planning; Logistics and Finance/Administration. The EOC Commander may activate a fifth section to manage the intelligence function when the management of the emergency requires the use of classified or other sensitive information.

- EOC sections may have subordinate components called branches, divisions, groups or units that are either functionally or geographically oriented. The magnitude and nature of the emergency will dictate the size and number of subordinate entities and functions within the EOC.

h. EOC Operations Section.

- The EOC Operations Section is responsible for all coordination, acquisition and deployment of assets to assist field incident commanders, and to accomplish critical service delivery not associated with specific field incidents (i.e. ice and water distribution).

- The Operation Section may consist of divisions and groups, or, if span of control becomes an issue, branches, to manage the operations for multiple ESFs. For example, one organization might have these components:

  - Public Safety Branch is responsible for implementing: Fire & Emergency Medical Services, ESF, Technical Rescue ESF, Hazardous Materials ESF, and Law Enforcement and Security ESF.

  - Infrastructure Branch is responsible for implementing: Transportation ESF, Information Technologies & Communication ESF, Public Works and Engineering ESF, Energy and Fuels ESF, and the Debris Management ESF.

  - Human Services Branch, Health Branch, or COOP Branch, or any appropriate different grouping of ESFs to get the job done efficiently depending on the type of incident and the workloads involved. It is up to the EOC Commander and the EOC Operations Section Chief to decide how best to organize the needed resources when the EOC is activated.

i. EOC Planning Section.

- The EOC Planning Section collects, evaluates, disseminates, and documents information about the incident, status of resources, develops the Incident Action Plans, compiles damage assessment, develops recovery plans and is responsible for implementing the Emergency Management ESF.

- The EOC Planning Section has the following responsibilities and may consist of the following units:

  - Situation Unit, responsible for maintaining and providing overall situational awareness; includes GIS Unit.

  - Damage Assessment Unit, responsible for implementing the Life Safety & Damage Assessment ESF.

  - Documentation Unit, responsible for assuring all records of the response are captured and retained.

  - Demobilization Unit, responsible for planning and managing the demobilization process for resources assigned to the City and for recovery transition planning.

j. EOC Logistics Section.

- The EOC Logistics Section is responsible for maintaining EOC readiness, provides the EOC logistical and provides all support needs to the City, orders all outside resources, and provide facilities, supplies, and services to emergency responders.

- The EOC Logistics Section has the following responsibilities and may consist of these units:

  - Communication Unit, shares responsibility for implementing the Resource Management ESF and for developing plans for the use of communications equipment, installing and testing communications equipment, supervision of the EOC communications center, and distribution, maintenance and repair of communications equipment assigned to the City efforts.

  - Supply Unit, responsible for ordering personnel, equipment and supplies, receiving and storing all supplies, maintaining inventory of supplies, and servicing equipment.

  - Food Unit, responsible for supplying the food needs for response personnel involved in the operation, including remote locations, as well as for personnel unable to leave assignments. Coordination is needed with the public feeding function occurring in the Mass Care ESF.

  - Facilities Unit is responsible for the establishment, layout and activation of incident facilities, primarily the EOC. Provides sleeping and sanitation facilities for response personnel, and security and maintenance for facilities as needed.

k. EOC Finance/Administration Section.

- The EOC Finance/Administration Section is responsible for financial, administrative, claims and worker compensation, and cost analysis functions, and is responsible for implementing the Administration & Finance ESF.

5. Emergency Support Functions.

a. This Emergency Response Program is organized by Emergency Support Functions (ESFs). Each ESF has a City department or agency identified as the primary responsible for coordinating activities. During response and recovery operations, the primary agency forms and activates teams that are responsible for working with the appropriate City officials to identify unmet needs. Each ESF outlines the likely actions needed for a response operation, along with individual departments' or agencies' roles and responsibilities. Within the EOC, the City utilizes the ICS structure to organize resources to carry out the Emergency Support Functions.

b. The City's Emergency Response Program is based on the concept that the ESFs contain tasks for City departments involved in emergency operations that generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions of a department that are not critical operations or do not contribute directly to emergency operations may be suspended for the duration of the emergency. The resources that would normally be required for those day-to-day functions will be redirected to the accomplishment of emergency tasks by the departments concerned.

- Only those City departments performing emergency response services and emergency support functions and/or essential (COOP) functions will be required to remain on duty during the period of some emergencies. The City Manager, in consultation with the Emergency Management Team, will make the determination of which departments will mobilize and staff ESFs

- All City departments, including those with functions deemed nonessential to emergency operations, will secure their facilities, records, and equipment against possible loss or damage, and take such action as is necessary to insure the safety of assigned personnel.

c. A City department may be designated as the primary department for an Emergency Support Function (ESF) due to a statutory responsibility to perform that function, or the department may have developed the necessary expertise to lead the ESF through its programmatic or regulatory responsibilities. With some departments, a portion of its mission is very similar to the mission of the ESF; therefore, the skills to respond in an emergency can be immediately translated from the daily business of that department. The primary department also has the necessary contacts and expertise to coordinate the activities of that support function with other departments. It is recognized that some departments do share overlapping roles and responsibilities for certain functions, but NIMS principles call for a single agency to be designated as responsible.

d. Upon activation of the City EOC, and notification by the EOC Commander, the activated ESF primary departments will mobilize representatives in the EOC to coordinate the ESF. It is the primary department's responsibility to recommend to the EOC Commander how many and which support departments should be represented in the EOC for that ESF.

e. The primary department for the ESF will be responsible for obtaining all information relating to ESF activities and demands created by the emergency.

B. ATTACHMENTS.

1. Primary/Support/Coordinating Agency Matrix.
2. Hazard & Consequence / ESF Matrix.
3. Typical EOC Organizational Structure

Response Program
Attachment 1
PRIMARY/SUPPORT/COORDINATING AGENCY MATRIX

City Departments &Allied Organizations

P = Primary
PS = Primary Support
S = Support
C = Coordinating

City Departments	Emergency Management Team	Transportation	Information Technologies & Telecommunication	Public Works & Engineering	Fire &Emergency Medical Services	Information & Planning	Mass Care	Resource Management	Public Health, Behavioral Health, & Medical Facilities	Technical Rescue	Hazardous Materials	Energy and Water Supply	Law Enforcement & Security	Public Information	Volunteers & Donations	Life Safety & Damage Assessment	Alert & Warning	Administration & Finance	Mass Fatality Management	Debris Management
		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
City Departments:																				
Alexandria City Public Schools	S	S	S	S	S		S	S	S		S		S	S	S	PS			S	S
American Red Cross							PS	S	S						S	S			S	
Amateur Radio			S				S							S			S			
Animal Welfare League							S		S											
Circuit Court Judges (IT Division/AJIS)			S																	
City Attorney																		S		
City Manager	P																			
Code Administration	S		S	S	S		S			S	S	S		S		PS	S			S
Communications & Public Information	S		S			S			S					P			S		S	
Community & Human Services		S	S			S	S		S					S		S			S	
Court Service Unit			S											S						
DASH		PS			S		S							S						
Emergency Communications			S														S			
Finance			S					P										P		
Fire Department	S		S		P		S	S	S	P	P		S	S		S	S		S	S
Emergency Management	S		S			P									P	P	P	S	S	
General Services	S	PS	S	S								S		S		PS				
GIS						S			S											
Historic Alexandria														S						
Housing														S						
Human Resources																		PS		
Human Rights						S	S						S	S		S			S	
Information Technology Services			P																	
Library							S							S						
Management & Budget (OMB)																		S		
Planning and Zoning						S										S				
Police Department	S	PS	S	S	S		S	S	S	S	S		P	S	S	S	S		S	S

City Departments &Allied Organizations P = Primary PS = Primary Support S = Support C = Coordinating	Emergency Management Team	Transportation	Information Technologies & Telecommunication	Public Works & Engineering	Fire &Emergency Medical Services	Information & Planning	Mass Care	Resource Management	Public Health, Behavioral Health, & Medical Facilities	Technical Rescue	Hazardous Materials	Energy and Water Supply	Law Enforcement & Security	Public Information	Volunteers & Donations	Life Safety & Damage Assessment	Alert & Warning	Administration & Finance	Mass Fatality Management	Debris Management
		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Project Implementation				S																
Public Health	S				S	S	S	S	P		S	S		S	S	S	S		P	
Real Estate Assess-ments						S										PS				
Recreation, Parks and Cultural Activities	S	S	S	S	S		P			S	S			S		S				PS
Sheriff's Office	S	S	S	S	S		S	S	S	S	S		PS	S	S	S	S		S	S
Transportation & Environmental Services	S	P	S	P	S		S	S	S	S	S	P	S	S		PS			S	P
Volunteer Alexandria															PS					
Other:		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Funeral Directors Association																			C	
Funeral Home Directors																			C	
Inova Alexandria Hospital					C				C		C			C		C			C	
Media: Broadcast and Print																	C			
Utilities & Fuel:		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Dominion Virginia Power			C	C								C								
Nextel			C																	
Alexandria Renew Enterprises				C								C								
Verizon			C																	
Virginia American Water Company					C							C								
Washington Gas												C								
Regional Agencies:		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Virginia Railway Express/Amtrak		C																		
Washington Metro-politan Area Transit Authority (WMATA)		C											C							
State Agencies:		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Agriculture and Consumer Services (VDACS)								C												
Emergency Manage-ment (VDEM)						C		C		C	C									
Office of Chief Medical Examiner (OCME)																			C	
Transportation (VDOT)		C		C									C							

City Departments &Allied Organizations **P** = Primary **PS** = Primary Support **S** = Support **C** = Coordinating	Emergency Management Team	Transportation	Information Technologies & Telecommunication	Public Works & Engineering	Fire &Emergency Medical Services	Information & Planning	Mass Care	Resource Management	Public Health, Behavioral Health, & Medical Facilities	Technical Rescue	Hazardous Materials	Energy and Water Supply	Law Enforcement & Security	Public Information	Volunteers & Donations	Life Safety & Damage Assessment	Alert & Warning	Administration & Finance	Mass Fatality Management	Debris Management
		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Virginia State Police (VSP)		C											C							
Federal Agencies:		1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
U.S. Park Police		C											C							

Response Program

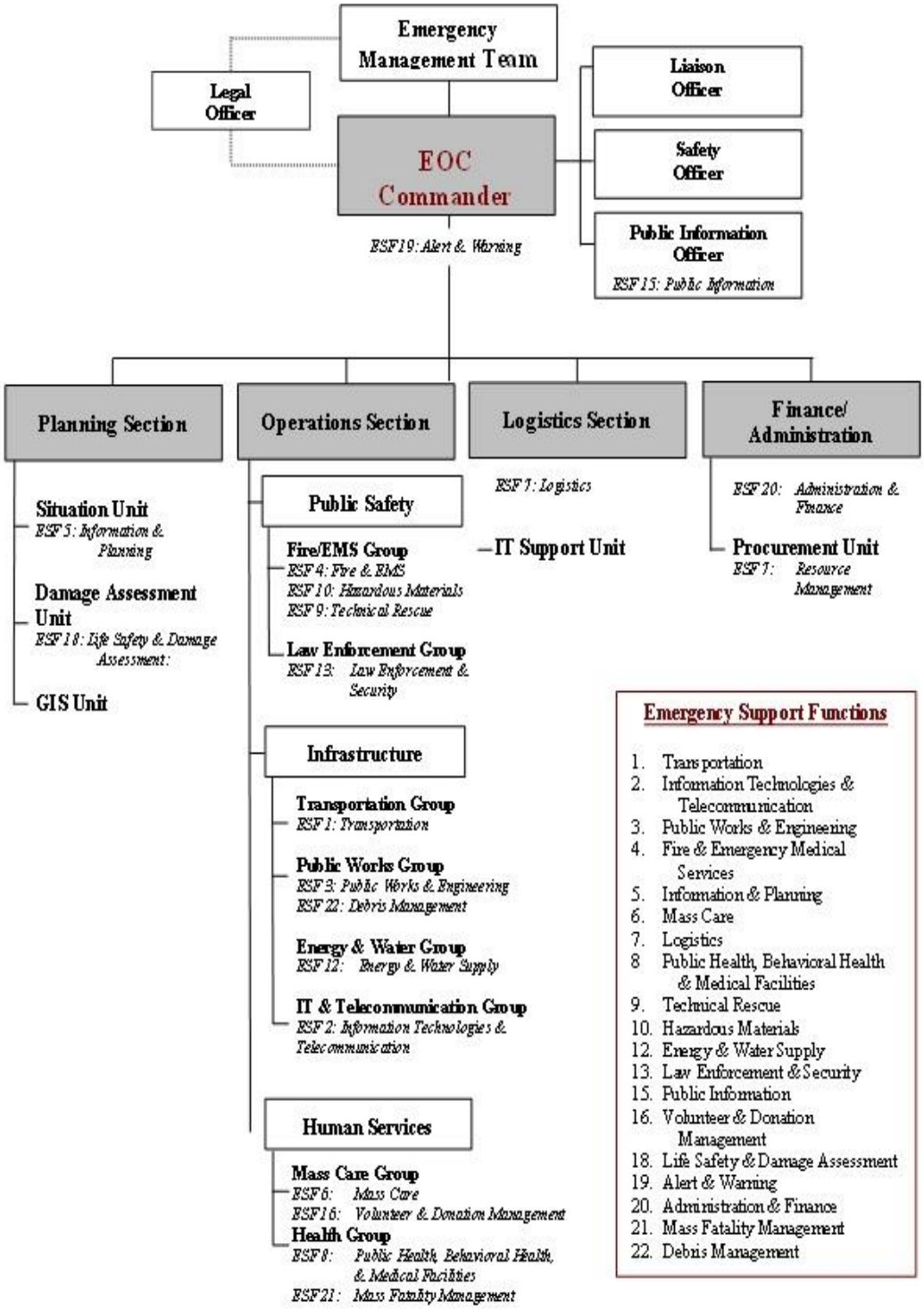
Attachment 2

HAZARD & CONSEQUENCE / ESF MATRIX

This matrix displays the ESFs that may be mobilized by the EOC Commander in response to an emergency incident. The number and types of ESFs mobilized will vary depending on the severity of the emergency.

Hazard & Consequence / ESF Matrix **P** = Primary **S** = Support	Transportation	Information Technologies & Telecommunication	Public Works & Engineering	Fire & Emergency Medical Services	Information & Planning	Mass Care	Resource Management	Public Health, Behavioral Health, & Medical Facilities	Technical Rescue	Hazardous Materials	Energy and Water Supply	Law Enforcement & Security	Public Information	Volunteers & Donations	Life Safety & Damage Assessment	Alert & Warning	Administration & Finance	Mass Fatality Management	Debris Management
	1	2	3	4	5	6	7	8	9	10	12	13	15	16	18	19	20	21	22
Hazard & Consequence																			
Civil Disturbance				S	S							P	S		S	S	S	S	S
Communications Failure	S	P			S		S				S	S	S		S	S	S		
Earthquake	S	S	P	S	S	S	S	S	S	S	S	S	S	S	P	P	S	S	P
Flood	P		P	S	S	S	S	S	P	S	P	S	S		P	P	S	S	P
Food/Water Disruption	S			S	S	S	S	P			S	S	S	S	S	S	S		
Hazardous Materials	S		S	P	S	S	S	S	P	P		S	S		S	S	S	S	
Heat Emergency				S	S	P	S	S			P	S	S		S	S	S		
Hurricane	P	S	P	S	P	S	S	S	S	S	P	S	S	S	P	P	S	S	P
Major Fire				P	S		S						S						
Pandemic	S			S	S	S	S	P				S	S		S	S	S	S	
Terrorist Attack	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S	S	S	S
Tornado/Winds	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	P
Winter Storm	P	S	P	S	S	S	S		S		S	S	S		S	S	S	S	S
Primary Agency	**Transportation & Environmental Services**	**Information Technology Services**	**Transportation & Environmental Services**	**Fire Department**	**Emergency Management**	**Recreation, Parks, & Cultural Activities**	**Procurement**	**Public Health Department**	**Fire Department**	**Fire Department**	**Transportation & Environmental Services**	**Police Department**	**Communications & Public Information**	**Emergency Management**	**Emergency Management**	**Emergency Management**	**Finance Department**	**Public Health Department**	**Transportation & Environmental Services**

EMERGENCY OPERATIONS CENTER (EOC) RESPONSE MANAGEMENT STRUCTURE – Full Activation example



Emergency Support Function (ESF) 1

Transportation

Preface

During emergencies the disruption of normal transportation services is likely. Roadway, rail and air infrastructure and the vehicles that use them can be damaged or destroyed. Coordinating the restoration of transportation infrastructure and resources is vital to emergency response.

Primary Agency

Department of Transportation and Environmental Services (T&ES)

Alexandria, Virginia

Emergency Operations Center ESF # 1 – Transportation

Purpose:

1. Coordination of transportation infrastructure operation and service restoration activities.

2. Enables departments and emergency support functions requiring use of the transportation systems to perform their missions following an emergency.

Primary:

- Transportation & Environmental Services
- General Services

Primary Support:

- DASH
- Police Department

Support:

- Alexandria City Public Schools
- Community & Human Services
- Recreation, Parks & Cultural Activities
- Sheriff's Office

Coordinating:

- U.S. Park Police
- Virginia Department of Transportation
- Virginia State Police
- VRE/Amtrak
- Washington Metropolitan Area Transit Authority

Likely Tasks:

- Determine condition, status of City transportation resources.
  - Develop comprehensive list of available City vehicles and equipment.
- Coordinate with support agencies in providing sufficient vehicle fuel supplies to City agencies, emergency response organizations, and areas along evacuation routes. (General Services)
- Maintain liaison with all support departments and radio communication with field personnel.

Likely Tasks Continued:

- Determine present and future need for transportation resources.
- Continually assess the situation to address the most critical transportation needs and develop strategies.
- Coordinate procurement of rental vehicles and other needed equipment with operators and independent maintenance locations as required.
- Ensure field maintenance support, to include, but not limited to, fuel, lubricants, tires and vehicles parts. (General Services)
- Receive, prioritize and coordinate requests for transportation resources from field incident commanders. Sources can include:
  - Divisions/departments.
  - State EOC.
  - Private companies: bus, taxi, trucking, car/truck rentals.
  - Volunteer organizations.
  - Commercial carriers.
  - Ambulance companies.
- Ensure a continuous source and supply of food, water and ice for ESF # 1 personnel.
- Provide transportation services to assist in damage assessment operations.
- Coordinate with State EOC to provide evacuation transportation assistance where necessary.
- Coordinate with regional partners (COG ESF 1)
- Determine condition, status of City transportation routes. Develop and maintain status map showing:
  - Routes that are open unconditionally, closed, or still un–inspected,
  - Bridges that are open without restriction, open with restrictions, closed until replaced, or yet to be inspected, and
  - Bridges that have been visually inspected but require engineering tests to make further determinations.
- Determine condition, status of City traffic control systems. Develop and maintain status maps.

State of Virginia	
Primary • State Transportation EOC (TEOC) **Support** • Chesapeake Bay Bridge-Tunnel Authority (CBBT) • Department of Aviation (DOA) • Department of Motor Vehicles (DMV) • Department of Rail and Public Transportation (DRPT) • Department of Transportation (VDOT) • Virginia Port Authority (VPA) **Actions** • Manage state transportation resources. • Maintain the state highway system, to include debris clearance and restoration.	*Actions Continued* • Facilitate, in coordination with the State Police and affected local governments, traffic movement during a large-scale evacuation and re-entry. • Provide to the State EOC, an Initial Damage Assessment report within 72 hours of damages, to state highways, roads, bridges, airports, railroad systems, ports. • Provide ground transportation (central garage pool), back-up communications, and other available resources as needed in support of State EOC operations. • Coordinate the transport of essential goods and people. • Perform airlift missions in direct support of response and recovery and provide resources for the transport of essential goods via air as appropriate.

Federal Government	
Primary • Department of Transportation **Support** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Homeland Security • Department of the Interior • Department of Justice • Department of State • General Services Administration • U.S. Postal Service **Actions** • Identify resource requirements for transportation and coordinates their allocation.	*Actions Continued* • Assess, report damage to the transportation infrastructure; analyze impacts on transportation operations. • Coordinate alternate transportation services. • Coordinate the recovery, restoration, and safety/security of the transportation infrastructure. • Coordinate and support prevention/preparedness/mitigation among transportation infrastructure stakeholders. • Coordinate and implement, as required: prioritization and/or allocation of civil transportation capacity; emergency highway funding; hazardous material containment response and movement; safety and security related actions concerning movement restrictions, closures, quarantines, and evacuations. • Provide technical assistance for evacuation or movement restriction planning; determine the most viable transportation networks to, from, and within the incident area, as well

Emergency Operations Plan

Emergency Support Function - 1

Transportation

I. INTRODUCTION.

A. PURPOSE.

1. Coordination of transportation infrastructure, operation, and service restoration activities.

2. Enables agencies, and emergency support functions requiring use of the transportation systems to perform their missions following an emergency.

B. SCOPE.

Assistance provided by Transportation (ESF # 1) includes, but is not limited to:

1. Coordinating transportation activities and resources to support other ESFs transportation needs during the response phase immediately following an emergency.

2. Facilitate damage assessments to establish priorities and determine needs of available transportation resources.

3. Prioritization and/or allocation of all government transportation resources (DASH, Schools, Others).

4. Processing all transportation requests from city departments and emergency support functions.

5. Facilitate movement of the public in coordination with other transportation agencies.

C. SITUATION.

1. An emergency may severely damage the transportation infrastructure and interrupt transportation services. Most localized transportation activities will be hampered by lack of useable surface transportation infrastructure.

2. The damage to the transportation infrastructure may influence the means and accessibility level for relief services and supplies.

3. Disaster responses, which require usable transportation routes, will be difficult to coordinate effectively during the immediate post-emergency period.

4. Clearing of access routes will permit a sustained flow of emergency relief, although localized distribution patterns may be disrupted for a significant period.

D. POLICIES.

1. Transportation planning will be directed toward satisfying the needs of responding agencies requiring transportation routes to perform their assigned emergency missions.

2. Transportation planning will include the utilization of available primary and support agency capabilities.

3. All government transportation resources will be available for emergency use.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. During emergencies the need for transportation could be varied and vast. Normal transportation systems may be disrupted leaving many people without transportation. Transportation resources may be obtained from City government entities, the private sector, and voluntary organizations. In critical life and property saving situations, regional, state, and federal resources may be available as temporary augmentation.

2. The process of furnishing emergency transportation services in the City during a major emergency involves two actions. First, essential immediate transportation needs are identified and actions are taken to provide for these needs. Second, as soon as possible, future continuing needs for transportation service and expected future transportation capabilities are estimated. Decisions are then made and actions taken to direct these expected future capabilities to meet the needs most essential to the emergency and protection of persons in the hazard/reception areas.

3. In most emergencies, transportation requirements in the City can be satisfied by using private and commercial vehicles, and various government owned vehicles. If needs cannot be met locally, then the State EOC is contacted for assistance.

4. Emergency operations for most transportation services will be an extension of normal services. However, during widespread multiple-site emergencies, transportation personnel, resources and facilities may be in short supply.

5. The Department of Transportation and Environmental Services (T&ES) is the primary department for coordinating with provider agencies for emergency transportation needs. Other City departments may assist in this effort.

6. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal agencies. (See tab page for a list of federal agencies.)

7. Coordination among transportation providers is necessary to ensure emergency operational readiness. Each agency or organization having responsibility for transportation must develop operating instructions and resource listings to support this ESF.

8. A listing of available emergency transportation resources is maintained in the EOC.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support departments will work with the Office of Emergency Management to:

- Maintain this ESF.
- Identify and prioritize critical roadways.
- Develop inventory and sources of transportation resources, staffing resources and equipment to include supplies and maintenance.
- Secure contracts for emergency supply of combustible fuel, from outside of the immediate area, for use in City vehicles.
- Develop emergency action checklists and Standard Operating Procedures (SOPs).

2. General Emergency Tasks.

a. Primary and support agencies will:

- When notified of an emergency situation, report to or establish communications with the City EOC.
- Provide coordination of transportation assistance to other Emergency Support Functions (ESFs), City departments and NGOs requiring transportation capacity to perform emergency response missions.
- Coordinate availability of motor fuels vehicles involved in emergency operations.
- Ensure that support agencies are on alert as appropriate and that their transportation resources, equipment supplies and staff are placed in the appropriate readiness status.

3. Specific Emergency Concepts and Responsibilities.

a. Transportation and Environmental Services (T&ES) is the primary department for ESF # 1 Transportation and will:

- Assume the primary role of Transportation Group Supervisor under the EOC Operations Section.
- Prioritize and/or allocate the resources necessary to maintain and restore the transportation infrastructure and services to support other ESFs.
- Provide traffic control assistance and damage assessment of the transportation infrastructure.
- Determine the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Identify, prioritize, procure, and allocate available resources to maintain and restore the use of the transportation infrastructure.
- Make available personnel, equipment and other assets to assist in the restoration and maintenance of the transportation infrastructure.
- Provide frequent updates to the Operations Section Chief at the EOC as to the status of the transportation infrastructure.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Police Department will:

- Assume the role of primary support department for this Emergency Support Function.
- Provide traffic control assistance.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Provide feedback to the ESF primary department when a significant change in the transportation infrastructure is found.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. DASH will:

- Assume the role of primary support department for this Emergency Support Function.
- Provide busses and drivers to assist.
- Provide maintenance mechanics and fuel for busses.
- Monitor fuel supply and ensure fuel is being ordered and delivered in appropriate timeframes.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Alexandria City Public Schools will:

- Provide busses and drivers to assist.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Community & Human Services will:

- Provide busses and drivers to assist.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. General Services will:

- Pre–order fuel and top off storage tanks.
- Provide for storage of equipment and vehicles in a safe place.
- Provide fuel for City vehicles.
- Provide maintenance and repairs to City vehicles.
- Monitor fuel supply and ensure fuel is being ordered and delivered in appropriate timeframes.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Recreation, Parks and Cultural Activities will:

- Provide vehicles and drivers to assist.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Sheriff's Office will:

- Provide traffic control assistance.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Provide feedback to the ESF primary department when a significant change in the transportation infrastructure is found.
- Provide frequent updates to the Operations Section Chief at the EOC as to the status of the transportation infrastructure.
- Maintain records of cost and expenditures and forward them to the Finance/Administration Section Chief at the Emergency Operations Center.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. U.S. Park Police will:

- Coordinate on evacuation activities, especially with regard to the George Washington Memorial Parkway.

j. Virginia Department of Transportation will:

- Provide traffic control assistance.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Provide feedback to the Transportation Group Supervisor when a significant change in the transportation infrastructure is found.

k. Virginia State Police will:

- Provide traffic control assistance.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Provide feedback to the Transportation Group Supervisor when a significant change in the transportation infrastructure is found.

l. VRE/Amtrak will:

- Coordinate with the City regarding the operation of mass transit systems.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks.
- Provide feedback to the Transportation Group Supervisor when a significant change in the transportation infrastructure is found.

m. WMATA and WMATA Police will:

- Provide traffic control assistance around Metro stations.
- Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of their transportation networks.
- Coordinate regional activity.
- Provide feedback to the Transportation Group Supervisor when a significant change in the transportation infrastructure is found.

C. ROLE OF CITY EOC.

1. When the EOC is activated and transportation infrastructure may be impacted, the EOC Commander will appoint an EOC Transportation Group Supervisor within the Operations Section to coordinate all transportation services activities. The Transportation Group Supervisor is responsible for directing and coordinating all available transportation staff, equipment and material available to carry out requirements for transportation. The Department of Transportation and Environmental Services (T&ES) will staff the Transportation Group and serves as the Transportation Unit Supervisor. The Transportation Group Supervisor in the EOC will make requests through the EOC Commander for additional resources when all local transportation resources have been exhausted.

2. T&ES EOC personnel will be alerted according to prescribed departmental/agency policy. The EOC Transportation Group Supervisor will assign the operational priorities for personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. EOC Transportation Group duties may include:

- Determining condition, status of City transportation routes.
- Determining condition, status of City transportation resources.
- Determining present and future need for transportation resources.
- Obtaining, coordinate transportation resources as requested by field incident commanders.
- Close infrastructure determined to be unsafe.
- Post signing and barricades.
- Maintain and restore critical transportation routes, facilities, and services.

4. Evacuation will be coordinated through the EOC to ensure that evacuees are moved to appropriate locations, and that individuals needing special assistance are provided for. This ESF will ensure appropriate transportation support.

5. Transportation (ESF # 1) likely tasks are found in the City box on tab page of this section.

Emergency Support Function (ESF) 2

Information Technologies &Telecommunication

Preface

Voice and data communications infrastructure may be severely compromised during a catastrophic emergency. This infrastructure is vital to support public safety and the operation of City government agencies and for the City government to maintain linkages to the general public, NGOs and other levels of government.

Primary Agency

Department of Information Technology Services

Alexandria, Virginia

Emergency Operations Center ESF # 2 – Information Technologies & Telecommunication

Purpose:
Support public safety and the operation of City government agencies by maintaining, prioritizing, and restoring the information and telecommunication infrastructure. The City's emergency communications/notification and warning system is described in the Alert & Warning Emergency Support Function (ESF # 19).

Primary:
- Information Technology Services

Support:
- Alexandria City Public Schools
- Amateur Radio
- Code Administration (IT Coordinator)
- Circuit Court Judges (IT Division/AJIS)
- Communications & Public Information
- Community & Human Services (IT Division)
- Court Service Unit
- Emergency Communications
- Emergency Management
- Finance (IT Coordinator)
- Fire Department (IT Division)
- General Services
- Police Department (IT Division)
- Recreation, Parks and Cultural Activities (IT Division)
- Sheriff's Office (IT Division)
- Transportation & Environmental Services (IT Coordinator)

Coordinating:
- Dominion Virginia Power
- Nextel
- Verizon

Likely Tasks:
- Staff the IT&C ESF within the City EOC.
- Determine condition, status of the City communication systems.
  - Contact dispatch centers and request operational status.
- Assess and track status of communications for the whole City, including government facilities, critical infrastructure, schools, businesses, and residences.
- Support EOC logistically.
  - Manage the emergency communications section in the EOC to include computers, radio, telephone, repair crews, runners, amateur radio, backup resources etc.
  - Support media center communications operations, as needed.
- Coordinate, acquire and deploy additional resources (amateur radio), equipment and personnel technicians to establish point-to-point communications as required.

Likely Tasks Continued:
- Obtain, coordinate communication resources as requested by field incident commanders.
- Sources for resources can include:
  - All City departments.
  - State EOC.
  - Amateur Radio.
  - Commercial vendors.
  - Regional 1 Radio Cache.
- Establish, maintain contact with State EOC through the City EOC.
  - Provide information on status of City communication systems.
  - Request additional communications resources, as needed.
- Prioritize and coordinate restoration of communications with public utility communication providers.
- Prioritize and reprioritize IT systems and available IT assets in an emergency.
- Ensure communication links to/from shelters.
- Assess damages to City's communications and data system.
  - Provide installation/restoration and repairs.
- Provide voice and data support to response and initial recovery operations.
- Establish communications with operational units and field incident commanders.
- Perform data recovery and restoration, including bringing backup hardware online, and redirecting and/or repopulating data back into systems.
- Assess damages to IT and communications infrastructure.
- Coordinate with regional partners for assistance, as appropriate (e.g., interconnecting i-nets, patching radio channels, etc,).

Listed IT Divisions & Coordinators:
- Provide technical and/or departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Ensure that departmental IT resources, activities, and interdependencies (e.g., state network connectivity) are documented with recovery priorities clearly defined.

State of Virginia	
State Agencies: • Department of Aviation (DOAV) • Department of Emergency Management (VDEM) • Department of Forestry (DOF) • Department of Game and Inland Fisheries (DGIF) • Department of Military Affairs (DMA) • Department of State Police (VSP) • Department of Transportation (VDOT) • Marine Resources Commission (MRC) • Office of Emergency Medical Services (OEMS), Department of Health (VDH) • Other state agencies with telecommunications capabilities. • Virginia Information Technologies Agency (VITA) **Public Organizations:** • American National Red Cross (ANRC) • Commercial telephone companies within the state.	**Actions** • Provide the capability for the reception and transmission of priority, formal message traffic for the Virginia Emergency Operations Center (State EOC) on a 24-hour-a-day basis. • Receive and transmit prioritized emergency message traffic to localities and state agencies in support of imminent or actual emergency operations. • Relay warnings, weather advisories, and intelligence information on a prioritized basis.

Federal Government	
Primary • Department of Homeland Security/Information Analysis and Infrastructure Protection/National Communications System **Support** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Homeland Security • Department of the Interior • Federal Communications Commission • General Services Administration	**Actions** • Coordinate federal actions to provide the required temporary National Security and Emergency Preparedness (NS/EP) telecommunications, and the restoration of the telecommunications infrastructure. • Coordination of available federal telecommunication systems, equipment, personnel, facilities. • Communications services may be provided through various Department of Homeland Security/Information Analysis and Infrastructure Protection/ National Communications System (DHS/IAIP/NCS) National–Level Programs, including the Shared Resources (SHARES) High–Frequency Radio Program, Telecommunications Service Priority (TSP) Program, Government Emergency Telecommunications Service (GETS), and Wireless Priority Service (WPS).

Emergency Operations Plan

Emergency Support Function - 2

Information Technologies & Telecommunication

I. INTRODUCTION.

A. PURPOSE.

Support public safety and the operation of City government agencies by maintaining, prioritizing, and restoring the information and telecommunication infrastructure. The mission of this ESF specifically includes the recovery, restoration, and repopulation of critical data into City systems. The City's emergency communications, notification and warning system is described in the Alert & Warning Emergency Support Function ESF # 19.

B. SCOPE.

Coordinate and assist in voice and data communications infrastructure and technical support to local emergency response and other City government agencies. This function is the focal point for all voice and data communications infrastructure support at the City level before, during, and after activation.

C. SITUATION.

1. The City's communication infrastructure will sustain damage. This damage will influence the quantity and types of communications assets available for the coordination of response and recovery efforts by government agencies and the ability to communicate with emergency victims.

2. Disaster responses which require communications will be difficult to coordinate effectively due to a break–down in public and private systems.

3. The requirement for communications during the response phase may exceed the capability of existing resources.

4. The initial assistance effort will rely heavily on the capability of individual support agencies of this ESF.

6. Emergencies could have an unfavorable effect on the City's communications system.

7. The commercial telephone system serving the City is vulnerable to the effects of emergencies and to possible system overload due to increased usage.

8. Electricity may be lost during emergency situations, necessitating the use of auxiliary power.

9. Technical failure, damage to, or loss of a telecommunications central office, a communications tower, or repeater could hamper communications or the ability to page emergency personnel throughout the region.

10. The ability to repair damage to the City communications system is contingent upon the availability of private commercial repair technicians.

11. State assistance may be needed to procure supplemental communications equipment or to locate available repair technicians following a major emergency.

12. Mutual aid repeaters in contiguous jurisdictions may not be available, or may not be able to provide sufficient coverage or channel loading to compensate for technical failure or damage to telecommunications resources in the City, during an emergency.

D. POLICIES.

1. Each City department will ensure the ability to communicate with the City Emergency Operations Center (EOC) from their operations center and from their operations center to their operational units.

2. Emergency response activities will be given priority use of all the City communications systems and resources.

3. Normal communications systems will be utilized as much as possible during an emergency. Some communications needs will be met by re-prioritizing day-to-day frequency use to special emergency use.

4. Priority will be given to restoration of communications systems in the event of an emergency.

5. In the event of an emergency, all City departments will ensure the security of computer equipment and printers located in their areas.

6. Information Technology Services and other City departments will have regularly scheduled computer back up programs in effect for critical computer applications and data.

7. Information Technology Services will ensure that all network data is adequately backed up and secured in an offsite location.

8. General Services will coordinate with Information Technology Services and other City departments to ensure the necessary emergency power systems are in place to keep the voice and data communications infrastructure operating when there is a commercial power outage.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. A coordinated, effective response to emergencies requires communications among emergency responders, among incident sites and EOC and linkages to the general public and other levels of government. Local government's day–to–day communications systems are seldom sufficient to meet the increased communications demands caused by emergency conditions. The communications function aims to provide a structure whereby all public, private, and volunteer communications capabilities are linked to and coordinated by the EOC.

2. Post–emergency routine modes of communications and information systems that are operational will continue to be used after the occurrence of the event.

3. The identification, acquisition, prioritization, and deployment of communications and information system assets will be coordinated as appropriate within the EOC to assure continuity and consistency of City response actions.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this ESF.
      - Develop and maintain an emergency communications program/system.
      - Identify communications facilities and resources available for use (800 MHz, VHF Radios, Cell Phones, etc.).
        - Develop inventories of equipment.
      - Ensure that the emergency communications section in the EOC is equipped with the appropriate voice and data gear.
      - Ensure redundant communications to City EOC.
      - Ensure that backup power generation is in place or planned for.
      - Maintain list of radio frequencies.
      - Develop frequency use procedures and protocols.
      - Schedule tests, exercises.
      - Develop emergency action checklists.
      - Develop network mutual aid agreements.
      - Develop a prioritized list of networks to be restored in the event of failure.

   b. Identified IT Divisions and Coordinators to:

      - Provide information about specialized/department-specific IT systems to the Primary Agency.
      - Maintain inventories of assets, including personnel (skill sets).
      - Ensure that departmental IT resources, activities, and interdependencies (such as state network connectivity) are documented with recovery priorities clearly defined.
      - Maintain department-specific systems and report to ESF Primary Agency on system status and issues.

2. General Emergency Tasks.

   a. All departments/agencies maintaining stations on the various networks will ensure their portion of the system is maintained in a high state of readiness.

   b. Unless informed otherwise, agencies tasked during emergency operations will maintain communications with their personnel using their existing communications systems. Agencies utilizing their own dispatch/operations center should establish and maintain communications with the EOC.

   c. If two-way radio or telephone contact is not possible, City employees should listen to radio or TV stations for advisories and instructions.

3. Specific Emergency Concepts and Responsibilities.

   a. Information Technology Services will:

      - Assume the primary role of IT & Communication Group Supervisor under the EOC Operations

Section.

- Assure that the needed computer systems and IT/communications infrastructure remain functional.
- Provide technical support, as well as maintenance and repair of computer systems and communications infrastructure.
- Respond to requests for local communications assistance, identify required support agencies, begin mobilization of resources and personnel, and prepare to activate.
- Coordinate activities of support agencies.
- Facilitate the transfer of telephone lines for the Call Center to the EOC from Citizen Assistance.
- Provide relevant logistical support to the EOC.
- Assist post–emergency outreach programs (e.g., Disaster Recovery Centers) in establishing any necessary communications.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/Administration Section Chief.

b. Amateur Radio will:

- Support the City of Alexandria, when requested by the Emergency Management Coordinator, with primary or alternate emergency radio communications support.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Alexandria City Public Schools will:

- Develop emergency communications support plans, which provide alternate or supplementary support to the voice and data communications infrastructure during emergency situations.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Code Administration (IT Coordinator) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor

e. Circuit Court Judges (IT Division/AJIS) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.

- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Communications & Public Information will:

- Serve as liaison with cable television provider.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Community & Human Services (IT Division) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Court Service Unit will:

- Provide "On-Call Intake" capabilities.

i. Emergency Communications will:

- Possibly assign trained/qualified dispatch personnel to the EOC to assist with the EOC communications functions.
- Manage use of radio system capability to supplement voice and data communications infrastructure during emergency situations.
- Coordinate alternate radio communications, including use of national channels, NCR radio cache, alternate systems, regional aid agreement (with Fairfax).
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Finance (IT Coordinator) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Fire Department (IT Division) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications

damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

l. General Services will:

- Assure necessary facilities, internal systems, and utility infrastructure remain functional
- Provide technical support, maintenance and repair of structural systems and utility infrastructure.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

m. Police Department (IT Division) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor

n. Recreation, Parks & Cultural Activities (IT Division) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

o. Sheriff's Office (IT Division) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.

- Record costs and expenditures and forward them to this ESF's Group Supervisor

l. Transportation & Environmental Services (IT Coordinator) will:

- Provide general technical and/or specialized departmental expertise at the EOC and/or in the recovery process to ensure the City's computer and telecommunications infrastructure is operational.
- Work in conjunction with ITS in the re-distribution/re-deployment of departmental equipment such as hardware, software, and peripherals.
- Assess damages to department-specific systems and provide information for overall IT/communications damage assessment.
- Serve as liaison in communicating with departmental IT users.
- Serve as liaison in communicating with State regarding connectivity to state systems, as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor

C. ROLE OF THE CITY EOC.

1. The EOC will respond to requests for local communications assistance, identify required support agencies, begin mobilization of resources and personnel, and prepare to activate.

2. Contact between the EOC staff and the agencies will be maintained through telephone, information technology (IT) and radio networks. All EOC Functional Representatives are responsible to insure that communications systems are in place between their function and the departments/agencies.

3. If the situation warrants, the EOC Commander may establish the IT & Communication Group (ESF # 2) within the Operations Section. Responsibilities include:

   - Determine condition and status of City voice and data communications systems infrastructure.
   - Obtain and coordinate communications infrastructure as requested by field incident commanders.
   - Prioritize and coordinate maintenance.
   - Prioritize and coordinate restoration of voice and data communications infrastructure.

4. If the situation warrants, the EOC Commander may establish the Communications Unit within the Logistics Section. Responsibilities include:

   - Manage the emergency communications process within the EOC to include the receipt of calls into the EOC, radio and telephone operation and repair, the utilization of amateur radio and other backup resources, etc.
   - Ensure EOC internal communications are adequate.
   - Establish communications with operational units and field incident commanders and obtain needed communications resources for field incident commanders.
   - Ensure communication links to/from shelters and other emergency facilities that are established.

5. Primary communications with other counties and the State EOC is through established systems such as WebEOC, WAWAS, telephone and RICCS.

6. Information Technologies & Communication (ESF # 2) likely tasks are found in the City box on the tab page for this ESF.

Emergency Support Function (ESF) 3

Public Works & Engineering

Preface

Critical public works infrastructure such as roads, storm-water management and sewer systems, and City facilities can be damaged or destroyed during catastrophic emergency events. Emergency repair and restoration of this infrastructure is vital to support the health, safety and welfare of the public during emergency response. In addition, emergency debris clearance is critical to life safety and security, particularly the clearing of major transportation routes leading in to damaged areas in order to allow for the movement of emergency vehicles, personnel, equipment and supplies.

Primary Agency

Department of Transportation and Environmental Services (T&ES)

Alexandria, Virginia

Emergency Operations Center ESF # 3 – Public Works & Engineering

Purpose:
To facilitate protection and emergency repair and restoration of City-owned physical infrastructure, including roads, facilities, and wastewater and storm-water management systems. Debris Management is addressed in ESF # 22.

Primary:
- Transportation and Environmental Services (T&ES)

Support:
- Alexandria City Public Schools
- Code Administration
- General Services•
- Poli ce Department
- Project Implementation
- Recreation, Parks and Cultural Activities
- Sheriff's Office

Coordinating:
- Dominion Virginia Power
- Sanitation Authority
- Virginia Department of Transportation

Likely Tasks:
- Staff ESF # 3 within the City EOC Operations Section.
- Ensure operation of public works dispatch and reporting systems.
- Identify incident sites requiring public works services.
- Coordinate emergency demolition or stabilization of damaged (City owned) structures and facilities.

Likely Task Continued:
- Coordinate emergency repair of City-owned physical infrastructure, including roads, bridges, buildings, water management systems.
- Coordinate emergency debris clearance.
- Determine present and future need for public works resources to support:
  - Road, bridge repair.
  - Flood control.
  - Sanitation services.
  - Repair of infrastructure: traffic control systems, sewer lines, storm water management systems, City-owned buildings/facilities.
- Determine condition, status of City public works resources.
- Obtain and coordinate public works response teams/personnel, equipment, and vehicles to the emergency scene, staging area, or other location(s), as appropriate.
- Sources for additional resources can include:
  - Mutual aid.
  - State EOC.
  - Region, state and federal resources.
  - Private companies, contractors.
- Track resources deployed for emergency response.
- If possible, provide mutual aid as requested by the State EOC.

State of Virginia

Primary
- Virginia Department of Emergency Management
- Virginia Department of General Services

Support
- Department of Conservation and Recreation (DCR)
- Department of Economic Development (DED)
- Department of Environmental Quality (DEQ)
- Department of Health, Office of Water Programs (VDH, OWP)
- Department of Historic Resources (DHR)
- Department of Housing and Community Development (DHCD)

Voluntary and Private Organizations
- Professional engineering, architectural, and preservation organizations

Actions
- Assist with response and recovery operations as appropriate.
- Assist local governments with damage assessments, debris clearance, structural evaluations, emergency repairs to essential public works facilities, restoration of water and sewer systems, the stabilizing or demolishing of structural hazards, and the provision of water for human health needs and firefighting.
- Organize and deploy Needs Assessment Teams.
- Facilitate and coordinate the removal, collection, and disposal of debris.
- Mitigate against any potential threat to the health, safety, and welfare of the impacted citizens,
- Contract services for the repair of public works facilities.

Federal Government

Primary
- Army Corps of Engineers

Support
- FEMA

Actions
- Provide public works and engineering–related support for the changing requirements of domestic incident management to include preparedness, prevention, response, recovery, and mitigation actions.

Actions Continued:
- Activities include: conducting pre– and post–incident assessments of public works and infrastructure; executing emergency contract support for life–saving and life–sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged infrastructure and critical facilities; and implementing and managing the DHS/Emergency Preparedness and Response.

Emergency Operations Plan

Emergency Support Function - 3

Public Works & Engineering

I. INTRODUCTION.

A. PURPOSE.

To facilitate protection and emergency repair and restoration of City-owned physical infrastructure, including roads, facilities, and wastewater and storm-water management systems. Drinking water systems are addressed in the Energy and Water ESF # 12. Management of debris is addressed in the Debris Management ESF # 22.

B. SCOPE.

Plan, coordinate, initiate, and implement the restoration of all transportation routes, bridges, and access to public structures affected by the emergency event. Coordinate emergency contracting and emergency repair of drainage systems, solid waste facilities and flood control systems.

C. SITUATION.

Any form of emergency may cause unprecedented property damage. Homes, structures, bridges, and other facilities will be damaged or destroyed and must be reinforced, demolished, or isolated to ensure safety. Streets, highways, bridges and bridge approaches, and other forms of transportation will be damaged and unusable.

D. POLICIES.

1. Provide public works services to lands and facilities under local jurisdiction. Emergency public works response to private property shall be done only when authorized, or when life or public health is threatened.

2. Clear transportation routes as per public safety priorities.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. The City has public works/engineering capabilities in several departments. There are also private constructions, engineering and supply resource organizations in the City. During a major emergency the activities and services normally provided by such firms and local government departments/agencies would continue with the emphasis shifting to emerging emergency tasks. The requirement for emergency public works and engineering services expands directly in proportion to the magnitude of the emergency. Nonessential activities may be curtailed or deferred.

2. Public works and engineering is an integral part of the emergency response network providing emergency

services to City residents. For many single site emergency situations, the function of emergency public works and engineering will be an extension of normal duties. However, during widespread, multiple-site emergencies public works resources and facilities may be in short supply.

3. Existing mutual aid agreements may augment resources and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from regional, state and federal public works groups.

4. Coordination between public works agencies is necessary to ensure emergency operational readiness. Each department having responsibility for emergency public works must develop Standard Operating Guides (SOGs) and resource listings to support this ESF.

5. A listing of available emergency public works resources is found in a separate Resource Inventory maintained by the Resource Management ESF # 7.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

   - Maintain this ESF.
   - Maintain inventories of resources and equipment.
   - Participate in tests and exercises.
   - Develop emergency action checklists and Standard Operating Procedures (SOPs).
   - Maintain pre–event contracts to support City and public works needs in an emergency.
   - Work with Transportation ESF # 1 to establish and maintain priorities for roadway corridors that will have priority in regard to emergency debris clearance and repair to allow access into damaged areas.
   - Prepare and test City portable pumps if needed to mitigate flooding event.

2. General Emergency Tasks.

   a. Primary and support agencies will:

   - Pre-position resources and verify resource inventory in advance of an impending emergency.
   - When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency scene, staging area, or other location, as appropriate.
   - Coordinate the following operations:
     - Flood control.
     - Emergency repair of City-owned physical infrastructure, including roads, bridges, buildings, and water management systems.
     - Emergency clearance and removal of debris (including snow) for reconnaissance of the damaged areas and passage of emergency personnel and equipment, as well as for immediate health and safety purposes.
     - Temporary construction of emergency access routes that include damaged streets, roads, bridges, waterways and any other facilities necessary for passage of rescue personnel.
     - Determination of the structural safety of emergency operations facilities.
     - Emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to the public health and safety, or as necessary to facilitate the execution of rescue operations.
     - Waste removal and sanitation services.

- Administer and manage contracted services.

3. Specific Emergency Concepts and Responsibilities.

a. Transportation & Environmental Services will:

- Respond to requests for repair work; identify required support agencies; begin mobilization of resources and personnel, and prepare to activate.
- Coordinate with support agencies in directing and prioritizing resources, needs, and services to accomplish emergency debris clearance, access restoration, emergency repairs to infrastructure, and damage assessment.
- Coordinate/interface with Alexandria Renew Enterprise, and utility companies.
- Maintain communications with other ESF primary agencies, to ensure mutual assistance and an organized working relationship.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/Administration Section Chief.

b. Alexandria City Public Schools will:

- Respond to requests for resources and personnel (architects and engineers, building maintenance) and prepare to activate.
- Direct emergency repair, debris clearance, and damage assessment on ACPS properties, and coordinate with lead and other support agencies to prioritize and accomplish such efforts elsewhere in the City.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Code Administration will:

- Provide structural engineering subject matter expertise.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. General Services will:

- Respond to requests for resources and personnel, and prepare to activate.
- Oversee emergency demolition or stabilization of damaged (City owned) buildings and facilities designated as immediate hazards to the public health and safety, or as necessary to facilitate the execution of rescue operations
- Serve as the lead on emergency repair, restoration, maintenance, and management of City-owned facilities/buildings.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Police Department will:

- Provide traffic ingress and egress control at emergency work sites.
- Provide security at public works facilities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Project Implementation will:

- Manage all large construction projects on behalf of the City of Alexandria.

g. Recreation, Parks and Cultural Activities will:

- Respond to requests for equipment and personnel, and prepare to activate.
- Provide vehicles and personnel for emergency road and debris clearance.
- Direct emergency debris clearance, access restoration, and emergency repairs in RPCA's designated areas/properties of responsibility, and support those efforts elsewhere in the City.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Sheriff's Office will:

- Provide traffic ingress and egress control at emergency work sites.
- Provide security at public works facilities.
- Provide barriers to close off damaged areas of buildings, bridges, roads, etc.
- Provide additional staffing/laborers, if needed.
- Provide equipment (e.g., dump truck), as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Dominion Virginia Power will:

- Coordinate the engineering evaluation and repairs of electrical infrastructure.
- Respond to requests for resources and engineering personnel, and prepare to activate.

j. Sanitation Authority will:

- Respond to requests for resources and engineering personnel, and prepare to activate.
- Coordinate needs to restore waste water infrastructure.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Virginia Department of Transportation will:

- Coordinate the engineering evaluation and repairs of State-owned infrastructure.
- Respond to requests for resources and engineering personnel, and prepare to activate.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate the Public Works and Engineering ESF # 3 as the Public Works Group to coordinate all public works activities. The Public Works Group is responsible for implementing policy and coordinating all available City personnel, equipment and material available to carry out requirements for public works services, debris clearance, maintenance and repair of local roadways, and to assist in damage survey. The Public Works Group will make requests through the City Emergency Management Coordinator and the EOC to the State EOC for additional resources when all local public works resources have been exhausted.
2. Public Works personnel will be alerted according to prescribed departmental policy. The operational priorities for personnel will be assigned by the Public Works Group. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. Public Works will establish and maintain lines of communication between the EOC and field forces during major response operations to facilitate coordination of activities and resources.

4. Public Works and Engineering likely tasks are found in the City box on the tab page of this section.

Emergency Support Function (ESF) 4

Fire & Emergency Medical Services

Preface

Many emergencies can cause fires. Fighting those fires to protect life and property is an integral part of the City's emergency response system. Emergencies may cause medical emergencies. Providing pre-hospital emergency medical care to protect life is an integral part of the City's emergency response system.

Primary Agency

Fire Department

Emergency Operations Center ESF # 4 – Fire Fighting & Emergency Medical Services

Purpose:
Provides for the coordination of firefighting and emergency medical activities to ensure the safety of life and property within the City of Alexandria during emergency situations. Technical Rescue duties can be found in ESF # 9 and Hazardous Materials duties can be found in ESF # 10. The Fire Department is the Primary Agency responsible for ESFs # 4, # 9, and # 10. General community health is addressed in ESF # 8, Public Health, Behavioral Health, & Medical Facilities.

Primary:
- Fire Department

Support:
- Alexandria City Public Schools
- Code Administration
- DASH
- Police Department
- Public Health
- Recreation, Parks and Cultural Activities
- Sheriff's Office
- Transportation & Environmental Services

Coordinating:
- Inova Alexandria Hospital
- Virginia American Water Company

Likely Tasks:
- Staff Fire Fighting and EMS Group(s) within the City EOC.
- Identify incident sites requiring firefighting services.
- Ensure operation of fire dispatch and reporting systems.
  - Provide alternate communication links if necessary.
- Coordinate mutual aid firefighting resources as necessary.
- Sources for resources can include:
  - Local, state, federal mutual aid.
  - State City EOC.
- Determine condition, status of City firefighting resources.
  - Make routine contact with fire stations during emergencies and after storm landfall.
  - Request damage report from each fire station to estimate neighborhood damages.
- Determine present and future need for firefighting and other on–scene resources:
  - Communications.
  - Search and rescue.
  - Emergency medical.
  - Heavy rescue.
  - Evacuation.
  - Mass casualty transportation.
  - Mobile shelter.
  - Transport of emergency responders and resources.
  - Other Logistics: food; water; emergency power; lighting; etc.
- Determine if support to other jurisdictions is required and appropriate.

Likely Tasks Continued:
- Obtain, coordinate emergency medical resources as requested by field incident commanders, to include mass care and shelter sites.
- Coordinate assistance to Medical Examiner in victim identification and mortuary services.
- Coordinate with Health ESF # 8 in the team assessment of general health needs of the affected population, includes:
  - Assessment of worker health and safety.
  - Identification of biological, chemical, radiological or physiological hazards.
- Provide information on damages, status of City emergency medical systems; request additional emergency medical resources, as needed.
- Activate the communications links between emergency medical responders and local hospitals.
- Determine condition, status of City emergency medical resources.
- Determine present and future need for emergency medical resources.
  - Determine need for additional personnel to include Multiple Casualty Incidents.
  - Determine coordination needed regarding special needs shelters.
  - Examine need for emergency medical equipment and supplies.
  - Ascertain need for patient evacuation.
- Assist with medical support for shelters.
- Provide personnel at special needs shelters as requested.
- Provide, coordinate the following resources: ALS and BLS vehicles; Paramedics; EMT's; emergency medical equipment and supplies; Infection Control Liaison and Information; logistical needs; Administrative Support; Clerical Support.
- Obtain, coordinate medical resources as requested by field incident commanders, includes:
  - Provision for pre–hospital and hospital emergency medical care.
  - Assist in identification, coordination and mobilization of medical equipment, supplies and personnel.
- Coordinate assistance to Medical Examiner in victim identification and mortuary services.
- Maintain a list of Emergency Medical resources.

Emergency Operations Plan

Emergency Support Function - 4

Fire & Emergency Medical Services

I. INTRODUCTION.

A. PURPOSE.

Provide for the coordination of fire and emergency medical activities to ensure the safety of life and property within the City of Alexandria during emergency situations. Technical Rescue is addressed in ESF # 9, Hazardous Materials is addressed in ESF # 10 and Emergency Medical Service is addressed in ESF # 17. General community health is addressed in ESF # 8, Public Health, Behavioral Health, & Medical Facilities.

B. SCOPE.

Provide city wide support services in the detection and suppression of fires and other hazardous conditions, and in mobilizing and providing personnel, equipment, and other supplies. Provide pre–hospital emergency response, medical care and transport pre and post emergency. Provide special medical needs evacuation of persons requiring transport by ambulance. Identify and coordinate emergency medical equipment and supplies, and support evacuation efforts from critical health care facilities if needed.

C. SITUATION.

1. Emergency or hazardous conditions of potentially disastrous proportions, or conditions which are happening concurrently with any other emergency situation, will place high demands on the City Fire Department. A major event may result in many urban fires. A minor, major, or catastrophic event may severely damage the Fire Department infrastructure. City Fire Department response activities may be affected by lack of resources, damaged fire equipment, and disrupted communications.

2. A major event would rapidly impact local government's resources and abilities to provide medical services. Medical facilities may be severely damaged or destroyed resulting in a medical and pharmaceutical supplies/equipment shortage. Persons who are not injured, but require daily medication, would have difficulty in obtaining necessary medication due to the damage or destruction of supply locations. Injuries and health conditions will be complicated by the impact of the emergency as well as in coordinating services of health care facilities and pharmacies.

3. Eight fire stations, equipped with eight engine companies, three truck companies, one Rescue Squad, four marine operations units and five medic units serve the City.

4. All stations are staffed 24 hours a day, seven days a week with career staffing.

5. All uniformed members are certified as Emergency Medical Technicians–Basic at a minimum.

D. POLICIES.

1. The City Fire Department will exercise broad lawful authority to provide fire protection, emergency medical, and other emergency services, including control and direction of activities at fire scenes, ordering evacuations in the vicinity of fires/emergencies, and taking actions necessary to extinguish or prevent the spread of fires.

2. The City of Alexandria will endeavor to assure the quality of care given to its citizens will be at the highest level possible. However, measures to protect life and health during emergencies in all likelihood will be exclusively dependent upon local and area resources in the first hours and days after an emergency. Austere conditions may limit the amount and quality of care possible.

3. The City of Alexandria Fire Department will not release medical information on individual patients to the general public except as proscribed by law to ensure patient confidentiality protection.

4. Appropriate information on casualties/patients will be provided to the American Red Cross for inclusion in the Disaster Welfare Information System for access by the public.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Emergency operations for the City Fire Department will be an expansion of their normal daily responsibilities. Their primary responsibilities include fire control, rescue operations, and responding to hazardous material incidents. They will advise City government officials and emergency support personnel of hazards associated with hazardous materials, and the dangers associated with technological hazards and fire during emergency operations.

2. Existing emergency assistance agreements will generally be able to augment and satisfy a temporary increase in City needs. If City capabilities are exceeded, support may be available from state and federal fire service groups.

3. Protective equipment, instruments, and clothing to perform tasks in hazardous materials environment should be immediately available and properly maintained.

4. A listing of available fire department resources is maintained by the primary department in this Fire Fighting ESF.

5. When additional or specialized support is required, assistance can be obtained from neighboring counties, state and federal agencies, through the City's Emergency Communications Center, Fire Communications Center or the EOC, if it is operational.

6. In an emergency scenario the Fire Department will be called upon to do much more than its typical response to fires and emergency medical calls. The Fire Department will assist with rescue and extrication of trapped persons; assess hazardous materials situations, as well as search, debris removal on primary roadways, evacuations, reconnaissance, traffic control and security.

7. The neighborhood fire station may become a place where people go to for information and assistance.

8. The City will implement the Incident Command System (ICS) on an appropriate scale at the scene of every

fire/rescue incident in the City. If fire or threat of fire is involved, the Fire Chief or his/her designated representative will be the incident commander.

9. Fire stations will become a community focal point and source of public information when normal communications are disrupted by an emergency.

10. During the critical phases of an emergency, fire stations will be staffed continuously as conditions permit. Communications will be established and maintained with the Emergency Communications Center, Fire Communications Center and the EOC.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this Fire Fighting Emergency Support Function document.
      - Maintain inventories of resources and equipment.
      - Participate in drills, exercises.
      - Develop emergency action plans and checklists.
      - Maintain mutual aid agreements.

2. General Emergency Tasks.

   a. Primary and support agencies will:
      - When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other location, as appropriate.
      - Manage fire/rescue resources, direct fire operations, rescue injured people during emergency operations, and determine the need, as appropriate, for evacuation of the immediate area in and around the emergency scene.
      - Report an initial damage assessment to the EOC when it is activated.
        - Report the need for rescue, the numbers of dead or injured, damage to buildings, public facilities such as roads and bridges, and utilities. (Fire Communications compiles this information and communicates it to the EOC.)
        - Advise if an event exceeds local capabilities.
      - Implement evacuation orders due to unsafe buildings, fire danger, hazardous materials, or any other reason identified by competent authority.
      - Coordinate with law enforcement, the City EOC and the State EOC, as appropriate in the evacuation of people at risk in the evacuation area.
      - Alert all emergency response organizations of the dangers associated with technological hazards and fire during emergency operations.
      - When requested, Fire Chief or designee reports to the City EOC, when the EOC has been activated during an emergency.

   b. Mutual Aid Fire–Rescue Departments.

      - Provide personnel, equipment, supplies and other resources necessary to assist in fire suppression activities unless the response would place their jurisdiction in jeopardy.
      - Do not dispatch personnel or equipment to an emergency unless requested by the Emergency Communications Center or Fire Communications Center.
      - Assume their appropriate role in the Incident Command System and/or provide incident command support as requested by the incident commander or, if the Incident Command System has not been

established, initiate the Incident Command System as appropriate to manage the incident.
- Triage, stabilize, treat, and decontaminate the injured as appropriate.
- Establish and maintain field communications and coordination with other responding emergency teams and hospitals.
- Assist in the evacuation of patients from affected hospitals; nursing homes or other special needs facilities.
- Maintain records of cost and expenditures and forward them to the Finance/Administration Section Chief.

3. Specific Emergency Concepts and Responsibilities.

a. Fire Department will:

- Respond to requests for service; begin mobilization of resources and personnel, and prepare to activate.
- Coordinate fire department resources and the provision of heavy equipment support of fire department operations.
- All emergency activities will be managed and controlled using the Incident Command System.
- Response to emergency scene(s) with emergency medical personnel and equipment.
- Upon arrival at the scene, assume appropriate role in the Incident Command System (ICS). If ICS has not been established, initiate in accordance with a jurisdiction's emergency management system and report implementation to the EOC.
- Triage, stabilize, treat and transport the injured; ensure casualties are transported to the appropriate facilities.
- Establishing and maintaining field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.), and radio or telephone communications with hospitals, as appropriate.
- Directing activities of private, volunteer, and other emergency medical units, and of bystander volunteers as needed.
- Isolating, decontaminating, and treating victims of hazardous chemical or infectious diseases, as needed.
- Provide expertise on fire protection systems and structural stability of buildings.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Alexandria City Public Schools will:

- Provide transportation for mass casualty patients with minor injuries.
- Provide facilities to be used as casualty collection points, as necessary and available.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Code Administration will:

- Provide expertise on structural stability of buildings.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. DASH will:

- Provide transportation of mass casualty patients with minor injuries.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Police Department will:

- Provide scene security and access control.
- Provide traffic control.
- Provide vehicles and drivers to transport patients, as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Public Health will:

- Provide guidance on appropriate PPE and/or protocols.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Recreation, Parks and Cultural Activities will:

- Respond to requests for resources; begin mobilization of resources and personnel, and prepare to activate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Sheriff's Office will:

- Provide scene security and access control.
- Provide traffic control.
- Provide vehicles and drivers to transport patients, as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Transportation & Environmental Services will:

- Respond to requests for resources; begin mobilization of resources and personnel, and prepare to activate.
- Liaison with Virgina American Water regarding water supply needs and issues, as necessary.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Inova Alexandria Hospital will:

- Provide medical care for those injured or ill.
- Coordinate with EMS and other health providers on patient care capacity.
- Work with public health on community health issues.

k. Virginia American Water Company will:

- Respond to requests for water system management and repair work; begin mobilization of resources and personnel, and prepare to activate.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate the Fire Fighting ESF # 4 as a part of the EOC Operations Section to coordinate all fire fighting and emergency medical activities, including prioritization of available personnel, equipment and supplies. This ESF will make requests through the EOC Commander to the state EOC for additional resources when all local and regional mutual aid fire department resources have been exhausted.

2. Fire & Emergency Medical Services ESF will establish and maintain lines of communication between the EOC and the field during major response operations to facilitate coordination of activities and resources.

3. Evacuation orders may be coordinated through the EOC to ensure that evacuees are moved to appropriate locations, and that the needs of special populations and individuals are provided for.

D. MUTUAL AID.

1. Automatic Aid agreements exist with the following:

- Arlington County
- Fairfax City
- Fairfax County
- Fort Belvoir
- Fort Myer
- Loudoun County
- Metropolitan Washington Airports Authority (MWAA)

2. Mutual aid agreements exist with all area fire departments.

III. ATTACHMENTS AND REFERENCES.

A. REFERENCES.

1. Northern Virginia regional Mutual Response Agreement.
2. Metropolitan Washington Council of Governments Mutual Aid Agreements.
3. State Fire Chief's Association Fire–Rescue Disaster Response Plan.
4. State–wide Mutual Aid Compact.

Emergency Support Function (ESF) 5

Information & Planning

Preface

Emergencies can often create chaotic situations. Effective management of emergencies requires establishing effective command and control, and obtaining and maintaining situational awareness to facilitate decision making and management of the EOC.

Primary Agency

Emergency Management

Alexandria, Virginia

Emergency Operations Center ESF # # 5 – Information & Planning

Purpose:

1. Provide a Citywide rapid system for situation reporting and analyzing effects from emergencies. Such a system will help with warning, emergency response, emergency public information, damage analysis, local requests for state assistance, emergency declarations, initial life safety and damage assessment, and recovery efforts.
2. Provide a Citywide system for tracking the mobilization, deployment, utilization and demobilization of resources.
3. Provide for the systematic development of EOC Incident Action Plan and supporting documents that detail the results to be achieved the City EOC.
4. Provide for the systematic documentation of the policies, operational processes, activities and results achieved the City EOC.
5. Manages the EOC

Primary:

- Emergency Management

Support:

- Communications & Public Information
- Community & Human Services
- GIS
- Human Rights
- Planning & Zoning
- Public Health
- Real Estate Assessments

Coordinating:

- Virginia Department of Emergency Management

Likely Tasks:

- Provide direction and control of EOC operations.
- Staff the City EOC Planning Section and certain ESF # 5 Units (see EOC organization chart).
- Compile damage assessment reports with City EOC personal.
- Ensure daily reconnaissance of all impacted areas.
  - Compile status report to assist ongoing incident action planning.
- Plan for future emergency operational periods.
  - Collect, process and disseminate essential elements of information for use by response operations and provision of input for reports, briefings, displays and plans.
  - Consolidate information into reports and other materials that describe and document overall response activities.

Likely Tasks Continued:

- Maintain displays of pertinent information for use in briefings.
- Research technical information.
- Collect and manage information from all sources.
- Provide for a written incident action plan which identifies the objectives and tasks to be performed during the next operational period and the resource requirements to complete those tasks, as well as identifying future issues to be addressed (what's to be done next, and what will it take to do it). Plan elements include:
  - * Summary/Briefing Document
  - * Objectives: specific and measurable.
  - * Organization: City EOC staff, Incident Commanders, etc.
  - * Tasks and Assignments: who's doing what, where, resources required.
  - * Supporting Materials (as needed): maps, traffic plan, security plan, medical plan, communications plan, etc., as well as weather data, special precautions, and safety messages.

- Establish, maintain contact with State EOC through the City EOC.
  - Provide situation status and damage information.
  - Receive state situation information.
- Conduct regular EOC briefings.
- Compile information from weather, media, regional, and state sources.
- Liaison with federal agencies.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • All State agencies.	**Actions** • Collect, process, disseminate information in support of response and recovery operations. • Provide situation reports. • Develop action plans. • Provide technical information and assistance.

Federal Government	
Primary • Department of Homeland Security/ Emergency Preparedness and Response/ Federal Emergency Management Agency **Support** • Federal agencies as required. **Actions** • Facilitate information flow in the pre–incident prevention phase in order to place assets on alert or to preposition assets for quick response. • During the post incident response phase, responsible for support and planning functions.	*Actions Continued* • ESF # 5 activities include those functions that are critical to support and facilitate multi–agency planning and coordination for operations involving potential and actual Incidents of National Significance. This includes alert and notification, deployment and staffing of Department of Homeland Security (DHS) emergency response teams, incident action planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for Federal assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

Emergency Operations Plan

Emergency Support Function - 5

Information & Planning

I. INTRODUCTION.

A. PURPOSE.

1. Provide a Citywide rapid system for situation reporting and analyzing effects of emergencies. Such a system will help with warning, emergency response, emergency public information, damage analysis, local requests for state assistance, emergency and emergency declarations, initial damage assessment, and recovery efforts.

2. Provide a Citywide system for tracking the mobilization, deployment, utilization and demobilization of resources.

3. Provide for the systematic development of operational plans and supporting documents that detail the results to be achieved by the City EOC

4. Provide for the systematic documentation of the policies, operational processes and activities, and results achieved the City EOC.

5. Provide for management of the EOC.

B. SCOPE.

Coordination of the overall command and control of the EOC, the Planning Section activities of the EOC and all appropriate response organizations in support of emergency operations as specified in the Response Annex Concept of Operations

C. SITUATION.

1. A major or natural emergency or other planned event may be of such magnitude as to exceed the capability of local organizations and require the assistance of additional state and federal agencies to supplement local efforts.

2. Communications may be severely impacted.

3. Effective planning is necessary to assure the coordinated response of government is consistent with actual impacts of the emergency, the availability of resources, and the priority needs of the community.

D. POLICIES.

1. It is the policy of Alexandria to coordinate through the EOC the activities of all departments and other

organizations participating in the response and recovery from a major emergency in a timely manner.

2. It is the policy of Alexandria to assure effective command and control of EOC operations, and effective planning to maximize the use of the available resources.

3. All affected City departments and participating organizations and ESFs are to provide continuous information to the EOC Planning Section related to their department's current and planned response and recovery activities.

4. The Planning Section will produce periodic situation reports that will be distributed to EOC staff and Field incident commanders.

5. All affected City departments and participating organizations and ESFs are to be actively involved in the development and implementation of the EOCs Incident Action Plan (a specific action plan for the City EOC based on impacts of the emergency and resources available.)

6. All affected City departments and participating organizations and ESFs are to treat the goals, objectives, and tasks stated in the Incident Action Plan as official priorities and policy for the period covered by the IAP.

7. All affected City departments and participating organizations and ESFs shall develop action plan components for implementing their assigned tasks within the EOC Incident Action Plan.

8. All departments will prepare an After Action Report of their activities after the conclusion of the event and participate in the development of a City-wide after action report of the event.

9. All City departments and ESFs will continually report to the Alexandria EOC operational information such as situations involving life safety and damage.

10. Information will be shared with response and relief organizations in the EOC.

11. Information collected by the local government as part of reports made under the provision of this annex may be released as public information only with approval of the Director of Emergency Management or designee, or in accordance with published standard operating guidelines.

12. Personal information regarding emergency victims will be kept confidential and will only be shared with the response and recovery organizations identified within this ESF for the sole purpose of providing assistance to these emergency victims.

13. In the event of a law enforcement related event, law enforcement sensitive information will be kept confidential by the EOC staff until such time as the Police Chief, Sheriff or designee deems it appropriate for release to the public.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Initial reports of emergency effects will be made by field Incident Commanders to the Duty Emergency Management Officer or the Alexandria EOC, if activated, as rapidly as possible through their dispatch centers. All departments and/or agencies are to make damage/injury reports to the EOC when required, and shall direct their personnel to follow reporting procedures.

   a. General information to be reported should include:

- What has happened?
- What can be done about it?
- What is needed? [Size, Amount, Location, Time, Type (SALTT)]

2. Recommendations should be made directly to the EOC.

3. Immediate, specific information should include status of department:

- Personnel.
- Equipment.
- Vehicles.
- Communications capabilities.
- Facilities.

4. Alexandria department heads, managers, and supervisors are expected to report the above information and information on damages, and tasks to be done (if applicable) to the EOC by whatever means possible.

5. As soon as possible after an event occurs, departments will report the status of field units to the EOC.

6. On–duty personnel in the field shall evaluate their own condition and situation, and if possible, evaluate their surroundings by making an initial life safety assessment (see ESF # 18).

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

a. Primary and support agencies will:

- Maintain this Emergency Management Support Function (ESF) document.
- Maintain EOC supplies, and data displays.
- Participate in drills, exercises.
- Develop emergency action checklists.
- Develop procedures for After Action Report, critique and debriefing.
- Maintain situational awareness by monitoring activity in the City as well as regionally.

2. General Emergency Tasks.

a. Primary and support agencies will:

- When notified, report to the City EOC and staff the Planning Section functions as well as other functions defined in the EOC organization chart.
- Monitor severe weather systems for their potential impact.
- Advise City staff of changes in National Homeland Security Alert status and of any announcements of credible threats from the Joint Terrorism Task Force (JTTF).

3. Specific Emergency Concepts and Responsibilities.

a. Emergency Management will:

- Assume the position of EOC Commander.
- Coordinate staffing the Planning Section of the EOC, and identify resources, personnel, and types of assistance required for emergency operations; develop an initial situation assessment, and

anticipate the needs that the recovery effort may demand.

- Provide information and planning, collect information essential for the briefing of appropriate personnel. Facilitate information exchange, briefings, displays, and operational planning related to emergency activities.
- Collect information from State, Federal, and local organizations and other ESFs, and analyze the data for operational purposes. Collect critical information from other ESFs and develop Incident Action Plans, reports, briefings, and displays, in order to provide information to the general staff of the EOC, field Incident Commanders, and other appropriate users and agencies.
- Provide and maintain pertinent information to local response agencies; dissemination of information will be by regular briefings, as well as maps, charts, and other visual media such as status reports within the EOC. Planning Section will disseminate information throughout the EOC and to the support agencies' personnel outside the EOC utilizing radios, telephones, computer networks, electronic mail, and any other means that may become available.
- Display charts, maps, and other information appropriately so all EOC participants can readily access them. Information updates are passed via telephone and radio lines, as well as by hard copy reports, in accordance with the Emergency Operations Center SOP.
- Coordinate the location and provision of resources with other ESFs to support their mission. Allocate available resources to each assignment based upon identified priorities. Identify, through the Resource Unit Leader, the status of all primary and support resources and maintain a master list of such resources. Request additional resources from the State EOC or Disaster Field Office if the resources are not available within the City.
- Receive and disseminate information and requests to appropriate agencies, as well as preparing reports, briefings, charts, and action plans. Essential elements of information are received from Federal, State, and local governments, other ESFs, and volunteer agencies.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/Administration Section Chief.

b. Communications & Public Information will:

- Provide call center services to the public and refer appropriate information to the EOC.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Community & Human Services will:

- Assess and advise on special needs of client-populations, including persons with disabilities, and non-English speaking individuals.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. GIS will:

- Provide situation analysis and situational awareness support using GIS and other digital products.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Human Rights will:

- Assess and advise on special needs of client-populations, including persons with disabilities, and non-English speaking individuals.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Planning & Zoning will:

- Provide planning staff support to the EOC's Planning Section.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Public Health will:

- Assess and advise on special needs of client-populations, including persons with disabilities, and non-English speaking individuals.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Real Estate Assessments will:

- Provide situation analysis and situational awareness support to the EOC using aerial photographs and other digital products.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

III. ATTACHMENTS AND REFERENCES.

A. ATTACHMENTS.

1. Operational Period Duties and Tasks (Example).
2. Standard Operating Guidelines for EOC Action Plans.
3. Alexandria EOC Standard Operating Guidelines for Briefings, Debriefings, Conferences.
4. Spot Report.

Attachment 1

OPERATIONAL PERIOD DUTIES AND TASKS (EXAMPLE)

(Based on a 12–Hour Shift)

Hour 1 (Beginning Shift):

- Status Briefing by EOC Commander or Planning Chief to all EOC staff.
- Position/section briefings, emphasis on specific objectives and work to be performed during this operational period.
- Use of WebEOC logs and message forms by all EOC staff.

Hours 2 to 6:

- Continued use of WebEOC logs and message forms by all EOC staff to document their activities.
- Heads–up briefings by EOC Commander and section chiefs as appropriate.
- Position/section meetings, briefings as necessary.

Hours 7 – 10:

- Continue operations
- Planning meetings to develop Incident Action Plan for next operational period.
- Develop written IAP for next operating period.

Hours 11–12:

- All Positions/sections submit their situation reports in writing.
- Briefing to the Emergency Management Team.
- Debrief of personnel going off–shift.
- Relief shifts arrive.
- Individuals brief their replacement.
- End of shift briefing.

Attachment 2

STANDARD OPERATING GUIDELINES FOR EOC INCIDENT ACTION PLANS

A. PURPOSE.

1. The EOC Commander shall follow the policy direction received from the Emergency Management Team in setting the objectives for the operating period.

2. The EOC Incident Action Plan sets forth objectives and tasks to be completed during the next operational period, the resources necessary to accomplish those tasks, and how they are organized.

3. Accurate and complete EOC Situation Reports (EOC SITREPs) are essential to the development of each operational period EOC Incident Action Plan. SITREPs are developed by the Planning Section from situational information received from each component of the EOC. The next operational period's objectives are derived from progress in achieving the previous operational period's EOC Incident Action Plan as reflected in the EOC SITREP, and from policy direction issued by the Emergency Management Team.

B. EOC INCIDENT ACTION PLANNING PROCESS OVERVIEW.

1. The EOC General Staff, under direction of the EOC Commander and led by the EOC Planning Section Chief, will prepare a written EOC Incident Action Plan for the next operational period when emergencies last for more than one operational period, .

2. The EOC incident action planning process is an essential tool for Alexandria EOC, particularly in managing sustained operations. If the emergency organization is to have a well planned and executed approach to resolving the problems posed by the emergency, the EOC organization must remain focused and unified in its efforts. The EOC incident action planning process is a key element to ensure that the entire EOC organization will be focused and acting as a unified coordinated body. If the organization is going to move forward in a unified manner, there must be a clear understanding of what goals are being pursued, what time frame is being used (the Operational Period) and how individual unit efforts are a part of the overall organizational efforts.

3. Common EOC goals and strategic objectives must be set, maintained and pursued. The EOC Commander receives policy direction from the Emergency Management Team (EMT), and sets goals and strategic objectives for the EOC to achieve the EMT policy direction. In order for that to happen, the EMT and the EOC Commander must have a good understanding of the current situation and where the situation is going. It is critical to know not only what has happened in the last operational period, but also what is likely to occur in the next and future operational periods. The Planning Section gathers information from a variety of sources, primarily from EOC staff, and compiles it in the form of an EOC Situation Report (SITREP) that provides this information. The EOC SITREP must contain all key information and should also illustrate what outcomes have been achieved to date and what are to be expected in the future.

4. Once the EOC SITREP has been delivered, the EOC Commander finalizes the goals and strategic objectives for the next operational period. These strategic operational objectives must be verifiable and measurable.

5. Once the goals and strategic objectives are set, they should be communicated through the EOC command and general staff to all EOC components so that they can be considered. Each EOC Section needs to address how it will accomplish the goals and strategic objectives by setting tactical objectives and tasks to resolve the problems identified in the EOC Situation Report. The various branches, and divisions/groups in the EOC

Operations Section should each address this issue and develop a coordinated EOC Operations Section approach, including the resources needed and how they should be organized.

6. Next it falls on the EOC Logistics and Planning Sections to determine how they will support the EOC Operations Section's approach to meet the established strategic objectives and to anticipate equipment and supply procurement and personnel acquisition issues. If resources cannot be obtained, then EOC Operations may need to modify their approach based on the actual resources available.

7. The EOC Administration & Finance Section must determine how they will support the EOC Operations Section's efforts to meet the established strategic objectives and to establish specific cost tracking and contracting methods to procure needed resources in a timely manner.

8. The EOC Planning Section must also consider their ongoing efforts to continue to produce and post situation reports and information as well as continuing to support the EOC incident action planning process throughout future operational periods. This will require continual briefing and rotation of staff in key information gathering roles in the EOC.

C. WRITTEN EOC INCIDENT ACTION PLANS.

1. Written EOC Incident Action Plans are a significant management tool and provide:

- A clear statement of EOC goals and strategic objectives, and EOC operational tactical objectives and task assignments.
- A basis for measuring EOC work effectiveness and cost effectiveness.
- A basis for measuring EOC work progress and providing accountability.
- Documentation of expected emergency or planned event flow.

D. OPERATIONAL PERIODS.

1. EOC operational periods can be of various lengths, but are usually no longer than 24 hours. A 12 hour operational period is common when needing to staff EOC operations 24 hours a day, using a two shift schedule. The length of the Operational Period is determined based on a number of issues, including:

- Length of time needed to achieve EOC tactical objectives.
- Availability of fresh resources.
- Future involvement of additional resources.
- Environmental considerations. (e.g., available light or weather conditions).
- Diminished mental and physical effectiveness of tired workers.
- Safety considerations.

E. ESSENTIAL ELEMENTS IN THE WRITTEN EOC INCIDENT ACTION PLAN.

1. Statement of Objectives – This is a clear listing of what is expected to be achieved. Objectives must be attainable, measurable, and flexible.

2. Organization of resources – Describes what elements of the EOC organization will be active and in place for the next Operational period.

3. Tactics and Assignments – This describes the EOC tactics and operations to be employed to achieve the objectives. The EOC Operations Section will normally set the tactical methods for accomplishing the objectives and implement actions (e.g. how, when and where to open shelters). The EOC Planning, Logistics and the Finance/Administration Sections will accomplish resource ordering and acquisition of necessary

personnel and materials to support the Operations Section activities.

4. Supporting Material – Examples include maps, weather information, special information, the EOC Communications Plan, EOC Medical Plan, and any other special data.

F. RESPONSIBILITIES FOR EOC INCIDENT ACTION PLANNING.

1. The EOC Planning Section Chief is responsible for developing the EOC Incident Action Plan in conjunction with other sections. The EOC Operations and Logistics Sections will provide a great deal of support in the construction of the EOC Incident Action Plan. The EOC Situation Unit will provide a situation report at the beginning of the planning meeting.

G. SEQUENCE OF ACTIVITIES IN THE ACTION PLANNING PROCESS.

1. The EOC PLANNING Section will present a formal current Situation Report. This report should include all key categories and other appropriate forms.

2. The EOC COMMANDER will define the organizational priorities for the next operational period (short term) as well as for the intermediate goals. This should include no more than four or five broad goals and represents the strategic goals of the EOC organization. Goals should be measurable and verifiable. (Example: The City has a water issue. The short term goal is providing bottled drinking water for those who need it, while the intermediate goal is restoration of water purification and delivery systems).

3. The EOC PLANNING Section posts the goals and strategic objectives as determined by the IC.

4. The EOC OPERATIONS Section will then address how it will tactically address the problems identified in the EOC Situation Report, based on the EOC organizational priorities. Each branch must develop tactical plans. The liaison agencies should address how they will support the overall goals of the EOC keeping in mind that they will also address within their own organizations the same process for their own organization goals.

5. The EOC LOGISTICS Section determines what is required for them to obtain the needed personnel, supplies and materials to support the OPERATIONS Section in their pursuit of the organizational goals, as well as what the specific needs are.

6. The EOC ADMINISTRATION/FINANCE Section determines what is required for them to pay for, document, and recover the funds for the needed personnel, supplies, and materials to support the EOC OPERATIONS Section in their pursuit of the organizational goals.

7. The EOC PLANNING Section continues to capture the information necessary to produce reliable and current situation status reports, project future needs and outcomes and to facilitate the EOC incident action planning process and planning meetings.

H. THE EOC PLANNING MEETING.

1. The EOC planning meeting is critical and there may be a tendency for these meetings to last longer than necessary unless they are kept on track and have good focus. The EOC Planning Section Chief will be responsible for running the EOC planning meeting. There are some important tenants for this meeting:

   - All participants must come prepared.
   - Strong leadership must be evident.
   - Agency representatives must be able to commit resources for their agencies.
   - Cell phones and pagers on vibrate only.

I. SEQUENCE AND SUMMARY OF ACTIVITIES BY SECTION.

1.	EOC PLANNING	Present the Situation Report.
2.	EOC COMMANDER	Set goals and strategic objectives.
3.	EOC PLANNING	Post goals and strategic objectives for organizations use.
4.	EOC OPERATIONS	Determines tactics to achieve goals, resources needed and the organization of the resources.
5.	EOC LOGISTICS	Determines how it will obtain the needed resources.
6.	EOC ADMIN /FINANCE	Determines how it will pay for and document the needed resources.
7.	EOC PLANNING	Prepares EOC Incident Action Plan (document); continues collecting, analyzing and displaying information and continues Action Planning process.

To assist in the completion of the EOC Incident Action Plan a fill–in–the–blank document format is used. The EOC Planning Section should distribute the appropriate fill-in-the-blank pages to the EOC Section Chiefs for completion.

City of Alexandria

EOC INCIDENT ACTION PLAN

FOR OPERATIONAL PERIOD

FROM: AM/PM **TO:** AM/PM

NOTE: Actions assigned herein should begin during this operational period and units should report progress at the EOC briefing at _____: _____AM/PM.

TIME/DATE PREPARED:

Organization

Draw or insert an EOC Organization Chart

Prepared By (EOC Planning Section Chief):	**Distribution:** • All EOC Sections and Units • Other
Approved By (EOC Commander):	

City of Alexandria **EOC INCIDENT OBJECTIVES**	Date Prepared:	Time Prepared:
OPERATIONAL PERIOD	From:	To:
GENERAL OBJECTIVES:	[From EOC SITREP/EOC Commander]	
WEATHER FORECAST FOR OPERATIONAL PERIOD:	[From EOC Planning Section]	
SAFETY MESSAGE:	[From EOC Safety Officer]	

ATTACHMENTS (If Applicable)

- ❑ EOC Organization Chart
- ❑ Current EOC SITREP
- ❑ Task Assignments
- ❑ EOC Communications Plan
- ❑ EOC Safety Plan
- ❑ Mass Care/Shelter Facilities
- ❑ Special Medical Facilities
- ❑ Traffic And Staging Area Plan
- ❑ Other
- ❑ _____
- ❑ _____

Prepared By (EOC Planning Section Chief):	**Approved By** (EOC Commander):

Alexandria EOC STAFFING LIST		Date Prepared:	Time Prepared:
EOC COMMAND STAFF		For Operational Period:	to
		EOC OPERATIONS SECTION	
		Chief	
EOC Commander			
EOC Legal Officer		**EOC Public Safety Branch**	
EOC Liaison Officer		Branch Director	
EOC Safety Officer		Fire Fighting Group Supervisor. (ESF # 4)	
EOC Public Information Officer		Technical Rescue Group Supervisor. (ESF # 9)	
EOC Support Officer		HazMat Group Supervisor. (ESF # 10)	
		Law Enforcement Group Supervisor. (ESF # 13)	
		Emergency Medical Group Supervisor. (ESF # 17)	
EOC AGENCY REPRESENTATIVES			
Agency	*Name*		
EOC PLANNING SECTION (ESF # 5)			
Chief		**EOC Human Services Branch**	
Situation Unit Leader		Branch Director	
Resource Unit Leader		Mass Care Group Supervisor. (ESF # 6)	
Documentation Unit Leader		Health Group Supervisor. (ESF # 8)	
Demobilization/recovery transition Unit Leader			
		EOC Infrastructure Branch	
EOC LOGISTICS SECTION		Branch Director	
Chief		Transportation Group Supervisor. (ESF # 1)	
Resource Unit Leader		Information Technologies & Communication Group Supervisor. (ESF # 2)	
Communications Unit		Public Works Group Supervisor. (ESF # 3)	
Food Unit Leader. (ESF # 16)		Energy & Water Supply Group Supervisor. (ESF # 12)	
Supply Unit Leader. (ESF # 7)		Debris Management Group	

		Supervisor. (ESF # 22)	
Facility Unit Leader			
		EOC FINANCE/ADMINISTRATION SECTION	
		Chief	
		Time Unit Leader	
		Compensation/Claims Unit Leader	
		Cost Unit Leader	
		Procurement Unit Leader	
	Prepared By:		

Alexandria EOC **COMMAND STAFF TASKS FOR THIS OPERATING PERIOD:**		
	Tasks	**Assigned To**
EOC Commander (ESF # 19)		
Deputy EOC Commander		
EOC Liaison Officer		
EOC Safety Officer		

Alexandria EOC COMMAND STAFF TASKS FOR THIS OPERATING PERIOD:		
	Tasks	Assigned To
EOC Public Information Officer (ESF # 15)		
EOC Legal Officer		

Alexandria EOC OPERATIONS SECTION TASKS FOR THIS OPERATING PERIOD:		
Section/Unit	Tasks	Assigned To
EOC OPERATIONS SECTION TASKS		
1.		
2.		
3.		
4.		
5.		
EOC Public Safety Branch Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		
EMS Group Tasks In Support of Priority Issues (ESF # 17)		
1.		
2.		
3.		
4.		
5.		
Fire Fighting Group Tasks In Support of Priority Issues (ESF # 4)		
1.		
2.		
3.		
4.		
5.		
Technical Rescue Group Tasks In Support of Priority Issues (ESF # 9)		
1.		
2.		

3.	
4.	
5.	
Hazardous Materials Group Tasks In Support of Priority Issues (ESF # 10)	
1.	
2.	
3.	
4.	
5.	
Law Enforcement Group Tasks In Support of Priority Issues (ESF # 13)	
1.	
2.	
3.	
4.	
5.	
EOC Human Services Branch Tasks In Support of Priority Issues	
1.	
2.	
3.	
4.	
5.	
Mass Care Group Tasks In Support of Priority Issues (ESF # 6)	
1.	
2.	
3.	
4.	
5.	
Health Group Tasks In Support of Priority Issues (ESF # 8)	
1.	
2.	
3.	
4.	
5.	
EOC Infrastructure Branch Tasks In Support of Priority Issues	
1.	
2.	
3.	
4.	
5.	
Energy & Water Group Tasks In Support of Priority Issues (ESF # 12)	
1.	
2.	
3.	
4.	
5.	
Transportation Group Tasks In Support of Priority Issues (ESF # 1)	
1.	
2.	
3.	

4.	
5.	
Information Technologies & Communications Group Tasks In Support of Priority Issues (ESF # 2)	
1.	
2.	
3.	
4.	
5.	
Public Works Group Tasks In Support of Priority Issues (ESF # 3)	
1.	
2.	
3.	
4.	
5.	

EOC PLANNING SECTION TASKS FOR THIS OPERATING PERIOD:

Section/Unit	Tasks	Assigned To
EOC PLANNING SECTION TASKS (ESF # 5) (ESF # 7)		
1.		
2.		
3.		
4.		
5.		
EOC Situation Unit Tasks In Support of Priority Issues Tasks In Support of Priority Issues ESF # 18 (Life Safety Assessment and Damage Assessment)		
1.		
2.		
3.		
4.		
5.		
EOC Resource Unit Tasks In Support of Priority Issues (ESF # 7, ESF # 16)		
1.		
2.		
3.		
4.		
5.		
EOC Documentation Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		
EOC Demobilization (COOP/Recovery) Transition Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		

EOC LOGISTICS SECTION TASKS FOR THIS OPERATING PERIOD:		
Section/Unit	**Tasks**	**Assigned To**
EOC LOGISTICS SECTION TASKS		
1.		
2.		
3.		
4.		
5.		
EOC Communications Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
5.		
EOC Supply Unit Tasks In Support of Priority Issues (ESF # 7, ESF # 16)		
1.		
2.		
3.		
4.		
5.		
EOC Food Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		
EOC Facilities Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		
EOC FINANCE SECTION TASKS FOR THIS OPERATING PERIOD:		
Section/Unit	**Tasks**	**Assigned To**
EOC FINANCE SECTION TASKS		
1.		
2.		
3.		
4.		
5.		
EOC Procurement Unit Tasks In Support of Priority Issues		
1.		
2.		
3.		
4.		
5.		
EOC Time Unit Tasks In Support of Priority Issues		

1.	
2.	
3.	
4.	
5.	
EOC Compensation/Claims Unit Tasks In Support of Priority Issues	
1.	
2.	
3.	
4.	
5.	
EOC Cost Unit Tasks In Support of Priority Issues	
1.	
2.	
3.	
4.	
5.	

Attachment 3

ALEXANDRIA EOC STANDARD OPERATING GUIDELINE FOR BRIEFINGS, DEBRIEFINGS, CONFERENCES

A. PURPOSE.

This standard operating guideline is intended to provide methods for conducting briefings, debriefings and conferences in the City of Alexandria Emergency Operations Center (EOC).

B. SCOPE.

This guideline is applicable to all personnel who have designated responsibilities in the EOC.

C. BRIEFING – DEBRIEFING.

1. Status Briefings.

   a. Regularly scheduled status briefings will be held during EOC activation every two to four hours depending on the need as determined by the EOC Commander.

   b. The purpose of the briefing is to update all EOC staff on the current situation.

   c. The EOC Commander will begin the briefing, followed by a quick summary briefing by other EOC personnel as appropriate and all section chiefs.

   d. End of Shift Debriefings. At the end of each shift:

      - Unit leaders and division/group supervisors will debrief their staff.
      - Branch directors will debrief their unit leaders and division/group supervisors.
      - Section chiefs will debrief their branch directors.
      - EOC Commander will debrief section chiefs.

   e. Information on operational success will be used to develop the EOC Incident Action Plan for the next operational period.

   f. Information obtained on issues and lessons learned will be compiled into the EOC after action report.

2. Shift Changeover Briefing.

   a. This briefing should be conducted during the shift changeover and involve the outgoing and incoming shift members.

   b. The purpose of this briefing is to provide the oncoming shift members with an overview of the major events that transpired, outstanding actions, and any pertinent information requiring the attention of the oncoming shift.

3. Other Briefings.

   a. Other briefings may be required depending on the circumstances. This could include briefings for visitors or special subjects/situations.

b. The EOC Public Information Officer section will coordinate Media briefings.

c. Heads–up Briefing.

- If a section/branch/unit has information that needs to be distributed to the entire EOC immediately, the EOC member should announce heads-up. If necessary, the EOC Commander will assist the member in getting everyone's attention. The member should then verbally describe the situation.

- All information disseminated via a heads–up briefing must also be documented on an EOC Message Form, by the member giving the heads–up, for inclusion in the Master Log.

d. EOC Incident Action Plan development and Additional Briefings.

- Briefings for the City Manager, the Emergency Management Team and the EOC section chiefs should be scheduled at a minimum every six hours. The EOC Commander will notify attendees and post a briefing schedule. The EOC Planning Section is responsible for coordinating all briefings. EOC section chiefs will be prepared to participate in these briefings with a short summary of their situation report. The briefing by each section should include:

  – Unresolved problems;
  – Major new problems during previous six hours or since the last briefing;
  – Assistance needed from other agencies and status of emergency aid;
  – Information developed by the section that should be passed to other EOC sections or the public.

- Once a day, the EOC Commander will convene a meeting at which the Incident Action Plan for the previous operational period will be reviewed and a new IAP will be developed and disseminated. The EOC Planning Section Chief will conduct the meeting.

- Additional briefings may be organized at the request of the City Manager or EOC Commander. These may include VIP, news media briefings and situation reports for newly arrived state or federal representatives.

D. CONFERENCES.

1. The EOC Commander may convene a conference at any time by to discuss and resolve major issues. The conferences will be held in a location outside the operations room.

2. The EOC Commander is responsible for ensuring that all decisions reached at conferences are recorded and quickly relayed to EOC staff and affected jurisdictions.

ALEXANDRIA EOC BRIEFING AGENDA		
EVENT:	Time:	Date:
Operational Period:	Event #	Reported by:

#	Agenda Item	Responsible Function/Position
1	Status Reports (use briefing format)	All EOC Functions
2	Resource Status	EOC Planning
3	Probabilities and Predictions	EOC Planning
4	Public Information and Media	EOC Public Information Officer
5	Priorities and Objectives	EOC Commander
6	Follow–up (Old Business)	EOC Commander
7	Plan Attachments	EOC Planning
8	Other Business	All EOC Functions

#	Tasks/Assignments	Responsible Functions Completion Time
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Notes:

Distribution List:

- ❑ City Manager
- ❑ Emergency Management Team
- ❑ EOC Commander
- ❑ City Attorney
- ❑ EOC Liaison Officer
- ❑ EOC Public Information Officer
- ❑ EOC Safety Officer
- ❑ EOC Operations Section Chief
- ❑ EOC Planning Section Chief
- ❑ EOC Logistics Section Chief
- ❑ EOC Admin/Finance Section Chief
- ❑ Other:

PREPARED BY (EOC Planning Section Chief):	APPROVED BY (EOC Commander):

ALEXANDRIA EOC BRIEFING FORMAT			
EVENT:		Time:	Date:
Operational Period:	Briefing #	Function:	Presenter:
CURRENT SITUATION:			
ISSUES OUTSTANDING:			
FUTURE ACTIVITIES *(For next operational period.):*			
PUBLIC INFORMATION AND MEDIA ISSUES:			
Note:	**DO NOT repeat any information already reported in previous briefings or shared by other EOC Staff.**		

Attachment 4

ALEXANDRIA SPOT REPORT

Note: For Use by Emergency Services Field Personnel, Dispatch Centers and other City Employees.

Provide this information IMMEDIATELY to your Dispatcher or to Alexandria Emergency Management/ Emergency Operations Center if it is activated.

- ❑ Name/Reporting Unit:
- ❑ Location of Incident/Damage:
- ❑ Problems/Damage:
- ❑ Actions Taken:
- ❑ Assistance Needed:
- ❑ Make Special Note of:
  - Status of high life–hazard occupancies (Critical Facilities).
  - Fire(s) in dwellings; businesses.
  - Street/road disruptions, such as those caused by debris, power lines, water.
  - Mass casualties, such as those from motor vehicle, structure collapse.
  - Trapped victims, e.g., in motor vehicles, dwellings, businesses.
  - Hazardous materials release, e.g., fixed site, transportation.
  - Utility–line disruptions, e.g., in power lines, water mains, etc.
  - Need for evacuations, e.g., life-hazard occupancies.
  - Health/medical concerns, e.g., at health/medical care facilities.
  - Crowd control, e.g., unruly or threatening behavior, looting, etc.

Emergency Support Function (ESF) 6

Mass Care

Preface

The damage created by emergencies often disrupt the ability for citizens to provide their own basic human needs such as food, water, sanitation and housing/sheltering. Government must be prepared to temporarily provide those services when they are needed.

Primary Agency

Recreation, Parks and Cultural Activities

Alexandria, Virginia

Emergency Operations Center ESF # 6 – Mass Care

Purpose:

1. Coordinate activities and resources for mass care, which includes providing temporary sheltering, housing and feeding of displaced and/or sheltered persons, the bulk distribution of relief supplies, and the collection and dissemination of emergency welfare information.
- Provide temporary shelter, housing, and food as needed following or during an emergency.
- Provide emergency first aid and mental health care at mass care facilities/shelters.
- Provide for an emergency welfare inquiry system to collect, receive, and report information about the status of victims and assist with family reunification.
- Provide bulk distribution of emergency relief supplies to emergency victims.
- Provide food, medications, and other critical supplies to individuals sheltering in place, as appropriate.
- Ensure that information regarding availability of shelters and other mass care resources is provided to all City staff, the City's Public Information Officer, and Fire and Police Communications, for ultimate dissemination to the public.

2. Individuals with disabilities and/or access and functional needs: Identify and accommodate individuals with disabilities and/or access and functional needs (e.g., nursing homes and assisted living facilities, hospitals, schools, non–English speaking communities, etc.) including those requiring special medications, critical care, or life support.

3. Animal Protection:
- Coordinate resources for veterinary needs and care of pets affected by the emergency event. Organize emergency relief assistance between local, State, and Federal entities for support of this function.
- Provide guidance in dealing with animals and animal related problems caused by an emergency.

Community mental health, including detection of arising mental health issues and prevention or mitigation of harmful stress levels in the general population, is addressed in ESF 8.

Coordination and operation of Family Assistance Centers is addressed in ESF 21.

Primary:
- Recreation, Parks and Cultural Activities

Primary Support:
- American Red Cross

Support:
- Alexandria City Public Schools
- Amateur Radio
- Animal Welfare League, Animal Shelter
- Code Administration
- Community & Human Services
- DASH
- Fire Department
- Human Rights
- Library
- Police Department
- Public Health
- Sheriff's Office
- Transportation & Environmental Services

Likely Tasks Mass Care:
- Staff ESF # 6 within the City EOC Operations Section.
- Open and operate needed shelters
- Obtain, coordinate mass care resources as requested by field incident commanders.

Likely Tasks Mass Care Continued:
- Establish, staff, and maintain supply distribution points within the City
- Establish, maintain contact with State EOC through the EOC Commander.
  - Provide information on mass care needs.
  - Coordinate receipt, distribution of bulk items and donated goods.
- Determine present and future need for, and obtain, mass care resources:
  - Communications.
  - Feeding facilities for victims and emergency workers.
  - Medical, nursing aid.
  - Potable water.
  - Temporary sanitation facilities.
  - Clothing commodities.
  - Shelters.
  - Warming/cooling centers.
  - Transportation.

Likely Tasks Animal Protection:
- Animal care.
- Assess and prioritize animal service emergency needs; coordinate with other EOC Sections and Branches.
- Identify local facilities and resources available for animal concerns.
- Provide public information about emergency considerations for animals.

State of Virginia

Primary
- Department of Social Services (DSS)

Support
- Department of Agriculture and Consumer Services (VDACS).
- Department of Corrections (DOC).
- Department of Education (DOE).
- Department of Emergency Management (VDEM)
- Department of General Services (DGS).
- Department of Health (VDH).
- Department of Mental Health, Mental Retardation and Substance Abuse Services (DMHMRSAS).
- Department of Military Affairs (DMA).

Non-State Agencies:
- American Red Cross (ARC).
- The Salvation Army (SA).
- Virginia Voluntary Organizations Active in Disasters (VVOAD).

Actions

Pre-Emergency:
- Assist localities to develop and maintain a capability to care for displaced persons in public shelters.
- Assist localities to develop and maintain a capability to deliver relief supplies and services to emergency victims.
- Assist localities in preparing to care for the disabled, the elderly, and other special needs populations in time of emergency, primarily by encouraging and facilitating self-sufficiency.
- Develop and maintain procedures for the state's role in repatriation.

Emergency:
- Coordinate the provision of sheltering, feeding, emergency first aid, emergency relief supplies and other basic human services provided by state and state-level voluntary agencies.
- Provide short-term emergency housing.
- Coordinate meals for field emergency workers.
- Assist affected localities in the provision of human services.
- Provide state government assistance with federal repatriation operations.

Federal Government

Primary
- Department of Health and Human Services

Support
- Various federal agencies and organizations.

Actions Mass Care
- Promotes the delivery of services and the implementation of programs to assist individuals, households and families impacted by potential or actual Incidents of National Significance. This includes economic assistance and other services for individuals impacted by the incident.
- The coordination of non–medical mass care services to include sheltering of victims, organizing feeding operations, providing emergency first aid and counseling at designated sites, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.

Actions Mass Care Continued:
- The provision of assistance for short and long–term housing needs of victims.
- The provision of victim related recovery efforts such as counseling, identifying support for persons with special needs, expediting processing of new Federal benefits claims, assisting in collecting crime victim compensation for acts of terrorism, and expediting mail services in affected areas.

Actions Animal Protection
- Provides supplemental assistance in identifying and meeting the public health needs to include:
  - Needs assessment.
  - Vector control.
  - Protection of animal health.
  - Veterinary services.

Emergency Operations Plan

Emergency Support Function - 6

Mass Care

I. INTRODUCTION.

A. PURPOSE.

1. Coordinate activities and resources for mass care, which includes providing temporary sheltering, housing and feeding of displaced and/or sheltered persons, the bulk distribution of relief supplies, and the collection and dissemination of emergency welfare information.

   - Provide temporary shelter, housing, and food as needed following or during an emergency.
   - Provide emergency first aid and mental health care at mass care facilities/shelters.
   - Provide for an emergency welfare inquiry system to collect, receive, and report information about the status of victims and assist with family reunification.
   - Provide bulk distribution of emergency relief supplies to emergency victims.
   - Provide food, medications, and other critical supplies to individuals sheltering in place, as appropriate.
   - Ensure that information regarding availability of shelters and other mass care resources is provided to all City staff, the City's Public Information Officer, and Fire and Police Communications, for ultimate dissemination to the public.

2. Individuals with Disabilities and/or Access and Functional Needs:

   - Identify and accommodate individuals with disabilities and/or access and functional needs (e.g., nursing homes and assisted living facilities, hospitals, schools, non–English speaking communities, etc.) including those requiring special medications, critical care, or life support.

3. Animal Protection:

   - Coordinate resources for veterinary needs and care of pets affected by the emergency event. Organize emergency relief assistance between local, State, and Federal entities for support of this function.
   - Provide guidance in dealing with animals and animal related problems caused by an emergency.

B. SCOPE.

1. Initial response activities will focus on meeting urgent needs of emergency victims, including members of special needs groups. Additional assistance will be based on needs of the emergency victims, the emergency situation and available resources.

2. This Emergency Support Function encompasses:

   a. Sheltering: The provision of emergency shelter for emergency victims includes the use of:

(1) Pre–identified shelter sites in existing structures.
(2) Creation of temporary facilities.
(3) Similar facilities outside the emergency affected area should further evacuation be necessary.
(4) Arranging transportation to shelters outside of the area to support evacuation of those that cannot be accommodated in City shelters. Requires coordination with Transportation ESF # 1 and Law Enforcement ESF # 13 to implement the Evacuation Plan. (TBD)

b. Feeding: The provision for feeding emergency victims and emergency workers may be accomplished through a combination of fixed sites, mobile feeding units, delivery to homes and food distribution.

c. Temporary Housing: The provision of short-term, group housing for emergency victims, beyond the need to shelter from immediate harm, until more suitable transition-housing arrangements can be made.

d. Emergency Care: Emergency First Aid services provided to emergency victims and workers at mass care facilities. This emergency first aid service may be supplemented by health or mental health services provided to meet the needs of the general population (see also ESF 8).

e. Disaster Welfare Inquiries: Information regarding individuals residing within, displaced from or missing from the affected area will be collected and provided to immediate family members outside the affected area. This system will also aid in the reunification of family members and the identification of fatalities (see also ESF 21).

f. Bulk Distribution of Emergency Relief: Systems will be established for distribution of emergency relief items. The distribution of these items will be determined by the requirement to meet urgent needs of emergency victims.

g. Animal Protection: Identify and meet the emergency veterinary and care needs of animals in the aftermath of a major or catastrophic event.
(1) Maintain status of veterinary and hospital service capabilities.
(2) Organize the appropriate personnel and identify equipment and resource needs.
(3) Animal capture, sheltering and return to owners (wherever feasible).

C. SITUATION.

1. Disasters of catastrophic proportions would require immediate activation to provide mass care to affected populations, victims, and emergency responders involved in the emergency and its aftermath.

2. Many emergencies have necessitated evacuation of affected areas. The responsibility for the provision of temporary emergency shelter and care for victims is the responsibility of the City.

3. Individuals and families can be deprived of normal means of obtaining food, clothing, shelter and medical needs. Family members may become separated and unable to locate each other. Individuals may develop serious physical or psychological problems requiring specialized medical services.

4. As a result of a major emergency affecting other jurisdictions within the Commonwealth of Virginia or the National Capital Region, the City may be requested to shelter evacuees.

5. As a result of a public health threat, quarantine and/or isolation may be necessary. If quarantine is implemented due to a public health threat, it may require special considerations and alter individual and community responses.

6. Any type of emergency may significantly affect the local animal population. A veterinary clinic, kennels,

and other facilities that house animals may be severely damaged or destroyed. Remaining open facilities will likely be overwhelmed by demands for services.

D. POLICIES.

1. The opening and staffing of shelters and other Mass Care issues is the responsibility of the City of Alexandria. The City of Alexandria Office of Emergency Management will oversee all Mass Care operations in the City through the EOC to ensure the population is served. The primary department for this ESF is Recreation, Parks and Cultural Activities (RPCA). Under Federal Charter, the American Red Cross (ARC) is responsible for Mass Care. The Alexandria Red Cross Chapter has the primary support role (through a written memorandum of understanding) in assisting RPCA in the opening and operation of shelters.

2. All government/volunteer/private resources will be utilized as necessary to coordinate effective public/private partnerships during an emergency.

3. Alexandria will coordinate mass care efforts with local and other non government organizations (NGOs) and other agencies.

4. Mass care operations will begin as soon as possible following an emergency. Public and private facilities that will provide the best available protection for displaced people will be used as shelters and/or mass feeding facilities. The basic essential life support to be provided for the displaced population includes food, water, clothing, medical services, sanitation, lodging and communications. The City EOC determines which shelters, (generally community centers and public school buildings) will be opened for shelter use.

5. Alexandria will coordinate with state and federal agencies to facilitate the delivery of assistance programs to individuals, including the identification of appropriate site(s) for Disaster Assistance Center(s).

6. The care of pets and other animal needs will be dealt with in accordance with the City's Pet Shelter Plan.

7. NONDISCRIMINATION. No services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency over and above what normally would be expected in the way of government services. The City's activities pursuant to the Federal /State Agreement for major emergency recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), Section 205.16.—Nondiscrimination. Federal disaster assistance is conditional on full compliance with this rule.

8. It is the policy of Alexandria to comply with the American Disabilities Act and its standards set forth in Title 41. CFR Section 101.19–6, to the extent permitted by fiscal constraints.

9. Alexandria will identify and publicize shelter locations.

10. Alexandria will secure cooperation of building owners for use of their property for shelter space.

11. Alexandria will coordinate appropriate levels of health and emergency medical care services at shelters as needed and as feasible.

12. Persons with special medical needs that exceed the capabilities and resources of the City’s emergency shelters will be provided shelter at existing and operational facilities that are uniquely and appropriately staffed and equipped to meet those needs. This will include coordination with the Northern Virginia Regional Hospital Coordinating Center (RHCC) in order to transport such persons to hospitals and/or nursing homes with appropriately equipped and staffed available beds, either within or outside of Northern Virginia. This effort will necessarily involve coordination between ESF 6 and ESF 8.

13. Pre-disaster, Alexandria Public Health and Emergency Management staff will work to educate the population so as to maximize personal/family and institutional preparedness for persons with special medical needs, so as to minimize the overall number of persons with special medical needs who may be in need of emergency shelter in any given all-hazards scenario.

14. Information about persons identified on shelter lists, casualty lists, hospital admission, etc, will be made available to family members to the extent allowable under confidentiality regulations.

15. Efforts will be made to coordinate among agencies providing information to minimize the number of inquiry points for families.

16. In the interest of public health and safety, the City will identify and attempt to meet the care and emergency needs of animals following emergencies.

17. Priorities will be directed toward animal care functions after human needs are met.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Emergency operations for most mass care incidents (individual assistance, sheltering, special population needs) will be an extension of normal programs and services. However, during widespread, multiple-site emergencies, human services personnel, resources and facilities may be overstressed and in short supply.

2. Mass Care operations can vary in length from several hours, to overnight, to multiple days and weeks depending on the severity and scope of the devastation experienced in the City. Mass care is intended to provide those basic human services needed to bridge the gap from the onset of the emergency to the beginning of effective, long term recovery operations. The facilities provided may include heating and cooling facilities, immediate refuges of last resort, short-term overnight shelters, and longer-term group housing that lasts days or weeks. Facilities can also include feeding centers without beds or those that can provide for the basic food and water needs of those sheltered in place.

3. Recreation, Parks and Cultural Activities is the primary department, in cooperation with the American Red Cross and others, for coordinating with provider agencies for mass care needs and problems not addressed by other human service agencies. Other City departments may assist in this effort.

4. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal human services groups.

5. Coordination between human services agencies is necessary to ensure emergency operational readiness. Each City department having responsibility for human services must develop operating instructions and resource listings to support this plan.

6. A listing of available emergency mass care resources is maintained by this Mass Care ESF.

7. Animal Issues.

   a. Most emergency situations can potentially lead to animal control problems and the need for certain animal services.

   b. Emergency operations for animal services will be an extension of their normal duties. However, during widespread, multiple-site emergencies, animal services resources and facilities may be in short supply.

c. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal agencies/ organizations.

d. Coordination between animal control and services agencies is necessary to ensure emergency operational readiness. Each entity having responsibility for animal control and services must develop operating instructions and resource listings to support this plan.

e. A listing of available emergency animal control and veterinary services resources is maintained by this Mass Care ESF.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

a. Primary and support agencies will work with the Office of Emergency Management to:

- Maintain this Mass Care Emergency Support Function (ESF) document.
- Develop and maintain a Shelter Operations Plan.
- Analyze mass care requirements.
- Identify and maintain current mass care inventories and equipment cache.
- Establish mass care inventory, control, and delivery systems.
- Develop agreements with mass care providers as necessary.
- Identify City assistance mass care locations and resources needed.
- Prepare a resource list that identifies the agencies/organizations responsible for providing the supplies (medical, food, and other necessary items) needed to treat and care for injured and sick animals during large–scale emergencies.
- Liaison with state EOC through the EOC Commander on animal evacuation and shelter plans.
- Maintain inventories of resources and facilities.
- Participate in drills, exercises.
- Participate in training and certification programs.
- Develop emergency action checklists.
- Participate in drills, exercises.
- Develop emergency action checklists.

2. General Emergency Tasks.

a. Primary and support agencies will when notified of an emergency situation, report to the City EOC, if appropriate.

b. Mass Care emergency actions may include:

- Provide feeding for victims and emergency workers.
- Identify facilities that are appropriate for feeding facilities.
- Medical and nursing aid.
- Provide potable water.
- Provide temporary sanitation facilities.
- Identify distribution service centers.
- Distribute food, clothing, medicine, commodities.
    - Provide information services.
    - Assess social service needs of victims.

- Provide counseling services.
- Provide special needs services.

b. Animal protection emergency actions include:
- Feeding.
- Sheltering.
- Veterinary care.
- Return to owner.

3. Specific Responsibilities.

a. Recreation Parks and Cultural Activities will:

- Assume the primary role of Mass Care Group Supervisor under the EOC Operations Section
- Provide facilities, personnel, supplies and other resources necessary to conduct and manage shelter operations for victims of the affected emergency area.
- During shelter operations provide frequent updates as to the shelter status to the EOC Operations Section Chief, Planning Section Chief and EOC Commander.
- Activate shelter operation plans and oversee shelter management.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. American Red Cross will:

- Assume the primary support role for this Mass Care Emergency Support Function
- Provide personnel, equipment, supplies, and other resources to support in setting up and running of shelter facilities.
- Provide for the mass feeding of affected individuals and relief workers at the shelter facilities.
- Assist in providing first aid stations at shelter facilities.
- Provide frequent updates as to the shelter status.
- Assist in the coordination of the Disaster Welfare Inquiry (Safe & Well Website).
- Assist in providing mental health counseling and support services.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Alexandria City Public Schools will:

- Provide facilities, personnel, equipment, supplies and other resources, as needed and available, to assist in shelter operations, mass feeding, or first aid medical care.
- Facilitate the opening and operation of emergency shelter and mass feeding sites upon request by the EOC Commander or Mass Care Group Supervisor.
- Provide personnel to assist in the mass feeding of evacuees and relief workers at the shelter sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Amateur Radio will:

- Assist with primary or alternate emergency radio communications support between mass care facilities and the EOC.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Animal Welfare League, Animal Shelter will:

- Provide facilities, personnel, supplies and other resources needed to assist in shelter operations for the pets of victims of the affected emergency area.

- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Code Administration will:

- Conduct inspections of shelter facilities to assure safety and suitability for occupancy.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Community & Human Services will:

- Provide personnel, supplies and other resources necessary to conduct shelter operations for victims of the affected emergency area. Provide back–up assistance when requested.
- Identify and handle any child abuse/neglect issues that present in the shelter(s).
- Provide on-site intake workers at shelters to identify and address any issues relating to CWS clients (including foster children and "prevention" clients,
- During shelter operations provide frequent updates as to the shelter status.
- Provide counseling and crisis intervention to emergency victims in mass care facilities/shelters.
- Assess community behavioral health needs following an emergency (see also ESF 8).
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. DASH will:

- Provide vehicles, personnel, supplies and other resources needed to transport people to shelters.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Fire Department will:

- Provide emergency medical care staff to assist in shelter operations when possible.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Human Rights will:

- Advise on physical needs for persons with disabilities and on cultural sensitivity issues, in mass care environment.
- Provide personnel, supplies and other resources needed to assist in shelter operations, including disability-support resources and foreign language capability.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Information Technology Services will:

- Assure needed computer and communications systems are established and functional at shelters and other mass care facilities.
- Provide technical support, maintenance and repair of computer and communications infrastructure.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

l. Library will:

- Provide personnel, books, supplies and other resources needed to assist in shelter operations for victims of the affected emergency area.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

m. Police Department will:

- Provide security presence as needed at shelters and/or supply distribution sites.
- Provide the means to identify sex offenders in shelters as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

n. Public Health will:

- Provide technical assistance and. Where appropriate regulatory oversight, to ensure health standards, for food, and water, are maintained at all service sites.
- Coordinate provisions of needed health services.
- Deploy the Medical Reserve Corps to assist in shelters.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

o. Sheriff's Office will:

- Provide personnel, equipment, supplies and other resources necessary to assist with mass care management, including managing existing contracts for meals in the detention center.
- Provide security presence as needed at shelters and/or supply distribution sites.
- Provide frequent updates as to the status of feeding and security issues in the shelters.
- Assist with needed health services at such as nursing and other health care professionals, medical surveillance and prophylaxis.
- Provide limited laundry services for shelters, as needed
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

p. Transportation and Environmental Services will:

- Provide the means to move resources and people as needed.
- Provide personnel, equipment, supplies and facilities to assist in shelter operations.
- Communicate with Dominion Virginia Power to ensure the highest priority for power restoration is given to facilities that are in use as shelters.
- During shelter operations provide frequent updates.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the Recreation, Parks and Cultural Activities and the American Red Cross, with the assistance of the support agencies, will staff the Mass Care ESF # 6. The Mass Care ESF is responsible for directing and coordinating emergency programs relating to mass care. A senior RPCA representative will assume the position of Mass Care Group Supervisor reporting to the EOC Operations Section Chief.

2. Mass Care personnel will be alerted according to prescribed departmental/agency policy. The EOC Mass Care Group Supervisor will assign the operational priorities for personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. Sub–functions may be activated within the Mass Care ESF to include:

- Mass Feeding.
- Mass Sheltering/Temporary Housing.
- Special Needs.
- Animal Protection Services.
- Mass Care Commodity Distribution.

a. Mass Feeding duties include:

- Identifying incident sites requiring mass feeding services.
- Determining present and future need for mass feeding resources:
  - Communications
  - Feeding facilities.
  - Feeding for victims and emergency workers.
  - Potable water.
  - Temporary sanitation facilities.
- Obtaining and coordinating deployment of mass feeding resources for emergency responders as requested by field incident commanders.

b. Sheltering/Temporary Housing duties include:

- Determining requirement for shelters for emergency victims and temporary sheltering for emergency responders.
- Establishing shelter sites and ensuring communications to each site.
- Ensuring a registration system is activated at each site.
- Establish alternative temporary housing facilities to provide short-term group housing until suitable transition housing can be arranged.

c. Special Needs duties include:

- Identifying incident locations requiring needs of special populations and individuals.
- Identifying sources and costs for providing for the needs of special populations and individuals.
- Coordinating programs and resources for special populations and individuals.

d. Animal Protection duties include:

- Search for, rescue, evacuate, and shelter animals.
- Treat and care for injured and sick animals.
- Collect and dispose of dead animals.
- Secure and identify lost and stray animals.

e. Mass Care Commodity Distribution duties include:

- Determine the commodities (i.e. food, water, ice, clothing, fuel) needing distribution.
- Determine the locations of those needing the commodities.
- Determine locations for distribution facilities.
- Determine resource needs for accomplishing the distribution (security, transport, storage, dispensing).
- Schedule and inform target groups of the plans for commodity distribution.

4. Evacuation will be coordinated at the EOC to ensure that evacuees are moved to appropriate locations, and that individuals needing special assistance are provided for. Mass Care ESF # 6 will ensure appropriate human services support.

5. Mass Care ESF # 6 likely tasks are found in the City box on the tab page at the front of this section.

Emergency Support Function (ESF) 7

Logistics

Preface

Emergencies have the potential to disrupt the availability of resources needed to effectively respond. The City may find it necessary to use its personnel and equipment in extraordinary ways, to call upon private citizens and organizations for assistance, and even to request help from neighboring jurisdictions and state and federal agencies to aid in the City's emergency operations.

Primary Agency

Purchasing (Finance)

Alexandria, Virginia

Emergency Operations Center ESF # 7 – Resource Management

Purpose:

1. Provide resources and logistical support for emergency response and recovery efforts.
2. Provide for the effective procurement, utilization, prioritization, and conservation of available local resources (equipment and supplies) during emergencies.
3. Provide for acquisition of resources from the State or Federal government when local resources are depleted.

Management of donated goods is addressed in ESF # 16, Volunteer and Donations Management.
Resource procurement contracting is also addressed in ESF # 20, Administration and Finance.

Primary:

- Procurement

Support:

- Alexandria City Public Schools
- American Red Cross
- Fire Department
- Police Department
- Public Health
- Sheriff's Office
- Transportation and Environmental Services.

Coordinating:

- Virginia Department of Agriculture and Consumer services.
- Virginia Department of Emergency Management

Likely Tasks:

- Staff ESF # 7 in the EOC Logistics Section.
- Coordinate with the EOC Commander and/or Planning Section Chief to determine resource needs. Essential information includes SALTT:
  - Size - What capacity according to Federal resource typing definitions?
  - Amount HOW many are needed?
  - Location WHERE is it needed? WHO needs it?
  - Type – What resource kinds and types are needed according to Federal resource typing definitions?
  - Time - WHEN is it needed?
- Establish, maintain contact with State EOC through the City EOC.
  - Coordinate additional resource needs.
- Purchasing:
  - Secure goods and services.

Likely Tasks Continued:

- Advise, assist the EOC Commander with determining priorities.
- In general:
  - Receive, document, prioritize, and track requests for resources.
  - Use resource inventory/lists to match and meet needs.
  - Coordinate with Transportation ESF # 1 as necessary.
  - Establish staging areas in coordination with State EOC.
  - Coordinate supply distribution points, reception, storage, and deployment.
  - Coordinate with other ESF's within the EOC.
  - Notify resource requesters of the fact that requests have been satisfied and provide data concerning expected time of arrival, quantity en–route, etc.
  - Maintain financial and legal accountability.
- Determine present and future need for food, water, and ice resources.
- Develop a plan that will ensure timely distribution of food, water, ice supplies to the affected areas.
- Coordinate food, water, and ice supply activities with the appropriate tasked organizations.
- Make emergency food supplies available to residents for take–home consumption.
- Coordinate the procurement and delivery of food, water and ice to City employees.
- Coordinate with Transportation ESF # 1 for transportation of food, water, and ice supplies to designated distribution or mass feeding sites.
- Obtain, coordinate food, water, and ice resources as requested by field incident commanders.

State of Virginia	
Primary • Department of Agriculture & Consumer Services (VDACS) • Department of Criminal Justice Services (DCJS) • Department of Emergency Management • Department of General Services (DGS) **Support** • Department of Corrections (DOC) • Department of Fire Programs (DOF) • Virginia Information Technology Agency (VITA) **Actions** • Identify unmet emergency needs.	*Actions Continued:* • Provide for the management and provision of critical resources and supplies in support of disaster response and recovery operations. • Ensure a coordinated framework for state resource management activities that include logistics planning, preparedness, implementation, and evaluation in support of disaster operations. • Identify need for food, water, ice: – Obtain and transport. – Forecast future needs. • Authorize emergency food stamps.

Federal Government	
Primary • General Services Administration **Support** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Homeland Security • Department of Labor • Department of Transportation • Department of Veterans Affairs • National Aeronautics and Space Administration National Communications System • Office of Personnel Management	**Actions** • Resource support consists of emergency relief supplies, facility space, office equipment, office supplies, telecommunications, contracting services, transportation services (in coordination with ESF # 1 Transportation), security services, and personnel required to support immediate response activities. • Provides support for requirements not specifically identified in other ESFs, including excess and surplus property. Resource support may continue until the disposition of excess and surplus property, if any, is completed. • Provision of nutrition assistance by the Food and Nutrition Service (FNS): determining nutrition assistance needs, obtaining and delivery of appropriate food supplies, authorizing emergency food stamps. (Department of Agriculture)

Emergency Operations Plan

Emergency Support Function - 7

Logistics

I. INTRODUCTION.

A. PURPOSE.

1. Provide resources and logistical support for emergency response and recovery efforts.

2. Provide for the effective procurement, utilization, prioritization, and conservation of available local resources (equipment and supplies) during emergencies.

3. Provide for acquisition of resources from the State or Federal government when local resources are depleted.

Note: Management of donated goods is addressed in ESF # 16, Volunteer and Donations Management. Resource procurement contracting addressed in ESF # 20, Administration and Finance.

B. SCOPE.

1. Provide citywide resources for emergency operations in the event of resource depletion (e.g. contracting services, office supplies and equipment, emergency supplies, transportation services, additional personnel, etc.). Procure and provide essential material resources as a part of the Logistics and Finance/Administration Sections.

2. Obtain needed food, water, ice and other consumable supplies.

3. Arrange for storage and transportation of food, water, ice and other consumable supplies to the designated receiving areas.

C. SITUATION.

1. Many resources are critical to the immediate emergency response following a major emergency event and may be critical for long–term recovery operations. Large scale emergencies quickly exhaust the normal stock of resources and supplies available, requiring the coordinated replenishment of personnel and equipment resources and expendable supplies in a rapid manner. Often, the availability of those resources and supplies is limited in the region where the emergency occurred due to widespread consumption.

2. Several categories of resources have been identified in the City:

   - Personnel
   - Equipment
   - Facilities

- Disaster Relief Commodities

3. The City Department of Finance maintains a list of public and private sector resources that could be utilized during an emergency response.

4. Most City departments have a cache of resources that can be used during an emergency.

5. An emergency will deprive people of access to food by disrupting the food supply distribution network and destroy stored food. People with food items may not have the means to prepare the food in a safe manner. Response personnel will need to have food provided to support their efforts. Animal and plant disease and plant pest infestation will not only threaten the human population, but also can economically devastating to a geographic area.

D. POLICIES.

1. Resources will be inventoried, prioritized and utilized in the most efficient manner possible, and be applied to functions and areas of greatest need.

2. Additional resources will be requested from State EOC when it is clear that all available Alexandria resources will be utilized.

3. The Alexandria EOC is responsible for securing resources from outside the City. Departments that obtain resources from the public or private sector by any other means may not be reimbursed for their expenses

4. All City departments are responsible for arranging the movement of department assets to points where they are needed during emergencies. If a department does not have suitable transportation capabilities, it may request assistance through the EOC.

5. The City Manager may invoke temporary controls on local resources and establish priorities for use.

6. The City Manager, in extraordinary circumstances, may convene advisory groups of public and private sector representatives to coordinate and manage the emergency use of community resources.

7. The EOC will coordinate dissemination of information concerning any emergency measures, and voluntary controls or rationing.

8. Citizens are advised to prepare their own emergency water and food supply to meet family needs so they are self-sufficient for a minimum of 72 hours.

9. Alexandria will coordinate with the State EOC to establish an emergency distribution system if an emergency disrupts the normal distribution process.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. The City will commit all locally available resources as necessary to protect the lives and property of its citizens. After local resources have been expended or committed, assistance will be sought from the State EOC.

2. The City will maintain a list of local resources available for emergency use. The list should indicate the quantity, location, and contact person.

3. The City will maintain records of all resources expended in an emergency, such as personnel, equipment, and materials.

4. City departments and agencies will use their own resources and equipment during emergency situations and will have control over the management of the resources as needed to respond to the situation.

5. The Emergency Management Coordinator will initiate the acquisition and commitment of resources from outside City government, except for normal mutual aid requests from the City's regional partners. Operational control of those resources rests with the incident commander for the incident or function where the resources are assigned.

6. All resource expenditures will be reported to the EOC during emergency situations.

7. Within the emergency area, after a catastrophic emergency, the following conditions will exist:

   a. A substantial percentage of the food processing and distribution capabilities will be disrupted.

   b. Access to bulk quantities of usable food and food grains in the impacted area will be limited.

   c. A substantial percentage of the water supply will be unusable, requiring juices or potable water supplies to be made available to the affected population.

   d. There will be a near total disruption of energy sources (e.g., electricity and gas). The only sources available will be oil and gasoline for generators and propane tanks. Most commercial cold storage freezer facilities will be inoperable.

8. Alexandria departments and volunteers will be directly impacted by the emergency and may be unable to respond to the emergency situation.

9. A substantial number of evacuees lodged in shelters within the emergency area will require food support.

10. An immediate human needs assessment (including food, water, health/medical, and housing) and the condition of the infrastructure (including transportation, communications, and utility systems) will be reported by the EOC to the State EOC.

11. Large bulk shipment of food supplies purchased, solicited, or donated will be coordinated with the Mass Care ESF # 6. Individuals and relief organizations from outside the emergency will begin to collect food, water and other commodities to assist. A plan for managing the likely inundation of donated commodities must be in place.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this Resource management Emergency Support Function (ESF).
      - Analyze resource requirements.
      - Identify and maintain current resource inventories.
      - Establish inventory, control, and delivery systems where applicable.
      - Develop a standardized form for use in emergency resource requests by agencies in the EOC during emergency operations.

- Develop agreements with resource providers as necessary with assistance from Finance (Purchasing).
- Identify staging area locations and resources needed.
- Identify and establish agreements with local and regional suppliers.
- Identify and establish agreement storage facilities, both refrigerated and non–refrigerated for the warehousing of food, water and ice.
- Participate in drills, exercises.
- Develop emergency action checklists.
- Maintain a list and train emergency procurement liaisons from each department.

2. General Emergency Tasks.

   a. Primary and support agencies will:

- When notified of an emergency situation, report to the City EOC, if appropriate.
- Coordinate implementation of resource management activities with the appropriate tasked organizations.
- Negotiate contracts for support of emergency actions as required.
  - Assure that emergency procurement procedures and documentation is followed.
- Determine the needs in terms of number of people, their location and usable food preparation facilities for feeding.
- Identify, locate and catalog available resources of food, transportation, equipment, storage and distribution facilities.
- Ensure foods are safe for human consumption (Public Health and Fire Department Emergency Medical Services).
- Coordinate shipment of food to designated areas.
- Establish logistical links with organizations involved in mass feeding.

3. Specific Responsibilities.

   a. Procurement will:

- Assume the role of primary department for this Emergency Support Function and assumes the positions of both Supply Unit Leader and Procurement Unit Leader to carry out those functions within the EOC.
- Schedule personnel to conduct resource management operations.
- Provide frequent updates to the EOC command and general staff during resource management operations.
- Assist with the development and maintenance of a resource management plan.
- Maintain the supply ordering and warehousing function for the EOC.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

   b. Alexandria City Public Schools will:

- Provide personnel, equipment, supplies and other resources necessary to aid the resource management needs utilizing existing staff and facilities as needed.
- Provide frequent updates as to the status of the school facilities and capabilities to the Supply and Procurement Unit Leaders.
- Record costs and expenditures and forward them to this ESF’s Group Supervisor.

   c. American Red Cross will:

- Provide personnel, equipment, supplies and other resources necessary to aid in this ESF.
- Provide frequent updates as to the status regarding victims to the Group Supervisor.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Fire Department will:

- Provide personnel, equipment, supplies and other resources necessary.
- Provide frequent updates as to the status regarding victims to the Group Supervisor.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Police Department will:

- Provide security as needed at resource storage and distribution sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Public Health will:

- Provide technical assistance to assure safe food and water.
- Lead distribution of medicines (see also ESF 8).
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Sheriff's Office will:

- Manage existing contracts for meals vendors in the detention center.
- Provide security as needed at resource storage and distribution sites.
- Provide vehicles and staff as needed to facilitate resource distribution.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Transportation and Environmental Services will:

- Provide personnel, equipment, supplies and facilities to assist in resource management operations.
- Provide frequent updates as to the status of transportation systems to the Supply and Procurement Unit Leaders.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

If the situation warrants, the Resource Management ESF # 7 may be implemented by establishing the Supply Unit within the Logistics Section and the Procurement Unit within the Finance/Administration Section. The designated representative from Finance – Purchasing will assume the position of both Supply Unit Leader and Procurement Unit Leader. Responsibilities include:

- Coordinating with the EOC Commander and/or the EOC Operations, EOC Planning, EOC Logistics and EOC Finance/Administration Section Chiefs to determine resource needs. Essential information includes the State of Virginia SALTT process:

  - Size,
  - Amount,
  - Location,
  - Type of resource
  - Time frame in which it is needed

2. The EOC will develop and use a zone system for staging emergency personnel and equipment responding in an emergency.

   a. Staging areas should be identified in each zone for both local resources to gather or for outside resources entering the City by major transportation routes/systems.

   b. This staging concept may support staging areas already set by incident commanders at individual incident sites.

   c. Communications should be established between EOC staging areas and the EOC.

   d. If feasible, staging areas and zones should be pre–designated.

3. Resource Management ESF # 7 likely tasks are found in the City box on the tab page at the front of this section.

D. DONATED GOODS.

1. After a major emergency has occurred, it can be anticipated that large quantities of unsolicited donated resources may be sent to Alexandria. Information should be disseminated to send these resources to designated staging areas for registering, inventorying, assignments, and distribution.

2. Management of donated supplies, food, clothing, medicine, and other items is discussed in the Volunteers and Donations ESF # 16.

E. ECONOMY.

After a major emergency, the free market economy and normal distribution, transportation, warehousing, and retail systems will be encouraged and maintained to the maximum extent possible. If an emergency causes a shortage of essential resources, Alexandria will endeavor to cooperate with the private sector and with the state in encouraging voluntary controls. Mandatory controls may become necessary.

Emergency Support Function (ESF) 8

Public Health, Behavioral Health, & Medical Facilities

Preface

Emergencies have the potential to create widespread public health problems while resources and facilities may be in short supply. Major health problems may emerge, such as infectious diseases, sanitation problems and contamination of food and water. Protecting the public from the public health impacts is vital in emergency response.

Primary Agency

Public Health Department

Alexandria, Virginia

Emergency Operations Center ESF # 8 – Public Health, Behavioral Health, & Medical Facilities

Purpose:

1. Ensure comprehensive public health and medical care during an emergency (excluding the emergency medical services provided in the field)..
2. Provide measures for communicable disease prevention and control (disease surveillance, investigation, containment and communication), including environmental health.

Emergency medical services provided in the field are coordinated in the Fire & Emergency Medical Services ESF # 4.

Provision of emergency first aid and mental health care at mass care facilities/shelters is addressed in the Mass Care ESF # 6.

Management of mass fatalities and operation of Family Assistance/Reunification Centers is addressed in the Mass Fatality Management ESF # 21.

Primary:

- Public Health Department

Support:

- Alexandria City Public Schools
- American Red Cross
- Animal Welfare League, Animal Control Division
- Communications & Public Information
- Community & Human Services
- Fire Department
- GIS
- Human Resources
- Police Department
- Recreation, Parks & Cultural Activities
- Sheriff's Office
- Transportation and Environmental Services

Coordinating:

- Inova Alexandria Hospital

Likely Tasks:

- Staff Health & Medical Facilities Group and/or Behavioral Health Group in the EOC Operations Section Human Services Branch.
- Determine condition, status of City health resources.
- Determine present and future need for health resources.
- Obtain, and coordinate health resources as requested by field incident commanders.
- Coordinate assistance to Medical Examiner in victim identification and mortuary services addressed in ESF # 21, Mass Fatality Management.

Likely Tasks Continued:

- Coordinate Medical Reserve Corp (MRC) activities.
- Coordinate the assessment of general health needs of the affected population, including:
  - Provide for dissemination of emergency public health information.
  - Surveillance and monitoring of conditions that could impact general health.
  - Evaluation of food, drug or medical safety.
  - Assessment of worker health and safety.
  - Identification of biological, chemical, radiological or physiological hazards.
  - Evaluation of mental health of emergency workers and victims
  - Advice on portability of water sources and disposition of solid waste and wastewater.
- Provide information on damages, status of Alexandria health systems; request additional health resources, as needed.
- Coordinate animal related advisories.
- Provide information and/or services for the disposal of dead animals.
- Coordinate distribution/dispensing of vaccines and/or prophylaxis.

State of Virginia	
Primary • Virginia Department of Health (VDH) **Support** • Department of Agriculture and Consumer Services • Department of General Services • Department of Health Professions • Department of Mental Health, Mental Retardation and Substance Abuse Services • Department of Military Affairs	**Actions** **<u>Voluntary and Private Organizations</u>**: • American Red Cross • Community Service Boards (community mental health services) • Regional Emergency Medical Services (EMS) Councils • Virginia Association of Volunteer Rescue Squads • Virginia Funeral Directors' Association • Virginia Veterinary Medical Association • Coordinate the provision of critical services to protect the health of citizens. • Provide medical, mental health and mortuary services as needed in large-scale emergencies.

Federal Government	
Primary • Department of Health and Human Services **Support** • Federal agencies as required. **Actions** • Provides supplemental assistance in identifying and meeting the public health and medical needs of victims. • This support is categorized in the following core functional areas: – Assessment of public health/medical needs (including behavioral health). – Public health surveillance. – Medical care personnel. – Health/medical equipment and supplies. – Patient evacuation.	*Actions Continued:* – Patient care. – Safety and security of human drugs, biologics, medical devices, and veterinary drugs. – Blood and blood products. – Food safety and security. – Agriculture safety and security. – Worker health/safety. – All–hazard public health and medical consultation, technical assistance, and support. – Behavioral health care. – Public health and medical information. – Vector control. – Potable water/wastewater and solid waste disposal. – Victim identification/ mortuary services. – Protection of animal health.

Emergency Operations Plan

Emergency Support Function - 8

Public Health, Behavioral Health, & Medical Facilities

I. INTRODUCTION.

A. PURPOSE.

1. Ensure comprehensive public health and medical care during an emergency, excluding the emergency medical services provided by the Fire Department and coordinated in the Fire & Emergency Medical Services ESF # 4. Mass Fatality Management is addressed in ESF # 21.

2. Provide measures for communicable disease prevention and control (disease surveillance, investigation, containment and communication), including environmental health.

B. SCOPE.

This Health & Medical Facilities ESF organizes appropriate health care personnel to provide community health services at clinics, provides surveillance and monitoring of the public health situation, issues health warnings and information on preventative and treatment options, distributes prophylactic medicine and vaccines to the public as necessary, coordinates the provision of health care services with private health care facilities, and advises on the status of potable water, waste water, solid waste ,air monitoring and other environmental health hazards.

C. SITUATION.

1. A major event would rapidly impact local and State government's resources and abilities to provide health services. Such an event would result in certain public health threats, including problems related to water, solid waste and physical and mental health. Health facilities may be severely damaged or destroyed resulting in a medical and pharmaceutical supplies/equipment shortage. Injuries and health conditions will be complicated by the impact of the emergency as well as in coordinating services of health care facilities and pharmacies.

2. Emergencies have the potential to raise stress levels in survivors and emergency responders, which may negatively affect their mental and emotional well being.

3. Situations with potential threat to health and safety of the community require coordination of public health and medical response. These could include natural disease outbreaks.

D. POLICIES.

1. Continuation of public health functions and control of environmental factors related to public health is essential following an emergency to prevent the outbreak of disease and to monitor the spread of vectors associated with the emergency and its aftermath.

2. Expedient health services are provided by the staff of the Public Health and private health care facilities.

3. It is desired to provide the highest quality of care possible. In all likelihood, emergency measures to protect life and health during emergencies will be exclusively dependent upon those resources available at the local level during the first critical hours post event. Austere conditions may limit the amount and quality of care it is possible to deliver.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Emergency situations can potentially lead to public health problems. Depending upon the nature of the incident, complications might include communicable diseases, sanitation problems, contamination of food and water, community mental health problems, and other health problems arising from animal diseases (specifically rabies).

2. Emergency operations for public health services will be an extension of their normal duties. However, during widespread, multiple-site emergencies, health personnel, resources and facilities may be inundated by a surge in workload.

3. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal health service groups.

4. Coordination between public health service agencies is necessary to ensure emergency operational readiness. Each department having responsibility for public health services must develop operating instructions and resource listings to support this plan.

5. The City has a Metropolitan Medical Response System (MMRS) Plan and is a participant in the National Capital Region MMRS Plan.

6. A listing of available emergency public health service resources is maintained by the City of Alexandria.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this Health Emergency Support Function (#8) document.
      - Maintain inventories of resources and equipment.
      - Develop public education information concerning the use of untreated water, contaminated food, and other unsanitary practices following emergencies.
      - Develop format for preparing health–related public information for distribution to the EOC PIO for release to the general public.
      - Develop procedures for deploying personnel into affected areas to provide surveillance and monitoring of public health following major emergencies.
      - Participate in drills, exercises.
      - Develop emergency action checklists.
      - Maintain mutual aid agreements.
      - Develop and test methods for providing large scale prophylaxis in the community.

2. General Emergency Tasks.

a. Primary and support agencies will:

- When notified of an emergency situation, report to the City EOC.
- Provide guidance on personal protective equipment and other exposure precautions
- Ascertain need for Health Surveillance.

3. Specific Emergency Concepts and Responsibilities.

a. Public Health will:

- Assume the role of primary department for this ESF and assumes the position of Health Group Supervisor in the EOC Operations Section to carry out those functions within the EOC.
- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health activities during an emergency.
- Coordinate distribution/dispensing of vaccines and/or prophylaxis.
- Coordinate health inspections and advise on general food handling and infection control matters.
- Coordinate through the EOC Public Information Officer the dissemination of emergency-related public health information to the public.
- Coordinate with hospitals and other health providers on response to health needs.
- Conduct surveillance for diseases, investigate as appropriate, and provide guidance on the prevention and control of the spread of diseases.
- Provide coordination of public health laboratory services.
- Coordinate with the Mass Care Coordinator to identify shelter occupants that may require assistance.
- Provide frequent updates to the EOC Operations Section Chief as to the status of the Health function.
- Coordinate with State fatality management services.
- Provide public health guidance and update to the healthcare providers.
- Coordinate Medical Reserve Corps (MRC) activities.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Alexandria City Public Schools will:

- Provide nursing personnel, facilities, refrigerated vehicles, and other resources as needed.
- Support relevant public information and education efforts (e.g., sending information home in student's backpacks, and disseminating information via the ACPS TV channel).
- Provide access to ACPS facilities for use as mass prophylaxis dispensing sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. American Red Cross will:

- Provide State licensed medical and mental health support personnel as requested.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Animal Welfare League, Animal Control Division will:

- Coordinate collection and disposal of dead animals.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Communications & Public Information will:

- Lead efforts to get timely, accurate information out to the public (see also ESF 15).

- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Community & Human Services will:

- Coordinate behavioral health activities among response agencies.
- Assess behavioral health needs following an emergency considering both the immediate and cumulative stress resulting from the emergency.
- Assess and communicate needs of the Department's residential populations.
- Coordinate increased staffing of telephone hotline, as necessary, to field incoming calls.
- Provide State licensed medical and mental health support personnel as requested.
- Coordinate through the EOC Public Information Officer the dissemination of public education on critical incident stress and stress management techniques.
- Provide outreach to serve identified behavioral health needs.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Police Department will:

- Assist with security at facilities providing health and medical services.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Fire Department will:

- Provide resources and logistical support (OEM).
- Provide medical support personnel, as requested and available.
- Communicate when CHEMPACK is deployed, and/or when RHCC is activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. GIS will:

- Provide geographic mapping and analysis for the location of sites to distribute/dispense vaccines and/or prophylaxis.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Human Resources will:

- Engage EAP as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Recreation, Parks & Cultural Activities will:

- Provide access to RPCA facilities for use as mass prophylaxis dispensing sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

l. Sheriff's Office will:

- Assist with security at facilities providing health and medical services.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

m. Transportation and Environmental Services will:

- Monitor sewerage treatment capabilities.
- Provide transportation support.

- Record costs and expenditures and forward them to this ESF's Group Supervisor.

n. Inova Alexandria Hospital will:

- Provide medical care for those injured or ill.
- Coordinate with EMS and other health providers on patient care capacity.
- Work with public health on community health issues.
- Coordinate, through the Hospital Command Center, with the City EOC.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate the Health ESF # 8 by assigning a representative of as Health Group Supervisor to coordinate public health services activities. The Health Group Supervisor is responsible for directing and coordinating emergency responses to situations relating to disease control, sanitation, and mental health. The Health Group Supervisor will make request to the state EOC through the EOC Commander for additional resources when all local public health services resources have been exhausted.

2. Public health personnel will be alerted according to prescribed departmental/agency policy. The Health Group Supervisor will assign the operational priorities for personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. Health Group Supervisor will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Evacuation will be coordinated through the EOC to ensure that evacuees are moved to appropriate locations and that the needs of individuals with disabilities and/or access and functional needs are provided for. Health ESF # 8 will ensure appropriate public health service support.

5. Health ESF # 8 likely tasks are found in the City box on the tab page at the front of this section.

Emergency Support Function (ESF) 9

Technical Rescue

Preface

Emergencies can cause structural collapse and other situations where people become entrapped and endangered. The City's response to these situations requires use of highly technical methods and equipment and specially trained responders.

Primary Agency

Fire Department Fire Operations

Alexandria, Virginia

Emergency Operations Center ESF # 9 – Technical Rescue

Purpose:
Technical Rescue ESF # 9 coordinates technical rescue operations and resources during emergency response and recovery. It describes the resources available in the City and the process from obtaining other technical rescue and Urban Search and Rescue (USAR) assets. Fire Fighting and Emergency Medical Service is addressed in ESF # 4 and Hazardous Materials is addressed in ESF # 10. The Fire Department is the Primary Agency responsible for ESFs # 4, # 9, and # 10. Search and rescue for missing persons is a Law Enforcement function.

Primary:
- Fire Department

Support:
- Code Administration
- Police Department
- Recreation, Parks and Cultural Activities
- Sheriff's Office
- Transportation and Environmental Services

Coordinating:
- Virginia Department of Emergency Management

Likely Tasks:
- Staff Technical Rescue Group in the EOC Operations Section.
- Identify incident sites or situations requiring Technical Rescue services to include:
  - Technical rescue activities following flood, tornado, and/or building collapses [Technical Rescue Team (TRT), USAR].
  - Water rescue and recovery operations for persons (MOT).
  - Searches for missing persons (Sheriff).
- Ensure operation of 911 dispatch and reporting systems.
  - Provide alternate communication links if necessary.

Likely Tasks Continued:
- Determine condition, status of Alexandria Technical Rescue resources.
- Determine present and future need for Technical Rescue and other on–scene resources.
- Determine need for USAR Task Force.
  - Coordinate response with State USAR Coordinator through the EOC Commander.
  - Assist with implementation of an appropriate mobilization plan in coordination with the assigned Task Force Leader and/or Incident Commander.
- Sources for resources can include:
  - Mutual aid.
  - State EOC.
  - State, and federal agencies (State SAR Teams per Virginia Fire Chief's Response Plan).
  - Volunteer groups.
  - Federal USAR Response Teams.
- Provide information on damages, status of Alexandria Technical Rescue systems; request additional Technical Rescue resources, as needed.
- Provide mutual aid to other jurisdictions if requested and appropriate.
- Obtain, coordinate Technical Rescue resources as requested by field incident commanders.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • Department of Aviation • Department of Conservation and Recreation • Department of Game and Inland Fisheries • Department of Forestry • Department of Military Affairs • Department of State Police (VSP) • Marine Resources Commission • Other state agencies as required **Voluntary and Private Organizations** • Civil Air Patrol • Volunteer search and rescue organization **Actions** • Non–Urban SAR, assistance with locating: – Missing persons. – Boats lost at sea. – Downed Aircraft.	**Actions** • Urban SAR, assistance with locating, extricating, and providing medical aid to victims trapped in collapsed structures. • Wilderness SAR to include: – Locating overdue/missing boaters on inland bodies of water or rivers. – Locating overdue persons or aircraft in wilderness areas. – Extraction & treatment of victims.

Federal Government	
Primary • Department of Homeland Security/Emergency Preparedness & Response/Federal Emergency Management Agency **Support** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Health & Human Services • Department of Homeland Security • Department of Justice • Department of Labor • Department of Transportation • Agency for International Development • National Aeronautics & Space Administration	**Actions** • Equipment, personnel to search for, extricate, and provide medical treatment of victims trapped in collapsed structures. (Urban Search/Rescue Task Forces) • Conduct needs assessment and provide technical advice. • Provide technical specialists and expertise in various urban SAR disciplines.

Emergency Operations Plan

Emergency Support Function - 9

Technical Rescue

I. INTRODUCTION.

A. PURPOSE.

Technical Rescue ESF # 9 coordinates technical rescue operations and resources during emergency response and recovery. It describes the resources available in the City and the process from obtaining other technical rescue and Urban Search and Rescue (USAR) assets. Fire Fighting is addressed in ESF # 4, Hazardous Materials is addressed in ESF # 10, and Emergency Medical Service is addressed in ESF # 17. Search and rescue for missing persons are a Law Enforcement function.

B. SCOPE.

The technical rescue responsibilities include locating, extricating, and providing medical assistance to persons trapped in damaged/destroyed structures or other untenable environmental circumstances such as water, ice, trench and high angle entrapment. Coordinate allocation of resources including personnel, materials, and goods and services within affected areas.

C. SITUATION.

1. Disasters may cause conditions that vary widely in scope, urgency, and degree of devastation. Substantial numbers of persons could be in life threatening situations requiring prompt rescue and medical care.

2. Rescue personnel will encounter widespread and extensive damage to buildings and be called on to rescue people trapped in them and other untenable environmental circumstances.

3. Because the mortality rate for structural collapse entrapment dramatically increases beyond 72 hours, search and rescue must begin immediately.

D. POLICIES.

1. The Fire Department shall coordinate and establish a roster of personnel that are qualified and willing to train in emergency response as a member of the Technical Rescue Team (TRT) and Marine Operations Team (MOT). Personnel shall be assigned team positions and offered advanced training to meet specific position requirements.

2. If activated, the USAR Teams are under the direction of local incident commanders. The USAR Leaders are responsible for planning, coordinating and managing a USAR response when requested and authorized to mobilize.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Fire Department Fire Operations will be the primary agency for response to incidents requiring technical rescue.

2. The Fire Department has a Technical Rescue Team (TRT) and a Marine Operations Team (MOT) that can be mobilized to assist the Incident Commander.

3. The City has special response vehicles to support technical rescue efforts as well as other fire department units that carry technical rescue equipment.

4. An Incident Commander may request regional technical rescue assets through normal mutual aid. The Duty Emergency manager must be notified when that occurs.

5. Requests for resources outside of normal regional mutual aid should be made through the Duty Emergency Manager (or EOC Commander, if EOC is activated) to the State EOC.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this Emergency Support Function (ESF) document.
      - Develop a system to quickly identify and establish City–wide search and rescue grids.
      - Identify high occupancy structures, critical facilities and other places of public assembly having potential for mass casualty.
      - Maintain inventories of resources and equipment (TRT and USAR).
      - Participate in drills, exercises.
      - Develop emergency action checklists.
      - Maintain mutual aid agreements.

2. General Emergency Tasks.

   a. Primary and support agencies will:

      - When notified of an emergency situation, report to the City EOC or send a designee.
      - Initiate search for victims throughout the impacted area.
      - Coordinate search and rescue activities with the appropriate tasked organizations.

3. Specific Responsibilities.

   a. Fire Department will:

      - Implement this Technical Rescue ESF by assuming the position of Technical Rescue Group Supervisor within the EOC Operations Section.
      - Provide personnel, equipment, supplies and other resources necessary to locate, extricate and treat the injured/trapped victims. The Fire Department operates a Technical Rescue Team and the Marine Operations Team.
      - Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct

Technical Rescue operations.
- Request further assistance from Virginia Department of Emergency Management through the EOC Commander for additional Technical Rescue resources.
- Provide frequent updates to the EOC on the status of Technical Rescue Operations.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Code Administration will:

- Provide personnel, equipment, supplies and other resources necessary to aid the technical rescue personnel with information regarding structural issues related to any involved properties.
- Provide expertise in building or structural issues.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Police Department will:

- Provide personnel, equipment, supplies and other resources necessary for security at the emergency area.
- Assist with the control of ingress and egress of personnel and equipment.
- Provide the Technical Rescue Group Supervisor with frequent updates as to the status of security in the emergency area.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Recreation, Parks and Cultural Activities will:

- Provide heavy equipment, operators, supplies and other resources necessary to aid the technical rescue personnel as needed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Sheriff's Office will:

- Provide personnel, equipment, supplies and other resources necessary for security at the emergency area.
- Assist with the control of ingress and egress of personnel and equipment.
- Provide the Technical Rescue Group Supervisor with frequent updates as to the status of security in the emergency area.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Transportation and Environmental Services will:

- Provide personnel, equipment, supplies and other resources necessary to aid the technical rescue personnel with information regarding structural issues related to any involved bridges, overpasses, culverts or other public infrastructure components as needed.
- Provide heavy equipment and operators as needed.
- Provide expertise in building or structural issues related to infrastructure components.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

1. The Fire Department will implement the Technical Rescue ESF by assuming the position of Technical Rescue Group Supervisor within the EOC Operations Section. Mobilizing local resources and outside assistance for large–scale technical rescue operations will be coordinated through the Technical Rescue

Group Supervisor.

a. The primary sources of trained personnel for technical rescue come from the Fire Department, public works, and the Federal Emergency Management Agency (FEMA) USAR Task Forces.

b. State and federal assistance are usually available for large–scale search and rescue (SAR) operations.

c. Smaller scale Technical Rescue may result in direct aid assistance from law enforcement dispatch or fire department dispatch to concerned area organizations.

d. Evacuation orders will be coordinated through the EOC to ensure that evacuees are moved to appropriate locations, and that the needs of special populations and individuals are provided for.

e. Technical Rescue ESF # 9 likely tasks are found in the City box on the tab page.

Emergency Support Function (ESF) 10

Hazardous Materials

Preface

Emergencies can cause the release of hazardous materials into the environment. The City's response to these situations requires use of highly technical methods and equipment and specially trained responders.

Primary Agency

Fire Department Fire Operations

Alexandria, Virginia

Emergency Operations Center ESF # 10 – Hazardous Materials

Purpose:
Coordination of personnel who would be called upon to respond to an accident or incident involving hazardous materials. Hazardous Materials ESF # 10 coordinates responses to an actual or potential discharge or release of hazardous materials resulting from a natural or man–made emergency. These incidents include, but are not necessarily limited to the following: motor vehicle transport emergencies, watercraft emergencies, release of radioactive and or chemical materials, laboratory emergencies, and criminal or terrorist activities. Fire Fighting & Emergency Medical Service is addressed in ESF # 4 and Technical Rescue is addressed in ESF # 9. The Fire Department is the Primary Agency responsible for ESFs # 4, # 9, and # 10.

Primary:
- Fire Department

Support:
- Alexandria City Public Schools
- Code Administration
- Police Department
- Public Health
- Recreation, Parks and Cultural Activities
- Sheriff's Office
- Transportation and Environmental Services

Coordinating:
- Inova Alexandria Hospital
- Virginia Department of Emergency Management

Likely Tasks:
- Staff ESF # 10 in the Operations Section Public Safety Branch.
- Identify incident sites requiring HazMat response services.
- Ensure operation of fire dispatch and reporting systems.
  - Provide alternate communication links if necessary.
- Determine present and future need for on–scene resources:
  - Communications.
  - Warning.
  - Search and rescue.
  - Emergency medical.
  - Heavy rescue.

Likely Tasks:
  - Evacuation.
  - Mass casualty transportation.
  - Mobile shelter.
  - Transport of emergency responders and resources.
  - Other Logistics: food; water; emergency power; lighting; etc.
- Obtain, coordinate Hazmat response resources as requested by field incident commanders.
- Notify State warning point (through City EOC).
- Establish contact/coordinate with appropriate state and federal agencies.
- Request mutual aid, as needed.
- Sources for resources can include:
  - Mutual aid.
  - State EOC.
- Provide information on damages, status of Alexandria HazMat response systems; request additional HazMat response resources, as needed.
- Coordinate hazardous materials cleanup activities with the appropriate tasked organizations.
- Coordinate activities of private cleanup companies.
- Ensure on–scene recovery activities are completed to include:
  - Transfer of product.
  - Clear wreckage.
  - Cleanup environment.
  - Identification of a disposal site.
  - Dispose of waste.
  - Move contaminated materials.
  - Decontaminate response equipment.
  - Provide medical monitoring of personnel.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • All State Agencies	**Actions** • Environmental protection guidance. • Activation of the state Environmental Response Plan that in part provides: – Coordination between federal, state, local governments, and private sector. – State resources.

Federal Government	
Primary • Environmental Protection Agency Department of Homeland Security/ U.S. Coast Guard **Support** • Department of – Agriculture – Commerce – Defense – Energy – Health and Human Services – Homeland Security – the Interior – Justice – Labor – State – Transportation • General Services Administration • Nuclear Regulatory Commission	**Actions** • Provide for coordinated responses to actual or potential oil and hazardous materials incidents to include chemical, biological, and radiological substances, whether accidentally or intentionally released. Includes certain chemical, biological, and radiological substances considered weapons of mass destruction (WMD. • Response to actual or threatened releases of materials that, as a result of an Incident of National Significance, pose a threat to public health or welfare or to the environment, e.g. household hazardous waste collection, permitting and monitoring of debris disposal, water quality monitoring and protection, air quality sampling and monitoring, and protection of natural resources. • Appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents. • Actions can include efforts to detect, identify, contain, clean up, or dispose of released oil and hazardous materials. May include stabilizing the release through the use of berms, dikes, or impoundments; capping of contaminated soils or sludge; use of chemicals and other materials to contain or retard the spread of the release or to decontaminate or mitigate its effects; drainage controls; fences, warning signs, or other security or site–control precautions; removal of highly contaminated soils from drainage areas; removal of drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials; and other measures as deemed necessary.

Emergency Operations Plan

Emergency Support Function - 10

Hazardous Materials

I. INTRODUCTION.

A. PURPOSE.

Coordination of personnel called upon to respond to an accident or incident involving hazardous materials. Hazardous Materials ESF # 10 coordinates responses to an actual or potential discharge or release of hazardous materials resulting from a natural or man–made emergency. These incidents include, but are not necessarily limited to the following: motor vehicle transport emergencies, watercraft emergencies, release of radioactive and or chemical materials, laboratory emergencies, and criminal or terrorist activities.

B. SCOPE.

Coordinate an effective and efficient response to discharges and releases of hazardous materials. Take necessary steps to assist with evacuation, restricting reentry into affected areas and requesting hazardous materials technical assistance. Coordinate hazardous materials team support in the detection and identification of hazardous materials and provide personnel, equipment, and supplies.

C. SITUATION.

1. The threat of an incident involving hazardous materials has escalated due to the increase in everyday use and transportation of chemicals by the various segments of our population.

2. Hazardous materials emergencies could occur from any one of several sources including roadway and rail transportation, aircraft accidents or fixed facility accidents, although the most probable occurrence is household hazardous materials.

3. Evacuation or sheltering-in-place may be required to protect portions of the City.

4. Victims of a hazardous materials incident may require unique or special medical treatment not typically available in the City.

5. The release of hazardous materials may have short and/or long term health, environmental and economic effects depending upon the type of product.

6. Hazardous materials emergencies may occur without warning requiring immediate emergency response actions.

7. The local jurisdiction must respond to the incident in the initial phase without assistance from outside the jurisdiction. This includes notification and warning of the public, evacuation or sheltering in place,

immediate first aid and isolation of the scene.

8. The City has a hazardous materials response team and is part of the Northern Virginia Regional Response Team, which is a component of the state response system.

D. POLICIES.

1. The Fire Department Fire Operations will exercise broad lawful authority, within existing capabilities, to protect life and property threatened by hazardous materials incidents, to include ordering evacuations, in–place sheltering, and necessary actions to contain the spill or release. For the purpose of this plan, a hazardous material is defined as any substance or material, including radioactive materials, which, when uncontrolled, can be harmful to people, animals, property, or the environment.

2. The Fire Department Fire Operations will retain the role of Incident Commander (IC) until the immediate threat to public safety is abated. Thereupon, the on–scene control will normally be turned over to the Responsible Party (spiller) who has primary responsibility for cleanup of the spill/release. The City will monitor the activities of the remediation effort to assure it is done correctly in cooperation with State and Federal agencies.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Local response agencies may be overwhelmed by the extent of the response effort, cleanup and disposal of hazardous materials releases.

2. There may be numerous incidents occurring simultaneously in separate locations.

3. Response personnel, cleanup crews and response equipment may have difficulty reaching the site of a hazardous materials release because of the damage sustained by the transportation infrastructure.

4. Additional response/cleanup personnel and equipment may be needed to supplement existing capabilities and to provide backup or relief resources.

5. Emergency exemptions may be needed for disposal of contaminated material.

6. There are several types of incidents involving hazardous materials: (a) incidents at fixed facilities, (b) shipping incidents, (c) roadway or rail transportation accidents, (d) incidents involving household hazardous materials and (e) known materials on the water, railway or roadway.

7. The level of response required for an incident is determined by:

   - Quantity, quality and the toxic effects of the material involved in the release.
   - Population and/or property threatened.
   - Type and availability of protective equipment required for the released material.
   - Consequences if no immediate action were taken.

8. Depending upon the threat posed by the incident, protective measures initiated for the safety of the public could include sheltering in place, evacuation and/or isolation of the contaminated environment.

9. Response procedures for each incident will be according to local policies and procedures in compliance with worker safety standards.

10. This ESF recognizes that a hazardous materials incident can change with time and necessitate escalating the response or downgrading the response as the situation dictates.

11. The Local Emergency Planning Committee (LEPC) has been established at the City level to identify the magnitude of the local hazard, assess the vulnerability of the community to that hazard and provide planning guidance for emergency response. A point of contact, the facility coordinator, will be identified at each covered facility as identified by SARA, Title III, Section 302.

12. Specific hazardous materials facility information has been gathered and is available to the response community through the Fire Department.

13. Training programs for emergency responders in the City is through the Virginia Department of Fire Programs, Virginia Department of Emergency Management (VDEM), individual agency in–service training, community college courses and other available related training. Exercise schedules for this plan are developed and maintained by the Fire Department.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

   - Maintain this Hazardous Materials ESF document.
   - Schedule drills, exercises.
   - Develop emergency action checklists.
   - Maintain a Community–Right–To–Know database of information on facilities with hazardous substances.
   - Maintain a hazardous materials response team capability.

2. General Emergency Tasks.

   a. Primary and support agencies will:

   - Receive notice of hazardous materials incident(s).
   - Identify, locate hazardous materials incident site(s).
   - Activate essential Emergency Support Functions/services.
   - Activate City EOC, if appropriate.
     - Send a representative to the EOC if activated.
   - On–Scene Response Activities:
     - Dispatch hazardous materials response team via mutual aid.
     - Establish on–scene command post.
     - Determine assess hazard, impacts and site boundaries.
     - Apply countermeasures, i.e. control ignition sources, stop releases, contain spills, control vapors.
     - Perform emergency rescue.
     - Provide medical treatment as necessary.
     - Fight fires.
     - Ensure safety of responders.
     - Determine and implement public safety measures, i.e. warning, evacuation, shelter–in–place.
     - Take appropriate action and make appropriate contacts if CBRNE/WMD event is suspected to be resulting from intentional act.

3. Specific Responsibilities.

a. Fire Department will:

- Implement this Hazardous Materials ESF by assuming the position of HazMat Group Supervisor within the EOC Operations Section.
- Provide personnel, equipment, supplies and other resources necessary to respond and mitigate all hazardous materials incidents.
- Provide emergency medical care resources where needed.
- Provide frequent updates to the EOC as to the status of HazMat operations.
- Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct hazardous materials operations.
- Request further assistance from VDEM for additional HazMat resources.
- Provide personnel, equipment, supplies and other resources necessary to aid the HazMat personnel with information regarding hazardous use permits and structural issues related to any involved properties.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Alexandria City Public Schools will:

- Provide personnel, equipment, supplies and other resources necessary to aid the hazardous materials response at schools with information regarding health issues arising from the release of the hazardous materials.
- Provide expertise and guidance in remediation of the affected school sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Code Administration will:

- Provide expertise in building or structural issues.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Police Department will:

- Provide personnel, equipment, supplies and other resources necessary for security at the emergency area.
- Assist with the control of ingress and egress of personnel and equipment.
- Provide the HazMat Group Supervisor with frequent updates as to the status of security functions in the emergency area.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Public Health will:

- Provide personnel, equipment, supplies and other resources as available to aid the hazardous materials response with information regarding health issues arising from the release of the hazardous materials.
- Provide expertise and guidance in remediation of the affected sites.
- Provide frequent updates as to the status of the public health and risks to the Group Supervisor.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Recreation, Parks and Cultural Activities will:

- Provide personnel, heavy equipment and operators, supplies and other resources necessary to aid

the response personnel with mitigation of the incident.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Sheriff's Office will:

- Provide personnel, equipment, supplies and other resources necessary for security at the emergency area.
- Assist with the control of ingress and egress of personnel and equipment.
- Provide the HazMat Group Supervisor with frequent updates as to the status of security functions in the emergency area.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Transportation and Environmental Services will:

- Provide personnel, equipment, supplies and other resources necessary to aid the response personnel with mitigation of the incident.
- Provide frequent updates as to the state of the environment and public infrastructure to the Group Supervisor.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Inova Alexandria Hospital will:

- Provide personnel, equipment, supplies and other resources necessary to aid in the treatment of the injured or contaminated victims.
- Provide frequent updates as to the status regarding victims.

j. Virginia Department of Emergency Management (VDEM) will:

- Provide personnel, equipment, supplies and other resources necessary to aid in this ESF.

C. ROLE OF CITY EOC.

1. Evacuation orders may be coordinated through the EOC to ensure that evacuees are moved to appropriate locations, and that the needs of special populations and individuals are provided for.

2. Hazardous Materials ESF # 10 likely tasks are found in the City box on the tab page at the front of this section.

Emergency Support Function (ESF) 12

Energy & Water Supply

Preface

Critical energy and water infrastructure such as electrical power, natural gas, and drinking water distribution systems can be damaged or destroyed during catastrophic emergency events. This infrastructure is vital to support the health, safety and welfare of the public during emergency response.

Primary Agency

Department of Transportation & Environmental Services (T&ES)

Alexandria, Virginia

Emergency Operations Center ESF # 12 – Energy & Water Supply

Purpose:
To respond to and recover from shortages and disruptions in the supply and delivery of electricity, natural gas, other forms of energy and fuels, and potable water.

Primary:
- Transportation & Environmental Services

Support:
- Code Administration
- General Services
- Public Health

Coordinating:
- **Alexandria Renew Enterprise**
- Dominion Virginia Power
- Washington Gas
- Virginia American Water Company

Likely Tasks:
- Determine present and future need for Energy resources.
- Obtain, coordinate Energy resources as requested by field incident commanders

Likely Tasks Continued:
- Staff Energy Group within the City EOC Operations Section.
- Ensure operation of Public Works dispatch and reporting systems.
- Determine condition, status of City Public Works resources.
- Identify incident sites requiring Public Works services.
- Determine present and future need for Public Works resources to support:
  - Search and rescue.
  - Heavy rescue.
- Determine condition, status of City energy and water systems.
- Establish contact and coordinate with other utilities.
- Recommend priorities for utility restoration.
- Coordinate the provision of energy materials, supplies, and personnel.

State of Virginia

Primary
- State Corporation Commission (SCC)

Support
- State Agencies
- Department of Emergency Management
- Department of Mines, Minerals and Energy (DMME)
- Department of Social Service

Voluntary and Private Organizations
- Private and public energy companies

Actions
- Implement voluntary energy conservation measures as appropriate.
- Determine state duties and responsibilities and outline the concept of operations to be used in responding to an energy emergency.
- Coordinate with local government and relief organizations to assist individuals and families whose health and safety are threatened by an energy emergency.
- Direct and control state-level emergency operations on behalf of the Governor.
- Keep the public informed.
- Repair damage and reestablish commercial and industrial energy systems (private sector).

Federal Government

Primary
- Department of Energy

Support
- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Homeland Security
- Department of the Interior
- Department of Labor
- Department of State
- Department of Transportation
- Environmental Protection Agency
- Nuclear Regulatory Commission
- Tennessee Valley Authority

Actions
- Assesses impacts.

Actions Continued
- Maintains lists of energy-centric critical assets and infrastructures, and continuously monitors those resources to identify and correct vulnerabilities to energy facilities.
- Focal point for receipt of information on actual or potential damage to energy supply and distribution systems and requirements for system design and operations, and on procedures for preparedness, prevention, recovery, and restoration.
- Assist with requests for emergency response actions as they pertain to the Nation's energy supply.
- Assist with locating fuel for transportation, communications, emergency operations, and national defense.
- Recommend actions to conserve fuel and electric power.
- Provide energy supply information and guidance on the conservation and efficient use of energy.
- Advise on priorities for energy restoration, assistance, and supply.

Emergency Operations Plan

Emergency Support Function - 12

Energy & Water Supply

I. INTRODUCTION.

A. PURPOSE.

Respond to and recover from shortages and disruptions in the supply and delivery of electricity, natural gas, other forms of energy and fuels, and potable water.

B. SCOPE.

1. This ESF covers the restoration of utility services which are interrupted due to an emergency and the coordination of services and communications among utilities, and with local, State, and Federal agencies.

2. Gather, assess, and share information on public utility system damage and estimation on the impact of energy system outages.

3. Coordinate requests for assistance from public utilities officials, suppliers and deliverers.

C. SITUATION.

1. A major or catastrophic event will severely damage and/or destroy power lines, telephone equipment, drainage systems, water and sewer lines, and gas mains. Emergency equipment in the affected areas may be inaccessible and / or damaged. Restoration of these services is essential and must begin immediately.

2. Emergencies may cause shortages in energy supplies by disrupting transmission or fuel supply levels, or increasing energy use.

3. Public utility emergencies can include acute shortages caused by power outages and flow disruptions and chronic shortages caused by panic buying of fuels/electricity.

4. Fuel shortages can be caused by imbalances in supply and distribution.

5. A shortage of energy in one form can cause shortages in other sources.

D. POLICIES.

1. The City Manager may establish energy allocation and use priorities.

2. The City Manager may establish and order energy conservation measures.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. A major or catastrophic emergency will cause unprecedented public utility and flood control system damage. Power lines, telephone equipment, gas mains, water and sewer, and drainage systems will be destroyed or damaged and must be restored or repaired. Utilities will be decimated and may be partially or fully inoperable.

2. Many local government and utility response personnel will be unable to perform their prescribed emergency duties. Emergency equipment in the immediate emergency area may be damaged or inaccessible. Resources will be limited in the immediate emergency area. Disaster assistance must begin immediately.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

   - Maintain this Emergency Support Function (ESF) document.
   - Identify local energy systems and providers.
   - Establish, maintain resource inventories.
   - Develop database of critical facilities and whether or not they have emergency or standby power supplies.
   - Develop database of existing critical facility generators, noting type of fuel, quantity on hand, and generator load.
   - Develop database listing of reserve generators and develop procedures for acquiring and deploying same with personnel to critical facilities during power failures.
   - Develop listing of priorities with local energy providers for use in emergency restoration services.
   - Develop procedures for assessing damages to local utility distribution systems.
   - Encourage mitigation practices at utility distribution facilities to reduce the potential effects of hazards on the utility's ability to deliver energy to local users.
   - Participate in drills, exercises.
   - Develop emergency action checklists.

2. General Emergency Tasks.

   a. Primary and support agencies will:

   - Coordinate energy activities with the appropriate tasked organizations.

3. Specific Emergency Responsibilities.

   a. Transportation & Environmental Services will:

   - Implement this Energy & Water ESF by assuming the position of Energy Group Supervisor within the EOC Operations Section.
   - Monitor public utility related issues to prevent a surprise public utility shortage.
   - Develop an operations plan for responding to public utilities shortages.
   - Provide an assessment report on the status of the water and wastewater systems and the impact of system outages.
   - Provide recommendations on priorities for energy, water and other utility restoration.

- Coordinate the implementation of approved priorities for energy, water and other utility restoration.
- Provide personnel, equipment, supplies and other resources needed to restore water and waste water systems critical to saving lives, protecting health, safety and property.
- Coordinate with Virginia American Water.
- Identify and address fire hydrants that are out of service.
- Coordinate and prioritize activities (e.g., road clearing) to facilitate repair of electricity and water distribution systems.
- Provide the EOC Operations Section Chief with frequent updates as to the status of public utilities.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Code Administration will:

- Act as Liaison with the business community for requests for restoration of utility services and / or repair of services.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. General Services will:

- Monitor the resources necessary to operate the City buildings.
- Provide personnel, equipment, supplies, and other resources needed to maintain City buildings and the City Fleet.
- Provide the Energy Group Supervisor with frequent updates as to the status of energy and water systems affecting City facilities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Public Health will:

- Inform the public about actions they need to take to assure food and water consumption is safe.
- Coordinate surveillance for potential health effects.
- Coordinate inspections of points of distribution (grocery stores, restaurants).
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Dominion Virginia Power will:

- Provide an assessment report on the status of power systems and the impact of system outages.
- Provide personnel, equipment, supplies, and other resources needed to restore power systems critical to saving lives, protecting health, safety and property.
- It is recommended that a representative physically be in the Emergency Operations Center.
- Provide the Group Supervisor with frequent updates as to the status of the power systems in the city.
- Maintain records of costs and expenditures to accomplish the Energy function and forward them to the Energy Group Supervisor.

g. Virginia American Water Company will:

- Respond to requests for restoration of water utility services and / or repair of services.
- Coordinate with the Energy Group Supervisor to prioritize the needs for water utility restoration services.
- Identify required support agencies, begin mobilization of resources and personnel, and prepare to activate and direct water utility restoration resources according to priorities.

h. Washington Gas will:.

- Provide an assessment report on the status of natural gas systems and the impact of system outages.
- Provide personnel, equipment, supplies, and other resources needed to restore natural gas systems critical to saving lives, protecting health, safety and property.
- Provide the Energy Group Supervisor with frequent updates as to the status of natural gas systems in the city.
- Maintain records of costs and expenditures to accomplish the Energy and Water function and forward them to the Energy Group Supervisor.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate the Energy Group Supervisor to coordinate all energy and utilities activities. The Energy Group Supervisor is responsible for directing and coordinating emergency programs relating to energy and utilities. The Energy Group Supervisor will make requests to the State EOC through the EOC Commander for additional resources when all City resources have been exhausted.

2. Energy and utilities personnel will be alerted according to prescribed departmental/agency policy. The operational priorities for personnel will be assigned by the Energy Group Supervisor. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. Energy, water and other utilities will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Energy & Water Supply ESF # 12 likely tasks are found in the City box on the tab page at the front of this section.

D. EMERGENCY ENERGY RESOURCE REQUESTS.

The procedure for receiving, evaluating, prioritizing and implementing emergency energy resource requests is as follows:

1. The primary department receives the emergency support request.

2. The support departments then prioritize the request.

3. The specific utility company will advise, in writing, an estimated completion time and submit this information to the Energy Group Supervisor.

4. If the resource request exceeds the available and obtainable government resources, the Energy Group Supervisor will submit the request to the Logistics Section through the Operations Section Chief for additional resources or Mutual Aid.

Emergency Support Function (ESF) 13

Law Enforcement & Security

Preface

Emergencies may create circumstances where public safety and order are disrupted. Restoring order, protecting public safety and preventing crime is a vital component of the City's emergency response.

Primary Agency

Police Department

Alexandria, Virginia

Emergency Operations Center ESF # 13 – Law Enforcement & Security

Purpose:

1. The overall coordination of the command and control formulation of the City, State, and Federal law enforcement personnel and equipment in support of emergency response and recovery operations.
2. This function provides for the timely and coordinated efforts of law enforcement personnel for public safety and protection. Activities which relate to evacuation, curfew, traffic management, crowd control, security and other extra–ordinary law enforcement functions are necessary to provide for the safety and welfare of the public within an emergency environment.

Primary:

- Police Department

Primary Support:

- Sheriff's Office

Support:

- Alexandria City Public Schools
- Fire Department
- Human Rights
- Transportation & Environmental Services

Coordinating:

- U.S. Park Police
- Virginia Department of Transportation
- Virginia State Police
- Washington Metropolitan Area Transit Authority Police

Likely Tasks:

- Staff the Law Enforcement Group in the EOC Operations Section.
- Coordinate response to identify incident sites requiring law enforcement and security services.
- Ensure the operation of police dispatch and reporting systems.
  - Provide alternate communication links if necessary.
- Determine condition and status of City law enforcement resources.

Likely Tasks Continued:

- Support damage assessment activities.
- Coordinate activities with the National Guard, state law enforcement personnel, and/or federal military officials if such organizations are providing support in affected areas.
- Organize and direct law enforcement activities.
- Ensure public safety and welfare are being implemented through such actions as:
  - Evacuation.
  - Crowd control.
  - Traffic control.
  - Property protection.
  - Security at designated facilities.
  - Incident perimeter control.
- Coordinate security for:
  - City facilities.
  - Evacuated areas.
  - Supply distribution points.
- Respond to mutual aid requests of other jurisdictions if requested and appropriate.
- Determine present and future need for law enforcement, security and other on–scene resources.

State of Virginia	
Primary • Virginia Department of State Police (VSP) **Support** • Department of Alcoholic Beverage Control. • Department of Aviation. • Department of Conservation and Recreation, Division of State Parks. • Department of Forestry. • Department of Game and Inland Fisheries. • Department of Military Affairs.	*Support Continued* • Department of Motor Vehicles. • Law enforcement personnel of other state agencies, when requested, for specific mission assignments. • Marine Resources Commission. **Actions** • Provide law enforcement services, includes: enforcement of laws, traffic control, investigation of crimes, security of evacuated areas, protection of life and property.

Federal Government	
Primary • Department of Homeland Security • Department of Justice **Support** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Homeland Security • Department of the Interior • Department of Justice • Department of Veterans Affairs • Environmental Protection Agency • National Aeronautics and Space Administration • Social Security Administration • U.S. Postal Service	**Actions** • Coordinates and provides support to state and local authorities to include non–investigative/non–criminal law enforcement, public safety, and security capabilities and resources. • Assess public safety and security needs, and respond to requests for federal resources and planning/technical assistance. • Supports incident management requirements including force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in both pre–incident and post–incident situations.

Emergency Operations Plan

Emergency Support Function - 13

Law Enforcement & Security

I. INTRODUCTION.

A. PURPOSE.

1. The overall coordination of the command and control formulation of the City, State, and Federal law enforcement personnel and equipment in support of emergency response and recovery operations.

2. This function provides for the timely and coordinated efforts of law enforcement personnel for public safety and protection. Activities which relate to evacuation, curfew, traffic management, crowd control, security and other extra–ordinary law enforcement functions are necessary to provide for the safety and welfare of the public within an emergency environment.

B. SCOPE.

Establish the roles and responsibilities of agencies involved in Law Enforcement & Security activities during an emergency.

C. SITUATION.

1. In an emergency, law enforcement/safety measures may be needed to protect life and property.

2. During an evacuation, traffic control personnel may be needed to ensure an orderly flow of traffic and proper parking at reception centers/shelters.

3. The concentration of large numbers of people in shelters during an evacuation may necessitate a police presence to maintain orderly conduct.

4. Extra patrols/surveillance will be needed in evacuated areas to prevent looting and protect property.

5. Evacuation of prisons/jails may require additional personnel.

6. When shelters, donation centers distribution centers, immunization centers or other emergency related service centers are operating there would need to be a law enforcement security presence in the center plus security during non-operational hours as well.

D. POLICIES.

The Police Department will exercise lawful authority to save lives and property, enforce laws, and enforce emergency orders and regulations during emergencies.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. During times of emergency, law enforcement agencies will be called upon to expand their operations. Existing mutual aid agreements will generally be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal law enforcement groups.

2. The Police Chief or his/her designee is responsible for coordination of operations in this ESF.

3. The Police Chief is responsible for law enforcement within the City. A chain of command will be established to cover shifts/absences.

4. Law enforcement agencies will utilize their normal communications networks.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the City of Alexandria Office of Emergency Management to:

      - Maintain this ESF document.
      - Maintain inventories of resources and equipment.
      - Participate in drills, exercises.
      - Develop emergency action checklists.
      - Develop procedures and policies for use in dealing with civil disorders, terrorist activity, and other law enforcement–intensive emergencies.
      - Develop, maintain mutual aid agreements.

2. General Emergency Tasks.

   a. Primary and support agencies will:

      - When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency scene or other location, as appropriate.
        - Maintain law and order.
      - Send agency representatives to the City EOC, when the EOC has been activated during an emergency.
      - Manage law enforcement resources and coordinate law enforcement field operations. Duties may include:
        - Enforce emergency orders.
        - Provide mobile units for warning operations.
        - Augment emergency communications.
        - Direct and control traffic during emergency operations.
        - Crowd control.
        - Search and rescue.
        - Support damage assessment activities.
        - Deploy personnel to provide security for emergency teams (Fire and EMS) operating in hostile or potentially hostile environments.
        - Provide security to key facilities: incident sites, critical facilities, damaged property, mass

care/shelter sites and staging areas.
- Provide security in the area affected by the emergency to protect public and private property.
- Evacuation:
  * Assist in the evacuation of people at risk in and around the emergency scene.
  * Provide security, patrol evacuated areas.
  * Control access to the scene of the emergency or the area that has been evacuated.
- Support other public safety activities as required.
- Request assistance through the state law enforcement mutual aid system as necessary.

3. Specific Responsibilities.

a. Police Department will:

- Implement this Law Enforcement & Security ESF by assuming the position of Law Enforcement Group Supervisor within the EOC Operations Section.
- Ensure the performance of normal law enforcement activities and "General Emergency Tasks."
- Staff control-points and roadblocks to expedite traffic to reception centers and prevent reentry of evacuated areas.
- Provide traffic control, law enforcement and security at damaged city property.
- Provide security at shelter facilities and donation centers.
- Assume the lead in evacuations and the coordination of needed equipment in support of this effort.
- Develop mutual aid agreements with surrounding law enforcement jurisdiction.
- Provide the EOC Operations Section Chief with frequent updates as to the status of law enforcement activities.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Sheriff's Office will:

- Assume primary support role for this ESF and coordinate support with the Police Department.
- Ensure the performance of normal law enforcement activities and "General Emergency Tasks."
- Provide security at the Courts and City Hall.
- Provide personnel, equipment, supplies and other resources necessary to assist in law enforcement activities.
- Provide traffic control, law enforcement and security at damaged City property.
- Provide security at the EOC during activation.
- Assist with security at shelter facilities and donation centers.
- Provide the Law Enforcement Group Supervisor with frequent updates as to the status of law enforcement activities.
- Develop and implement Mutual Aid Agreements with regional Sheriff's Offices and detention facilities.
- Maintain records of costs and expenditures to accomplish the Law Enforcement & Security function and forward them to the Law Enforcement Group Supervisor.

c. Alexandria City Public Schools will:

- Provide security personnel, equipment, supplies, and other resources needed to assist in law enforcement and security activities, particularly when school facilities are being used as shelter or resource staging locations.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Fire Department will:

- Provide personnel (Fire Marshals), equipment, supplies and other resources needed to assist in law enforcement activities as requested.
- Provide frequent updates on the status of law enforcement activities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Human Rights will:

- Advise on tolerance issues, antidiscrimination laws, civil rights issues, and factors impacting situations of civil unrest.
- Provide personnel, equipment, supplies and other resources needed to assist in law enforcement activities as requested.
- Serve as liaison, as appropriate, to diffuse tensions.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Transportation & Environmental Services will:

- Assist with traffic management (e.g., providing barricades, variable message sign boards), etc.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. U.S. Park Police will:

- Coordinate on evacuation activities, especially with regard to the George Washington Memorial Parkway.

h. Virginia Department of Transportation will:

- Provide personnel, equipment, supplies, and other resources needed to assist in law enforcement traffic control activities.
- Coordinate control points and roadblocks to expedite traffic flow and prevent reentry to evacuated areas.

i. Virginia State Police will:

- Provide personnel, equipment, supplies, and other resources needed to assist in law enforcement activities.
- Staff control-points and roadblocks to expedite traffic to reception centers and prevent reentry to evacuated areas.

j. Washington Metropolitan Area Transit Authority Police will:

- Lead law enforcement, security and traffic control activities in and around Metro stations.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate the Law Enforcement & Security ESF # 13 and designate the Law Enforcement Group Supervisor to coordinate all law enforcement activities, and to direct and coordinate all available local law enforcement personnel, equipment and supplies. The Law Enforcement Group Supervisor will make a request to the state EOC through the EOC Operations Section Chief and EOC Commander for additional resources when it is expected that all local law enforcement resources have been exhausted.

2. Law enforcement personnel will be alerted according to prescribed departmental policy. The operational priorities for personnel will be assigned by the various Law Enforcement department chiefs. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. The Law Enforcement Group Supervisor will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Evacuation will be coordinated through the EOC to ensure that evacuees are moved to appropriate locations, and that the needs of special populations and individuals are provided for. The Law Enforcement & Security ESF # 13 will ensure appropriate law enforcement support.

5. The Virginia Department of Criminal Justice Services (VDCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) shall be contacted immediately to deploy assistance when there are victims as defined in §19.2-11.01.

   "Victim," as defined in §19.2-11.01 of the Code of Virginia, means (i) a person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony or of assault and battery in violation of § 18.2-57 or § 18.2-57.2, stalking in violation of § 18.2-60.3, sexual battery in violation of § 18.2-67.4, attempted sexual battery in violation of § 18.2-67.5, maiming or driving while intoxicated in violation of § 18.2-51.4 or § 18.2-266, (ii) a spouse or child of such a person, (iii) a parent or legal guardian of such a person who is a minor, (iv) for the purposes of subdivision A 4 of this section only, a current or former foster parent or other person who has or has had physical custody of such a person who is a minor, for six months or more or for the majority of the minor's life, or (v) a spouse, parent, sibling or legal guardian of such a person who is physically or mentally incapacitated or was the victim of a homicide; however, "victim" does not mean a parent, child, spouse, sibling or legal guardian who commits a felony or other enumerated criminal offense against a victim as defined in clause (i).

   Criminal Injury Compensation Fund:

   Phone: 1-800-552-4007

   Email: cicfmail@vwc.state.va.us
   Fax: 804-367-1021

   Website: http://www.cicf.state.va.us/contactus.shtml

   Virginia Department of Criminal Justices Services:

   Phone: 1-888-887-3418

   Email: infoline@dcjs.virginia.gov.

   Web site: http://www.dcjs.virginia.gov/victims/

6. Law Enforcement & Security ESF # 13 likely tasks are found in the City box on the tab page at the front of this section.

Emergency Support Function (ESF) 15

Public Information

Preface

Emergencies may threaten life safety and may disrupt normal life. Rapid dissemination of information to the public is essential for protecting health and safety before, during and after emergencies and for informing the public of the City's emergency response efforts.

Primary Agency

Office of Communications & Public Information

Alexandria, Virginia

Emergency Operations Center ESF # 15 – Public Information

Purpose:

1. To establish a system that gathers and disseminates emergency–related information through the media and directly to the general public. This does not include the Alert and Warning information covered in the Alert & Warning ESF # 19.

2. Ensure that sufficient City assets are deployed to provide accurate, coordinated, and timely information to the public, the media, and local, state and federal governmental partners.

Primary:

- Communications & Public Information

Support:

- Alexandria City Public Schools
- Amateur Radio
- Code Administration
- Community & Human Services
- Court Service Unit
- DASH
- Fire Department
- General Services
- Historic Alexandria
- Housing
- Human Rights
- Library
- Police Department
- Public Health
- Recreation, Parks and Cultural Activities
- Sheriff's Office
- Transportation and Environmental Services

Coordinating:

- Inova Alexandria Hospital

Likely Tasks:

- Staff Public Information ESF as the EOC Public Information Officer and initiate the Joint Information System.
- Brief EMT & EOC management and staff on procedures/rules to release public information.
- Secure a Press Conference Room away from EOC activities.
- Assist with the dissemination of warning and emergency instructions.
  - Request activation of the EAS and NOAA Radio systems as required.
- Keep departments and staff informed of developments relating to approaching severe weather systems.
- Prepare official emergency public information:
  - Gather information.
  - Verify information for accuracy.
  - Monitor media reports.
- Designate an information center where media representatives can be briefed, compose their news copy, and have telecommunications with their newspaper or station.

Likely Tasks Continued:

- Maintain documentation: clip articles, log, and maintain list of releases sent.
- Provide emergency public information; Coordinate releases to public:
  - Inform the public about areas of damage, restricted areas, actions to protect and care for companion animals, farm animals, and wildlife, and available emergency assistance.
  - Issue official emergency instructions and information to the public through all available means.
  - Issue evacuation order(s) to media when directed by EOC.
  - Release information regarding curfews.
  - Provide information regarding distribution points for potable water and/or ice; Update the residents as to the quality of the water supply and stress the possible negative effects of drinking contaminated water; Provide information to the media (especially radio stations) about the quality of the water supply and the location of distribution points for potable water and/or ice, following an emergency.
- Establish communication links with local media.
  - Maintain direct media telephone and facsimile machine (FAX) numbers, to assure a method of communicating with them in the event of a failure in the media FAX network.
  - Maintain Email addresses to assure a method of communicating with them in the event of a failure in the media FAX network.
- Provide releases of information to the media, throughout emergency, of City government activities to assure residents that City is mobilizing to respond to emergency.
- Develop a flyer with information of importance for distribution to City workers in the field (police officers, firefighters, debris clearance personnel, damage assessment team, etc.).
- Establish, maintain contact with State EOC through the City EOC.
  - Coordinate emergency information efforts.
  - Participate in, coordinate with Joint Information Center.
- Utilize the City's cable television channels and capabilities.
- Monitor and respond to rumors.
- Schedule news conferences.
- Respond to media inquiries.
- Liaison with the business community (e.g. regarding requests for utility restoration).

State of Virginia	
Primary • Department of Emergency Management (VDEM), Public Affairs Office (PAO) • Other state agencies with public information capabilities. **Actions** • Implement, conduct public education and awareness programs. • Supplement local government PAO efforts.	*Actions Continued* • Provide PAO support in the field at the emergency site. • Ensure the public is made aware of potential emergency situations and of appropriate protective actions. • Keep the public informed about an ongoing emergency situation, and provide protective action guidance as appropriate. • Coordinate the release of information on emergencies at the state level.

Federal Government	
Primary • Department of Homeland Security/Emergency Preparedness and Response/Federal Emergency Management Agency **Support** • Federal Agencies as required. **Actions** • Ensures that sufficient federal assets are deployed to the field during a potential or actual Incident of National Significance to provide accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace.	*Actions Continued* • Engages with State, local, and tribal authorities as soon as possible during an actual or potential incident to synchronize overall incident communications to the public to include: – Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident. – Dissemination of incident information to the general public. • Establishes a Joint Information Center (JIC) to provide a supporting mechanism to develop, coordinate, and deliver information and instructions to the public related to: – Federal assistance to the incident–affected area. – Federal departmental/agency response. – National preparations. – Protective measures. – Impact on non–affected areas. – Federal law enforcement activities.

Emergency Operations Plan

Emergency Support Function - 15

Public Information

I. INTRODUCTION.

A. PURPOSE.

1. To establish a system that gathers and disseminates emergency–related information through the media and directly to the general public. This does not include the Alert and Warning information covered in the Alert & Warning ESF # 19.

2. Ensure that sufficient city assets are deployed to provide accurate, coordinated, and timely information to the public, the media, and local, state and federal governmental partners.

B. SCOPE.

To manage information during an emergency so that the most up to date and correct is used to inform the public. This emergency support function will use media reports to support the overall strategy for managing the incident. Coordinate with all agencies involved with the incident so that one message is used for public information to avoid any conflicts of released information. This ESF may be organized into the following functional components:

- Public Communications.
- Community Relations.
- Governmental Affairs.

C. SITUATION.

1. In an emergency it is important to provide timely and accurate information to the public and to the media outlets.

2. During an emergency, the public requires instructions, information about government response and recovery operations.

3. Emergency information will be disseminated by appropriate means based on the incident. The primary methods will be the use of the City's eNews Alert System, media outlets, the City's cable TV channel, the Emergency Alert System (EAS), the City's web site, newspapers and flyers.

4. The news coverage must be monitored to ensure that accurate information is being disseminated.

5. Given the City's location and high profile, the City needs to be prepared to keep US Congress and other political figures informed.

D. POLICIES.

1. It is the goal of the Alexandria to release timely and accurate emergency information to the public in a cooperative

manner with the media.

2. The Alexandria will coordinate emergency information releases with state and federal agencies.

3. The City Public Information Officer (PIO) through the City Manager's Office and/or EOC Commander manages all aspects of emergency public information.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Emergency public information efforts will focus on specific event–related information. Implementation of the NIMS Joint Information System (JIS) plans, protocols and structures will establish a mechanism to ensure delivery of understandable, timely, accurate and consistent information through coordination within the City and with neighboring jurisdictions, State and Federal agencies. This information will generally be of an instructional nature focusing on such things as warning, evacuation, and shelter. It is also important to keep the public informed of the general progress of events. A special effort will be made to report accurate information regarding emergency response to reassure the community that the situation is under control. Rumor control will be a major aspect of the JIS along with monitoring public feedback as a measure of the program's effectiveness. Information dissemination efforts will rely heavily on the cooperation of media organizations.

2. In general, the responsibilities of the public information functional components include:

   a. Public Communication.

      - Coordinate messages from the various response agencies and establish a Joint Information Center (JIC).
      - Gather information on the incident.
      - Provide incident related information through the media and other city sources to individuals, families, businesses, and industries directly or indirectly affected by the incident.
      - Use a broad range of resources to disseminate information.
      - Monitor the news coverage to ensure the accuracy of the information being disseminated.
      - Handle appropriate special projects such as news conferences and press operations for incident area tours.
      - Oversee the key function of media relations.

   b. Community Relations.

      - Prepare an initial action plan with incident–specific guidance and objectives, at the beginning of an actual or potential incident.
      - Identify and coordinate with the community leaders and neighborhood groups to assist in the rapid dissemination of information, identify unmet needs, and to establish an ongoing dialogue and information exchange.
      - Encourage the use of the Citizen Hotline as a way of getting input.

   c. Governmental Affairs.

      - Establish contact with the elected and appointed officials representing affected areas to provide information on the incident.
      - Be prepared to arrange an incident site visit for these officials and their staffs.
      - Respond to inquiries.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Maintain this ESF document.
      - Conduct hazard awareness programs.
      - Develop and deliver public education preparedness programs.
      - Prepare emergency information and instructions for release during emergencies.
      - Develop, maintain system to release timely emergency information and instructions.
      - Coordinate and maintain a working relationship with the media; particularly those who will disseminate emergency information to the public.
        - List and maintain available media resources (e.g. call letters, names, addresses, and telephone numbers) that will disseminate emergency information to the public.
      - Establish a means to monitor and respond to rumors.
      - Designate an information center that will be the single, official point of contact for the media during an emergency.
      - Develop Rumor Control Procedures.
      - Ensure ability to provide emergency information/instructions to hearing impaired and non–English speaking populations.
      - Participate in drills, exercises.
      - Develop emergency action checklists.

2. General Emergency Tasks.

   a. Primary and all support agencies will:

      - When notified, report to the City EOC or incident scene as appropriate.
      - Distribute approved information to the public using text messaging, email or other systems.

3. Specific Emergency Concepts and Responsibilities.

   a. Communications & Public Information will:

      - Implement this Public Information ESF by assuming the position of Public Information Officer within the EOC Command Staff.
      - Assume overall responsibility for ensuring a coordinated communications effort.
      - Develop coordinated messages to send out regarding any emergency in conjunction with all of the City agencies and regional partners.
      - Implement the NIMS Joint Information System and establish a joint information center.
      - Establish a media briefing area.
      - Coordinate all interviews.
      - Brief and liaison with elected and appointed officials or staff as appropriate.
      - Manage use of City cable television channel and capability.
      - Distribute information to the public via text messaging, email, the City Web site and/or other systems.
      - Disseminate approved information in response incoming inquiries via the citizen hotline, TTY/TDD, email and other systems.
      - Provide information on feedback and complaints received from citizens through the citizen hotline.
      - Provide frequent updates on the status of public information activities.
      - Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

   b. Alexandria City Public Schools will:

- Provide public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of students and parents.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information including assisting with the public information officer's duties.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email, the schools Web site, ACPS cable television channel, or other systems, including sending printed information home to parents in students' backpacks).
- Provide personnel with foreign language skills.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Code Administration will:

- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Community & Human Services will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel with language skills.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems, including sending printed information home to parents in the backpacks of children attending after-school programs.
- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel with language skills.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Court Service Unit will:

- Provide employees that are fully bilingual in Spanish.

f. Dash will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Fire Department will:

- Provide department public information staff to assist in the development and dissemination of public

information.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. General Services will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information including printing and copying material as needed.
- Provide frequent updates on the status of public information activities.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Historic Alexandria will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide advice on message content to best reach department clients.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Housing will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide advice on message content to best reach department clients.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Human Rights will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide personnel with foreign language skills.
- Provide advice on content and presentation of information in a culturally sensitive manner, especially during instances of civil unrest.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

l. Library will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

m. Mental Health, Mental Retardation and Substance Abuse (CSB) will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel with language skills.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

n. Police Department will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Provide security for the JIC and/or media briefing areas as necessary.
- Distribute approved information to the public using TENS (reverse 911), text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

o. Public Health will:

- Serve as primary message content advisor for public health related information
- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel, equipment, supplies and other resources as available to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

p. Recreation, Parks and Cultural Activities will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Advise on customizing public information to meet any special needs of the Department's clients.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of

information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems, including sending printed information home with children attending Rec-Center programs.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

q. Sheriff's Office will:
- Provide department public information staff to assist in the development and dissemination of public information.
- Provide personnel equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Provide security for the JIC and/or media briefing areas as necessary.
- Distribute approved information to the public using TENS (reverse 911), text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

r. Transportation and Environmental Services will:

- Provide department public information staff to assist in the development and dissemination of public information.
- Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information.
- Provide frequent updates on the status of public information activities.
- Distribute approved information to the public using text messaging, email or other systems.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

s. Inova Alexandria Hospital will:

- Coordinate with City PIO/ESF 15 on public information message content, and participate, as appropriate, in Joint Information Center, if established.
- Advise on customizing City generated public information to meet any special needs of the hospital's clients.

C. ROLE OF CITY EOC.

1. During emergency operations, the EOC PIO reports to the EOC Commander. As a member of the EOC Command staff, the EOC PIO works closely with the EOC Commander, EOC General Staff, and public information officers from all concerned agencies and private businesses to collect accurate information. The EOC PIO will brief EOC management and staff on procedures and how to release public information.

2. If media interest is intense, or as directed by the EOC Commander, the EOC PIO will establish and staff the EOC Public Information Officer position. The EOC PIO will:

   a. Be tailored to fit the situation to include media status boards and maps, and a press briefing area.

   b. Collect and disseminate emergency information in a timely manner.

   c. Issue official emergency instructions and information to the public through all available means.

   d. Prepare press releases and develop measures which allow the media to verify sources of information before publication or broadcast.

e. Coordinate with media and attempt to gain as much additional intelligence about damage, casualties and general conditions as media can provide. The media may have communication links, both within and outside the City that may be useful in the emergency response.

f. Establish a non–emergency information/visitor control section to receive and handle non–emergency calls, arrange for and accompany all visitors to the EOC, and provide escorts to accompany visitors into emergency areas.

g Coordinate with EOC Logistics Section Chief to ensure that the media center is operational and provide language translators as necessary.

3. The primary means to disseminate public information is by direct contact with the media and by use of the EAS.

a. Prior to the release of EAS message content, the messages should be coordinated with other local governments involved in the local EAS plan, and with State EOC, whenever possible.

b. EAS information should also be disseminated to field forces so they know what information and guidance is being released to the public.

4. Public Information ESF # 15 likely tasks are found in the City box on the tab page at the front of this section.

D. JOINT INFORMATION CENTER (JIC).

1. In the event of a major emergency with intense media interest, a Joint Information Center (JIC) may be established locally by the City to include state and federal agency representation. The JIC:
   - Provides a central location for the news media to obtain information, eliminate conflicting reports and reduce rumors.
   - Allows spokespersons from federal, state and local representatives to jointly develop and issue news releases.
   - Collects and disseminates information to the public to include rumor control information.

2. JIC facilities need to be equipped with communications equipment and necessary supplies. A JIC normally contains a room for media briefings, a media work area, a public information work area, and other rooms for inquiry functions.

3. If a Rumor Control Unit is activated, it should operate from a room separate from but adjacent to the media briefing room and deals with questions from the public and calmly disperses accurate information to callers.

Emergency Support Function (ESF) 16

Volunteer & Donation Management

Preface

Volunteers can provide needed assistance and perform valuable functions in response to emergencies that impact the City. Volunteers may be affiliated and trained members of existing volunteer organizations, such as the Red Cross, or the Community Emergency Response Team. Other volunteers may present themselves spontaneously in response to an emergency or disaster. A coordinated effort is necessary to efficiently and effectively make use of affiliated and spontaneous volunteers. In addition, individuals and organizations may offer donations of various goods during and following an emergency or disaster, and such donated goods can pose logistical problems for local governments. As a general rule, non-governmental organizations (NGOs) are best suited to organize and manage unsolicited incoming goods.

Primary Agency

Emergency Management

Alexandria, Virginia

Emergency Operations Center ESF # 16 – Volunteer & Donation Management

Purpose:
Manage and coordinate affiliated and unaffiliated (or spontaneous) volunteers and donated goods during an emergency. As a general rule, unsolicited donated goods (excluding monetary donations) will not be accepted by the City, but rather will be directed toward NGOs.

Primary:
- Office of Emergency Management

Primary Support:
- Volunteer Alexandria

Support:
- Alexandria City Public Schools
- American Red Cross
- Police Department
- Public Health
- Sheriff's Office

Likely Tasks:
- Staff Volunteer & Donations Management Group in the EOC and support the Planning Section Resource Unit and the Logistics Section Supply Unit.
- Obtain information on needed services and resources from other ESFs.
- Inform all ESFs about the locations and availability of goods and services through the EOC; Coordinate with Resource Management ESF # 7.

Volunteers
- Determine present and future need for volunteer resources.
- Obtain and coordinate volunteer resources as requested by other ESFs.
- Implement procedures to solicit, register, screen, receive, and deploy local volunteers.
- Set up one or more Volunteer Reception Centers, as needed, for volunteers to report to for credential screening and potential assignment.
- Coordinate and deploy City-sanctioned volunteers to perform needed functions.

Likely Tasks Continued:
- Coordinate with State EOC VOAD desk, when necessary, for volunteer help offered in aftermath of an emergency.
- Sources for resources can include:
  - American Red Cross.
  - CERT.
  - MRC.
  - Detention center work detail volunteers.
  - ACPS volunteers.
  - Salvation Army.
  - United Way.
  - Churches, and their affiliations.
  - General public.
  - Other pre–existing volunteer organizations.

Donations
- Determine present and future needs for donated goods (type and approximate numbers).
- Develop information for public distribution (through PIO) describing specific items needed, where to send them, etc.
- Through the EOC Public Information Officer, disseminate information to ensure that offers are not inappropriate to needs.
- Periodically update public information concerning needed items, etc.
- Receive offers of donated goods and services; match offers to needs.
- Respond to requests from other Groups and Units regarding solicitation of certain items.
- Coordinate activities with the state EOC if necessary.
- Manage cash donations received by City Government. (OMB and Finance)
- Implement cash management policies/procedures to ensure accountability for all cash donations received by the City during the emergency.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • All State Agencies **Actions** • Develop and maintain plans and procedures for volunteer and donations management.	*Actions Continued* • Inventory and maintain database of services and goods. • Identify anticipated needs and obtain selected donations of goods and services. • Publicize the needs of the community and victims. • Receive and record offers of assistance. • Facilitation of volunteers and donations to areas of need. • Identify and address unmet needs.

Federal Government	
Primary • Department of Homeland Security/Emergency Preparedness and Response/ Federal Emergency Management Agency **Support** • Department of State • Department of Transportation • General Services Administration • Corporation for National and Community Service • National Voluntary Organizations Active in Disaster **Actions** **<u>Donated Goods Management</u>** • Assistance in establishing a Donations Coordination Team, a Donations Coordination Center, and a donations staging area and warehouse.	*Actions Continued* • Development of a Donated Goods Facility Management Plan. • Technical and managerial support. • A national network of information and contacts to assist donations specialists in the field. • Communications support as necessary. **<u>Volunteer Management</u>** • Assistance in establishing a Volunteer Coordination Team and a Volunteer Reception Center. • Technical and managerial support. • A national network of information and contacts to assist volunteer management specialists working in the field. • Communications support as necessary.

Emergency Operations Plan

Emergency Support Function - 16

Volunteer & Donation Management

I. INTRODUCTION.

A. PURPOSE.

Manage and coordinate affiliated and unaffiliated (or spontaneous) volunteers and donated goods during an emergency. As a general rule, unsolicited donated goods (other than monetary donations) will not be accepted by the City, but rather will be directed toward NGOs.

B. SCOPE.

1. Respond to public inquiries regarding the need for volunteers or donated goods during an emergency.

2. Reach out to City departments to determine their needs for volunteers and donations during emergencies.

3. If volunteers or donated goods are needed, develop procedures to recruit and manage Volunteer and Donation Reception Centers to integrate them into the response/recovery system.

6. If cash donations are needed, establish a plan to communicate to the public how they can donate.

7. Maintain communication with other regional Volunteer Centers regarding mutual assistance.

C. SITUATION.

In the event of an emergency that has significant impact on the city as a whole or individual neighborhoods, people will likely want to donate goods and volunteer their services to assist in the community's response and recovery. It is the responsibility of the City government to have a plan for communicating with the public and for handling solicited donations and/or receiving and coordinating volunteers.

D. POLICIES.

1. Qualified volunteers will be utilized as needed in emergency response actions necessary to relieve human suffering. The City may reject or limit the utilization of volunteer services based on the analysis of ongoing need matched against bona fide qualifications of the offers.

2. Volunteers will follow the instructions of the supervisors and adhere to the safety precautions as provided to them. Alexandria does not accept responsibility for risk taking and negligent actions by the volunteers.

3. As a general rule, unsolicited donated goods, other than cash donations, will not be accepted by the City, but rather will be directed to NGOs.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Volunteers.

   a. It can be anticipated that in any emergency a large number of persons from the local community will volunteer to assist.

   b. A volunteer is defined as a person contributing a service, equipment, or facilities without re–numeration.

   c. Participation of local community volunteers will be coordinated by Office of Emergency Management staff.

   d. Office of Emergency Management:

      - Coordinates with other City agencies the recruitment of volunteer personnel and agencies to augment the personnel and facilities of the City, and maintains a register of persons with various training and skills.
      - Coordinates with private business or labor organizations to assist in emergency response and recovery operations.

   e. Reception and staging areas may be designated and persons wishing to volunteer may be directed to these sites for registration and emergency assignments, depending on availability of personnel to work these issues.

2. Donations.

   a. Disasters attract donations of goods, funds and services. This may be in response to formal requests for assistance through the news media or may be spontaneous.

   b. Large volumes of unsolicited material goods can have a negative impact on a jurisdiction's response and recovery efforts. Personnel resources would need to be diverted to accept, sort, categorize store, transport and distribute such donated goods. Therefore, as a general rule, unsolicited donated goods, other than cash donations, will not be accepted by the City, but rather will be directed to NGOs.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks. Primary and support agencies will:

   a. Volunteers.

      - Develop a City volunteer management plan for coordinating volunteers offering their services to Alexandria in time of emergency. Include provisions for referring offered services to appropriate ESF(s) for consideration.
      - Coordinate a task group of City personnel or volunteers who will assist with all needed functions, including managing Volunteer Reception Centers, including training and regular tabletop exercises.
      - Develop formal process to register volunteers as agents for the City.
      - Develop procedures for coordinating assignment of non–emergency personnel with the deployment of volunteer groups to prevent duplication of services.
      - Develop procedures for assisting other agencies with job descriptions and personnel management policies related to the deployment of volunteer groups/persons.

b. Donations.

- Develop a City plan for the management of donations. Coordinate plan development with the state donations management plan, as appropriate.
- Develop procedures for receiving, storing, sorting, and distributing donated goods.
- Develop and maintain a referral list of local charities and other non-governmental organizations that would potentially accept unsolicited donated goods in the event of an emergency or disaster.
- Develop procedures and policies for disseminating information to the general public (through the PIO) regarding types of material needed/solicited, as well as options/referrals for other donations.
- Coordinate with the Finance Department to develop procedures and policies for accepting special types of donations (e.g. cash, perishable materials, etc.).
  - Utilize the existing City procedures for receiving cash donations, as appropriate.
- Plan and coordinate with State VOAD, as appropriate.

2. General Emergency Tasks. Primary and support agencies will:

a. Volunteers.

- When notified of an emergency situation, report to the Volunteer Reception Center, or other location specified by the EOC.
- Provide information to the media (through the PIO) concerning the proper method(s) of offering services to emergency victims in Alexandria.
- Utilize City-sanctioned volunteers to perform needed functions.
- Implement procedures to track offers and their status.
- Set up one or more assembly and staging sites for volunteers to report to for credential screening and potential assignment. Only consider utilizing volunteers that can provide appropriate credentials.
- Screen, evaluate, and assign volunteers.
- Ensure volunteers are sustained with food, water, and shelter.
- Provide other ESFs with periodic updates concerning availability of volunteers. When an ESF requests volunteer services, implement procedures to arrange for the deployment of personnel to areas where need exists.

b. Donations.

- When notified of an emergency situation, report to the City EOC, if appropriate.
- Implement the City Donated Goods Management Plan (TBD), which involves the following:
  - The issuance of press releases describing what is needed and what is not needed, as well as procedures for properly packaging, labeling, and transporting donated goods to Reception Centers. Additionally, the preference for cash donations as opposed to in–kind donations should be stressed.
  - The activation of the Volunteer and Donation Management ESF # 16 at the EOC and various other operating locations as dictated by the situation.
  - The establishment of a Donations Management Center outside the affected area, as well as staging areas for use in managing the deployment of needed goods.
- Coordinate transportation requirements for incoming donations, including:
  - The relaying of information to rest areas and weigh stations concerning routing information and the acceptance or rejection of certain types of donated goods.
  - The placement of signs indicating routes to the reception center and/or staging areas.
  - The passage of designated goods for direct delivery to affected areas.
- Work with Logistics/Facilities Unit to secure warehouse space at sites near the emergency area. Arrange for security of site through Logistics/Facilities Unit.

- Request through the EOC Commander for the State EOC to activate the 1–800 number for use in managing donated goods flow (if necessary).

3. Specific Emergency Responsibilities.

a. Office of Emergency Management will:

- Implement this Volunteer & Donation Management ESF by assuming the position of Volunteers & Donations Team Leader assisting the EOC Logistics Section Resource Unit and the Planning Section Situation Unit.
- Coordinate requests for goods/cash donations and volunteers from non–profits and other community agencies with calls from the public who wish to provide goods/cash donations or volunteer service.
- Provide personnel necessary to coordinate plans and programs for volunteer and donation management activities during an emergency.
- Coordinate with the Public Information ESF to send appropriate information to the public about ongoing efforts to solicit and receive donated goods and volunteers.
- Establish the needed facilities to take in, control and to disperse the donated goods in an efficient manner.
- Communicate with non–profits and other community organizations to assess their needs for volunteers or donated goods.
- Ensure coordination with other local, regional and state donations and volunteer management efforts.
- Coordinate through the State VOAD and with the Alexandria Volunteer Bureau all volunteer centers of the National Capital Region according to the regional plan for communication/mutual cooperation in emergencies.
- Coordinate the Community Emergency Response Team (CERT) and provide CERT volunteers in support of Volunteer and Donations Management ESF initiatives.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Volunteer Alexandria will:

- Provide staffing to assist with the coordination and management of volunteers.
- Manage and operate a Volunteer Reception Center (or centers), as needed.
- Coordinate with other regional volunteer centers.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Alexandria City Public Schools will:

- Provide available school volunteers in support of Volunteer & Donation Management ESF initiatives.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. American Red Cross will:

- Provide direction and guidance regarding volunteer and donation management.
- Report emergence of spontaneous volunteers to the EOC or Volunteer Alexandria.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Human Rights will:

- Serve as conduit to nonprofit organizations providing disability services and interpreting (foreign language and sign language) services.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Police Department will:

- Activate Police Department pre-screened volunteers, as appropriate.
- Provide security access and traffic control at volunteer reception centers.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Public Health will:

- Oversee the Alexandria Medical Reserve Corps (MRC) and provide volunteer support as available.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Sheriff's Office will:

- Coordinate the use of volunteer inmate labor
- Provide security access and traffic control at volunteer reception centers.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may implement Volunteers & Donations ESF # 16 by establishing the Volunteers & Donations Team to assist the EOC Logistics Section Supply Unit and the Planning Section Resource Unit.

2. Volunteers & Donations ESF # 16 likely tasks are found in the City box on the tab page.

Emergency Support Function (ESF) 18

Life Safety & Damage Assessment

Preface

Emergencies may create widespread damage and life threatening situations. The City must make an initial determination of where damage is, damage severity, the kinds of resources needed and locations where they are needed. This assessment begins the City's emergency response to locate and quantify the scope and severity of life threatening situations and identify escalating emergencies.

The City must also gather detailed damage information necessary to organize longer term response and recovery efforts. This information is essential to obtaining a state of emergency declaration by the Governor or a federal disaster declaration, as necessary to obtain external assistance from these sources.

Primary Agency

Emergency Management

Alexandria, Virginia

Emergency Operations Center ESF # 18 – Life Safety & Damage Assessment

Purpose:
The purpose of this function is to: coordinate the initial Life Safety & Damage Assessment in the City so that accurate and timely information on the initial post-emergency situation is obtained; and to conduct comprehensive assessment and reporting of damage to public and private property resulting from an emergency and requesting state or federal disaster assistance.

Primary:
- Office of Emergency Management

Primary Support:
- Alexandria City Public Schools
- Code Administration
- General Services
- Real Estate Assessments
- Transportation & Environmental Services

Support:
- American Red Cross
- Community & Human Services
- Fire Department
- Human Rights
- Planning & Zoning
- Police Department
- Public Health
- Recreation, Parks & Cultural Activities
- Sheriff's Office

Coordinating:
- Inova Alexandria Hospital

Likely Tasks

Life Safety Assessment
- Collect and analyze initial assessment and damage information to include:
  - Locations of injuries, deaths, damages.
  - Types and extent of damages.
  - Impact on people.
  - Identify immediate victim needs (need for shelters, water availability, etc.).
  - Identify resource requirements (assistance needed) in areas affected.
  - Identify local resources available.
- Responsible for determining the initial impact on the citizens, the community, and/or City of Alexandria services.
- Provide initial damage assessment data and information to the Planning Section Situation Unit.

Likely Tasks Continued:
- Prepare an initial situation map illustrating the footprint (location, size, etc.) of the affected area to aid in deploying response and recovery resources.
  - The footprint may be revised several times during emergency response until the full extent of the impacted area is clearly identified.
- Make recommendations as to actions to be taken based on the assessment information.
- Provide a consolidated, overall situation report.
- Provide information necessary for Emergency Public Information.
- Provide information for situation reports to State EOC.
- Provide preliminary status reports to EOC Commander for forwarding to the State EOC as required by state and federal governments to determine eligibility for a Presidential Disaster Declaration.

Damage Assessment
- Staff the Damage Assessment function in the EOC Planning Section Situation Unit.
- Coordinate damage assessment of public and private property to determine the extent of damage.
- Activate, deploy damage assessment teams; Assign City personnel and volunteer professionals to damage assessment teams based on levels of certification and expertise.
- Receive, record and consolidate all damage reports.
- Provide data to support declarations of local, state and federal emergency and formal requests for assistance.
- Determine unsafe facilities; Assess and post all damaged buildings, structures, and facilities for structural integrity and occupant safety.
- Provide damage assessment data and information to EOC Management.
- Compile damage assessment reports and provide information on damages for reports to the State EOC.
- Analyze the damage assessment information to determine if the damages meet the criteria to request Federal Disaster Assistance (SBA or Presidential Declaration).
- Provide appraisers to assist with damage assessment.
- Coordinate damage assessments with state, and federal agencies as appropriate.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • All State agencies **Actions** • Deployment of a State Rapid Impact Assessment Team (RIAT) to provide an on-going assessment of the situation, technical assistance, and relaying local recommendations or resource requests to the SEOC.	*Actions Continued* • Evaluate immediate needs, determine the necessary state response or federal assistance and report the findings to the SEOC. • RIAT teams will evaluate immediate victim needs (food, water, medical, shelter, etc.) and impact to infrastructure (utilities, communications, transportation, etc.). Reports will be transmitted to the SEOC within 6-8 hours after arrival of the team.

Federal Government
Federal government agencies can provide supplemental assistance to local and state government to meet emergency needs during declared emergencies. Requests for federal assistance are processed through State DEM.

Emergency Operations Plan

Emergency Support Function - 18

Life Safety & Damage Assessment

I. INTRODUCTION.

A. PURPOSE.

1. **Life Safety Assessment:** Coordinate the conduct of the initial life safety assessment and ongoing damage assessments of the City so that accurate and timely information on the situation post-emergency are obtained.

2. **Damage Assessment:** Accomplish comprehensive assessment and reporting of damage to public and private property resulting from an emergency and requesting state or federal disaster assistance.

B. SCOPE.

1. Describe the organization, concept of operations and logistical matters of the life safety and damage assessment process that will be performed in an area that has been subjected to the impact of an emergency.

C. SITUATION.

1. Immediate, post–emergency impact, assessment flights over the impacted area(s) may not be feasible due to lingering severe weather and lack of daylight and other factors.

2. Road debris and downed power lines can hamper early transportation and entry into an area and rescue efforts.

3. Random reentry attempts can waste response capabilities, cause duplication of effort and cause damage to critical utilities.

4. A variety of public and private organizations have valid reasons for early reentry to impacted areas.

5. The routes that need to be opened and the critical facilities that need to be accessed first can be identified in advance of any storm.

6. There are few existing facilities where essential personnel can find refuge and secure essential equipment during a major storm.

7. Communications capabilities are likely to be seriously impaired for an unpredictable period of time in the immediate aftermath of a major emergency. This could interfere with dispatch of damage assessment personnel and rescue units.

8. There is a need for immediate life safety assessment that will eventually transition to deployment of Local Damage Assessment Teams (LDATs).

9. Damage Assessment is a structured attempt to quantify overall damages to property and the number of people injured or killed. Damage assessments are used to justify requests for gubernatorial and presidential disaster declarations. Damage assessment consists of gathering preliminary estimates in dollars and general descriptions of the location, nature, and severity of the damage sustained by the public and private sectors.

10. To support claims for public and private property losses under city, state and federal disaster recovery programs, the City will conduct a detailed assessment of damage to both the public and private sector and submit reports to the State Emergency Management.

11. A timely and well managed damage assessment will demonstrate City leadership, and will enable state/federal assessment teams to do their job quickly, and maximize public assistance benefits to the City.

D. POLICIES.

1. All City of Alexandria departmental personnel that are out on the streets will regularly report operational information and damages observed by them to the EOC through their normal dispatch centers.

2. The City of Alexandria will share assessment information with response and relief organizations in the EOC.

3. Personal information regarding emergency victims will be kept confidential and will only be shared with the response and recovery organizations identified within this plan for the sole purpose of providing assistance to these emergency victims.

4. In the event of a law enforcement related event, some assessment information may need to be kept confidential by the EOC staff or have limited distribution within the EOC until such time as the Police Chief or designee deems it appropriate for release within the EOC or to the public.

5. Life Safety Assessment will begin immediately upon occurrence of an emergency and Damage Assessment will begin as soon as it can safely be done.

6. Damage assessment should be conducted using surveys by teams of qualified City inspectors representing both the public and private sectors. Where required, these City teams will be augmented by inspectors from appropriate state and federal agencies. Types of damage assessment include:

    a. Individual Assistance damage assessment relates to estimates of damage to the private sector and individuals, and includes damages to homes, businesses, farms, possessions, and other improvements.

    b. Public Assistance damage assessment involves damage to public buildings, facilities, roads, bridges, sewer plants, etc. Public assistance is composed of emergency work and permanent restoration. Emergency work is defined as that necessary to save lives, protect public health and safety, and protect property. An example of emergency costs would be those associated with temporary facilities or temporary restoration of services. Permanent restoration is the cost associated with bringing a facility back to pre–emergency condition.

    c. Building Inspection. This is a more thorough, professional evaluation of individual building safety and habitability conducted by City inspectors.

7. All affected City of Alexandria departments will provide damage assessment reports regarding damage to buildings, equipment, vehicles, communications, and personnel availability to the EOC.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Life Safety Assessment.

   a. The primary function of the Life Safety Assessment is to rapidly determine the extent, location and nature of life threatening conditions with the City. The department assets (typically police patrol officers, fire and EMS units, and other City workers) shall report what they observe and what specific resources are needed. This information is transmitted back to the Situation Unit in the EOC where it is processed into a picture of what has happened to the community.

   b. Because of the inherent danger in the immediate post-emergency environment, department staff or units performing this function in the field should consist of a minimum of two people, operating out of a single vehicle.

2. Damage Assessment.

   a. A damage assessment of public and private property in the City is required to determine the extent of damage in order to provide a basis for determination of actions necessary, establishment of priorities among essential actions and allocation of City government resources. The damage assessment process will expedite relief and assistance if promptly implemented.

   b. The City is required to complete an initial damage assessment report and submit it to the State EOC within 72 hours.

   c. Damage assessment is conducted separately from life saving and property protection operations.

   d. Damage assessment is different from life safety assessment and may continue into the recovery phase.

   e. Forms for documenting public and private property damage and impact shall be included in department procedures, or distributed by the Office of Emergency Management as needed.

   f. Other public agencies are requested to utilize their communications capabilities to receive additional damage and situation information and to report this to the EOC.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Life Safety Assessment. Primary support and support agencies will work with the Office of Emergency Management to:

      - Develop and maintain a plan for conducting initial life safety assessments with assigned areas.
      - Train staff on the contents of the plan and the use of reporting forms and processes.
      - Participate in exercises to validate the plans contents and improve staff performance

   b. Damage Assessment. Primary support and support agencies will work with the Office of Emergency Management to:

      - Develop and maintain a plan for conducting initial damage assessments with assigned areas.
      - Train staff on the contents of the plan and the use of reporting forms and processes.

- Participate in exercises to validate the plans contents and improve staff performance.

2. General Emergency Tasks.

a. Life Safety Assessment. Primary and support agencies will:

- Update lists of life safety assessment resources available and their areas of responsibility.
- Communicate with the EOC, when possible, to report status and situation.
- Deploy resources as directed or according to the pre-determined plans.
- Report on the extent, location and nature of life threatening conditions with the City. They may include: unusual life threatening situations; trapped or injured people; severe weather; energized, downed power lines; gas leaks; building collapses; roads that are impassible; and emergency actions needed. (see Attachments 3 and 4)
- Each of the deployed resources may have primary operational responsibilities in a specified portion of the City area assigned by their department.
- The Office of Emergency Management will coordinate training session(s) for City employees performing life safety assessments.

b. Damage Assessment. Primary and support agencies will:

- When notified of an emergency situation, may send a representative to the City EOC, if appropriate.
- Activate and deploy local damage assessment teams (LDATs).
- Each resource is to be outfitted by their organization with appropriate personal gear and mission equipment.
- Participating organizations are responsible for selecting, outfitting and equipping their members as is appropriate to both their individual tasks and the overall mission.
- Report on initial damage to include: unusual situations, humans impacted, weather, downed power lines and damaged utilities, building damage, road conditions and emergency actions needed.
- Collect and maintain damage reports.
- Maintain records of damage reports.
- Compile damage assessment reports and provides information on damages to the EOC.
- Determine unsafe facilities.
- Maintain accurate records of funds, materials, and man–hours expended as a direct result of the emergency.
- Receive, record and consolidate all damage reports made by private citizens.
- The Office of Emergency Management will coordinate training session(s) for City employees performing damage assessments.

3. Specific Emergency Concepts and Responsibilities.

a. Life Safety Assessment.

(1) Office of Emergency Management will:

- Notify departments to advise their field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.

(2) Code Administration will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatcher.

- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

(3) Community & Human Services will:

- Advise on known client-populations in immediate danger, based on information obtained through contacts and relationships with clients in the community.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(4) Fire Department will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(5) Human Rights will:

- Advise on known client-populations in immediate danger, based on information obtained through contacts and relationships with clients in the community.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(6) Planning & Zoning will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(7) Police Department will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(8) Public Health will:

- Advise clinic staff and other field personnel to report any observations regarding life safety hazards and areas of the City known to be impacted, based on incoming patients/victims.
- Advise on known client-populations in immediate danger, based on information obtained through contacts and relationships with clients in the community.

- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(9) Recreation, Parks and Cultural Activities will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(10) Sheriff's Office will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Maintain and repair radio system.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(11) Transportation & Environmental Services will:

- Advise field units to report any observed life safety situations and areas of major damage to their department dispatchers for relay to the EOC.
- Relay the Life Safety Assessment information to the Duty Emergency Manager, or to the EOC if activated.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(12) Inova Alexandria Hospital will:

- Share observations, as requested, regarding life safety hazards and areas of the City known to be impacted, based on incoming patients/victims.

b. Damage Assessment.

(1) Office of Emergency Management will:

- The Emergency Management Coordinator serves as City Damage Assessment Coordinator. Duties include:
  - Coordinate assessment procedures with City government.
  - Develop system and forms for tabulating damage assessment.
  - Conduct damage assessment training.
  - Correlate and consolidate damage assessment including estimates of expenditures and submit final report to the State EOC.
  - Escort state and federal damage survey officials on inspection of damaged areas. Prioritize sequence of site visitations to ensure most heavily damaged areas are visited.
- Provide administrative advice and support relative to preparation of damage assessment forms and reports.

(2) Code Administration will:

- Staff the Life Safety & Damage Assessment Team Leader position in the EOC Situation Unit.
- Provide administrative advice and support relative to preparation of damage assessment forms and reports.
- Provide available personnel to lead the general LDAT field teams.
- Provide available personnel as required to assist special LDATs (for assessment of City-owned and ACPS facilities, and for assessment of roads, bridges, water control facilities, and other infrastructure).

(3) Alexandria City Public Schools will:

- Provide available personnel to lead special LDATs to assess damages at school facilities.
- Provide available personnel as required to assist general LDATs
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(4) General Services will:
- Provide available personnel to lead special LDATs to assess damages to City-owned facilities.
- Provide available personnel as required to assist general LDATs
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(5) Real Estate Assessments (Primary Support).

- Provide available personnel in support of the LDAT assessment efforts determining valuation on damaged property.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(6) Recreation, Parks and Cultural Activities will:

- Provide available personnel to form the LDATs to assess park and trail infrastructure.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(7) Transportation & Environmental Services will:
- Provide available personnel to lead special LDATs to assess roads, bridges, water control facilities and other infrastructure.
- Provide available personnel as required to assist general LDATs
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

(8) Planning & Zoning will:

- Provide available personnel to assist LDATs.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

C. ROLE OF CITY EOC.

1. Life Safety Assessment.

a. When the EOC is activated, the EOC Commander may activate the Life Safety & Damage Assessment ESF # 18 function by staffing a Life Safety Assessment Team Leader position to assist the Situation Unit Leader to coordinate Life Safety Assessment activities. The Life Safety Assessment Team Leader is responsible for directing and coordinating activities related to life safety assessment and what the impacts are to the City from the event. The Life Safety Assessment Team Leader will make request to the Situation Unit Leader for additional resources when more resources are needed.

b. Life safety assessment personnel will be alerted according to prescribed procedures. The Life Safety Assessment Leader will coordinate the notification of field personnel to perform life safety assessments with department shift commanders.

c. Life safety assessment field units will establish and maintain lines of communication to their department communications center to report life safety assessment information. The dispatch center will forward information to the Situation Unit Leader to provide real time information and facilitate coordination of activities and resources.

d. Life Safety Assessment ESF # 18 likely tasks are found in the City box on the tab page at the front of this section.

2. Damage Assessment.

a. When the EOC is activated, the EOC Commander may activate the Damage Assessment portion of the Life Safety & Damage Assessment ESF # 19 by staffing the Damage Assessment Team Leader to coordinate damage assessment activities with the EOC Planning Section, Situation Unit. The Damage Assessment Team Leader is responsible for directing and coordinating emergency programs relating to damage assessment. The Damage Assessment Team Leader will make request to the Situation Unit Leader for additional resources when additional resources are necessary.

b. Local Damage Assessment Team (LDAT) personnel will be alerted according to prescribed procedures. The Damage Assessment Team Leader will assign the operational priorities for damage assessment personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in deployment time.

c. The individual LDATs deployed in the field will establish and maintain lines of communication to the Damage Assessment Team Leader in the EOC during major response operations to facilitate coordination of activities and resources.

d. Damage Assessment ESF # 18 likely tasks are found in the City box on the tab page at the front of this section.

D. LOGISTICS AND ADMINISTRATION.

1. Damage Assessment equipment.

a. Tools and equipment–individual: All LDAT teams should be equipped with the following items.

- Puncture resistant, waterproof footwear.
- Rain protection, hardhat, rubber gloves, leather gloves, ear protection, safety glasses, and flashlight with spare batteries.
- Non–perishable food and water.
- Medications and other personal items.

b. Needed equipment: provided by LDAT members' organizations as follows (per vehicle). This list may be modified as experience is gained.

- Cellular phones and organizational radios to the extent feasible.
- 1 digital camera or 1 video camcorder, if possible, w/ tape and spare battery, vehicle power cord.

- Field glasses/ binoculars.
- Radios for internal communications.
- GPS.
- Team work area map set w/ markers.

c. Vehicles are to be furnished by members' organizations.

2. Administration of this ESF is the responsibility of Emergency Management as the Primary department and Code Enforcement as the Primary Support department.

3. All parties involved are encouraged to identify improvements to this ESF.

4. Team equipment lists are subject to modification as recommended by team members.

III. ATTACHMENTS AND REFERENCES.

A. ATTACHMENTS.

1. Life Safety Assessment (ESF # 18) Checklist.
2. Damage Assessment (ESF # 18) Checklist.
3. City of Alexandria Spot Report Procedure.
4. Alexandria Spot Report Form (3 x 5 Card Job Aid).
5. Life Safety Assessment Procedure.
6. Initial Field Situation Report.
7. Damage Assessment Procedure.
8. Local Government Cumulative Assessment Report.
9. Life Safety and Damage Assessment Concept of Operations Flow Chart.
10. Damage Assessment Plan. (TBD)

B. REFERENCES.

None.

Attachment 1

LIFE SAFETY ASSESSMENT (ESF # 18) CHECKLIST

Pre–Emergency	Work with the Office of Emergency Management to: ❑ Maintain this ESF document. ❑ Participate in drills, exercises. ❑ Develop emergency action checklists.
Emergency	❑ When notified, report to the City EOC.
Emergency Operations Center (EOC)	❑ Staff the life safety assessment team leader position to perform the Life Safety Assessment function within the EOC Planning Section, Situation Unit. – Responsible for determining the initial impact of an emergency on the citizens, the community, and/or City of Alexandria services. ❑ Collect and analyze initial life safety assessment information from field units to include: – Locations of injuries, deaths, damages. – Types and extent of damages. – Impact on people. – Identify immediate victim needs (need for shelters, water availability, etc.). – Identify resource requirements (assistance needed) in the affected areas. – Identify local resources available. ❑ Provide initial life safety assessment data and information to the EOC Planning Section Situation Unit. ❑ Prepare an initial situation map illustrating the footprint (location, size, etc.) of the affected area to aid in deploying response and recovery resources. – The footprint may be revised several times during emergency response until the full extent of the impacted area is clearly identified. ❑ Make recommendations as to actions to be taken based on the assessment information. ❑ Provide a consolidated, overall situation report for responding agencies/departments. ❑ Provide information necessary for the EOC Public Information Officer. ❑ Provide initial life safety assessment data to EOC. ❑ Provide situation reports to State EOCs.

Attachment 2

DAMAGE ASSESSMENT (ESF # 18) CHECKLIST

Pre–Emergency	Work with Office of Emergency Management to: ❑ Maintain this ESF document. ❑ Develop and coordinate damage assessment procedures with the State EOC. ❑ Develop system and forms for tabulating damage assessment. ❑ Develop damage assessment teams. ❑ Conduct damage assessment training. ❑ Maintain pre–emergency maps, photos, and other documents. ❑ Participate in drills, exercises. ❑ Develop emergency action checklists.
Emergency	❑ When notified, report to the City EOC.
Emergency Operations Center (EOC)	❑ Staff the Damage Assessment Team Leader position within the City EOC Planning Section Situation Unit. – Conduct damage assessment of public and private property to determine the extent of damage. ❑ Activate, deploy damage assessment teams. – Assign City personnel and volunteer professionals to damage assessment teams based on levels of certification and expertise. ❑ Prepare Initial Damage Assessment reports for the Situation Unit Leader. ❑ Request and coordinate structural engineers to assist in the evaluation of building safety, especially during search and rescue (SAR) operations. ❑ Receive, record and consolidate all damage reports. – Assemble damage assessment information and create visual displays and computerized GIS maps of the affected areas. – Determine the extent of damages. This information will provide a basis for determination of actions necessary, establishment of priorities among essential actions and allocation of City resources in the emergency area during the early stages of the recovery effort. ❑ Provide data to support City Manager local declarations of emergency and formal requests for assistance. Information to include: – The extent of emergency impact on the City (description of the emergency, where the emergency struck, approximate number of people affected, demographics of the affected area). – The dollar amount of damages. – Any conditions that could affect the ability to carry out relief coordination. ❑ Determine unsafe facilities. – Assess and post all damaged buildings, structures, and facilities for structural integrity and occupant safety. ❑ Provide damage assessment data and information to the Planning Section. ❑ Compile damage assessment reports and provide information on damages to the State EOCs. ❑ Provide appraisers to assist with damage assessment. – Arrange for appraisers to arrive at affected sites. ❑ Coordinate damage assessments with State, and federal agencies as appropriate.

	– Because federal funding may be involved, and as part of the public assistance application process, state and federal damage assessment teams may want to identify and validate damaged property, define scope of repairs, and determine repair or replacement costs. – Escort state and federal damage survey officials on inspection of damaged areas. – Develop map(s) for affected areas: * Sites are numbered on City map. * Damages are described on separate sheets of paper by numbers corresponding to numbers on maps. – Prioritize sequence of site visitations to ensure most heavily damaged areas are visited; it may not be necessary to visit isolated damage sites.
Recovery Actions	❑ Based on the damages and community development plans, provide guidance for post emergency mitigation and redevelopment opportunities. ❑ Prepare Hazard Mitigation Reports. ❑ Coordinate emergency permitting procedures. ❑ Analyze damages from floods and make recommendations to EOC Director and Emergency Management related to the National Flood Insurance Program (NFIP). ❑ Serve as liaison to insurance industry in event of build–back issues and FEMA/NFIP requirements. ❑ Coordinate and monitor the movement and activity of contractors entering the City working on restoration projects. ❑ Assist Real Estate Assessments with reappraisal of properties following an emergency for tax adjustments. ❑ Activate the City's Emergency Permitting Process. ❑ Prepare Project Worksheets. – A Project Worksheet identifies a specific damaged property or structure, defines the scope of work, and establishes the cost of repair or replacement. A separate Project Worksheet is assigned to each site or project. The compendium of Project Worksheets comprise in total the City's Public Assistance Application (federal monies granted to repair, replace damaged or destroyed public facilities). ❑ Train and deploy personnel for damage assessment. ❑ Provide administrative advice and support relative to preparation of damage assessment forms and reports. ❑ Analyze the damage assessment information to determine if the damages meet the criteria to request Federal Disaster Assistance (SBA or Presidential Declaration). ❑ Coordinate Damage Assessment reports for submission to State. ❑ Request assistance from emergency relief organizations as indicated from the damage assessment. ❑ Provide liaison to State EOC.

Attachment 3

CITY OF ALEXANDRIA SPOT REPORT PROCEDURE

Spot reports of initial life safety concerns and major damage are to be made by field units through their department dispatch centers to the Duty Emergency Manager (DEM) or the Emergency Operations Center (EOC), if activated.

1. The Duty Emergency Manager (DEM), or the EOC, if activated, will be the receiving point for the initial spot reports of life safety concerns and major damage reports as provided by emergency responders and other field units, the media, and the general public through the Citizen Hot Line or 911.

2. The City's field resources shall provide reports of persons needing assistance or damage caused by the emergency. Provide the following information IMMEDIATELY to your dispatcher, or by calling 911.

   A. Name/Reporting Unit:

   B. Location of Life Safety Concern/Damage:

   C. Problems/Damage:

   D. Actions Taken:

   E. Assistance Needed:

   F. Make Special Note of:

   - Status of high life–hazard occupancies (Critical Facilities).
   - Fire(s) in dwellings; businesses.
   - Street/road disruptions, such as those caused by debris, power lines, water.
   - Mass casualties, such as those from motor vehicle, structure collapse.
   - Trapped victims, e.g., in motor vehicles, dwellings, businesses.
   - Hazardous materials release, e.g., fixed site, transportation.
   - Utility–line disruptions, e.g., in power lines, water mains, etc.
   - Need for evacuations, e.g., life-hazard occupancies.
   - Health/medical concerns, e.g., at health/medical care facilities.
   - Crowd control, e.g., unruly or threatening behavior, looting, etc.

3. Methods for receiving the information in the EOC include:

   - Radio and telephone reports from emergency personnel on scene (Police, Sheriff, Fire, T&ES, General Services)
   - Information broadcast by the media and validated by field units.
   - Information provided by the public through the Citizen Hot Line or 911.

4. The EOC will perform analysis on the information provided to map the nature and extent of the emergency, describe the areas affected and direct resources to critical areas.

   - Area(s) of impact.
   - Threatened area(s).
   - What has happened?
   - What needs to be done?
   - What resources are needed?
   - Status of emergency response to include: personnel, equipment, supplies, vehicles, communications, facilities.
   - Estimates of deaths, injuries, and damage.
   - Number and location of people threatened and in need of assistance.
   - Public protection actions taken.
   - Public protection actions needed.

Attachment 4

ALEXANDRIA SPOT REPORT FORM (3X5 CARD JOB AID)

Life Safety and Major Damage

Alexandria Damage & Needs Assessment	ALEXANDRIA SPOT REPORT *For Use By Field Personnel, Dispatch Centers, OEM Duty Officer*	Form OEM/DA–1

A. Name/Reporting Unit:

B. Location of Life Safety Concern/Damage:

C. Problems/Damage:

D. Actions Taken:

E. Assistance Needed:

Provide this information IMMEDIATELY to your Dispatch or OEM Duty Officer.

F. Make Special Note Of:

- ❑ Status of high life–hazard occupancies (Critical Facilities)
- ❑ Fire(s) in dwellings; businesses
- ❑ Street/road disruptions, such as those caused by debris, power lines, water
- ❑ Mass casualties, such as those from motor vehicle, structure collapse
- ❑ Trapped victims, e.g., in motor vehicles, dwellings, businesses
- ❑ Hazardous materials release, e.g., fixed site, transportation
- ❑ Utility–line disruptions, e.g., in power lines, water mains, etc.
- ❑ Need for evacuations, e.g., life-hazard occupancies
- ❑ Health/medical concerns, e.g., at health/medical care facilities
- ❑ Crowd control, e.g., unruly or threatening behavior, looting, etc.

Attachment 5

CITY OF ALEXANDRIA LIFE SAFETY ASSESSMENT PROCEDURE

Procedure

LIFE SAFETY ASSESSMENT

1. Life safety assessments are performed to gain "A Quick Overview of What Happened."

   - The purpose of the initial Life Safety Assessment is to assess and report the nature, magnitude and the scope of the event so that decision makers can assign priorities to the response, utilize available resources more effectively, and request additional resources appropriate to the situation. Life Safety Assessment is not to estimate the dollar value of the damage or the fine details. That information is collected during the Damage Assessment.
   - Life Safety Assessment information is obtained from employees of departments that normally deploy resources into the field. (Police, Fire, Sheriff, T&ES, General Services).

2. These initial first impression reports form the basis for emergency proclamations, and requests for assistance from the state and federal government, if warranted.

3. Critical information includes: locations of persons needing assistance, injuries, deaths, areas of major damage that might lead to injuries or deaths; local resources available; assistance needed. This information will be communicated to the respective department's communications center and forwarded to the Duty Emergency Manager or the EOC, if activated.

4. Methods include:

   - Windshield Assessment/Survey: drive through all affected areas visually gathering data.
   - Aerial Inspection (Fly Over): Weather permitting, aircraft are utilized for initial assessments, and later for more detailed assessments. Input can be written observer logs, photos, or video.

5. Information is compiled by the Duty Emergency Manager or the EOC Situation Unit, if activated.

6. Immediate analysis will include:

   - A description of the emergency.
   - Where the emergency struck.
   - Approximate number of people affected (e.g. homeless and missing, known casualties).
   - Demographics of the affected area.
   - Whether the emergency is still occurring, and other current conditions observed.
   - Any conditions that could affect the ability to carry out emergency response and relief coordination.

Attachment 6

INITIAL FIELD SITUATION REPORT

Date: _____ **Time: _____**

Report The Following To:

- ❑ Department Dispatch for forwarding to the DEM
- ❑ Alexandria EOC
- ❑ Other:

General Information:

- ❑ What has happened?
- ❑ How bad is it?
- ❑ What can be done about it?
- ❑ What resources are needed?

Status of:

- ❑ Personnel:
- ❑ Equipment:
- ❑ Vehicles:
- ❑ Communication Capabilities:
- ❑ Facilities:

Signature: _____

Attachment 7

DAMAGE ASSESSMENT PROCEDURE

A. BUILDING ASSESSMENTS AND PRIORITIES.

1. Code Enforcement is the Primary Support department for the post–emergency inspection of buildings and infrastructure for damage and performs the role of Damage Assessment Team Leader in the EOC, working for the Situation Unit Leader. They will be assisted as necessary by T&ES (infrastructure), General Services (City buildings), ACPS (School facilities), Real Estate Assessments (property valuation) and by persons with engineering expertise from other agencies and the private sector.

2. The priority for building inspections is as follows:

   a. Command and control facilities such as the Emergency Operations Center (EOC) and department operations centers (DOCs).

   b. Facilities critical to public safety, such as communications and 9–1–1 centers, jails, hospitals, community shelters (community centers and schools), nursing homes and utility providers.

   c. Public service facilities such as government offices and facilities.

   d. Commercial or residential structures the failure of which poses an imminent threat to the public.

   e. Others as directed as the situation warrants.

3. A detailed list of buildings and addresses for each category is maintained as an attachment to the Damage Assessment Plan. (TBD)

B. LOCAL DAMAGE ASSESSMENT TEAMS (LDATs).

1. It is important to obtain a rapid damage assessment after an emergency event. Local damage assessment teams are formed and deployed to the emergency area as quickly as possible to make initial damage assessments and report critical needs to the EOC.

2. Local Damage Assessment Teams will focus primarily on the damage to infrastructure (such as utilities, transportation and communications capabilities) and buildings in the City. They will be composed of City employees with appropriate expertise to make accurate assessments. LDATs will have a team leader who is designated by City government.

3. After the initial damage information is collected, federal/state/City teams may be formed to verify the damage information.

4. After the emergency response phase is over, and if damages are, or appear to be, of the magnitude to be included in Federal Disaster Assistance, other assessment teams may be formed to assess the impacts of the event on the community. The formation of the teams and the coordination of what will be assessed and when is coordinated by the EOC. A declaration of local emergency is needed to begin this process.

5. Federal Assistance is divided into two basic categories: damage to private property and small businesses (Individual Assistance) and damage to and costs incurred by public agencies and private, non–profit organizations which provide a like government service (Public Assistance). Either one or both categories may be requested in a major event.

6. After the assessment is done, a specific request for assistance is sent by the Governor, through the FEMA to the President. The President may approve or deny the request.

C. DAMAGE ASSESSMENT PROCESS.

1. Local Damage Assessment Teams (LDATs) are activated to provide a detailed evaluation of what happened.

a. EOC Planning Section Situation Unit coordinates with the LDAT Leader who directs LDATs into specific impact areas to gather data on the number of individual homes, apartments, mobile homes, businesses, public buildings, public infrastructure, critical facilities, etc. that have been damaged or destroyed.

b. The LDAT Leader should coordinate with the Life Safety Assessment Team Leader regarding information on what areas of the City have been impacted by the emergency.

c. LDATs provide a more detailed assessment of the damaged areas. They:

- Identify damages to:
  - Public Works infrastructure.
  - Critical facilities infrastructure.
  - Public buildings.
  - Private buildings.
- Estimate the amount and types of debris.
- Rate the safety of damaged buildings and structures, and post signage.

d. Methods include:

- Walking through area block by block and street by street.
- Obtaining a more detailed assessment of the damaged areas through telephone or personal inter–views.
  Use of media reports (print, video).

e. Analysis includes:

- Exact locations and quantification of the nature and severity of impacts and the amount of damage and debris.
- Safety and structural integrity of buildings, and other structures.
- Extent of the emergency impact and specific dollar amounts of damages (necessary for state, federal assistance application).

2. State and Federal Damage Assessment Teams (S/F–DATs) may be activated to perform follow-up damage assessments.

a. State and federal damage assessment teams may also be on-site to identify and validate damaged property in public infra– structure, define the scope of repairs, and determine repair or replacement costs. This happens when federal funding may be involved and, as part of the public assistance application process.

b. A timely and well managed local damage assessment process will demonstrate City of Alexandria leadership, and will enable the state/ federal assessments teams to do their job faster, maximizing public assistance benefits.

c. If state or federal damage assessment teams are activated, they should be integrated into the damage assessment process managed by the EOC.

Attachment 8

LOCAL GOVERNMENT CUMULATIVE INITIAL DAMAGE ASSESSMENT REPORT

VDEM VEOC Phone Number (804) 674-2400 Fax Number (804) 674-2419

www.vaemergency.com

Jurisdiction:	
Date/Time IDA Report prepared:	
Prepared By:	
Call back number:	
Fax Number:	
Email Address:	

Part I: Private Property CUMULATIVE DAMAGES

Type Property	# Destroyed	# Major Damage	# Minor Damage	# Affected	Dollar Loss	% Flood Insured	% Property Insured	% Owned	% Secondary
Single Dwelling Houses									
Multi-Family Residences									
Manufactured Residences (Mobile)									
Business/Industry									
Non-Profit Organization Buildings									
Agricultural Facilities									

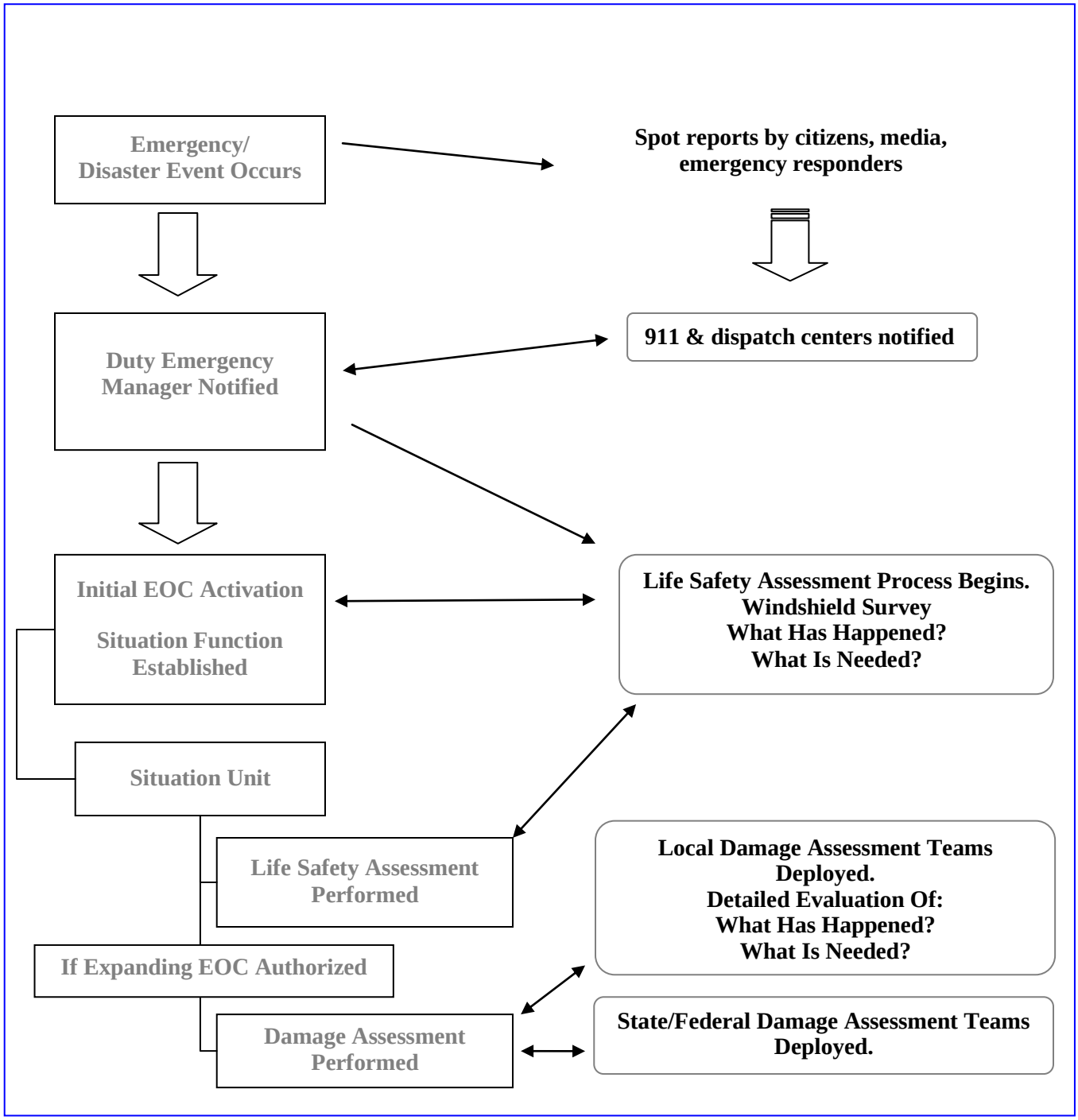
Part II: Public Property (Includes eligible non-profit Facilities) CUMULATIVE DAMAGES

Type of Property	Estimated Dollar Loss	% Insured
Category A (Debris Removal)		
Category B (Emergency Protective Measures)		
Category C (Roads and Bridges)		
Category D (Water Control Facilities)		
Category E (Public Buildings and Equipment		
Category F (Public Utilities)		
Category G (Parks and Recreation Facilities)		
TOTAL	$0.00	

Additional Comments:

Attachment 9

LIFE SAFETY & DAMAGE ASSESSMENT CONCEPT OF OPERATIONS FLOWCHART



Emergency Support Function (ESF) 19

Alert &Warning

Preface

Emergencies may threaten the life safety of the public and cause severe property damage. The City's response to emergencies includes the ability to alert and notify to the public of pending or immediate emergency situations, and to deliver lifesaving information to the public on the areas affected by the emergency, the likelihood of occurrence, the types and severity of damage expected, the time available to take action, and what actions to take.

Primary Agency

Emergency Management

Alexandria, Virginia

Emergency Operations Center ESF # 19 – Alert & Warning

Purpose:
Provide rapid alert and warnings to key City and other officials, and to the public, of an impending or occurring natural emergency, technological emergency, hostile action, or impending conditions that could be hostile or unfriendly to public welfare or safety.

Primary:
- Emergency Management

Support:
- Amateur Radio
- Code Administration
- Communications & Public Information
- Emergency Communications
- Fire Department
- Police Department
- Public Health
- Sheriff's Office

Coordination:
- Media: Broadcast and Print

Likely Tasks:
- Maintain a 24–hour primary warning point for the receipt of warning information.

Likely Tasks Continued:
- Develop and maintain a system to disseminate emergency alerts and warnings to government officials and the public.
- Develop public education programs outlining the proper use of the warning systems and the meanings of the warnings issued through those systems.
- Disseminate emergency warning information.
- Disseminate warnings initiated at local government level.
- Disseminate warnings by methods including: mobile public address (PA) systems; outdoor warning devices; flyers e.g. door to door notifications; print and electronic media; mass communication (Emergency Alert System (EAS) and Everbirdge); telephone; blast fax; text messaging, Web page.
- Serve as the City point of contact for City and state ordered shelter-in-place and evacuation efforts.
- Communicate shelter-in-place and evacuation orders when necessary.

State of Virginia

Primary
- Virginia Department of State Police (VSP)
- Virginia Department of Transportation (VDOT)

Support
- Other state agencies with evacuation traffic management capabilities.

Actions
- VSP: provide traffic control assistance to localities in coordination with the State EOC and the VDOT EOC.

Actions Continued
- VDOT: open routes essential for the delivery of goods and the movement of people in support of emergency operations; monitor traffic movement and provide current information to the State EOC and to VSP; restore roadway systems in accordance with established priorities.
- Provide for the orderly flow of highway traffic in and around areas affected by emergencies.

Federal Government

Primary
- Federal Emergency Management Agency
- U.S. Department of Homeland Security

Support
- State agencies as required

Actions
- FEMA will provide Warnings and warning information to the State of Virginia over the National Warning System (NAWAS).

Emergency Operations Plan

Emergency Support Function - 19

Alert & Warning

I. INTRODUCTION.

A. PURPOSE.

Provide rapid alert and warnings to the public and key City and other officials of an impending or occurring natural emergency, technological emergency, hostile action, or impending conditions that could be hostile or unfriendly to public welfare or safety.

B. SCOPE.

Based on incoming notification of an occurring or imminent emergency situation, provide relevant populations with timely alert and warning, including information on protective actions such as shelter in place or evacuation, as well as where additional information can be obtained.

C. SITUATION AND ASSUMPTIONS.

1. The use of any one or all available forms of warning and notification may not provide sufficient warning to the entire general public and the special needs population.

2. It is possible for neighborhoods within the City to be isolated from communications for extended periods of time.

3. Special consideration needs to be given to hearing impaired and non-English speaking individuals when disseminating warnings.

D. POLICIES.

1. Unless specifically allowed elsewhere in this plan, the decision to send an alert & warning will be made by the City Manager or in his/her absence, the Emergency Management Coordinator in consultation with the City Manager's Office.

2 The criteria for issuing an alert & warning are:

- Public Safety - dissemination of information which will aid in reducing loss of life or substantial loss of property.

- Official Information – the source of information is a local, state or federal government agency that directly supports federal responsibilities concerning the protection of life and property.

- Time-Critical – an even that requires immediate public knowledge to avoid adverse impact.

3. Once an emergency has ended, a message indicating that the message has concluded, a message must be sent.

4. Incident commanders may authorize the use of public address systems on vehicles, bull horns, face-to-face communications, and pre-scripted messages for time-critical notifications.

5. Authority to request an Emergency alert and warning is initially limited to, the City Manager's Office, the Office of Emergency Management, the Police Department, the Fire Department, the Health Department, and Transportation & Environmental Services.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. The need to warn the public of impending danger could arise at any time. To reduce loss of lives and protect property, adequate and timely warnings must be provided whenever possible. Appropriate action–oriented information must be supplied.

2. A warning period will be available for most emergency situations although the amount of lead–time will vary from hazard to hazard. Proper use of this warning period will save lives, reduce injuries, and protect property.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the City of Alexandria Office of Emergency Management to:

      - Develop and maintain a system to disseminate emergency alerts and warnings to the public.
      - Develop and maintain a system to notify key officials and agencies in the event of an emergency.
      - Develop pre-scripted alert and warning releases to be disseminated to the media and directly to the public.
      - Develop and maintain procedures for warning special populations and locations, such as schools, hospitals, nursing homes, major industries, institutions, and places of public assembly.

2. General Emergency Tasks.

   a. Upon receiving notification of an imminent or spontaneous event, primary and support agencies will:

      - Notify the Duty Emergency Manager immediately when they become aware of a situation that could potentially cause harm to the community and should be disseminated to other city agencies or to the public.

      - Alert employees assigned to emergency duties.

      - Send a representative to the City EOC, if appropriate.

      - If requested, augment the local government's efforts to warn the public through the use of vehicles equipped with public address systems, sirens or employees going door-to-door, etc.

3. Specific Responsibilities.

   a. Office of Emergency Management will:

      - Monitors the situation for EOC activation.

- Notify the City Manager and Director of Communications.
- Notify departments and agencies to activate agency response efforts, as necessary to ensure 24–hour capability.
- Coordinate alert and warning notification with other City agencies and adjoining jurisdictions.
- Utilize all means available to effectively get the notification out to those that need it.
- Monitor all alert and warning systems to evaluate functionality.
- Monitor utilities (e.g., electricity, telephone service) to identify and resolve any outages that will affect alert and warning message receipt by the public.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Amateur Radio will:

- Assist with warning and emergency information dissemination.

c. Code Administration will:

- Provide staff for door–to–door warning.
- Order evacuation whenever necessary to protect lives and property.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Communications & Public Information will:

- Responsible for assimilating, coordinating all alert and warning information on behalf of the EOC.
- Staff EOC PIO position, if activated, and continue dissemination of warning information, if needed.
- Use Cable TV and eNews to disseminate critical messages.
- Develop real-time alert and warning releases to be disseminated to the media.
- Broadcast pre-scripted alert and warning releases to the media.
- Disseminate emergency information immediately, advising the public of what evacuation and/or shelter actions to take.
- Insure that warning information is disseminated to the media on a timely basis.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Emergency Communications will:

- Disseminate messages via the telephone emergency notification system (TENS) when directed.
- Disseminate text messages when directed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Fire Department will:

- Provide siren–equipped and/or public address mobile units.
- Provide staff for door–to–door warning.
- Direct on–scene evacuations as a result of fire, hazardous materials spill, transportation accidents, etc., as necessary, whenever there is immediate threat to life and safety.
- Order evacuation whenever necessary to protect lives and property.
- Disseminate text messages when directed.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Police Department will:

- Provide siren–equipped and/or public address mobile units.

- Provide staff for door–to–door warning.
- Ensure emergency evacuation orders are implemented.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Public Health will:

- Provide public health messages as indicated.
- Disseminate public health messages via appropriate media outlets.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Sheriff's Office will:

- Provide siren–equipped and/or public address mobile units.
- Provide staff for door–to–door warning.
- Ensure emergency evacuation orders are implemented.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Broadcast and Print Media will:

- Disseminate warning messages provided by authorized sources to the general public as rapidly as possible in the event of an impending or actual emergency.
- Activate the Emergency Alert System (EAS).

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander may activate Alert & Warning ESF # 19 to coordinate alert and warning activities. The EOC Commander is responsible for directing and coordinating emergency programs relating to alert and warning.

2. Alert & Warning ESF # 19 personnel will be alerted according to prescribed departmental/agency policy. The EOC Commander will assign the operational priorities for personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. The EOC Commander will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Alert & Warning ESF # 19 likely tasks are found in the City box on the tab page.

D. NOTIFICATIONS.

1. The Washington Area Warning System (WAWAS), a component of the National Warning System (NAWAS), is the primary system used by the federal and state government to notify Alexandria of emergency situations.

2. The Office of Emergency Management, Fire Department Communications, and Police Communications are the WAWAS local warning points for the City. When a warning is received for Alexandria, the information is relayed within the City and to the community through all available methods. Alexandria may receive initial warning of an emergency or pending emergency from other sources, including the State EOC, neighboring jurisdictions, the National Weather Service, the news media, or the general public.

E. ALEXANDRIA ALERT AND WARNING SYSTEMS.

1. The following alert and warning systems may be utilized by City of Alexandria emergency managers and other personnel.

   a. Emergency Alert System (EAS).

      - The EAS provides a means for supplying emergency information to the public. It uses commercial radio and TV broadcast services, which are provided on a voluntary and organized basis. Radio Station WTOP (103.5 FM and 820 AM) is the designated primary EAS station based upon a contractual agreement between the station and the FCC.

   b. Telephone Emergency Notification System.

      - The Telephone Emergency Notification System (TENS) has two parts: one is to provide emergency warnings, via telephone, to citizens and businesses; the other is to inform City employees. For public warning, TENS can dial all land-line telephone numbers within the City, or within a portion of the City, and play a recorded message.

   c. Outdoor Warning System.

      - The Alexandria Outdoor Warning System speakers are positioned in several locations within the City. Activation of the outdoor warning systems can be accomplished by the Duty Emergency Manager. Specific locations of the units are on file with the Alexandria Office of Emergency management.

   d. Print and Electronic Media.

      - When time is sufficient, warnings and emergency information are provided through the print and electronic media, particularly newspapers and the City's web page.

   e. Neighborhood Warning Procedures.

      - Warning may be provided for specific areas by vehicle mounted public address systems, flyers, and door–to–door warning.

      - Law enforcement and fire service vehicles, which are equipped with sirens and/or public address systems, may be used for this purpose.

   f. Public Safety Radio Network.

      - This network provides a vital link between the public safety communications centers and the local governments and agencies using 800 MHz radios.

   g. Text Emergency Notification System.

      - The public text emergency notification system is a part of the eNews system. The purpose of this system is to provide subscribers with emergency warning of dangerous conditions or threats to their safety.

   h. Health Department Blast Fax.

      - The Health Department's blast fax system can be used to send simultaneous alerts to known health care provider offices within the City.

Emergency Support Function (ESF) 20

Administration & Finance

Preface

Emergencies may disrupt the ability to continue normal financial management and administrative functions. The City's emergency response depends on effective financial management and administrative functions, however, normal fiscal and administrative functions and regulations may need to be temporarily modified or suspended due to the urgency of providing support for emergency response. If certain emergency costs can be documented, reimbursements of those costs from state and federal sources may be possible.

Primary Agency

Finance Department

Alexandria, Virginia

Emergency Operations Center ESF # 20 – Administration & Finance

Purpose:
The purpose of this function is to provide fiscal and administrative procedures and internal controls to support emergency measures at all levels of government during emergency events, cost analysis of ongoing and proposed activities, risk management of ongoing and proposed activities, and to preserve vital event records.

Primary:
- Finance Department

Primary Support:
- Human Resources

Support:
- City Attorney
- Emergency Management
- Management & Budget (OMB)
- Risk Management
- All Departments

Likely Tasks:

General:
- Staff the Finance Administration Section in the EOC.
- Establish and maintain a system to identify and compile incident costs for State and Federal reimbursements.

Emergency Operations Center (EOC):
- Facilitate the acquisition of supplies, equipment, and services necessary to support the emergency response actions.
  - Ensure that all obligation documents initiated in the incident are properly prepared and completed.
- Establish and maintain a system whereby incident costs are identified and accumulated for state and federal reimbursements.
  - Maintain accurate records of funds, materials, and man–hours expended as a direct result of the emergency.

Likely Tasks Continued:
  - Direct departments to keep accurate records separating emergency operational expenditures from day–to–day expenditures. Documentation will include: Logs, formal records and file copies of all expenditures, receipts, personnel time sheets.
  - Ensure that departments keep records of the name, arrival time, duration of utilization, departure time and other information relative to the service of emergency workers, as well as documentation of the injuries, lost or damaged equipment, and any extraordinary costs.
- Determine which administrative procedures and procurement protocols may have to be suspended, relaxed, or made optional in the interest of protecting life or property.
  - Normal procedures which do not interfere with timely accomplishment of emergency tasks, will continue to be used.
  - Determine need to depart from business–as–usual and issue emergency administrative procedures as appropriate.
- Ensure supply of vouchers, receipts, and other forms.
- Brief Department administration personnel on all incident related business management issues needing attention and follow up.
- Ensure payroll system set up to pay employees.
- Provide input in all EOC incident planning sessions on financial and cost analysis matters.
- Provide data and information to the Planning Section.
- Secure emergency cash.

State of Virginia	
Primary • Virginia Department of Emergency Management **Support** • All State Agencies **Actions** • Federal funds made available to the state pursuant to an emergency program will, to the extent provided by law, be channeled through the Governor or his designated representative. Use of federal funds is subject to audit and verification by state and federal auditors. Local governments and heads of state agencies and departments will establish systems to report on and account for any public funds used for emergency purposes.	*Actions Continued* • Provide financial management guidance for state agencies which respond to a disaster to ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established state and federal policies, regulations and standards. • Direct the disposition and accounting of funds expended in accordance with the Stafford Act during a presidential disaster declaration. • Maintain the status of all funds and current financial issues. • Direct state agencies to keep strict accounting of their expenditures. • Direct local governments to establish systems to report on and account for any public funds used for emergency or disaster purposes.

Federal Government
Although no specific Federal ESF exists for Administration and Finance, additional assistance may be available through FEMA.

Emergency Operations Plan

Emergency Support Function - 20

Administration & Finance

I. INTRODUCTION.

A. PURPOSE.

The purpose of this function is to provide fiscal and administrative oversight, procedures and internal controls to support emergency measures at all levels of government during emergency events, cost analysis of ongoing and proposed activities, risk management of ongoing and proposed activities, and to preserve vital event records.

B. SCOPE.

Provide for the effective documentation of the amount, type and length of use for personnel and equipment deployed; administration of the financial matters related to procurement of needed supplies, vendor contracts, leases and other fiscal agreements; collection of accurate cost information, cost effectiveness analysis, and providing cost saving recommendations for EOC operations; and management and direction of administrative matters pertaining to compensation for injury and non-injury claims-related activities.

C. SITUATION.

1. Disasters disrupt the normal administrative and financial processes.

2. Accurate documentation of efforts and expenditures is critical to receive reimbursement.

D. POLICIES.

1. All City of Alexandria departments will make every effort possible to assure the safety of cash, checks, accounts receivable, purchasing cards, and assist in the protection of other valuable documents/ records.

2. Departments will designate personnel to be responsible for documentation of emergency operations and expenditures. Emergency expenditures will be incurred in accordance with existing emergency purchasing procedures.

3. During emergency operations, nonessential administrative activities may be suspended, and personnel not assigned to essential duties may be assigned to other departments to provide emergency support.

4. Each department will keep an updated inventory of its personnel, facilities, and equipment resources as part of their Standard Operating Procedures (SOPs).

5. The City of Alexandria may qualify for reimbursement of certain emergency costs from state, federal disaster recovery programs. The City may also collect damages from its insurance carriers. Documentation

of expenditures will maximize the reimbursements and assistance that Alexandria and its citizens will receive. All departments are expected to include requirements for emergency fiscal record keeping in their SOPs and must use the specified forms.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. During and after emergency events normal fiscal and administrative functions and regulations may need to be temporarily modified or suspended in order to support emergency operations in a timely manner. Additionally, if certain emergency costs can be documented, certain reimbursements from state and federal sources may be possible.

2. During declared emergencies, VDEM and FEMA will provide current regulations, applications, forms, and program guidance concerning state and federal emergency response and recovery reimbursement programs.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Establish and maintain a system whereby incident costs are identified and accumulated for State and Federal reimbursements.
      - Ensure payroll system set up to pay employees.
      - Set up specific organizational cost accounts (OCAs) for the event.
      - Develop and maintain resource lists, including sources for specialized personnel (e.g., engineers, IT experts, etc.), and possibly an employee skills database.

2. General Emergency Tasks.

   a. Primary and support agencies will:

      - When notified of an emergency situation, may send a representative to the City EOC, if appropriate.
      - Document emergency work performed.
      - Document costs.
      - Preserve essential records.
      - Utilize designated OCAs.
      - Keep complete and accurate documentation of all financial and administrative records.

3. Specific Responsibilities.

   a. Finance will:

      - Staff the Finance Administration Section, if activated, in the EOC.
      - Set up an OCA.
      - Preserve vital financial records.
      - Maintain cost documentation.
      - Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Finance Department, Purchasing Division will:

- Establish a system for coordination and acquisition of supplies, equipment and services in support of emergency response efforts.
- Ensure emergency purchasing procedures are followed.
- Update and maintain (real-time) resource lists (e.g., hotels with available rooms, etc.).
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Human Resources will:

- Assume the primary support role for this ESF.
- Provide information and assistance to EOC staff regarding personnel policies during emergencies.
- Coordinate employee issues with Finance.
- Provide an emergency hire program.
- Maintain and administer work schedule and overtime policies.
- Maintain payroll system, and adapt/employ alternate system as necessary.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. City Attorney will:

- Provide legal advice to departments/agencies regarding emergency administrative procedures.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Emergency Management will:

- Advise all departments and other entities on response phase data collection and documentation, specifically with an eye toward potential Stafford Act reimbursement.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Management & Budget will:

- Provide direct assistance in support of this ESF.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Finance Department, Risk Management Division will:

- Coordinate and administer insurance programs.
- Ensure that all forms required by Workers Compensation are completed, maintain a file of injuries and illnesses associated with the incident, and coordinate the investigation of all civil tort claims involving property associated with or involved in the incident.
- Provide direct assistance in support of this ESF.
- File reports on City property losses.
- Process claims for damage.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. All Departments will:

- Develop and maintain emergency procedures for making and documenting emergency purchases and expenditures and for reporting information to the EOC.
- Document emergency work performed.
- Document costs including all financial records: Logs, formal records and file copies of all expenditures, receipts, personnel time sheets.

- Preserve essential records.

C. ROLE OF CITY EOC.

1. When the EOC is activated, the EOC Commander implements this Administrative & Finance ESF # 20 by filling the position of Finance/Administration Section Chief within the EOC General Staff. The Finance/Administration Section Chief is responsible for directing and coordinating emergency programs relating to administrative and finance. The Finance/Administration Section Chief will make request to the state EOC through the EOC Commander for additional resources when all resources have been exhausted.

2. Finance/Administration Section personnel will be alerted according to prescribed departmental/agency policy. The Finance/Administration Section Chief will assign the operational priorities for personnel. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. Finance/Administration Section Chief will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Administrative & Finance ESF # 20 likely tasks are found in the City box on the tab page at the front of this section.

D. EMERGENCY FISCAL/FINANCE.

1. An EOC Finance Section may be formed to handle the monetary and financial functions during large emergencies. This section may also be required in the recovery phase to begin containing costs and document spending for possible reimbursement.

2. Staffing for this section will include personnel from the Finance Department, Purchasing Department and OMB.

3. Personnel from other agencies may be assigned to this section during an emergency to perform the required functions under the direction of a single manager.

4. The EOC Finance Section will:

   a. Manage all financial aspects of the event.

   b. Provide input in all planning sessions on financial and cost estimate/analysis matters.

   c. Ensure that all obligation documents initiated in the incident are properly prepared and completed.

   d. Brief agency administration personnel on all incident related business management issues needing attention and follow up.

5. The Procurement Unit administers all contractual matters pertaining to vendor contracts and will coordinate with local sources for preparation and signing of rental or lease agreements, and processing the necessary paper work, and maintains records security.

6. The Compensation/Claims Unit will ensure that all forms required by Workers Compensation are completed, will maintain a file of injuries and illness associated with the incident and will be responsible for handling the investigation in all civil tort claims for damages involving property associated with, or involved in, the

incident, and maintains records security. This unit may be combined with the cost and time unit if the workload is low.

7. The Cost Unit collects all cost data, performs cost effectiveness analysis of the current operations, provides cost estimates of proposed operations, and recommendations on cost savings for the incident, and maintains records security. This unit may be combined with the compensation/claims and time unit if workload is low.

8. The Time Unit collects records, and summarizes the time that equipment and personnel are used on the event, maintains overtime logs, submits cost estimate data to the cost unit, and maintains records security. This unit may be combined with the compensation/claims and cost unit if workload is low.

9. Alexandria may qualify for reimbursement of certain emergency costs from state, federal disaster recovery programs. Local governments may also collect damages from its insurance carriers. Successful documentation of City expenditures will maximize the reimbursements and assistance that the City and its citizens will receive. All local government departments/agencies are expected to include requirements for emergency fiscal record keeping in their department's emergency procedures.

E. EMERGENCY WORKERS.

1. Personnel Services will develop a program to ensure an emergency hire system is in place to meet emergency response needs and will assist in the registering emergency hires.

2. All entities are responsible for keeping records of the name, arrival time, duration of utilization, departure time and other information relative to the service of emergency workers, as well as documentation of the injuries, lost or damaged equipment, and any extraordinary costs.

F. INSURANCE.

1. The City of Alexandria Insurance Program.

   a. The Risk Management Division coordinates the City insurance program which includes self-insurance and commercial insurance for various exposures.

      (1) The City is self-insured for general liability and automobile liability. The City carries public entity excess policies for liability exposure above $2,000,000 per occurrence.

      (2) The City is self-insured for Workers Compensation, with a commercial excess policy for claims which exceed $1,000,000 per injury or illness.

      (3) The City carries property insurance on all owned structures and contents, and for contents of rented/leased space.

   b. Risk Management will advise on all insurance related matters, including filing claims with carriers, and investigating claims under the self-insurance program.

Emergency Support Function (ESF) 21

Mass Fatality Management

Preface

Emergencies may occasionally cause large numbers of fatalities. The profound effects of mass fatalities on both loved ones and the entire community, and the ability to coordinate and obtain the needed fatality management resources are critical emergency response functions of the City.

Primary Agency

Public Health Department

Alexandria, Virginia

Emergency Operations Center ESF # 21 – Mass Fatality Management

Purpose:
This function addresses general policies and procedures for the collection, identification, and disposition of deceased persons at mass fatality incidents.

The role of this ESF depends heavily on the cause of the fatalities. The Medical Examiner (as part of the Commonwealth's Office of Chief Medical Examiner) is an integral part of the City's fatality management process. They are responsible for the collection, identification, and disposition of the deceased in clearly delineated situations. Fatalities occurring by natural, non-terrorist means, however, involve the office only initially if at all, and their role then changes to one of support as needed. In these instances, fatality management comes directly under the City and the Mass Fatality Management ESF.

Primary:
- Public Health Department

Support:
- Alexandria City Public Schools
- American Red Cross
- Communications & Public Information
- Emergency Management
- Fire Department
- Human Rights
- Community & Human Services
- Police Department
- Sheriff's Office
- Transportation & Environmental Services

Coordinating:
- Funeral Directors Association
- Funeral Home Directors
- Inova Alexandria Hospital
- Office of Chief Medical Examiner

Likely Tasks:

General:
- Maintain inventories of resources and equipment.
- Maintain mutual aid agreements.

Emergency Operations Center (EOC):
- Obtain, coordinate fatality management resources as requested by field incident commanders.
- Implement and coordinate the Alexandria Health Department Mass Fatality Management Plan.

Likely Tasks Continued:
- Establish and maintain a comprehensive record keeping system for continuous updating and recording of fatality numbers.
- Coordinate implementation of the Mass Fatality Plan. Medical Examiner function includes:
  - Document location of bodies, body parts, property, and related evidence.
  - Collect and transport remains and associated personal effects and evidence.
  - Arrange for temporary storage when necessary.
  - Maintain custody of bodies, property, and personal effects (a shared function with law enforcement if additional facility security is required).
  - Initiate and maintain communication with families and next–of–kin.
  - Gather personal information from families, physicians, and other sources relevant to the identification of remains.
  - Conduct examinations relevant to cause and manner of death, identification of remains, and identification of human factors responsible for incident.
  - Coordinate release of remains and property following examination and identification.
- Determine present and future need for medical examiner/fatality management resources.
  - Determine if the situation may require temporary morgue facilities.
  - Identify potential sites and/or storage facilities for the dead, (i.e., refrigeration units, trucks, trailers, etc.) as well as processing sites.

State of Virginia

At the state level, Fatality Management is under the auspices of ESF # 8 Health in the State EOC. The Office of Chief Medical Examiner (and it's regional offices and it's local medical examiner) report to the State Commissioner of Health and have no direct reporting relationship to the local Health Department.

Primary
- VDH, Office of the Chief Medical Examiner (OCME)

Support

State Agencies
- Other state agencies as required

Voluntary and Private Organizations
- Virginia Funeral Directors Association

Actions
- Develop guidelines and state plan for the management of mass fatalities resulting from all hazards.
- Investigate mass fatalities.
- Cooperate with other state and local agencies to provide notification of deaths, fact sheet sharing for possible agents, field investigation information, interviews, autopsy findings, lab test results, and PIO releases.

Actions Continued
- Lead the coordination with local and federal law enforcement, EMS, hospitals, Incident Command, DMORT, HazMat, funeral directors and any other responding agencies.
- Coordinate the collection, recovery, transportation, storage, examination and release of fatalities with other agencies.
- Examine each remain for the nature and extent of injuries for the determination of cause and manner of death, personal identification, and recognition of forensic evidence.
- Recover forensic, medical and physical evidence from the remains for the determination of crimes and for future admissibility in the criminal and civil courts.
- Advise when normal procedures for remains disposition may pose a public health threat.
- Develop work safety practices suitable for each incident encountered, implement such practices for all mortuary and supporting personnel.
- Coordinate the collection of fatality identification information at the Family Assistance Center.

Federal Government

Primary
- Department of Health & Human Services, U. S. Public Health Service

Support
- Department of Defense
- Department of Veterans Affairs
- Federal Emergency Management Agency

Actions
- Supplemental health and medical services, to include:
  - Needs assessment.
  - Victim identification.
  - Mortuary services.

Emergency Operations Plan

Emergency Support Function - 21

Mass Fatality Management

I. INTRODUCTION.

A. PURPOSE.

This function addresses general policies and procedures for the collection, identification, and disposition of deceased persons at mass fatality incidents.

B. SCOPE.

Applies to mass fatalities occurring within the City of Alexandria.

C. SITUATION.

1. Mass fatalities may occur as a result of the impacts of emergencies to which the City is subject.

2. Primary concerns of a mass fatality situation are recovery of the human remains, identification of the human remains, determination of the cause and manner of death, and providing aid to distressed family members.

D. POLICIES.

1. It is the policy of the City of Alexandria to follow policies regarding the removal of human remains authorized by the medical examiner or his/her designee.

2. All human remains will be treated with the utmost respect and dignity during the collection and removal process.

3. Personnel involved in the collection, removal and transportation of human remains must use the appropriate levels of protective equipment to prevent any injury or exposure to pathogens.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Emergencies can potentially lead to mass death situations.

2. Emergency operations for Medical Examiner and mortuary services will be an extension of their normal duties. However, during widespread, multiple-site emergencies, Medical Examiner and mortuary services personnel, resources and facilities may be in short supply. There can be instances of naturally occurring mass-fatalities, however, for which the Medical Examiner has only an initial and then supporting role

3. Existing mutual aid agreements may be able to augment and satisfy a temporary increase in local needs. If local capabilities are exceeded, support may be available from state and federal public health service groups.

4. Coordination between Medical Examiner and mortuary services agencies is necessary to ensure emergency operational readiness. Each department having responsibility for Medical Examiner and mortuary services must develop operating instructions and resource listings to support this plan.

5. A listing of available emergency Medical Examiner and mortuary services resources is maintained in the EOC.

B. TASKS AND RESPONSIBILITIES.

1. Pre–Emergency Tasks.

   a. Primary and support agencies will work with the Office of Emergency Management to:

      - Implement and coordinate the Alexandria Health Department Mass Fatality Management Plan.
      - Pre-identify temporary morgue facilities.
      - Pre-identify means of transporting the deceased if normal channels are unavailable.
      - Establish pre-event working relationships and understandings with the hospital, the private medical community, and the Office of Chief Medical Examiner.
      - Establish and maintain a comprehensive record keeping system for continuous updating and recording of fatality numbers.

2. General Emergency Tasks.

   a. There is an important distinction between fatalities that are under the jurisdiction of the Office of Chief Medical Examiner and those which are not. With OCME jurisdiction, OCME forms a response team in coordination with law enforcement, OCME becomes a part of the Operations Section of the incident, and ESF # 21 supports and facilitates those on-scene activities. If OCME does not have primary jurisdiction, then ESF # 21 staff assume the coordinating role and OCME provides support as needed.

   b. Primary and support agencies will:

      - When notified of an emergency situation, may send a representative to the City EOC, if appropriate.
      - Determine if there have been fatalities, the numbers involved, the causes of death, and jurisdiction.
      - Notify Medical Examiner's Office of situation.
      - Plan for collection sites and personnel to bring fatalities in from the field (litter bearers).
      - Establish normal controls and procedures for proper working with the deceased.
      - Protect the property and personal effects of the deceased.
      - Establishment of temporary morgues.
      - Provide scene security and evidence identification.
      - Provide security for temporary morgues.
      - Assess the need for family assistance center.
      - Arrange necessary transportation.

3. Specific Emergency Concepts and Responsibilities.

   a. Public Health will:

      - Facilitate and coordinate implementation of this Mass Fatality Management ESF # 21 by assuming

the position of Mass Fatality Group Supervisor within the EOC Operations Section
- Implement and coordinate the AHD Mass Fatality Management Plan.
- Advise on the use of Personal Protective Equipment and coordinate medication/vaccination as appropriate.
- Assure epidemiological monitoring and surveillance are occurring.
- Establish and maintain a comprehensive recordkeeping system for continuous updating and recording fatality numbers.
- Maintain liaison with the hospital, and help address surge issues.
- Communicating with and requesting assistance from OCME, funeral directors, and the funeral directors association as appropriate.
- Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.

b. Alexandria City Public Schools will:

- Arrange for necessary facilities and personnel to use schools as family assistance centers.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. American Red Cross will:

- Assist in providing mental health support.
- Arrange for necessary facilities and personnel to operate family assistance center(s), as requested.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Communications & Public Information will:

- Coordinate public information.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Community & Human Services will:

- Recruit and coordinate clergy.
- Provide advice to the community for dealing with the event.
- Coordinate services for emergency victims and families as appropriate.
- Initiate and manage Family Assistance Centers when requested.
- Coordinate mental health support for workers and families as appropriate.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Fire Department will:

- Provide triage at the scene.
- Provide assistance to the Coroner/Medical Examiner for the removal/recovery of remains.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

g. Human Rights will:
- Advise on issues of cultural/religious sensitivity
- Assist in providing language services to workers providing mental health support.
- Assist in providing language services for family assistance centers as requested.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

h. Police Department will:

- Provide scene security and evidence identification.
- Provide security at designated mortuaries and temporary morgues.
- Conduct initial death investigation.
- Assist in identification of remains.
- Document death scene.
- Provide traffic control.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

i. Sheriff's Office will:

- Provide scene security and evidence identification.
- Provide security at designated mortuaries and temporary morgues.
- Conduct initial death investigation.
- Assist in identification of remains.
- Document death scene.
- Provide traffic control.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

j. Transportation & Environmental Services will:

- Arrange for necessary transportation vehicles and personnel, as requested.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

k. Funeral Directors Association will:

- Assist in recovery, transportation, mortuary operations, identification and notification.

l. Funeral Home Directors will:

- Coordinate embalming, transportation and final disposition of bodies.

m. Inova Alexandria Hospital will:

- Report to the OCME emergency related deaths at their facility.

n. Office of the Chief Medical Examiner will:

- Track determinations of probable cause of any fatalities and the numbers involved.
- Establish collection site, if necessary, and personnel to bring fatalities in from the field, as well as security for site where fatalities occurred.
- Handle disposition of unattended deaths.
- Ensure that all fatality management procedures are followed..

C. EOC ACTIVATIONS.

1. When the EOC is activated, the EOC Commander may implement this Mass Fatality Management ESF # 21 by designating the position of Fatality Management Group Supervisor within the EOC Operations Section to coordinate fatality management and mortuary services activities. The Fatality Management Group Supervisor is responsible for directing and coordinating emergency programs relating to Medical Examiner and mortuary services. The Fatality Management Group Supervisor in the EOC will make any request to the state EOC through the EOC Commander for additional resources when all local Medical Examiner and mortuary services resources have been exhausted.

2. The Fatality Management personnel will be alerted according to prescribed departmental/agency/ organization policy. All personnel will report to their pre–designated locations unless otherwise directed by their supervisor at the time they are notified of the emergency. Pre–designation of duties and responsibilities will facilitate a reduction in response time.

3. The Fatality Management Group Supervisor will establish and maintain lines of communication in the EOC during major response operations to facilitate coordination of activities and resources.

4. Fatality Management Group Supervisor duties may include:

   - Implements and coordinates the Fatality Management Plan.
   - Determine if the situation may require temporary morgue facilities.
   - Identify potential sites and/or storage facilities for the dead, (e.g. refrigeration units, trucks, trailers, etc.) as well as processing sites.

D. MUTUAL AID AND AUGMENTATION FORCES.

1. Mutual aid can be requested from or provided to neighboring local governments.

2. Support may also be requested from state and/or federal agencies through the State EOC.

E. MASS FATALITY INCIDENT PLAN.

The Alexandria Health Department Operations Plan and the Virginia Depart of Health Emergency Operations Plan both contain annexes describing specific procedures to be followed when there are mass fatalities, including jurisdictional considerations for the Office of Chief Medical Examiner.

Emergency Support Function (ESF) 22

Debris Management

Preface

Emergencies may create a variety of debris that impact the City's ability to provide emergency response and may affect the health and safety of the public. Removal of debris to protect health and safety is a vital component of the City's emergency response and recovery.

Primary Agency

Department of Transportation & Environmental Services (T&ES)

Alexandria, Virginia

Emergency Operations Center ESF # 22 – Debris Management

Purpose:
This function provides for the coordination of debris collection and disposal.

Primary:
- Transportation & Environmental Services (T&ES)

Primary Support:
- Recreation, Parks & Cultural Activities

Support:
- Alexandria City Public Schools
- Code Administration
- Fire Department (Fire Prevention & Life Safety Division)
- Police Department
- Sheriff's Office

Likely Tasks:
- Maintain inventories of resources and equipment.
- Maintain a Debris Management Plan.
- Maintain mutual aid agreements.
- Appoint a debris management coordinator; Implement the City's Debris Management Plan.
- Coordinate removal of debris for health and safety purposes.

Likely Tasks Continued:
- Identify incident sites requiring debris removal and management: Public rights-of-way; Public property; Private property.
- Recommend disposal sites for debris:
  - Temporary staging areas and debris reduction sites.
- Provide logistical support for demolition operations.
- Administer and manage contracted services.
- Coordinate the removal of debris with city, state, and federal environmental officials.
- Coordinate debris collection and hauling:
  - Coordinate debris removal operations in areas affected by emergencies.
- Coordinate debris separation, including separation of hazardous materials and hazardous waste from debris, to the extent possible.
- Coordinate debris disposal.
  - Identify debris disposal issues (e.g., hazardous materials).
  - Secure necessary environmental permits and legal clearances.
- Determine methods of disposal as appropriate:
  - Open pit burning and burning by incineration methods.
  - Mulching and chipping clean horticultural waste.
  - Hauling mulched or chipped waste out of the City.
  - Mixing mulch or chipped clean waste with soil to improve agricultural productivity.
  - Reuse/recycle for aluminum, plastic and horticultural waste to the extent possible.

State of Virginia

Primary
- Virginia Department of Emergency Management

Support
- All State Agencies

Actions
- Effect clearance and removal of debris from state facilities and transportation systems, and provide assistance to local governments for the disposition of solid waste and debris resulting from emergencies.
- Facilitate and coordinate the removal, collection, and disposal of debris.

Federal Government

Primary
- Department of Defense, U.S. Army Corps of Engineering

Support
- Department of Agriculture
- Department of Commerce
- Department of Health & Human Services
- Department of Interior
- Department of Labor
- Department of Veterans Affairs
- Environmental Protection Agency
- Tennessee Valley Authority

Actions
- Emergency debris clearance and disposal.
- Temporary construction of emergency access routes.
- Emergency restoration of critical public services and facilities.
- Emergency demolition or stabilization of damaged structures and facilities.
- Technical assistance, damage assessment, structural inspections.
- Emergency contracting to support public health and safety.
- Provide emergency power.

Emergency Operations Plan

Emergency Support Function - 22

Debris Management

I. INTRODUCTION.

A. PURPOSE.

This function provides for the coordination of debris collection and disposal.

B. SCOPE.

To unify the efforts of public and private organizations for a comprehensive and effective approach to:

1. Provide organizational structure, guidance, and standardized guidelines for the collection and disposal of debris caused by a major debris-generating event.

2. Establish the most efficient and cost effective methods to resolve emergency debris removal and disposal issues.

3. Implement and coordinate private sector debris removal and disposal contracts to maximize cleanup efficiencies.

4. Expedite debris removal and disposal efforts that provide visible signs of recovery designed to mitigate the threat to the health, safety, and welfare of residents.

5. Coordinate partnering relationships through communications and pre-planning with local, State, and Federal agencies that have debris management responsibilities.

C. SITUATION.

1. The City will continue to be exposed to various hazards resulting in damage to both public and private property.

2. A significant response of both solicited and unsolicited resources from outside the impacted area can be expected and precautions must be made in order to manage this assistance.

3. Emergency public information is a critical tool in immediate post-emergency response for informing the public about actions being taken and for requesting help from outside the impacted area.

D. POLICIES.

1. Debris removal is necessary in affected areas to prevent the development and spread of vector-based

epidemiological agents, general sanitation problems and environmental damage.

2. All disposal activities will be conducted with health and environmental concerns being the foremost consideration.

II. CONCEPT OF OPERATIONS.

A. GENERAL.

1. Alexandria has will manage debris collection and disposal according to the Debris Management Plan to facilitate and coordinate the removal and disposal of emergency generated debris.

2. Alexandria EOC Debris Management Group, coordinating with EOC Logistics/Facilities Unit, will have the primary responsibility for identifying Debris Storage and Reduction sites, obtaining agreements to use these sites and ensuring their continued availability.

3. Disaster responsibilities for neighboring municipalities will be determined by the respective jurisdictions according to their capabilities. However, all clean up and restitution efforts should be coordinated with adjoining jurisdictions. All jurisdictions are encouraged to participate in the existing mutual aid agreements for sharing resources among themselves as a first priority.

4. Federal Assistance.

   a. The City Debris Management Group Supervisor will recommend that the EOC Commander request Federal assistance when the debris-generating event exceeds City's in-house debris clearing, removal, and disposal capabilities. The request will be submitted to the Operations Section Chief, who will then submit the request to the EOC Commander in the EOC. The EOC Commander will forward the request to the State, which will coordinate the request for a mission assignment with FEMA. Typically, when mission assigned by FEMA, the U.S. Army Corps of Engineers will provide a liaison to the EOC when activated. This liaison will serve as an advisor to the EOC staff providing advice as needed and ensuring that the USACE is prepared to respond when tasked.

   b. The Corps of Engineers will alert a Debris Planning and Response Team (PRT) and the Advance Contracting Initiative (ACI) Contractor under contract for that area and have them ready to respond when a mission assignment is received. Once the Corps receives a mission assignment from FEMA, the management groups for both the PRT and ACI Contractor will be available to meet with the Debris Management Group Supervisor and State representatives to conduct contingency planning as required.

   c. USACE will coordinate with the DMC staff on the use of any pre-identified debris management sites and disposal sites, and identify/acquire other sites as required to accomplish the mission assignment.

5. State Assistance.

   a. The Virginia Department of Transportation (VDOT) responsibilities includes, but not limited to, the following with respect to any and all debris management activities:

      - Provide a VDOT Debris Coordinator to the DMC staff to coordinate all VDOT personnel and equipment debris assignments
      - Provide personnel and equipment to initiate the clearing of emergency evacuation routes and access to critical facilities throughout the City (Phase I) as directed by the Debris Management Group Supervisor in coordination with the DOT Debris Coordinator located at the DMC.
      - Ensure that the VDOT representative at the DMC is provided all needed logistics support,

including cell phone, transportation, etc.

- Ensure that the VDOT Debris Coordinator keeps the Debris Management Group Supervisor informed of clearing progress and any problems encountered or expected.

6. Power Company.

a. Coordinate with the Debris Management Group Supervisor with regards to debris removal along electrical easements and rights-of-way to ensure that all lines are de-energized.

- Provide a debris coordinator to the DMC.
- Provide personnel and equipment to the Rapid Response Team.

B. TASKS AND RESPONSIBILITIES.

1. Pre-Emergency Tasks.

a. Primary and support agencies will work with the Office of Emergency Management to:

- Update and coordinate the Alexandria Management Plan.
- Pre-identify temporary debris storage sites.
- Pre-identify means of transporting the debris if normal channels are unavailable.
- Establish pre-event working relationships and understandings with neighboring jurisdictions and contractors.
- Establish and maintain a comprehensive record keeping system for continuous updating and recording of debris numbers.

2. General Emergency Tasks.

a. Primary and support agencies will:

- When notified of an emergency situation, may send a representative to the City EOC, if appropriate.

3. Specific Responsibilities.

a. Transportation & Environmental Services during emergencies will:

- Lead and coordinate the overall City-wide effort to manage debris clearance, removal, and disposal resulting from an emergency or disaster.
- Provide personnel and equipment for debris management operations.
- Monitor debris management site operations to ensure environmental compliance.
- Oversee debris removal and management contractors.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

b. Recreation, Parks and Cultural Activities will:

- Lead and coordinate debris removal and restoration of access at recreation centers, parks, and public rights of way.
- Provide temporary debris staging sites.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

c. Alexandria City Public Schools will:

- Support debris removal operations in school areas affected by emergencies.
- Coordinate debris removal and disposal requirement at facilities with the Debris Management Group Supervisor.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

d. Code Administration and Fire Department (Fire Prevention & Life Safety Division) will:

- Approve debris management burn sites in accordance with appropriate local requirements to ensure safe burning.
- Issue bans on open burning based upon assessment of local conditions and ensure dissemination of information to the public.
- Supervise burn sites in accordance with all appropriate local requirements to ensure safe burning, subject to amendments by the Health Department and/or Fire Marshal.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

e. Police Department will:

- Identify locations where debris removal and management is necessary.
- Provide security at debris clearing and dumping sites.
- Assist in monitoring illegal dumping activities.
- Assist in monitoring debris management sites to ensure compliance with local traffic regulations.
- Coordinate traffic control at all loading sites and at entrances to and from debris management sites
- Record costs and expenditures and forward them to this ESF's Group Supervisor.

f. Sheriff's Office will:

- Identify locations where debris removal and management is necessary.
- Provide security at debris clearing and dumping sites.
- Assist in monitoring illegal dumping activities.
- Assist in monitoring debris management sites to ensure compliance with local traffic regulations.
- Coordinate traffic control at all loading sites and at entrances to and from debris management sites
- Coordinate utilization of Deputy supervised inmate work crews and work release personnel for debris removal.
- Record costs and expenditures and forward them to this ESF's Group Supervisor.