



Clarke County Fire & EMS Commission

Berryville-Clarke County Government Center, 2nd Floor
101 Chalmers Court, Berryville, Virginia 22611
Main Meeting Room

Thursday, April 14, 6:30 pm

Item	Page
1. Call to Order	
2. Approval of Agenda	
3. Public Comment	
4. Approval of Minutes – March 10, 2022	2
5. Committee Reports – Standards – Technology – Budget	6
6. Director Update	7
7. Company Updates – Blue Ridge – Boyce – Enders	8
8. New Business – Update on Director Search Process (Chris) – Input on Emergency Operations Plan (Chris) – Update on New Billing Company (Melanie)	9 10 27
9. Summary of Required Actions	
10. Adjournment	



Clarke County Fire & EMS Commission

Berryville-Clarke County Government Center, 2nd Floor
101 Chalmers Court, Berryville, Virginia 22611
Main Meeting Room

MINUTES

Thursday, March 10th, 2022 6:30 pm

Attendees: Diane Harrison, Chairman
Tony Roper
David Weiss
Van Armacost
Bryan Conrad-arrived at 6:36pm
Randy Buckley

Absent: Randy Loker

Staff: Chris Boies
Pam Hess
Don Jackson
Melanie Radford


Item

1. Call to Order - Chairman Harrison called the meeting to order at 6:32pm
2. Mr. Roper made a motion to approve the agenda. The motion was passed with all in favor.
3. Public Comment - None
4. Mr. Armacost made a motion to approve the February 10th, 2022 minutes. The motion was passed with all in favor.
5. Committee Reports
 - Standards - Ms. Harrison expressed there may have been a miscommunication regarding the monthly reports citing none were included. Mr. Jackson stated the reports will reappear starting next month. He will be meeting with Ms. Hess and Mr. Conrad to finalize which ones and in what format. Ms. Radford explained there was a delay with the billing company and she will send her reports to the group in an email tomorrow morning.
 - Technology - Mr. Roper stated that no meeting was held.
 - Budget - Mr. Boies indicated that the Finance committee met on Tuesday and are recommending the full Fire & EMS budget as submitted along with Boyce's continuation of their stipend increase. Next week will be the Boards meeting and then it will go to public hearing in April. Mr. Weiss commented that the requests were all reasonable and the way the County will be able to fund is effective January 1st 2023,

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.

the cigarette tax will be raised from \$0.20 to \$0.40 per pack and the meal tax will go up from 2% to 4%. The committee felt this was a good and a fair source of revenue to tie in and use this to support the payroll for the additional Fire-EMS and Sheriffs hires.

6. Director Update - Mr. Jackson provided the group with the following information.



Clarke County Fire & EMS Commission

Director Update

- F/F-2 Grants Cer: 3/31
- Show Reynolds in Loud City Advanced EMT class
- County had a Pediatric Advanced Life Support class
= good Attendance by both Career & Vol.
- 3/26 At Enders¹³⁰⁰ the local Girl Scout troop will be presenting approx 300 boxes of cookies to S/O, BPD and Clarke Fire & EMS, if anyone would like to be there
- I still have to meet w/ Director Hess regarding Reports to the Commission, thanks on me, I have not got to it yet but will ASAP
- Chief Boies will be giving an incident command class on 3/26 as well as I will water supply class on 4/11
- Secured the use of a Perible Entry Door from the Shepherd's Town VFD for 2 months of usage
All Training will be lead by certified Instructors
and is Free

Fire & EMS Commission Meeting Packet - March 10, 2022 Page 9 of 11

— Thanks to Admin Boies and The Chair for help = Robot

Mr. Boies added that the County's Citizens Academy that meets each month, March is all about public safety so they will be visiting each of the three fire companies learning about what they

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.

are doing, see some of the equipment, and hear some bells and whistles. This is a chance for the companies to pitch their needs to the community such as the need for volunteers for bingo, donations, etc. along with their story and successes. Mr. Jackson along with one of his Lieutenants will spend some time with the group talking about the career program and what they do giving a bigger picture of emergency management, the fire-rescue system, and the role of the Fire & EMS Commission. This is being held next Friday, March 18th, 2022. Ms. Harrison asked how many people are participating in the academy. Mr. Boies indicated about 15 and they are very engaged and a good group. Mr. Jackson commented that Mr. Boies had to rearrange the schedule for this because he will be in Winchester that morning representing Clarke County for a Chamber of Commerce event.

7. Company Updates - Mr. Armacost mentioned that Enders has 2 volunteers graduating the academy, they have closed on the ambulance and the pumper with both officially being on order, the 1965 Mack truck is back-had been in the shop about four months, fundraising raising efforts include a golf tournament, getting ready for the brewing of beer at Bear Chase for Firefighter Appreciation Day in April, pancake day for Easter in April, annual cash party in May, and their Facebook raffles are going extremely well.

Boyce - Mr. Conrad read the following update for Boyce.

3/10/22 Commission meeting

Boyce Volunteer Fire Company
P. O. Box 285
Boyce, Va. 22620

Super Bowl party for members at our station

Accepted 5 new members since 1 Jan

Apparatus Committee began the process of planning the replacement of at least one of our suppression engines

Did an overhaul of our training room

Held an in-house CPR class for our members taught by a member

Scheduled a VDFP EVOC class for May 2022

Bingo every Thursday and Sunday

Gun Bash on 16 April 2022

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.

Blue Ridge - no one present.

Ms. Harrison inquired if there were any updates on the Director's position or the Emergency Operations Plan (EOP). Mr. Boies commented that he had a good meeting with the fire companies a couple weeks ago, just having a continued conversation about some things they want to get set up before they advertise the Director's position, will probably have another in a few weeks but they have made some progress. There has been no progress with the EOP but now that the budget is almost done they should be able to start focusing on that. The state said they would be a resource, not sure how much help they will get but hoping to lean on them some. Mr. Weiss complimented Mr. Boies expressing that the budget process went very smoothly; the information that was provided, the way in which it was provided, the work he did with all the department heads and constitutional officers, it was very organized and very inclusive, he thanked Mr. Boies and Ms. Brenda Bennett for their efforts.

8. New Business
9. Summary of Required Actions
 - Email group monthly billing report - Ms. Radford
10. Mr. Roper made a motion to adjourn. The motion was passed with all in favor at 6:52 pm.

All meeting documents will be distributed at meeting. Next meeting is on April 14th, 2022 at 6:30pm in the Clarke County Government Center - Meeting Room AB.

Minutes Transcribed by Melanie Radford

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.



Clarke County Fire & EMS Commission

Committee Reports

- Standards
- Technology
- Budget



Clarke County Fire & EMS Commission

Director Update



Clarke County Fire & EMS Commission

Company Updates

- Boyce
- Blue Ridge
- Enders



Clarke County Fire & EMS Commission

New Business

- Update on Director Search Process (Chris)
- Input on Emergency Operations Plan (Chris)
- Update on New Billing Company (Melanie)

Clarke County Board of Supervisors



Berryville Voting District
Matthew E. Bass
(540) 955-5175

Millwood Voting District
Terri T. Catlett-Vice Chair
(540) 837-2328

Russell Voting District
Doug Lawrence
(540) 955-2144

Buckmarsh Voting District
David S. Weiss – Chair
(540) 955-2151

White Post Voting District
Bev B. McKay
(540) 837-1331

County Administrator
Chris Boies
(540) 955-5175

To: Fire-EMS Commission

From: Chris Boies

Re: Emergency Operations Plan

Date: April 6, 2022

One of the first decisions in the rewrite of the Emergency Operations Plan is to determine the structure and organization of the new plan. I am attaching a small section of the FEMA publication *Developing and Maintaining Emergency Operations Plans* for your reference. I am also attaching the table of contents of the existing Clarke County Emergency Operations Plan. As you will see, there are basically three general structures typically used:

Function-Focused Format (pg. 31) which is how our existing plan is organized.

Functional Structure Using ESF's (pg. 33) which is used by the City of Winchester and Frederick County in the examples provided by the Virginia Department of Emergency Management.

Agency/Department-Focused Format (pg. 35) which is organized around lead response agencies.

As noted in the materials, the locality gets to choose the format which best fits its needs. At this point, I want to hear if Commission members have any strong thoughts on one format over another before moving forward with a plan for the rewrite.

Identifying the Right Plan for the Job

This chapter shifts from theory to application by examining different types of EOPs and how they fit the needs of a jurisdiction.

1. The Emergency Operations Plan

Traditionally, the EOP has been the focus of a jurisdiction's operational planning effort. EOPs help to define the scope of preparedness and emergency management activities necessary for that jurisdiction. This chapter provides examples for jurisdictions to use in developing or updating their EOPs. The structures and concepts it presents are based on an EOP that consists of a base plan supplemented by some number of annexes. The annexes typically provide details on specific functions, such as emergency sheltering or search and rescue, and may also address specific hazards, such as earthquakes, hazardous materials spills and power failures. The EOP format is very flexible and works well for conventional and complex emergency operations.

Emergency management involves several kinds of plans, just as it involves several kinds of actions. While many jurisdictions consider the EOP the centerpiece of their planning effort, it is not the only plan that addresses emergency management functions. Other types of plans that support and supplement the EOP are discussed later in this chapter.

A jurisdiction's EOP is a document that:

- Identifies the organizations and individuals who are responsible for carrying out specific actions during an emergency;
- Explains the pertinent lines of authority and organizational relationships;
- Provide a description on how activities are coordinated to unify response and recovery efforts;
- Describes how people (including unaccompanied minors, individuals with disabilities, others with access and functional needs and individuals with limited English proficiency) and property are protected;
- Addresses the disproportionate impact of incidents on people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality;

- Identifies personnel, equipment, facilities, supplies and other resources available within the jurisdiction or by agreement with other jurisdictions;²³
- Describes how resource requirements are coordinated with neighboring jurisdictions, private sector entities and nonprofit organizations; and
- Complements and integrates with plans that address other mission areas.

An EOP should be flexible enough for use in all emergencies, disasters and planned events. EOPs describe the purpose of the plan, the situation, assumptions, CONOPS, organization and assignment of responsibilities, administration and logistics, plan development and maintenance and authorities and references.

EOPs typically contain annexes appropriate to the jurisdiction's organization and operations. EOPs pre-designate a jurisdictional lead agency and/or functional area representatives to the incident command, unified command or MAC group whenever possible to facilitate responsive and collaborative incident management. Including an organizational chart helps partners and stakeholders understand reporting structures within the response effort.

Incident response and short-term recovery set the stage for long-term recovery. While EOPs often cover short-term recovery actions that are natural extensions of response activities, they do not typically detail long-term recovery actions. Response actions and some post-disaster recovery issues are time-sensitive, such as the rebuilding and placement of temporary housing facilities. Advance planning makes performing these tasks easier. However, the EOP should address transition to a long-term recovery plan and the deactivation of response assets.

Prioritizing Pre-Disaster Recovery Planning

EOPs generally focus on how jurisdictions respond to incidents. Experience with large emergencies highlights the need for jurisdictions to anticipate how to recover from the serious and long-term consequences of disasters. Issues such as housing people who are displaced from their homes for long periods of time or rehabilitating the jurisdiction's economy should be considered in the context of incident response plans before an incident occurs. Pre-incident recovery plans and EOPs should complement each other. They should be made interoperable by using consistent terminology and describing an integrated concept of operations.

FEMA provides extensive guidance for pre-incident recovery planning. For more information, see the National Disaster Recovery Framework and FEMA's pre-disaster recovery planning guides for state, local and tribal governments.²⁴

²³ Some jurisdictions list and track resources in separate resource guides rather than in their EOPs, since resources change often.

²⁴ Additional information is available on FEMA's Planning Guides webpage at <https://www.fema.gov/emergency-managers/national-preparedness/plan>.

1.1. State, Local, Tribal, Territorial and Insular Area Emergency Operations Plans

In the nation's system of emergency management, the local government acts first to address the public's emergency needs. Depending on the nature and size of the emergency, state, local, tribal, territorial, insular areas and federal assistance may be provided to support local response operations. Local EOPs focus on the emergency measures that are important for protecting the public. At a minimum, these measures include priorities such as warning, emergency public information, evacuation, shelter, security, emergency medical care and tactical communications.

States, territories, tribal organizations and insular area organizations play three roles: assisting local jurisdictions; responding first to certain emergencies; and working with the federal government when federal assistance is necessary. Local plans emphasize interoperability with state, tribal, territorial or insular area EOPs to optimize unity of effort.

A planning team's main concern is to include essential information and instructions in the EOP. FEMA does not recommend a particular format for EOPs. Any format is acceptable if users understand it and can quickly find and apply the information they need when incidents occur.²⁵ In designing a format for an EOP, the planning team should consider several key factors, including organization, progression, consistency, adaptability, compatibility and inclusivity (see the following checklist).

Deciding on an EOP Format

- Organization.** Do the EOP section and subsection titles help users find what they need, or must users sift through information that is not relevant? Can individual plan components be revised without forcing a substantial rewrite of the entire EOP?
- Progression.** In any one section of the EOP, does each element seem to follow from the previous one, or are some items strikingly out of place? Can readers grasp the rationale for the sequence and scan for the information they need?
- Consistency.** Does each section of the EOP use the same logical progression of elements, or must readers reorient themselves to each section?
- Adaptability.** Does the EOP's organization make its information easy to use during unanticipated situations?
- Compatibility.** Does the EOP format promote coordination with other jurisdictions, including the state and/or federal government?
- Inclusivity.** Does the EOP appropriately address the needs of people of color, others who have been historically underserved, marginalized, and adversely affected by persistent

²⁵ Some states, territories, tribes and insular areas have legal requirements for local EOPs.

poverty and inequality as well as those with disabilities or others with access and functional needs?

2. Structuring an Emergency Operations Plan

Jurisdictions can plan for effects common to several hazards rather than develop separate plans for each hazard. The planning team identifies the common tasks or functions that participating organizations perform and assigns responsibility for accomplishing each task or function. Because the jurisdiction's goal is a coordinated and integrated response, all EOP styles should flow from a base plan that outlines the jurisdiction's overall emergency organization and its policies.

As the planning team begins to revise or develop an EOP, members evaluate which format is best for their jurisdiction, considering factors such as operational needs, style of government, the most recent risk assessment results and jurisdiction size. Form should follow function, in the sense that operational needs should help determine the EOP format a jurisdiction uses (recognizing that some states prescribe an EOP format for use by local governments).

The EOP should reflect how a jurisdiction would actually respond and not institute a separate structure for planning purposes that does not reflect operational reality. One simple indicator of how a jurisdiction's EOP should be formatted is to review how the jurisdiction's EOC operates and the configuration of the team in the EOC when it is activated. If the EOC has sections for various functions (e.g., transportation, public safety, energy) with representatives from various departments, agencies and other organizations staffing those functions, a functional EOP is indicated. If, instead, the EOC is organized by agencies and departments (e.g., department of transportation, public works, police), then an EOP organized departmentally is indicated.

Function-focused or agency-/department-focused format options reflect different EOP structures used successfully by jurisdictions across the nation. States and larger municipalities tend to use the functional format, with an emphasis on ESFs as an organizing construct, while local jurisdictions often employ the functional or agency and department formats. New planners can consider these formatting options when beginning to develop an EOP; seasoned planners can use them to validate the effectiveness of existing EOPs.

None of these formats is mandatory to implement NIMS. The planning team may modify them to align the EOP with the jurisdiction's emergency management strategy, policy, resources and capabilities (within any state requirements).



Questions to Consider: Integrating Incident Response and Recovery

- What organizations or officials lead the jurisdiction’s disaster recovery efforts after a disaster? Are these organizations or officials represented on the EOP team?
- Besides engaging recovery officials, what other steps can the planning team take so that the EOP sets the stage effectively for long-term recovery?

2.1. Function-Focused Format

The functional structure is probably the most commonly-used EOP format. Traditionally, a function-focused format has three major sections: the base plan, functional annexes and hazard-specific annexes (see Figure 3).

1 Base Plan

- Introductory Material
 - Promulgation Document/Signatures
 - Approval and Implementation
 - Record of Changes
 - Record of Distribution
 - Table of Contents
- Purpose, Scope, Situation Overview, and Assumptions
 - Purpose
 - Scope
 - Situation Overview
 - Hazard Analysis Summary
 - Capability Assessment
 - Mitigation Overview
 - Planning Assumptions
- Concept of Operations
- Organization and Assignment of Responsibilities
- Direction, Control, and Coordination
- Information Collection, Analysis, and Dissemination
- Communications
- Administration, Finance, and Logistics
- Plan Development and Maintenance
- Authorities and References

2 Functional Annexes

[NOTE: Not a complete list; core functions will vary by jurisdiction]

- Agriculture and Natural Resources
- Communications
- Continuity
- Direction, Control and Coordination
- Energy
- Financial Management
- Firefighting
- Hazardous Materials
- Law Enforcement
- Logistics and Resource Management
- Mass Care
- Mutual Aid/Multijurisdictional Coordination
- Private Sector Coordination
- Protective Actions
- Public Alert and Warning
- Public Health and Medical Services
- Public Information
- Public Works and Engineering/Infrastructure Restoration
- Recovery
- Search and Rescue
- Transportation
- Volunteer and Donations Management
- Worker Safety and Health

3 Threat- or Hazard-Specific Annexes

[NOTE: Not a complete list; annexes will vary based on jurisdiction’s hazard analysis]

- Biological Incident
- Earthquake
- Flood
- Hurricane/Severe Storm
- Tornado
- Dam and Levee Emergency
- Hazardous Materials Spill
- Radiological Incident
- Cyber Incident
- Terrorism

Figure 3: Example Function-Focused EOP Format

- **The base plan** provides an overview of the jurisdiction’s emergency management system, including its preparedness and response strategies.

- **Functional annexes** are individual sections focused on missions (e.g., communications, damage assessment, private sector coordination). These annexes describe the organizations that support the function; their actions, roles and responsibilities; and the resources, capabilities and authorities that each organization brings to the response. Functional annexes describe how the jurisdiction manages the function before, during and after the emergency.
- **Threat- or hazard-specific annexes** describe the policies, situation, CONOPS and responsibilities for particular threats and hazards. They explain the procedures that are unique to a threat or hazard type. For example, the mutual aid/multi-jurisdictional coordination annex may describe how a jurisdiction obtains resources from neighboring jurisdictions. The pandemic annex may note that neighboring jurisdictions may not be able to share resources due to their own needs. This information should be included in the pandemic annex because it differs from the strategy outlined in the mutual aid annex. Strategies already outlined in a functional annex should not be repeated in a threat- or hazard-specific annex.

The functional EOP format also uses a specific outline to define the elements of each annex. Using this format enables EOP users to find information more easily because the same type of information is in the same location in each annex.

The function-focused format flexibly accommodates a wide range of jurisdictional strategies. The planning team can add functional annexes as new functions are identified. Similarly, the team can quickly separate an operational function (e.g., mass care) into two separate annexes (e.g., sheltering and feeding, distribution of emergency supplies). New hazard or threat annexes can be added quickly when new threats or hazards are identified.

2.1.1. EXAMPLE FUNCTIONAL STRUCTURE: USING EMERGENCY SUPPORT FUNCTIONS FROM THE NATIONAL RESPONSE FRAMEWORK

The federal government, most states and some local jurisdictions use ESFs to group response resources and capabilities from various departments and agencies. Jurisdictions that use ESFs to coordinate support typically use them to organize EOPs functionally. A functional structure using ESFs is similar to a more general functional EOP approach, with a base plan supplemented by functional annexes and hazard- and threat-specific annexes; the difference is that the annexes are based on ESFs instead of generic functions or missions.

Figure 4 shows an example ESF-based EOP format, reflecting the 15 ESFs used by the federal government. While states and other jurisdictions that use ESFs use most of the same ESFs, some have modified the list to meet their needs. Many states, for example, include a Military Support ESF to coordinate the state's National Guard activities. Examples of other state ESFs include law enforcement, agriculture and animal protection, and business and industry. The EOP format should reflect the ESFs that the jurisdiction uses.

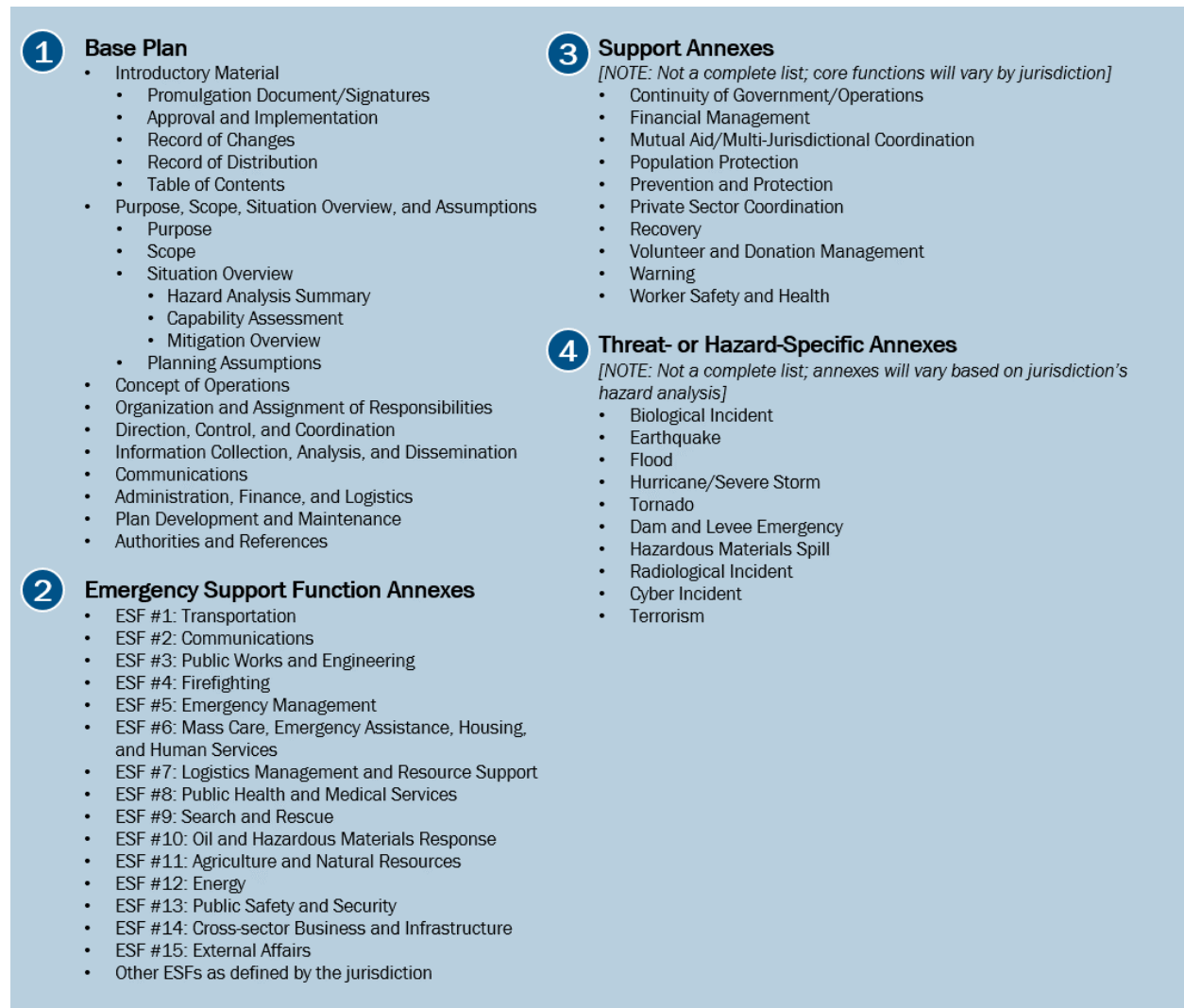


Figure 4: Example Functional EOP Format Based on the NRF and Federal ESFs

This format typically includes the following elements:

- **The base plan** provides an overview of the jurisdiction’s emergency management system, including its preparedness and response strategies. It briefly explains the hazards the jurisdiction faces, capabilities, requirements and the jurisdiction’s emergency management structure. It also reviews expected mission execution for each emergency phase and identifies the agencies that have the lead for the different ESFs.
- **The federal ESF annexes**, which supplement the NRF, identify the ESF coordinator and the primary and support agencies for each function. ESFs with multiple primary agencies should designate an ESF coordinator to coordinate pre-incident planning. The ESF annexes also describe expected mission execution and identify tasks assigned to members of the ESF, including nonprofit and private sector partners. Note: The example in Figure 4 follows the federal ESFs.

- **Support annexes** identify agencies that play supporting roles during emergencies and describe or address the strategies that the supporting agencies implement. In this way, support annexes describe other mechanisms that private sector, nonprofit organizations and government partners use to organize support. Support annexes describe essential supporting processes and considerations common to most incidents. For example, NRF support annexes include financial management, international coordination, public affairs, tribal relations, volunteer and donations management and worker safety and health. A recovery annex could also reflect RSFs and address issues such as community planning and capacity building, economic recovery, health and social services, housing, infrastructure systems and natural and cultural resources.
- **Threat- or hazard- specific annexes** describe the policies, situation, CONOPS and responsibilities for particular threats and hazards:
 - **The policies section** identifies the authorities unique to the incident type, the special actions or declarations that may result and any special policies that may apply.
 - **The situation section** describes the incident or hazard characteristics and the planning assumptions. It also outlines the management approach for instances when key assumptions do not hold (e.g., how authorities operate if they lose communication with senior decision makers).
 - **The CONOPS** describes the flow of the emergency management strategy for a mission or set of objectives to reach a desired end state. It identifies special coordination structures, specialized response teams, or resources needed, and other considerations unique to the incident or hazard.
 - **The responsibilities section** identifies the coordinating and cooperating agencies involved in a hazard- or threat-specific response.

2.2. Agency-/Department-Focused Format

This EOP format addresses each department or agency's tasks in a separate section. In addition to the base plan, this format includes lead and support agency sections and hazard-specific procedures for the individual agencies (see Figure 5).



Figure 5: Example Agency-/Department-Focused EOP Format

- **The base plan** provides an overview of a jurisdiction’s preparedness and response strategies. It summarizes the basic tasks to prepare for emergencies and disasters and defines how the plan is developed and maintained.
- **The lead and support agency annexes/sections** discuss the emergency functions for which individual departments, agencies and nonprofit partners are responsible. Each agency section should refer to other agency sections or annexes to coordinate their respective emergency management strategies.
- **The hazard-specific procedures annexes/sections** address the unique preparedness, response and recovery strategies relevant to each department or agency for specific disaster types. The hazard-specific procedures can be part of each agency annex/section or be attached to the base plan as separate annexes.

This format allows EOP users to review only their department or agency’s procedures without having to review other agencies’ response tasks. The individual annexes/sections still reference the unique relationships with other agencies during a disaster. However, they do not contain details on the other departments or agencies’ strategies. If needed, users of the plan can refer to the other departments or agencies’ annexes/sections and review their procedures to understand the bigger picture. The level of detail in each annex/section varies according to the needs of the specific department or agency. Agencies or departments that maintain detailed SOPs/SOGs may not need much information in their portion of the plan, while others may need to provide more details in the EOP.

3. Using Plan Templates

Managers and planners, particularly at the local level, recognize that developing a plan demands a significant commitment of time, effort and resources. To ease this burden, many planners and

jurisdictions use templates to complete their plans. Some states provide templates to their local jurisdictions. Other templates are available through hazard-specific preparedness programs or commercially available from private sector vendors. In other cases, planners may use an existing plan from another jurisdiction or organization as a template. Regardless of the source of the template, planning teams should customize these resources to create a tailored plan that reflects their community's risk profile, governance structures and operational priorities.

Planners should select templates that do not undermine the planning process. For example, "fill-in-the-blank" templates can hinder the socialization, mutual learning and role acceptance that are so important to achieving effective planning and a successful response. The best templates are those that offer a plan format and describe the content that each section might contain, allowing tailoring to the jurisdiction's geographic, political and social environment. Planners can consider CPG 101 a template because it provides plan formats and content guidance.

When using a planning template, planners should consider whether:

- The resulting plan represents the jurisdiction's unique hazard and threat situation (the underlying facts and assumptions);
- The threat, hazard and risk assessments match the jurisdiction's demographics, infrastructure inventory and probability of hazard occurrence;
- The template broadly identifies the resources needed to address the problems generated by an emergency or disaster;
- Using the template stifles creativity and flexibility, constraining the development of strategies and tactics needed to solve disaster problems; and
- Using the template encourages planning in a vacuum, by enabling a single individual to write the plan.

Planners should evaluate the usefulness of any planning tool (e.g., template, software) used as part of the planning process. Most templates need to be adjusted to meet their jurisdiction's needs.

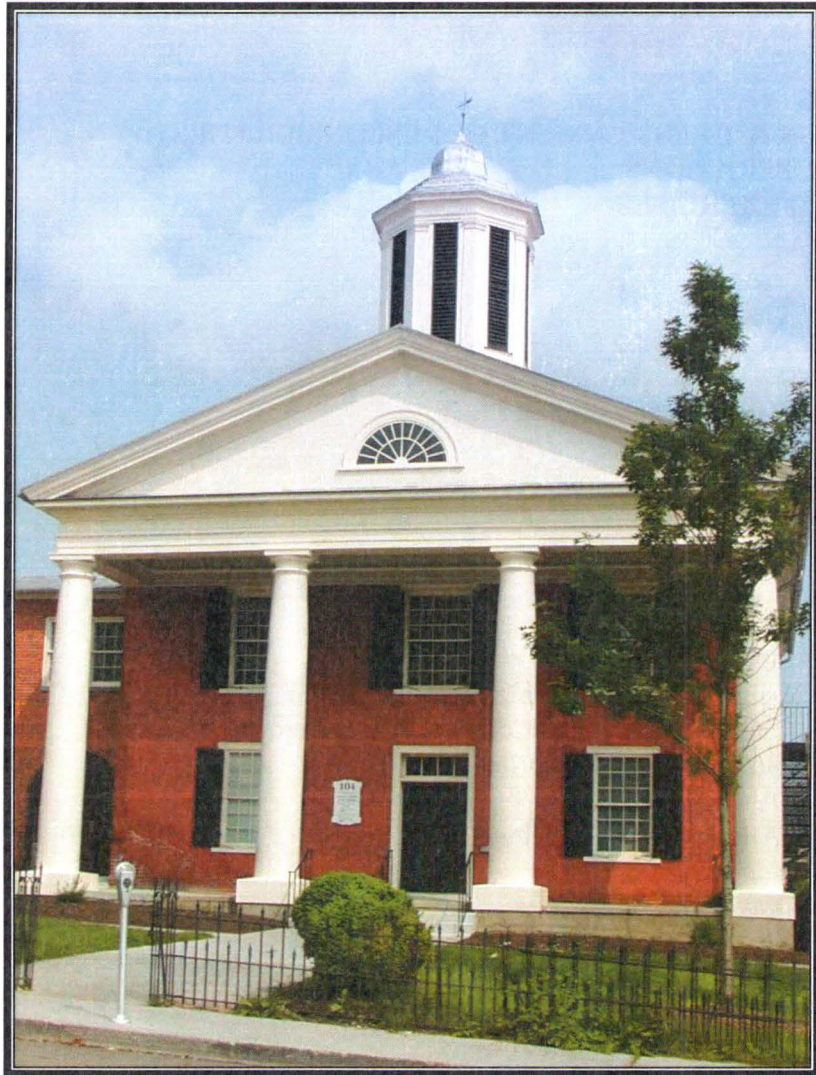


Questions to Consider: Using Planning Templates to Develop EOPs

- How similar is the template to the planning team's jurisdiction in terms of demographics, risks and hazards, response structures and capabilities and level and type of government?
- What changes to the template are required so that it reflects the unique characteristics of the planning team's jurisdiction?

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

CLARKE COUNTY COMMONWEALTH OF VIRGINIA



ALL-HAZARDS EMERGENCY OPERATIONS PLAN

SEPTEMBER 2003
Updated July 2009
Updated October 2010
Updated June 2017

**RESTRICTED: Limited Distribution! Do NOT Copy in whole or in part
without prior approval from the County Administrator.**

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

BASIC PLAN

	<u>Page</u>
PURPOSE	1
SITUATION	1
ASSUMPTIONS	5
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES	5
CONCEPT OF OPERATIONS	15
TRAINING AND EXERCISES	19
AUTHORITIES	20
REFERENCES	22
DEFINITIONS	24
GLOSSARY OF ACRONYMS	23
ATTACHMENTS	
1 - Emergency Services Organization Chart	26
2 - Matrix of Responsibilities	27
3 - Declaration of a Local Emergency, Sample	28
4 - EOP Distribution List	29

FUNCTIONAL ANNEXES

A. DIRECTION AND CONTROL	A-1
Tab 1 - Emergency Services Organization and Telephone Listing	A-5
Tab 2 – Continuity of Operations/Continuity of Government	A-6
Exhibit 1 – Succession of Authority	A-6
Exhibit 2 – Alternate EOC	A-9
Exhibit 3 – Alternate EOC Staffing	A-11
Tab 3 - Situation Report Form	A-12
Tab 4 - EOC Layout	A-14
Tab 5 - EOC Procedures	A-16
Tab 6 – Primary EOC Staffing	A-17
Tab 7 - EOC Message Form	A-18
Tab 8 - EOC Message Log Form	A-19
Tab 9 - EOC Suggested Message Flow	A-20
Tab 10 - EOC Sign In/Out Log	A-21
Tab 11 - EOC Staff Schedule	A-22
Tab 12 - EOC Status Board	A-23
Tab 13 - Clarke County Map	A-24
Tab 14 - Incident Level Management System	A-26
Exhibit 1 - Incident Command System	A-27
B. BUDGET AND FINANCIAL MANAGEMENT	B-1
C. LEGAL ASSISTANCE	C-1

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

D. COMMUNICATIONS	D-1
Tab 1 - Warning Fan-Out System	D-3
Tab 2 - Emergency Notification Procedures	D-4
Tab 3 - Radio Amateur Civil Emergency Services (RACES)/Amateur Radio Emergency Services (ARES)	D-5
Exhibit 1 - Designated RACES/ARES Assembly Stations for Clarke County	D-6
E. EMERGENCY PUBLIC INFORMATION	E-1
Tab 1 - Emergency Public Information Resources	E-4
Figure E-1 Emergency Public Information Resources	E-4
Tab 2 - PIO Prearranged Messages - Release or Spill (No Explosion or Fire)	E-5
Tab 3 - PIO Prearranged Messages (Fire and/or Explosion Imminent)	E-6
Tab 4 - Sample Health Advisory for Shelter Centers	E-7
Tab 5 - Sample Public Announcement Health Advisory	E-8
Tab 6 - Sample Health Advisory for Physicians	E-9
Tab 7 - Sample Health Advisory for Primary Health Care Facilities	E-10
F. LAW ENFORCEMENT	F-1
Tab 1 - Law Enforcement Resources	F-6
Tab 2 - Entry Permit to Enter Restricted Areas	F-7
Tab 3 - Waiver of Liability	F-8
Tab 4 - Search and Rescue Procedures	F-9
G. MEDICAL AND HEALTH	G-1
Tab 1 - Health and Medical Resources	G-5
Tab 2 - VFDA Mortuary Disaster Plan Organization	G-6
Attachment 1 - Virginia Medical Examiner Districts	G-7
Tab 3 - National Pharmaceutical Stockpile	G-8
H. FIRE AND RESCUE SERVICE	H-1
Tab 1 - Fire Company and Rescue Squad Resources	H-4
Tab 2 - Commonwealth of Virginia MEDEVAC Services	H-7
I. WARNING, EVACUATION, AND EMERGENCY TRANSPORTATION	I-1
Tab 1 - Transportation Resources for Evacuation	I-5
Tab 2 - Special Needs Population Requiring Special Care in Time of Emergency	I-6
J. SHELTER OPERATIONS	J-1
Tab 1 - Disaster Shelter Registration Form	J-4
Tab 2 - Special Needs Population Requiring Special Care in Time of Emergency	J-5
Tab 3 - Clarke County Designated Shelters	J-6
Figure J-1 Clarke County Designated Shelters	J-6
Figure J-2 Map of Clarke County Designated Shelters	J-7
K. INFRASTRUCTURE MANAGEMENT	K-1
Tab 1 - County Maintenance and Parks and Recreation Organization and Resources	K-4

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

Tab 2 - Public Service Corporations	K-6
L. UTILITIES MANAGEMENT	L-1
Tab 1 – County Maintenance Department Resources	L-4
Tab 2 - Public Service Corporations	L-5
Tab 3 - Clarke County Water Supply System	L-7
M. ENGINEERING, INSPECTIONS, PLANNING, AND ZONING	M-1
Tab 1 - Engineering, Inspections, Planning, and Zoning Resources	M-4
N. RESOURCE SUPPORT	N-1
Tab 1 - Elements of a Resource List	N-4
Tab 2 - Resource List	N-5
Tab 3 - Resource Distribution Centers	N-7
O. DONATIONS AND VOLUNTEER MANAGEMENT	O-1
Tab 1 - Volunteer Worker Registration Form	O-4
P. RECOVERY	P-1
Tab 1 - Disaster Recovery Center	P-4
Attachment 1 - Disaster Application Center Staff Roles and Responsibilities	P-7
Attachment 2 - Recommended DRC Layout	P-8
Attachment 3 - Disaster Recovery Center Flow Chart	P-9
Q. FEDERAL DISASTER ASSISTANCE	Q-1
Tab 1 - Federal Response Plan - Emergency Support Functions	Q-6
Tab 2 - Federal Disaster Response Field Facilities—Potential Facilities for Clarke County	Q-9
R. NEEDS ASSESSMENT	R-1
S. DAMAGE ASSESSMENT	S-1
Tab 1 – Damage Assessment Teams	S-3
Tab 2 – Initial Damage Assessment Report	S-4
T. DEBRIS MANAGEMENT	T-1
Tab 1 – Debris Classifications	T-6
Tab 2 – Clarke Debris Collection Sites	T-7
U. HAZARD MITIGATION	U-1
Tab 1 – Hazard Mitigation Task Assignments	U-3
Tab 2 - Hazards Analysis	U-5
V. SPECIAL FACILITIES	V-1
Tab 1 - Special Facilities	V-4
Figure V-1 List of Special Facilities	V-4

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

Figure V-2 Map of Special Facilities	V-7
W. TRAFFIC CONTROL AND AREA SECURITY	W-1
Tab 1 – Traffic Control Points: Critical Intersections	W-5
Figure W-1 Critical Intersections	W-5
Figure W-2 Map of Critical Intersections	W-7
Tab 2 – Evacuation Road Networks	W-9
Figure W-3 Evacuation Road Networks	W-9
Figure W-4 Map of Evacuation Road Networks	W-11
Tab 3 – Reentry	W-13
Tab 4 – Entry Permit to Enter Restricted Areas	W-15
Tab 5 – Waiver of Liability	W-16

HAZARD SPECIFIC APPENDICES

APPENDIX 1: SEVERE STORM	1-1
APPENDIX 2: HAZARDOUS MATERIALS EMERGENCY RESPONSE PLAN	2-1
Tab A – Emergency Response Facilities and Equipment	2-13
Tab B – Hazardous Materials Response Resources	2-14
Exhibit 1 – Clarke County-Area Environmental Contractors/Consultants	2-16
Exhibit 2 – Resource Inventory and Index	2-17
Tab C – Special Facilities	2-18
Figure 2-1 List of Special Facilities in Clarke County	2-18
Figure 2-2 Map of Special Facilities in Clarke County	2-20
Tab D – Reporting Requirements	2-21
Exhibit 1 – Hazardous Materials Incident Report	2-23
Exhibit 2 – Facility Hazardous Materials Incident Report	2-25
Tab E – Hazardous Materials Transportation Systems	2-27
Exhibit 1 – Primary Highway Hazardous Materials Transportation Routes	2-28
Figure E-1 Primary Highway Hazardous Materials Transportation Routes	2-28
Figure E-2 Primary Highway Hazardous Materials Transportation Routes Map	2-29
Exhibit 2 – Railroad Transportation Routes	2-30
Figure E-3 Road-Rail Line Crossings	2-32
Figure E-4 Railroad Map	2-34
Figure E-5 Top Ten Chemicals Transported	2-35
Exhibit 3 – Pipeline Transportation Routes	2-36
Figure E-6 Gas Pipeline Map	2-37
Tab F – Hazardous Materials Facilities	2-38
Exhibit 1 - Hazardous Materials Facilities	2-40
Figure F-1 Hazardous Materials Facilities	2-40
Figure F-2 Hazardous Materials Facilities Map	2-41
Exhibit 1 – Quarles Food Stores	2-42
Exhibit 2 – Berryville Service Center	2-46
Exhibit 3 – Berryville Chevron/Red Apple	2-50
Exhibit 4 – Griffith Energy Services	2-54

RESTRICTED: Do NOT Copy in whole or in part without prior approval from the County Administrator.

Exhibit 5 – Berryville Wastewater Treatment Plant	2-58
Exhibit 6 – J&J Corner Store	2-62
Exhibit 7 – Blossman Gas & Appliance	2-66
Exhibit 8 – Berryville Water Treatment Plant	2-70
Exhibit 9 – Bills Service Center	2-74
Exhibit 10 – Clarke County Sanitary Authority Water Plant	2-78
Exhibit 11 – Sheetz	2-82
Exhibit 12 – 7-11 Store-Double Tollgate	2-86
Exhibit 13 – Singhas & Michael, Inc.	2-90
Exhibit 14 – Handy Mart	2-94
Exhibit 15 – 7-11 @ Route 7	2-98
Exhibit 16 – EPA List of Extremely Hazardous Substances	2-102
Tab G – Protection of Emergency Responders	2-112
Exhibit 1 – Individual Contamination Record	2-114
Tab H – Protective Actions	2-116
Exhibit 1 – Protective Action Worksheet	2-120
Exhibit 2 – Risk Population Determination	2-121
Figure H-1 Wind Vector Chart	2-122
Figure H-2 Wind Vector Chart	2-123
Figure H-3 Wind Vector Chart	2-124
Tab I – Sample Public Health Notices	2-125
Exhibit 1 – Primary Care Facilities Health Advisory	2-125
Exhibit 2 – Shelter Centers Health Advisory	2-126
Exhibit 3 – Health Advisory for Physicians	2-127
Exhibit 4 – Public Announcement Health Advisory	2-128
Tab J – Training and Exercises	2-129
APPENDIX 3: FLOODING	3-1
Tab A - Areas Subject to Flooding	3-3
Figure 3-1 Flood-Prone Streets in Clarke County	3-3
Figure 3-2 Map of Flood-Prone Waterways in Clarke County	3-5
APPENDIX 4: AIRCRAFT ACCIDENTS	4-1
Tab A – Law Enforcement Functions	4-9
Tab B – Fire and Rescue Functions	4-10
Tab C – Preservation of Evidence for Aircraft Accident Investigations	4-12
Tab D – Public Information Officer Responsibilities	4-13
APPENDIX 5: TERRORISM	5-1
Tab 1 – Homeland Security Presidential Directive 3	5-8
Tab 2 – Emergency Response Organization to Acts of Terrorism	5-12

Clarke County Fire-Rescue
FY 21-22 Closing Balance Summary

Description	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	YTD Totals
Billable Calls											
Enders (Co 1)	75	102	87	88	72	82	77	64	84		731
Boyce (Co 4)	16	16	15	11	7	15	19	7	21		127
Blue Ridge (Co 8)	3	0	9	3	5	5	2	5	8		40
Total # of Billable Calls	94	118	111	102	84	102	98	76	113		898
ALS Trips Billed	42	61	50	53	32	46	39	34	52		409
BLS Trips Billed	49	56	57	46	48	52	59	35	58		460
TNT Trips Billed	3	1	4	3	4	4	0	7	3		29
Total	94	118	111	102	84	102	98	76	113		898
Net Mileage Reimbursement											
Enders (Co 1)	\$1,099.38	\$6,298.17	\$6,483.44	\$9,038.81	\$7,974.18	\$6,781.70	\$8,176.36	\$8,252.13	\$6,952.41		\$61,056.58
Boyce (Co 4)	\$90.86	\$1,086.71	\$995.74	\$985.32	\$1,099.69	\$1,022.83	\$1,289.02	\$1,974.67	\$594.08		\$9,138.92
Blue Ridge (Co 8)	\$24.96	\$0.00	\$349.04	\$471.75	\$385.62	\$930.49	\$19.69	\$297.50	\$489.82		\$2,968.87
Total	\$1,215.20	\$7,384.88	\$7,828.22	\$10,495.88	\$9,459.49	\$8,735.02	\$9,485.07	\$10,524.30	\$8,036.31		\$73,164.37
Calls Dispatched											
Co 1 Career	83	87	89	88	89	90	88	64	90		768
Co 1 Volunteer	5	6	4	5	2	6	3	1	1		33
Co 1 Split	16	38	28	34	20	29	37	25	12		239
Co 4 Career	4	3	2	5	0	1	1	4	0		20
Co 4 Volunteer	11	14	13	12	12	16	14	4	11		107
Co 4 Split	14	14	10	10	9	19	14	8	20		118
Co 8 Career	3	0	6	6	4	2	0	3	8		32
Co 8 Volunteer	4	3	4	2	1	2	3	4	3		26
Co 8 Split	0	0	3	0	3	5	0	1	8		20
Unknown	27	19	33	29	22	10	21	16	21		198
Total # of Calls Dispatched	167	184	192	191	162	180	181	130	169		1556
Patient Payments	\$3,408.75	\$4,325.69	\$4,203.07	\$6,576.76	\$3,238.42	\$4,457.67	\$4,444.15	\$2,718.18	\$5,271.64		\$38,644.33
TNT Payments	\$50.00	\$300.00	\$300.00	\$300.00	\$450.00	\$350.00	\$190.00	\$180.00	\$200.00		\$2,320.00
Total Payments	\$40,485.35	\$43,814.95	\$35,609.65	\$54,881.90	\$53,799.88	\$40,123.98	\$41,381.09	\$46,098.54	\$36,118.28		\$392,313.62