



# Emergency Operations Plan Base Plan

March 4, 2025



**PROMULGATION****IMPLEMENTATION**

This Gochland County Emergency Operations Plan (EOP) and supporting Annexes have been approved by the Gochland County Board of Supervisors by Resolutions adopted on March 4 2025 respectively.

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

**APPROVAL AND PROMULGATION**

*Manuel Alvarez*

*[Signature]*

Interim County Administrator/Director of Emergency Management, Gochland County

*Thomas Whitfree*

Chair, Gochland County Board of Supervisors

*Thomas Whitfree*

*Delland E. Ferguson*

Fire-Rescue Chief/Coordinator of Emergency Management, Gochland County Fire-Rescue & Emergency Services

Vice Chair, Gochland County Board of Supervisors

*Jonathan Christy*

*Robbin L. Hillman*

Emergency Management Coordinator/Chief, Gochland County Department of Fire-Rescue & Emergency Services

*Robin L. Hillman*

**PROMULGATION STATEMENT**

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

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

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

This plan will be reviewed and recertified annually by the Goochland County Department of Fire-Rescue & Emergency Services. All participants are requested to advise the Goochland County Department of Fire-Rescue & Emergency Services of any changes which might impact its usefulness.

  
Interim County Administrator/Director of Emergency Management  
Goochland County, VA

4/8/25  
Date

## RECORD OF CHANGES

| Change # | Page #                       | Section  | Summary of Change  | Change Made By | Date       |
|----------|------------------------------|--|--|----------------|------------|
| 1        | Pages i – ii                 | Promulgation   | Obtain Signatures  | R. Hillman     | 5/26/21    |
| 2        | Page iv                      | Record of Distribution   | Listed all department distributions                      | R. Hillman     | 5/26/21    |
| 3        | Page 22                      | Recovery   | Add the location of the Radiological Response Annex.     | R. Hillman     | 12/02/22   |
| 4        | Page 14                      | County Profile   | Update Statistics  | K. Martin      | 11/29/23   |
| 5        | Page 8                       | County Profile   | Update Statistics  | K. Martin      | 11/29/23   |
| 6        | Page 34                      | Concept of Operations  | Update Contact information                               | K. Martin      | 11/29/23   |
| 7        | Page 11                      | Hazard & Risk Vulnerability Profile  | Eliminate footnote                                       | K. Martin      | 12/14/23   |
| 8        | Pages iv, 6, 38              | Record of Distribution, County Profile, Order of Succession  | Replace two Deputy Administrators with just one          | R. Hillman     | 10/31/2024 |
| 9        | i., ii., 8, 10, 12-14, 48-49 | Promulgation, Population & Demographics, Transportation, Utilities & Service, Industry & Commerce, Schools, Family Assistance Centers, Responsibility Matrix | Updates in preparation for BOS adoption on March 4, 2025 | R. Hillman     | 4/8/2025   |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |
|          |                              |  |  |                |            |

## RECORD OF DISTRIBUTION

| Department                              | Point of Contact (by Role)               | Date of Distribution |
|---|--|----------------------|
| Goochland County Fire-Rescue            | Fire-Rescue Chief                        | April 8, 2025        |
| Goochland County Fire-Rescue            | Deputy Emergency Coordinator             | April 8, 2025        |
| Goochland County Administration         | County Administrator                     | April 8, 2025        |
| Goochland County Administration         | Administrative Services Manager          | April 8, 2025        |
| Goochland County Administration         | Deputy County Administrator              | April 8, 2025        |
| Goochland Animal Control                | Director                                 | April 8, 2025        |
| Parks, Recreation & Facilities          | Director                                 | April 8, 2025        |
| Commissioner of Revenue                 | Commissioner of Revenue                  | April 8, 2025        |
| Commonwealth Attorney                   | Commonwealth Attorney                    | April 8, 2025        |
| Community Development                   | Building Official                        | April 8, 2025        |
| Economic Development                    | Director                                 | April 8, 2025        |
| Public Utilities                        | Director                                 | April 8, 2025        |
| County Attorney                         | County Attorney                          | April 8, 2025        |
| Social Services                         | Director                                 | April 8, 2025        |
| Information Technology                  | Director                                 | April 8, 2025        |
| Assessor                                | County Assessor                          | April 8, 2025        |
| Financial Services                      | Director of Purchasing                   | April 8, 2025        |
| Human Resources                         | Director                                 | April 8, 2025        |
| Health Department                       | Director of Chickahominy Health District | April 8, 2025        |
| Community Services Board                | Director                                 | April 8, 2025        |
| Sheriff's Office                        | Goochland County Sheriff                 | April 8, 2025        |
| Goochland Public Schools Administration | Superintendent                           | April 8, 2025        |
| Circuit Court                           | Clerk                                    | April 8, 2025        |
| Extension Office                        | Agriculture Agent                        | April 8, 2025        |
| General Services                        | Director                                 | April 8, 2025        |



## ACRONYMS

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

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

|               |   |
|---------------|---|
| <b>OSR</b>    | Operations Support and Recovery                                 |
| <b>PA</b>     | Public Assistance   |
| <b>PD</b>     | Police Department   |
| <b>PIO</b>    | Public Information Officer                                      |
| <b>RACES</b>  | Radio Amateur Civilian Emergency Services (also see ARES, GART) |
| <b>SAR</b>    | Search and Rescue   |
| <b>SBA</b>    | Small Business Administration                                   |
| <b>SITREP</b> | Situation Report  |
| <b>SOFR</b>   | Safety Officer  |
| <b>SOGs</b>   | Standard Operating Guidelines                                   |
| <b>SOPs</b>   | Standard Operating Procedures                                   |
| <b>UC</b>     | Unified Command or Unified Commander                            |



## FORWARD

### BACKGROUND

Following the onset of the Novel Coronavirus (COVID-19) outbreak in 2020, Goochland County Department of Fire-Rescue & Emergency Services procured planning support services from The Olson Group, Ltd. (OGL) through the Emergency Management Consulting Contract.

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

### AUTHORITIES

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

#### FEDERAL

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

#### COMMONWEALTH OF VIRGINIA

- Commonwealth of Virginia Emergency Services and Disaster Laws of 2000 (Code of Virginia, §44-146.19)
- Crime Victim and Witness Rights (Code of Virginia §11.2-11.01)

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

#### LOCAL

- Goochland 2035 The Comprehensive Plan for Goochland County, VA
- Open for Business, Goochland County Economic Development Authority, PDF Brochure 2006-2007 Edition

#### REFERENCES

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

#### GUIDING DOCTRINE

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

#### NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

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

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

#### INCIDENT COMMAND SYSTEM (ICS)

Within NIMS, the Incident Command System (ICS) provides for the effective and efficient management of domestic incidents and events. ICS is scalable and can be used to organize operations for a broad spectrum of situations. When emergency management is applied, facilities,

equipment, personnel, procedures, and communications integrate into a deliberate and organized response to a crisis or emergency.

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

## TABLE OF CONTENTS

|  |             |
|--|-------------|
| <b>PROMULGATION .....</b>                          | <b>I</b>    |
| IMPLEMENTATION .....                               | I           |
| APPROVAL AND PROMULGATION .....                    | I           |
| PROMULGATION STATEMENT .....                       | II          |
| <b>RECORD OF CHANGES .....</b>                     | <b>III</b>  |
| <b>RECORD OF DISTRIBUTION .....</b>                | <b>IV</b>   |
| <b>ACRONYMS .....</b>                              | <b>V</b>    |
| <b>FORWARD .....</b>                               | <b>VIII</b> |
| BACKGROUND .....                                   | VIII        |
| AUTHORITIES .....                                  | VIII        |
| REFERENCES .....                                   | IX          |
| GUIDING DOCTRINE .....                             | IX          |
| <b>TABLE OF CONTENTS .....</b>                     | <b>XI</b>   |
| <b>INTRODUCTION .....</b>                          | <b>1</b>    |
| PLAN DEVELOPMENT .....                             | 1           |
| HOW TO USE THIS PLAN .....                         | 1           |
| MISSION .....                                      | 3           |
| PURPOSE .....                                      | 3           |
| SCOPE .....  | 3           |
| PLANNING OBJECTIVES .....                          | 3           |
| PLANNING ASSUMPTIONS .....                         | 4           |
| <b>COUNTY PROFILE .....</b>                        | <b>6</b>    |
| GEOGRAPHY AND LOCATION .....                       | 6           |
| GOVERNMENT .....                                   | 6           |
| PUBLIC SAFETY .....                                | 7           |
| CLIMATE .....                                      | 7           |
| POPULATION AND DEMOGRAPHICS .....                  | 8           |
| TRANSPORTATION .....                               | 8           |
| UTILITIES AND SERVICES .....                       | 11          |
| LAND USE .....                                     | 12          |
| INDUSTRY AND COMMERCE .....                        | 12          |
| ECONOMIC DATA .....                                | 13          |
| MEDICAL FACILITIES .....                           | 13          |
| HOUSING .....                                      | 14          |
| SCHOOLS .....                                      | 14          |
| <b>HAZARD AND RISK VULNERABILITY PROFILE .....</b> | <b>16</b>   |

**CONCEPT OF OPERATIONS .....18**

    GENERAL ..... 18

    GOOCHLAND COUNTY EMERGENCY MANAGEMENT APPROACH..... 18

    EMERGENCY MANAGEMENT PHASES ..... 19

    DECLARATION OF EMERGENCY/DISASTER ..... 22

    EOP USE FOR EMERGENCY RESPONSE..... 24

    EOC ACTIVATION..... 24

    EOC OPERATIONS AND MANAGEMENT ..... 25

    EOC ACTIVATION LEVELS ..... 25

    EOC ORGANIZATION..... 27

    EOC STAFF POSITIONS..... 28

    INCIDENT MANAGEMENT ..... 33

    EOC DEACTIVATION ..... 34

**PLAN MAINTENANCE, TRAINING, AND TESTING.....36**

    PLAN MAINTENANCE AND UPDATES ..... 36

    FAMILIARIZATION WITH THE PLAN ..... 36

**ATTACHMENT 1: STAFFING CONTINGENCY .....38**

**ATTACHMENT 2: EMERGENCY DECLARATION .....40**

**ATTACHMENT 3: ICS-ESF CROSSWALK.....41**

**ATTACHMENT 4: FAMILY ASSISTANCE REUNIFICATION CENTER GUIDANCE.....43**

**ATTACHMENT 5: WEBEOC GUIDANCE .....51**

**ATTACHMENT 6: PROPOSED CHANGE FORM .....57**

**ATTACHMENT 7: ICS RESPONSIBILITY MATRIX.....58**

## INTRODUCTION

### PLAN DEVELOPMENT

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

Goochland County implemented two integral changes in this EOP from previous versions—

1. Goochland County has adopted the Incident Command System structure for all operations. In the past, Goochland County utilized the Emergency Support Function (ESF) model. To support the transition from ESFs to ICS, a crosswalk is provided in **Attachment 3: ICS-ESF Crosswalk**.
2. Goochland County has developed this EOP with an all-hazards approach whereas past versions of the EOP provided hazard-specific Annexes to the Base Plan.

### HOW TO USE THIS PLAN

This EOP was developed in conjunction with four supporting Annexes, each of which has a specific purpose and scope. The EOP provides an overview of Goochland County's guiding principles and methods, while the Annexes (Mitigation, Preparedness, Response, and Recovery) provide greater detail and actionable guidance for personnel with responsibilities in each of the four mission areas, respectively. **Table 1– EOP Components**

provides an outline of the EOP and supporting Annexes and the types of information found in each:

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

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

Table 1– EOP Components

Table 1– EOP Components

provides an outline of the Attachments which accompany the EOP:

| Attachments   | Contents   |
|---|--|
| <b>1: Staffing Contingency</b>                            | <ul style="list-style-type: none"> <li>• Order of Succession</li> <li>• Emergency Work Policy</li> </ul>   |
| <b>2: Emergency Declaration</b>                           | <ul style="list-style-type: none"> <li>• Template for Emergency Declaration</li> </ul>   |
| <b>3: ICS-ESF Crosswalk</b>                               | <ul style="list-style-type: none"> <li>• Aligns new ICS structure with ESFs</li> </ul>   |
| <b>4: Family Assistance Reunification Center Guidance</b> | <ul style="list-style-type: none"> <li>• Essential FAC services</li> <li>• Flow chart</li> <li>• VHASS guidance</li> <li>• Sample floor plan</li> <li>• FAC requirements</li> </ul>                                      |
| <b>5: WebEOC Guidance</b>                                 | <ul style="list-style-type: none"> <li>• Position Log and Significant Events guidance</li> <li>• Mission/Resource Request guidance</li> <li>• Situation Report Guidance</li> <li>• WebEOC Boards and Purposes</li> </ul> |
| <b>6: Proposed Change Form</b>                            | <ul style="list-style-type: none"> <li>• Used by stakeholders to request changes to EOP and/or Annex(es)</li> </ul>  |
| <b>7: ICS Responsibility Matrix</b>                       | <ul style="list-style-type: none"> <li>• Local Agencies</li> <li>• State Agencies</li> <li>• Non-Governmental Agencies</li> <li>• Private Sector</li> </ul>  |



Table 2– Attachments

MISSION

The mission of Goochland County Department of Fire-Rescue & Emergency Services is to protect public health and safety and preserve public and private property through the application of NIMS and ICS standards in concert with all Goochland County stakeholder organizations.

PURPOSE

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

SCOPE

The Goochland County EOP is an **all-hazards** plan that includes all personnel and equipment, which may be called upon to help facilitate a response to specific disasters and emergency events. The EOP establishes an emergency organization and defines responsibilities for all personnel having roles in the phases of emergency management to include prevention, protection, mitigation, response, and recovery in Goochland County.

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

During emergencies, the Incident Commander (IC) serves as the lead emergency services representative for the County. Any requests not ordinarily coordinated through Dispatch will be made through Goochland County Department of Fire-Rescue & Emergency Services. If local needs cannot be fulfilled internally, they will make resource requests through existing mutual aid agreements, if available. If the necessary resources cannot be provided through existing mutual aid agreements, Goochland County emergency services will follow their internal procedures to acquire resources (e.g. Regional, State, Federal).

PLANNING OBJECTIVES

This EOP has been developed to guide Goochland County based on the following objectives:

- Establish Goochland’s policy and procedures to respond to emergencies;
- Describe the County’s emergency services organization;

- Define the concept of operations (CONOPS) for emergency services;
- Identify the roles and responsibilities of assigned personnel during an emergency;
- Identify lines of authorities and relationships; and,
- Describe the County's Emergency Operations Center (EOC), its organization and activation levels.

## PLANNING ASSUMPTIONS

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

1. Goochland County will be responsible for initial response within its boundaries with the resources it has on hand;
2. Response to a particular incident may require State and Federal assistance;
3. Assistance from outside the County may be needed for large-scale or little, and no-warning emergencies or disasters;
4. The level of impact may vary in location, type, and magnitude and may require a flexible approach to emergency operations;
5. All departments are responsible for allocating equipment, personnel, and other resources for emergency response;
6. Individuals designated to be responsible for emergency response coordination or who may be assigned to the EOC will be familiar with the EOP;
7. The participating personnel will be trained in ICS and NIMS based on Homeland Security Presidential Directive-5 (HSPD-5) and according to the requirements of the U.S. Department of Homeland Security (DHS);
8. Pre-planned coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster;
9. The County's emergency mass notification system is sufficient to adequately provide warnings and notifications;
10. County departments will ensure that alternate staff, facilities and resources will be available in the event of damage or disruption to those normally used;
11. When a major disaster depletes the available resources of the County, requests for assistance will be made to Virginia Department Emergency Management (VDEM);
12. Disaster conditions may require the County to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the event;
13. The County will coordinate response and recovery activities with neighboring jurisdictions as necessary;

14. County officials will work toward re-establishing order and control within the area of the jurisdiction impacted by a disaster;
15. County may need to adjust day-to-day operations to assist disaster victims, restore community services, coordinate debris removal, and similar operations;
16. Communication, exchange of information, and coordination of resources for life safety will be the highest priority for the EOC;
17. Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater- based radio systems, cellular telephones, and information systems;
18. Emergency conditions that affect Goochland County may also affect surrounding communities;
19. Regional and local services may not be available;
20. Major roads, overpasses, bridges, and local streets may be damaged;
21. County buildings, structures, and infrastructure may be damaged;
22. Damage may cause injuries and/or displacement of Goochland County's population, disruption of County services, and postponement or cancelation of activities;
23. Goochland County may be in competition with other organizations for available resources and existing suppliers may not be able to deliver materials; and,
24. People may become stranded at Goochland County facilities, and conditions may be unsafe to travel.

## COUNTY PROFILE

A rural county located in central Virginia, near the western edge of the Greater Richmond Metropolitan region and approximately 25 miles southeast of Charlottesville, Goochland covers roughly 281.42 sq. mi. of land and 5.6 sq. mi of water area. One Interstate (I-64 highway), and four interstate interchanges (U.S. Route-6 250, 288, 522) located in the County. Offering close commuting distances to urban attractions, including Washington, D.C., the Blue Ridge Mountains, and Virginia Beach (all within a two-hour drive) and other amenities are just minutes away. A variety of cultural, entertainment, and recreational activities are at their fingertips i.e.- tubing on the James River, bike rides through the countryside, wine tastings, movies at the drive-in, live music from local bands, and farmer's markets.

### GEOGRAPHY AND LOCATION

Goochland County is located in the Piedmont Plateau Region in Central Virginia and is included in the Greater Richmond Region. The James River runs the entire length of the County across its southern border. Adjacent counties include Louisa County (north), Hanover County (northeast), Henrico County (east), Powhatan County (south), Cumberland County (southwest), and Fluvanna County (west).

### GOVERNMENT

The county has a Board of Supervisors with five members representing five districts.

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

Goochland County is managed by a board-appointed County Administrator who leads the operations of the County government to meet the needs of the County's citizens. The County Administrator appoints a Deputy County Administrator. Additionally, the County government has the following five Constitutional officers: Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and the Treasurer.

## PUBLIC SAFETY

### FIRE & RESCUE

Emergency services are coordinated through Goochland County Fire-Rescue. The Fire-Rescue Chief serves as the County's Emergency Management Coordinator (EMC) under the direction of the County Administrator and may act as the on-scene Incident Commander in conjunction with the Goochland County Sheriff. The Deputy-EMC serves as the EOC Manager during activations.

Goochland County Fire-Rescue (career and volunteer) provides emergency response services for the County. Fire-Rescue operates equipment to respond to events such as vehicle accidents, fires, illness, and injury. The Fire-Rescue Department provides pre-hospital emergency care for medical emergencies. This includes Advanced Life Support and special cardiac care.

Fire-Rescue provides 24-hour fire and emergency medical services to the County and, when needed, coordinates with neighboring cities and counties to provide and receive mutual aid in the region. Fire-Rescue is comprised of six stations housing fire suppression and emergency medical equipment.

### BUILDING AND FIRE CODE PROVISIONS

Building construction in the county is regulated by the Department of Building Inspection using the Uniform Statewide Building Code. Supplemental to this is the Uniform Statewide Fire Prevention Code. The Fire Prevention Code is enforced by the County Fire Marshal's Office located in the Goochland County Department of Fire-Rescue & Emergency Services.

### SHERIFF'S OFFICE

The Goochland County Sheriff's Office is the primary law enforcement agency in Goochland County, and it provides a variety of public safety services for the community. Sheriff's communications officers supervise the County's enhanced 9-1-1 dispatch system and are responsible for dispatching all calls for emergency services (Sheriff, Fire and Rescue, Animal Control, etc.). Other responsibilities of the Sheriff's Office include transporting inmates to and from jails and courts, serving and enforcing court orders, and providing security personnel when courts are in session. Deputies enforce all criminal and traffic laws and investigate more than 95% of criminal complaints in the County.

## CLIMATE

The Climate in Goochland County is classified as temperate. September, May, and October are considered the most pleasant months in Goochland County, while January and February are the least comfortable months. Summers are generally warm and humid.

**Table 3– Climate Data**

Below provides climate data for an average year in Goochland County.

| Climate Factor | Goochland Annual Average | National Annual Average |
|----------------|--------------------------|-------------------------|
| Rainfall       | 43 Inches                | 38 Inches               |
| Snowfall       | 13 Inches                | 28 Inches               |

|                                 |              |              |
|---------------------------------|--------------|--------------|
| <b>Days with Precipitation</b>  | 98           | 106          |
| <b>Sunny Days</b>               | 206          | 205          |
| <b>Average High (in July)</b>   | 89.3 Degrees | 85.8 Degrees |
| <b>Average Low (in January)</b> | 23.9 Degrees | 21.7 Degrees |

Table 3-- Climate Data

## POPULATION AND DEMOGRAPHICS

Many aspects of a jurisdiction's population and demographics can impact disaster planning, response, and recovery. For example, areas with large quantities of elderly populations may need to provide extra assistance with evacuation, given the prevalence of physical challenges and medical needs. **Table 4-- County Demographics**

| <b>Goochland County Demographic Element</b>      | <b>Statistical Data</b> |
|--|-------------------------|
| <b>Population</b>                                |                         |
| Population estimates (2023 Census)               | 27,197                  |
| Population, percent change                       | 10%                     |
| <b>Age</b>                                       |                         |
| Persons under 5 years, percent                   | 4.0%                    |
| Persons under 18 years, percent                  | 16.4%                   |
| Persons 65 years and over, percent               | 26.3%                   |
| <b>Gender</b>                                    |                         |
| Male persons, percent                            | 49.03%                  |
| Female persons, percent                          | 50.7%                   |
| <b>Race and Ethnicity</b>                        |                         |
| White alone, percent,                            | 82.1%                   |
| Black or African American alone, percent         | 13.7%                   |
| American Indian and Alaska Native alone, percent | 0.4%                    |
| Asian alone, percent                             | 1.9%                    |
| Two or More Races, percent                       | 1.9%                    |
| Hispanic or Latino, percent                      | 3.9%                    |
| White alone, not Hispanic or Latino, percent     | 78.8%                   |
| <b>Population Characteristics</b>                |                         |
| Veterans, 2013-2017                              | 1718                    |
| Foreign-born persons, 2013-2017                  | 4.2%                    |

Table 4-- County Demographics U.S. Census Quick Facts

## TRANSPORTATION

People and goods travel within and through Goochland County daily via roads and highways, aircraft, watercraft, and by rail; namely the CSX Railroad which traverses the County along the James River.

## ROADWAYS

Goochland County is served by a robust network of Interstate / Highway Accesses. I-64 traverses the northern part of the County from east-to-west along the northern border of Goochland spanning more than 22 miles of the County, and intersects I-295 three miles east of the county line. Interstates 195, 95, and 85 are also easy to access from Goochland County. There are also three 4-lane highways, providing access to markets in Richmond and beyond. **Figure 1– County Roadways** provides an overview of the major roadways.

### Interstate Highways

- I-64

### 4-Lane Highways

- 250
- 288
- 6

## WATERWAYS

Goochland County is primarily drained by the James River and its tributaries. The James River makes up the southern border of Goochland County and flows southeast to the Chesapeake Bay. According to the United States Geological Survey (USGS), between the years 1899 and

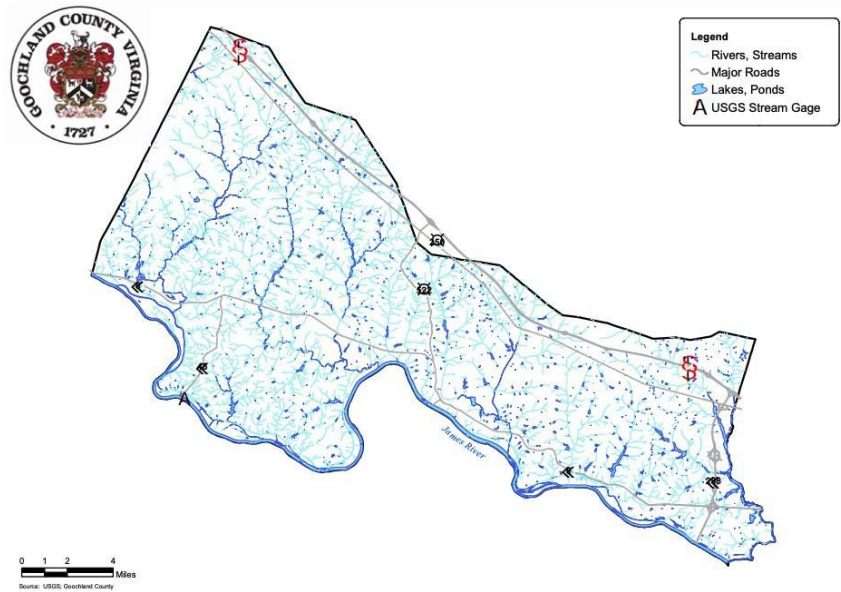


Figure 1– County Roadways

2007 the James River had a minimum flow rate of 316 cubic feet per second (cfs), a peak of 362,000 cfs and a mean annual discharge of 7,081.6 cfs.

**Figure 2– County Hydrology** illustrates the surface hydrology of Goochland County including the James River, its tributaries, and other watersheds.





### AVIATION

A number of commercial air service and general aviation providers are located outside Goochland county but within 45 miles, the closest of which is Richmond International Airport. Within Goochland County, there are several private airports, which are detailed in **Table 5– Goochland County Private Airports**

#### Richmond International Airport (RIC)

RIC is just 30 miles away. Richmond International Airport (RIC) offers roughly 146 daily flights nonstop to 16 major domestic destinations and connecting services to locations worldwide. RIC is served by 55 airlines. Over 222,000 passengers passed through RIC during the month of May 2023. Based on Richmond International Airport Essential Airport Information and Services - <https://richmondvirginiaairport.com/statistics/>.

**Private Airports****Table 5– Goochland County Private Airports**

below summarizes private airport information provided by the Federal Aviation Administration (FAA) ([www.FAA.gov/airports](http://www.FAA.gov/airports)).

| <b>Airport</b>   | <b>Contact Information</b>   |
|--|--|
| Byrd Creek Airport - 46VA<br>Caledonia, Virginia<br>Facility Usage: Private        | Jamshid Samadi<br>4581 Pink Dogwood Road<br>Columbia, VA 23038<br>(703) 786-6782; (703) 786-6782 |
| Stokes Airport - VA15<br>Cartersville, Virginia<br>Facility Usage: Private         | J. Howard Rock<br>1094 Stokes Station Rd<br>Goochland, VA 23063<br>(804) 457-4534                |
| Rose Retreat Farm Airport - VA44<br>Goochland, Virginia<br>Facility Usage: Private | Sidney G. Cox, Jr.<br>Rose Retreat Farm<br>Goochland, VA 23063<br>(804) 784-3217                 |
| Federal Reserve Heliport - VG63<br>Richmond, Virginia<br>Facility Usage: Private   | Federal Reserve<br>P.O. Box 85029<br>Richmond, VA 23238<br>(804) 578-3209                        |
| Sabot Airport - 1VA0<br>Sabot, Virginia<br>Facility Usage: Private                 | Sabot Hill Farm Inc<br>P.O. Box 290<br>Manakin Sabot, VA 23103<br>(804) 784-5207; (804) 273-1333 |
| Payne Airport - VG05<br>Tabscott, Virginia<br>Facility Usage: Private              | Norman Call<br>P.O. Box 10<br>Crozier, VA 23039<br>(804) 784-3797; (804) 457-3987                |

Table 5– Goochland County Private Airports

**UTILITIES AND SERVICES****WATER**

Four public waterline access locations are supplied from Henrico County at the east end of the County. The four waterline 'Access Locations' are as follows: Broad Street, Ridgefield, Patterson Avenue, and River Road. There is one waterline access location that is supplied to the Courthouse zone from the Department of Corrections on Route 6.

**COMMUNICATION**

Telephone communications in Goochland County are provided by Verizon and Centel, a private telephone company out of Charlottesville.

### NATURAL AND LIQUEFIED PETROLEUM GAS (LPG)

The Columbia Gas Transmission Corporation has three (3) 18" natural gas transmission lines that cross the extreme eastern and northeastern sections of the County and run along the Goochland-Louisa boundary line. TC Energy manages Columbia Transmission's Goochland Compressor Station located in Manakin Sabot in the eastern area of Goochland. A small portion of the Plantation (Kinder Morgan) pipeline with refined petroleum products pipeline crosses the southeastern corner of the County just across the Henrico County line. Two industrial parks (Goochland Industrial Park and West Creek) and one subdivision (Fox Downs) are presently served by natural gas. Lower Tuckahoe Subdivision has gas service provided by a propane tank farm.

### ELECTRICITY

Eighty-five percent (85%) of the county is supplied with electricity by the Dominion Virginia Power Company. A small part of the northeastern edge of the County is supplied by the Rappahannock Electric Cooperative and sections along the northwestern corner and southwestern edge receive power from the Central Virginia Cooperative. A 500 KV bulk power transmission line extends from the North Anna generating plant in Louisa through Goochland County to locations in Chesterfield and beyond.

### FOOD AND FUEL

There are two (2) full-service food stores and eleven (11) convenience stores in the county. Most of the convenience stores dispense both gasoline and diesel fuel for vehicles.

There are two local residential LPG providers in Goochland, Dunn Gas Co and Revere Gas. There are multiple retail locations throughout the county that sell bottled propane gas.

### LAND USE

Based on the FY2017 Annual report, Goochland County has seen continual increase in both residential and commercial developments over the last four years. New residential development is occurring adjacent to existing subdivisions and some of the older platted subdivisions are beginning to see activity. Commercial development is also continuing to grow.

Ninety-two percent of the land in the county is forest and agriculture (176,076 acres of 188,800). Forestry is considered to be the most important natural resource playing an important role in the economy of the county. Western Goochland contains the most forested land while the eastern section of the county is mostly agricultural.

Agriculture will be an important part of the local economy for many years.

Most of the flood-prone lands - expectancy of the land to flood on an annual basis is greater than 50% - are areas along the James River and mostly undevelopable.

### INDUSTRY AND COMMERCE

The Economy of Goochland County employs roughly 688,000 people.

A breakdown of Goochland County's economic and business elements and supporting statistical data are reflected in **Table 6– County Business Ownership Data**

| Total employer establishments, 2022                   | 736       |
|---|-----------|
| Total employment, 2022                                | 22,123    |
| Total annual payroll, 2022 (\$1,000)                  | 3,440,292 |
| Total employment, percent change, 2021-2022           | 15.6%     |
| Total nonemployer establishments, 2022                | 2,620     |
| All employer firms, Reference year 2022               | 585       |
| Men-owned employer firms, Reference year 2022         | 338       |
|   |           |
| Women-owned employer firms, Reference year 2022       | 96        |
| Minority-owned employer firms, Reference year 2022    | 5         |
| Nonminority-owned employer firms, Reference year 2022 | 448       |

## MEDICAL FACILITIES

### NON-EMERGENCY

There are several doctors' offices, dentists, and clinics within the County. The Goochland County Health Department also provides public health services to residents. Goochland Cares offers quality medical and dental services for adults who are uninsured and cannot afford care.

### HOSPITALS

While no hospitals are located in Goochland County, there are multiple acute and special-care hospitals serving the nearby Greater Richmond and Charlottesville areas. Area hospitals include:

- The world-renowned **Virginia Commonwealth University Medical Center**, which contains an 865-bed VCU Medical Center and multidisciplinary centers for cancer, cardiology, neurosurgery, and transplantation.
- The **University of Virginia Hospital in Charlottesville**, which offers 570 beds and a broad spectrum of medical services including trauma units, intensive and coronary care, neonatal care and emergency treatment.

- **Bon Secours**– Ranked among the Top 5% in the nation for emergency medicine, critical care, stroke, gastrointestinal care, and prostatectomy. Bon Secours St. Mary's Hospital has 391 beds servicing the Central Virginia area.
- **HCA Virginia Hospitals**– HCA Virginia has been servicing the central Virginia area for over half a Century. Providing 14 hospitals that specializing in the following areas: Centers of Neurological Care, Emergency Medicine, Burn Care, Labor and Delivery, Cardiovascular, Behavioral and Mental Health and Trauma and Wound Care.
- **Sheltering Arms Institute (rehab center)**– Sheltering Arms Institute has 114 beds to provide rehabilitation for patients who suffered from a Stroke, Spinal Cord Injury, Congenital Deformity, Amputation, Major Multiple Trauma, Hip Fracture, Brain Injury, or Neurological Disorders. Sheltering Arms Institute's main campus with inpatient hospital & outpatient therapy is located in Goochland at 2000 Wilkes Ridge Drive, Richmond, VA 23233.

#### LONG TERM CARE

There is one long term care facility in Goochland County:

- **Envoy at the Meadows**, senior living facility providing a nursing home in Goochland, VA.

#### HOUSING

There are 11,529 housing units in the county with an average density of 33 houses per square mile. Approximately 15% of homes are rented and 85% are owner-occupied. The median home price is \$483,700 and median monthly rent paid \$1,567. According to the US Census the average household is 2.46 persons.

#### SENIOR RETIREMENT COMMUNITIES

There are several communities in the eastern end of the county catering to the retirement community for housing.

- Avery Point – 1000 Avery Point Way, Richmond Virginia 23233
- Tuckahoe Pines – 12330 Paterson Avenue, Richmond Virginia 23238

#### UNIQUE HOUSING LOCATIONS

The Department of Corrections Academy for Staff Development– Crozier, VA is a training facility with overnight housing accommodations.

Two state correctional facilities are located in the county, each of which houses fewer than 500 inmates:

- State Farm Work Center
- Virginia Correctional Center for Women

## SCHOOLS

The following public schools are located in Goochland County (private schools not included):

| Name and location   | Demographics  | Contact Information   |
|---|---|---|
| <b>Byrd Elementary School</b><br>2704 Hadensville-Fife Road<br>Goochland, VA 23063    | <b>Grades:</b> K-5<br><b>Students:</b> 334<br><b>Faculty/Staff:</b> 30      | <b>Principal:</b> Mr. James Hopkins<br><b>Phone:</b> (804) 556-5380<br><b>Fax:</b> (804) 457-9303                                     |
| <b>Goochland Elementary School</b><br>2000 Bulldog Way<br>Goochland, VA 23063         | <b>Grades:</b> K-5<br><b>Students:</b> 368<br><b>Faculty/Staff:</b> 70      | <b>Principal:</b> Ms. Tina McCay<br><b>Phone:</b> (804) 556-5321<br><b>Fax:</b> (804) 556-6054  |
| <b>Randolph Elementary School</b><br>1552 Sheppard Town Road<br>Crozier, VA 23039     | <b>Grades:</b> K-5<br><b>Students:</b> 485<br><b>Faculty/Staff:</b> 53      | <b>Principal:</b> Mrs. Melissa Reams<br><b>Phone:</b> (804) 556-5385<br><b>Fax:</b> (804) 784-2674                                    |
| <b>Goochland Middle School</b><br>3250-B River Road West<br>Goochland, VA 23063       | <b>Grades:</b> 6-8<br><b>Students:</b> 632<br><b>Faculty/Staff:</b> 64      | <b>Principal:</b> Ms. Amie Potter<br><b>Phone:</b> (804) 556-5320<br><b>Fax:</b> (804) 556-6223                                       |
| <b>Goochland High School</b><br>3250-A River Road West<br>Goochland, VA 23063         | <b>Grades:</b> 9-12<br><b>Students:</b> 835<br><b>Faculty/Staff:</b> 98     | <b>Principal:</b> Dr. Christopher Collier<br><b>Phone:</b> (804) 556-5322<br><b>Fax:</b> (804) 556-6485                               |
| <b>Goochland Tech/Preschool Center</b><br>3140 River Road West<br>Goochland, VA 23063 | <b>Grades:</b> Pre K-12<br><b>Students:</b> 203<br><b>Faculty/Staff:</b> 14 | <b>Principal:</b> Tina McCay (Pre K)<br>Christopher Collier (Secondary)<br><b>Phone:</b> (804) 556-5322<br><b>Fax:</b> (804) 556-5322 |

Table 8-- Goochland County Schools

## HAZARD AND RISK VULNERABILITY PROFILE

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

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

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

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

**Public Health Emergency** is defined as an occurrence or imminent threat of an illness or health condition, caused by bioterrorism, epidemic or pandemic disease, or a novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability. A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency. The declaration of a State of Public Health Emergency permits the Governor to suspend state regulations and/or change the functions of state agencies<sup>1</sup>.

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

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

Hazard Specific Role-Based Actions are found in **Annex A: Mitigation** and **Annex C: Response**.



**RISK ANALYSIS**

**Table 9– Hazard and Risk Analysis Summary** provides an overview of the hazards faced in Goochland County and how they are ranked in likelihood and estimated impact severity. This information should be used when determining where mitigation, planning, and preparedness efforts should be focused.

| Hazard Type                               | Hazard Likelihood of Occurrence | Estimated Impact Severity |
|---|---------------------------------|---------------------------|
|   | LESS LIKELY/POSSIBLE/LIKELY     | LIMITED/MODERATE/MAJOR    |
| Winter Storm                              | Likely                          | Moderate                  |
| Rain and Windstorm                        | Likely                          | Moderate                  |
| Hazardous Materials Spill                 | Likely                          | Limited                   |
| Disruption at State Correctional Facility | Likely                          | Limited                   |
| Evacuation of Hampton Roads               | Likely                          | Limited                   |
| Public Health Emergency                   | Possible                        | Major                     |
| Nuclear Power Disaster                    | Less Likely                     | Major                     |
| Earthquake                                | Possible                        | Major                     |
| Tornado                                   | Possible                        | Major                     |
| Hurricane                                 | Possible                        | Moderate                  |
| Agricultural Disaster                     | Possible                        | Limited                   |
| Terrorism (domestic)                      | Possible                        | Major                     |
| Terrorism (foreign)                       | Less Likely                     | Major                     |
| Civil Disorder                            | Possible                        | Limited                   |

Table 9– Hazard and Risk Analysis Summary

## CONCEPT OF OPERATIONS

### GENERAL

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

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

### PROGRAMMATIC GOALS

The ultimate goals of the Goochland County Emergency Services Program are to:

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

### GOOCHLAND COUNTY EMERGENCY MANAGEMENT APPROACH

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

## ICS AND NIMS

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

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

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

## EMERGENCY MANAGEMENT PHASES

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

Figure 3– Emergency Management Cycle illustrates the cyclical nature of the emergency management phases.



Figure 3– Emergency Management Cycle

## MITIGATION

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

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

- Eliminate hazards;
- Reduce the probability of hazards causing an emergency situation; or,



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

- Lessen the consequences of unavoidable hazards.

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

### PREPAREDNESS

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



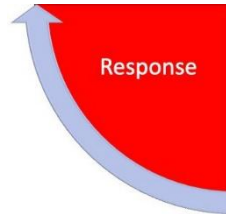
Goochland County will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the County's emergency management program are:

- Providing emergency equipment and facilities;
- Continue to stay informed of risks through input from local assessments, private industry and other organizations, such as Goochland's Local Emergency Planning Committee (LEPC) regarding annual Tier II reports;
- Emergency planning, including maintaining this plan, its annexes, and appropriate standard operating procedures (SOPs);
- Conducting or arranging appropriate training for the Executive Policy Group (EPG) and Emergency Planning Team (EPT), and others that will assist during an emergency;
- Distributing disaster preparedness education materials for Goochland's community through but limited to Goochland's Community Emergency Response Team (CERT); and,
- Conducting periodic drills and exercises to test plans and training.

## RESPONSE

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

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



## RECOVERY

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

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

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

Goochland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur. Short-term operations seek to restore vital services to the County



and provide for the basic needs of the Community. Long-term recovery focuses on restoring Goochland County to its normal or new normal state.

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

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

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

Note: Due to its proximity to nuclear power plants in the area and the potential impacts, Goochland County must be prepared to respond and recover from a radiological release. Radiological guidance can be found in the Radiological Response Annex located in the EOC, Department of Goochland Fire-Rescue and Emergency Services, and County Administration.

## DECLARATION OF EMERGENCY/DISASTER

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

### STATE POLICY

The following is an excerpt of the State EOP:

1. *Whenever, in the opinion of the Governor, the safety and welfare of the people of the state require extreme emergency measures due to a threatened or actual disaster, he may declare a "state of emergency" to exist in the state, or any portion thereof, for the purpose of aiding the affected individuals and local governments. (See Appendix 1, the Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, Section 44-146.17.)*
2. *Whenever the Governor declares a state of emergency, the County, if within the disaster area may, under the control and supervision of the Governor or his designated representative, enter into contracts and incur obligations necessary to combat such threatened or actual disaster, protect the health and safety of persons and property, and provide emergency assistance to the victims of such disaster. In exercising this authority under the supervision and control of the Governor or his designated representative, the County may proceed without regard to time-consuming procedures and formalities prescribed by law (except for mandatory constitutional requirements) pertaining to the performance of public works, entering into contracts, incurring obligations, employment of temporary workers, rental of*

*equipment, purchase of supplies and materials, and appropriation and expenditure of public funds.*

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

#### STATE OF EMERGENCY

In the event of a natural disaster, civil unrest, armed conflict, medical pandemic or epidemic or other biosecurity risk a local emergency may be declared.

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

During the Coronavirus disease of 2019 (COVID-19) pandemic, the Governor's Order was utilized to mitigate the spread of the virus and implement the prioritization of social distancing measures, provided for essential businesses to continue to operate while non-essential businesses were closed, banned large gatherings, closed schools, and placed limits on bars and restaurants and other public gathering places. In addition, a Stay-at-Home Order may be mandated as needed or required (i.e. novel Coronavirus disease 2019 (COVID-19)).



### DISASTER DECLARATION

The Board of Supervisors may subsequently issue resolutions referencing that declaration to invoke certain emergency powers granted by the Governor on an appropriate local scale in order to cope with the disaster.

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

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

### EOP USE FOR EMERGENCY RESPONSE

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

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

### EOC ACTIVATION

#### EOC LOCATION

The Goochland County EOC is located within the Goochland County Sheriff's Office facility.

#### ROLE OF THE EOC

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

#### DECISION TO ACTIVATE THE EOC

Goochland County Emergency Management/Services personnel and/or the Sheriff's Office will determine the need to activate the EOC, based on the incident or event, per delegation of authority by the Board

of Supervisors, as specified in the County Emergency Operations Plan (EOP) through the County Administrator, Director of Emergency Management. Emergency Services will notify Administration if the EOC is activated and at what level.

## EOC OPERATIONS AND MANAGEMENT

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

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

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

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

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

## EOC ACTIVATION LEVELS

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

The levels utilized by the Goochland County are consistent with those used by the State of Virginia Department of Emergency Management to enhance coordination of response operations by all levels of government. The EOC activation levels are illustrated below.



**Level 1 (Daily/Normal Conditions):** Emergency operations plans, and procedures are developed and maintained. Training and tests/exercises are conducted periodically as required to maintain readiness.



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

- Communications Watch
- Initial Alert
- Advanced Alert
- Local, Regional or National Event Monitoring



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

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



**Level 4 (Recovery Operations):** full-scale operations and a total commitment of manpower and resources are required to mobilize and respond to recovery activities for the required participating agencies. This

period ends when the following has been met and no further recovery activities to perform.

- Essential facilities and services are restored.
- Displaced persons return to their homes.
- Federal disaster assistance programs are implemented.
- "Normal" conditions are restored. Severely damaged structures are rebuilt or demolished and replaced.
- The damaged parts of the transportation, water, and communications infrastructure are replaced.
- The economy is restored. The duration of this period may be an extended length of time, depending upon the severity of the disaster.
- The emergency is no longer impacting Goochland and the locality is no longer in an official state of emergency.

Figure 4– EOC Activation Levels

## EOC ORGANIZATION

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

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

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

With NIMS as the framework, Goochland County Director of Emergency Management may provide on-scene management of an incident and also provides the coordination of response activities between the County, its departments, and between external partner organizations.

Goochland County's emergency management/services structure is comprised of two distinct groups working together to support the emergency management phases (preparedness, mitigation, response, and recovery). They are:

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

plans and serve in support roles during a disaster. This group is established as needed with the appropriate subject matter experts based on the purpose of establishment.

## EOC STAFF POSITIONS

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

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

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

## POSITION TYPES

The EOC organizational structure consists of:

- **EOC Manager**– Oversees all EOC activities, sets EOC objectives, establishes battle rhythm, coordinates with the Executive Policy Group (EPG).
- **Command Staff**– Includes Safety Officer, Public Information Officer, and Liaison Officer. Command Staff positions report directly to the EOC Manager.
- **General Staff**– The EOC General Staff includes four traditional ICS sections (Operations, Planning, Logistics, and Finance/Administration). Under each ICS section, operational responsibilities are divided into functional areas, as illustrated in **Figure 5– Organizational Chart**.

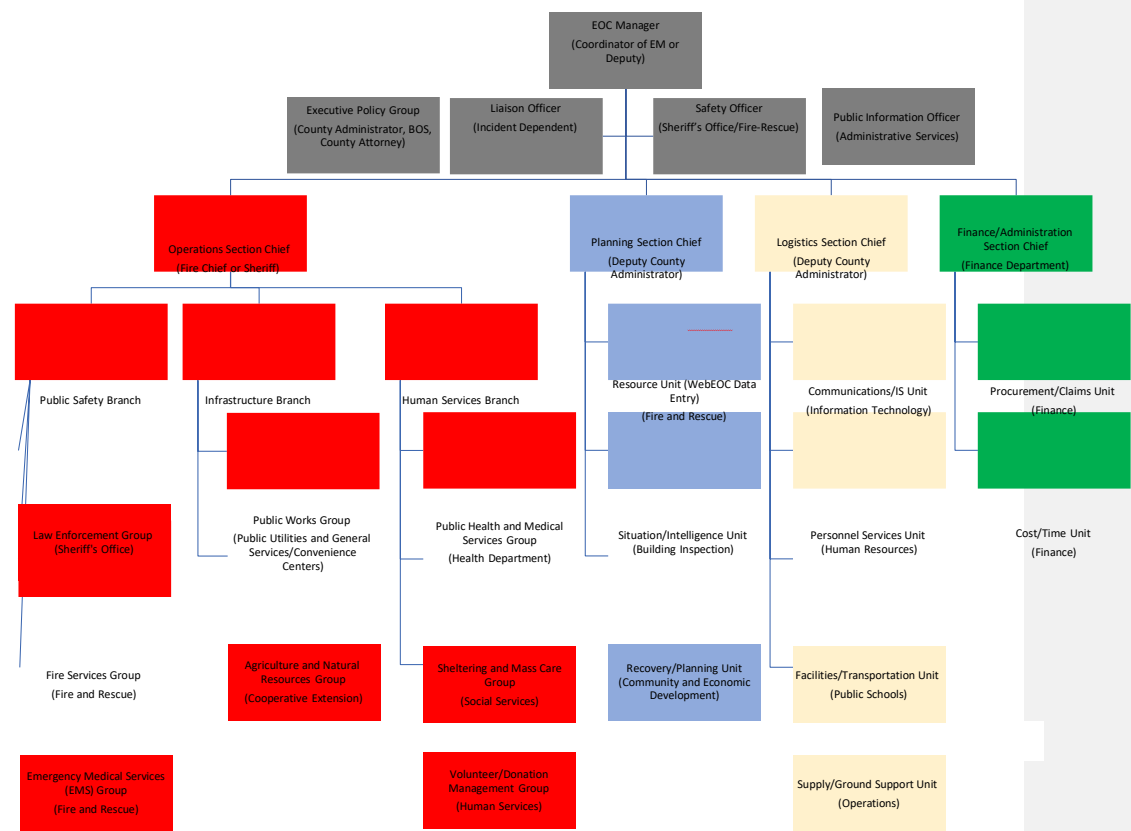


Figure 5– Organizational Chart

## ROLES AND RESPONSIBILITIES

The EOC Manager role will be filled by the Deputy Director of Emergency Management. The Director of Emergency Management will likely serve as IC/Unified Command.

**Table 10– Roles and Responsibilities**

provides a brief summary of the primary positions in the EOC organization structure. Only the needed positions should be filled. Additional information including detailed role-specific checklists can be found in **Annex C: Response** and **Annex D: Recovery**.

| Command Staff   |  |   |
|---|--|---|
| Command staff includes the positions which report directly to the Incident Commander/EOC Manager. |  |   |
| Command Staff   | EOC Manager  | Oversees all EOC activities including developing objectives and coordinating resources.   |
|   | Liaison Officer (LOFR)<br><i>*Federal acronym is LNO.</i>  | Serves as the point of contact for representatives of governmental agencies, jurisdictions, NGOs, and private sector organizations that are not included in the Unified Command.  |
|   | Safety Officer   | Monitors incident operations and advises the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel.  |
|   | Public Information Officer (PIO)   | Interfaces with the public and media; gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information; and monitors the media and other sources of public information.  |
| Finance/Administration Section  | <b>Finance/Administration Section</b><br>When the incident management activities involve on-scene or incident-specific finance and administrative support services, this section will be created and staff will be responsible for recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. Staff closely coordinates with the Planning and Logistics Sections to reconcile operational records with financial documents. |   |
|   | Finance/Administration Section Chief   | Manages all financial aspects of an incident. Not all incidents will require a Finance/Administration Section.  |
|   | Cost/Time Unit   | Ensures the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. Provides all incident cost analysis, tracks costs, analyzes cost data, makes estimates, and recommends cost-saving measures. |
|   | Procurement/Claims Unit  | Administers all financial matters pertaining to leases, fiscal agreements and vendor contracts. Oversees the completion of all forms required by workers' compensation and local agencies   |

|   |                                |  |
|---|--------------------------------|--|
| <b>Logistics Section</b><br>Personnel provide services and support for effective and efficient incident management, including ordering resources and needed services to support achievement of the incident objectives, resources can include: personnel, equipment (maintenance and fuel), teams, supplies, and facilities, security (of the incident command (IC) facilities and personnel), transportation, food services, communications and IT support, and medical services for incident personnel. |                                |  |
| Logistics Section   | Logistics Section Chief        | Provides all incident support needs including facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.   |
|   | Communications/IS Unit         | Develops plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.   |
|   | Personnel Services Unit        | This unit is responsible for all Human Resource functions during an EOC activation.  |
|   | Supply/Ground Support Unit     | Orders, receives, processes, services, and stores all incident-related resources (equipment and supplies). Maintains, services, and fuels of all mobile equipment and vehicles, with the exception of aviation resources; coordinates ground transportation of personnel, supplies, and equipment; and develops the Incident Traffic Plan as needed. |
|   | Facilities/Transportation Unit | Sets up, maintains, and demobilizes all incident support facilities except Staging Areas. Also provides security services to the incident as needed.   |
| <b>Planning Section</b><br>Helps ensure responders have accurate information and provides resources such as maps and floor plans. Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.   |                                |  |
| Planning Section  | Planning Section Chief         | Manages staff to collect, evaluate, processes, and disseminates information for use at the incident in the form of the IAP, formal briefings, maps, status boards, etc.  |
|   | Resources Unit                 | Provides logistical support and maintains the status of all assigned resources (primary and support) at an incident.   |
|   | Documentation Unit             | Maintains accurate, up-to-date incident files.   |



|   |                                  |  |
|---|----------------------------------|--|
|   | Recovery/Planning Unit           | Promotes effective recovery from disasters before and after disasters strike.  |
|   | Situation/Intelligence Unit      | Collects, processes, and organizes situation information; prepares Situation Reports (SitReps); and develops projections and forecasts related to the incident. Ensures that intelligence is gathered, analyzed, and disseminated appropriately. The Intelligence Unit may be established when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.  |
| <b>Operations Section</b><br>*First to be established* personnel plan and perform tactical activities to achieve the incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations. |                                  |  |
| Operations Section  | Operations Section Chief         | Interact with next lower level of Section (Branch, Division/Group or Sector) to develop the operations portion of the Incident Action Plan. Request resources needed to implement the Operation's tactics as a part of the Incident Action Plan development (ICS 215).   |
|   | Law Enforcement Unit             | Staff consider law enforcement capabilities in the mission to prepare for, protect against, respond to, recover from and mitigate all hazards. Set policy, programs and operations affecting or impacting the law enforcement community. Enhance communication and coordination between national security agencies and law enforcement professionals by enabling synchronization of internal and external initiatives that involve law enforcement and security activities through partnership, intelligence, information-sharing, analysis and decision-making support. |
|   | Fire Services Group              | Staff support and strengthens fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards. Through data collection, public education, research and training efforts, the U.S. Fire Administration has helped to reduce fire deaths and make our communities and residents safer.   |
|   | Emergency Medical Services Group | Staff will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the   |

|  |                             |   |
|--|-----------------------------|---|
|  |                             | Finance/Administration Section with processing injury-related claims.   |
|  | Shelter and Mass Care Group | Staff will utilize plans to setup and operate Evacuation Centers local facilities as needed to house and feed displaced residents and certain household pets during extreme emergencies. Acquire and provide resources necessary to support mass care services. |

Table 10– Roles and Responsibilities

## INCIDENT MANAGEMENT

### WebEOC

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

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

### RESOURCE MANAGEMENT

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

### STATUS REPORTS

Status reporting from the EOCs will be through WebEOC, using the Significant Events Board. The Goochland County EOC will advise as to when Significant Events should be reported. Normally, this would be when the fire district or EOC is first activated and at the end of each day or shift change. Significant Events will be submitted using WebEOC.

### INCIDENT ACTION PLANS (IAPs)

Incident Action Plans (IAPs) will be developed by the EOC each operational period in preparation for the following operational period. For additional guidance regarding IAP development, see the **Annex C: Response**.

### ALERTS/NOTIFICATIONS

The CodeRed system will be used to disseminate alerts and/or notifications to stakeholders and County Personnel.

## COMMUNICATIONS

**EOC communications** systems include standard telephone lines, cellular phones, pagers, satellite communications, 700/800 MHz radio system, conference calls, Code Red, email, fax, incident management system software (WebEOC), desktop and laptop computers.

**Code Red** is used to issue mass notifications to potentially impacted Goochland County citizens as needed based on the event. Code Red notifications can be sent to all land line phones within the County and cell phones of citizens that have registered for the system.

The primary means of communication between Goochland County and the State EOC will be via WebEOC and telephone. Secondary (back-up) communications will be conducted via 700/800 MHz radio (Voice Interoperability Plan for Emergency Responders (VIPER)), e-mail and/or cellular telephone.

Alternative radio communications are available through Goochland's Amateur Radio Team (GART) as part of Radio Amateur Civil Emergency Services (RACES). A GART communication station is established in the Sheriff's Office Communications room. Additional permanent radio amateur antennas are located at each of the fire-rescue stations and the Goochland County Public High - Middle School Complex. GART members also have access to hand-held devices.

## INTELLIGENCE

Goochland County will coordinate with the State Fusion Center for information collection, analysis, and dissemination.

## CRIME VICTIMS

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

### Department of Criminal Justice Services

Julia Fuller-Wilson, **Violence Against Women Program Administrator and State Crisis Response Coordinator**

Victims Services, Division of Programs and Services Virginia  
Department of Criminal Justice Services 1100 Bank Street,  
Richmond, VA 23219  
(804) 371-0386 F: (804) 786-3414  
Crisis Response Emergency Cell: (804) 840-4276  
julia.fuller-wilson@dcjs.virginia.gov

### VCART Program Specialist

Andrew Kinch  
Cell: (804) 801-2622 (preferred phone number)  
Email: Andrew.kinch@dcjs.virginia.gov

### Virginia Victim Fund (VVF)/Criminal Injury Compensation Fund

Jessica Buchanan  
804-205-3531  
Jessica.Buchanan@virginiavictimsfund.org  
After Hours Cell: (804) 659-9851

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

## EOC DEACTIVATION

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

This decision will take into account the following considerations:

3. The need for continuing coordination of Goochland County responsibilities and decision-making as response operations are completed and Goochland County transitions to disaster recovery operations;
4. The continued operation of Goochland County Command Posts or other field activities;
5. The continued activation of the Goochland County EOC and/or EOCs of adjacent municipalities, as well as the potential needs for Goochland County support to operations outside of the Jurisdiction; and,
6. The capabilities of County departments to effectively conduct remaining operations from their normal offices or other places of operations.

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

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

## PLAN MAINTENANCE, TRAINING, AND TESTING

### PLAN MAINTENANCE AND UPDATES

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

The EOP should be updated and tested annually for the purpose of correcting deficiencies identified through actual emergency response operations, drills, exercises, and through changes in Goochland County organizational structure, technological changes, etc. Plan updates will be documented in the **Record of Changes** at the beginning of this document.

### CORRECTIVE ACTIONS

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

### FAMILIARIZATION WITH THE PLAN

It is vital to the success of future response and recovery operations that all County personnel with response and recovery roles are familiar with the EOP and its Annexes.

Upon finalization of these documents (and as new personnel are assigned response and recovery responsibilities) personnel should be provided with an orientation to the Plan and Annexes to ensure that, at a minimum, they understand the types of information found in within and how to navigate to various information they may need.

Also, exercises are valuable tools to both maintaining personnel's familiarity with plans and validating the plan's contents over time.

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

**TRAINING**

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

**TESTING**

Goochland County Emergency Management/Services will develop, plan, and conduct exercises that will be designed to not only test the EOP and other support plans, but to aid in training all appropriate personnel and to improve the overall emergency management/services organization and capability of Goochland County. Exercise information is detailed in **Annex B: Preparedness**.

## ATTACHMENT 1: STAFFING CONTINGENCY

### ORDER OF SUCCESSION

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

Should the Director of Emergency Management be unavailable or unable to serve, the positions identified in **Table 11– Order of Succession** in order, shall act as the Goochland County Emergency Manager, with all the powers and authorities of the Goochland County Emergency Manager. Alternates shall only be empowered to exercise the powers and authorities of the Emergency Manager, if Emergency Manager and the alternates identified previously in the successive order are absent or otherwise unable to serve. The individual who serves as acting Emergency Manager shall have all the powers and authority of the Emergency Manager and will serve until the Director of Emergency Management is again able to serve or a successor is appointed by the Goochland County Administrator.

| Order of Succession | Title                       |
|---------------------|-----------------------------|
| 1                   | County Administrator        |
| 2                   | Deputy County Administrator |

Table 11– Order of Succession

### EMERGENCY WORK POLICY

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

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

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

Upon declaration of an emergency, the County Administrator will make personnel policy decisions concerning facility closures, essential personnel, hours of work, work assignments, and other matters. All provisions of the County's *Employee Handbook*, latest edition, may be suspended by

the County Administrator, except for those sections concerning safety and wages. The Goochland County Human Resources Department will distribute these policies in writing to Goochland County Departments. These policies will be updated and amended as appropriate to the emergency.



## ATTACHMENT 2: EMERGENCY DECLARATION

### DECLARATION OF A STATE OF EMERGENCY

Resolution Confirming Declaration of Local Emergency

WHEREAS, on\_\_\_\_\_, pursuant to the authority of Virginia Code § 44.1-146.21, the Goochland County Director of Emergency Management, declared that an emergency exists in Goochland County due to\_\_\_\_\_; and

WHEREAS, an emergency declaration provides the Board of Supervisors with greater flexibility to adopt measures to protect the health, safety, and welfare of its residents from the risk\_\_\_\_\_; and

WHEREAS, pursuant to Virginia Code § 44.1-146.21, the initial emergency declaration must be confirmed by the Board of Supervisors.

NOW, THEREFORE, BE IT RESOLVED that the Goochland County Board of Supervisors finds that the\_\_\_\_\_ is a disaster as defined in Virginia Code § 44-146.16, warranting the declaration of local emergency; and

BE IT FURTHER RESOLVED that the\_\_\_\_\_ [Date] issuance of the declaration of local emergency by the County Administrator\_\_\_\_\_ is hereby confirmed.

ADOPTED this\_\_\_\_\_ [Date].

## ATTACHMENT 3: ICS-ESF CROSSWALK

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

Federal, State, and some large local government jurisdiction utilize the Emergency Support Function (ESF) construct to organize their Emergency Operations Centers. The ESF concept of operations is labor intensive and organized into seventeen (17) separate emergency support functional areas. Smaller jurisdictions may lack the personnel to support the ESF concept and opt for a pure ICS or hybrid model.

Goochland County has opted for a pure ICS model, which is designed to be flexible and scalable to adapt the response organization to the County's needs while maintaining span of control. This table provides a quick reference to show the alignment of the Goochland County EOC Sections and their associated functions to the seventeen (17) Federal ESFs. This information will help assist any outside response personnel in understanding where they best fit into Goochland County's organizational construct.

| FINANCE/ADMIN SECTION |  |
|-----------------------|--|
| FUNCTIONAL AREA(S)    | <ul style="list-style-type: none"> <li>Finance (Funding, Disaster Accounting, Cost Recovery)</li> <li>Purchasing/Inventory, Payroll, AP, Utility Billing, Contracts, and Personnel Services.</li> </ul>  |
| ESF(s)                | <ul style="list-style-type: none"> <li>Provides support to any ESF based on the nature of the emergency</li> </ul>   |
| LOGISTICS SECTION     |  |
| FUNCTIONAL AREA(S)    | <ul style="list-style-type: none"> <li>Communication/Information Systems (IS) Unit</li> <li>Supply/Ground Unit</li> <li>Personnel Services Unit</li> <li>Facilities/Transportation Unit</li> </ul>   |
| ESF(s)                | <ul style="list-style-type: none"> <li>ESF 1 – Transportation</li> <li>ESF 7 - Resource Support</li> </ul>   |
| OPERATIONS SECTION    |  |
| FUNCTIONAL AREA(S)    | <ul style="list-style-type: none"> <li>Public Safety (Firefighting, Law Enforcement, Security, Search and Rescue, Animal Control)</li> <li>Emergency Medical Services Group to include Public Health</li> <li>WebEOC Unit</li> <li>Sheltering and Mass Care Group</li> <li>Volunteer and Donations Management Group</li> <li>Agricultural and Natural Resources Group</li> </ul> |

|                           |   |
|---------------------------|---|
| <b>ESF(s)</b>             | <ul style="list-style-type: none"> <li>• ESF 2 – Communications</li> <li>• ESF 3 - Public Works</li> <li>• ESF 4 - Fire Fighting</li> <li>• ESF 5 - Emergency Management/Services</li> <li>• ESF 6 - Mass Care and Human Services</li> <li>• ESF 8 - Health and Medical Services</li> <li>• ESF 9 - Search and Rescue</li> <li>• ESF 10 - Oil and Hazardous Materials</li> <li>• ESF 11 - Agriculture</li> <li>• ESF 12 - Energy</li> <li>• ESF 13 - Law Enforcement, Public Safety and Security</li> <li>• ESF 16 - Military Affairs</li> <li>• ESF 17 - Volunteer and Donations Management</li> </ul> |
| <b>PLANNING SECTION</b>   |   |
| <b>FUNCTIONAL AREA(S)</b> | <ul style="list-style-type: none"> <li>• Resources Unit</li> <li>• Documentation Unit</li> <li>• Recovery/Planning Unit</li> <li>• Situation/Intelligence Unit</li> </ul>   |
| <b>ESF(s)</b>             | <ul style="list-style-type: none"> <li>• ESF 14 - Community Recovery</li> <li>• ESF 15 - External Affairs</li> </ul>  |

Table 12– ICS to ESF Crosswalk

## ATTACHMENT 4: FAMILY ASSISTANCE REUNIFICATION CENTER GUIDANCE

### PURPOSE/OVERVIEW

The purpose of a Family Assistance Center (FAC) is to establish a fixed facility to support families and affected persons that have been involved in an event that includes mass casualties, mass fatalities, or both. This facility will provide families information about the location and disposition of their loved ones as well as provide for basic and immediate needs of the affected persons and their families.

The goals of a FAC are to:

- Provide a private and secure place for families to gather and to receive information about the Response and Recovery.
- Protect families from the media and curiosity seekers.
- Facilitate information sharing with hospitals to support family reunification.
- Address the informational, psychological, spiritual, medical and logistical needs of families.
- Centralize and coordinate missing person inquiries.
- Collect antemortem data<sup>3</sup> on the missing or known deceased.
- Facilitate information exchange between the local jurisdiction and families.

The common functions of a FAC include:

- Collection of missing person reports and subsequent collection of antemortem data, if necessary.
- Coordination with hospitals, shelters and incident operations to identify missing persons.
- Ensure availability of appropriate crisis counseling and spiritual support. Assess the needs of the families and victims and coordinate necessary services.
- Maintain security from media and other individuals not requiring FAC services.
- Provide assistance to individuals dealing with loss of life.
- Manage requests for sensitive information.
- Ensure accurate information is being received and disseminated in a timely and consistent manner.

---

<sup>3</sup> ANTEMORTEM DATA: (LATIN: BEFORE DEATH) REFERS TO ANY INFORMATION OR DOCUMENT COLLECTED ABOUT A PERSON AND THEIR LIFE THAT COULD ASSIST IN IDENTIFYING THEM AFTER THEIR DEATH. THIS COULD INCLUDE FINGERPRINTS, DENTAL X-RAYS, BODY TISSUE SAMPLES, PHOTOGRAPHS OR DESCRIPTIONS OF TATTOOS, OR OTHER IDENTIFYING MARKS. THESE BEFORE DEATH RECORDS WOULD BE COMPARED AGAINST RECORDS COMPLETED AFTER DEATH TO HELP ESTABLISH A POSITIVE IDENTIFICATION OF HUMAN REMAINS.

- Assist in meeting mental, emotional and physical needs of those individuals that have been affected by the incident.
- Facilitate information sharing between hospitals to expedite the reunification of loved ones.

## ACTIVATION OF FAMILY ASSISTANCE CENTERS

One of the primary goals of an FAC is to become operational as soon as possible. To do this, the Incident Commander, in coordination with the local jurisdiction Emergency Operations Center (EOC), need to recognize the need for an FAC and activate the FAC plan early in an incident. The objective would be to have the FAC operational to receive clients during the time period that the incident Reception Center is starting to demobilize.

The first steps in this activation process, is to identify an FAC Lead and a Logistics Section Chief. These two positions should quickly identify a predetermined facility or seek out a suitable ad hoc facility to serve as the FAC. An FAC may be activated under several circumstances. These circumstances can be divided into two categories: transportation incidents and mass casualty/mass fatality incidents (non-transportation related).

Mass casualty and/or mass fatality incidents may also require the activation of an FAC. These incidents may include criminal events such as an active shooter or natural disasters such as a flood or large-scale storm. These incidents are similar to a transportation incident in terms of the needs of the injured and their families but differs in the respect that there will be no support provided by an outside company or agency and the local responders will be largely responsible for FAC operations on their own.

## RECEPTION CENTER

A Family Reception Center (or Reception Center) is a separate and distinct facility to an FAC. It is located at a different location and has a different mission. A Reception center is a temporary location or facility that is established immediately following a mass casualty incident (MCI). First responders at the scene of the incident will transport non-injured personnel that were part of the incident to this location to help sort the injured from the non-injured. In some incidents, injured personnel that are rapidly processed and released from the hospital may be taken to the Reception Center.

The Reception Center will serve as a temporary holding facility and can be used to make initial efforts at tracking and logging those that are affected by the incident. At the Reception Center, family members may be reunified with non-injured personnel or obtain initial information about the incident. Non-injured personnel may be released from a Reception Center to continue their journey or return to their homes. A Reception Center is normally open for only a few hours and is meant to serve as a bridge between the incident and the opening of an FAC, if needed.

The common functions of a Reception Center are:

- Collection of missing person reports and subsequent collection of antemortem data, if necessary.
- Allow for law enforcement to gather information related to the incident scene as necessary.
- Short term facility for information sharing for family members who come to the scene or individuals fleeing the site of the MCI.

- If the scope and scale of the incident does not warrant the full activation of a FAC, some of the essential FAC services listed below may take place at a Reception Center.

### ESSENTIAL FAC SERVICES

**Safety and Security:** An FAC should provide an environment for clients that is safe and secure from media and curiosity seekers.

**Family Briefings:** Family briefings are a structured and routine mechanism for providing informational updates to families and addressing their questions. This consistency and process can help provide a sense of structure and familiarity for families when many things around them feel chaotic. Failure to meet families' informational needs in a timely manner can erode the trust that is essential to successful response and recovery operations.

Family briefings will be coordinated by the PIO. Family briefings should be held twice a day by appropriate officials to include the Chief Medical Examiner or his or her designee. In general, the briefings will include information on the progress of recovery efforts (human remains recovery), the identification of victims, the investigation, and other areas of concern.

**Reunification:** An FAC will provide services for family members attempting to locate and reunify with affected persons missing as a result of the incident. Reunification is defined as the process of identifying affected persons who may be missing, injured and/or killed as a result of an emergency incident. Services will be provided to family members, other individuals seeking to locate a missing affected person after the emergency and affected persons who may have been located but remain unidentified and separated from family members.

**Fatality Notification:** An FAC will serve as the primary area where information will be collected from families of affected persons to assist in the identification of affected persons' remains. Once this information is collected and verified it will be used to notify family members of a fatality of an affected person. The FAC will provide a venue for this notification to allow for both dignity and discretion.

**Grief Counseling:** An FAC will provide on-site grief counseling services to support families and affected persons as they begin to cope with the loss of a loved one, loss of home or community, and other incident-induced stressors. Counselors will interview clients and assist those at risk of long-term psychological or emotional ramifications due to the crisis, including referrals for ongoing behavioral health support and case management. FAC Staff will also be supported by counseling services as they cope with stresses from providing services to emergency victims and their families.

**Feeding:** A FAC may be in operation for an extended period. Meals and/or snacks should be provided to both clients and staff of the FAC. These meals should accommodate infants and adults with special dietary needs or allergies, as practical. Information about special dietary needs should be collected as part of the FAC registration process.

If a FAC is only forecasted to be open for a short duration, the feeding plan may be scaled down.

**Health and Medical:** Provisions should be made to monitor and support FAC clients that may have health or medical needs. These may include some of the following;

- Clients may experience delayed reaction to trauma received during the incident
- Clients may need follow up medical care if they were released from a hospital and sent to the FAC

- Clients may require assistance obtaining medications (prescription and non-prescription). These medications may be replacing those lost during the incident or prescribed as part of the medical care from the incident.

### INCIDENT MANAGEMENT AND THE FAMILY ASSISTANCE CENTER

The FAC will operate as part of the larger incident response. The Incident Commander located at the incident site may initially manage the FAC operations as a functional Group under the Operations Section. As operations at the incident site begin to wind down, the on-scene incident command structure may demobilize, and the FAC may continue to operate as an independent operation reporting back to the Local jurisdiction EOC. Figure 1 below provides an illustration of how the FAC relates to the EOC organization.

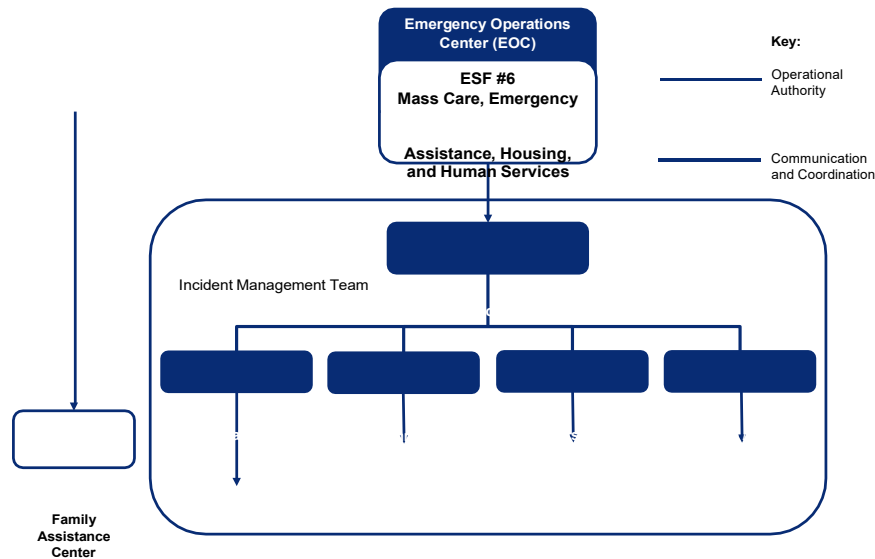


Figure 6– FAC in relation to the EOC Organization

### FLOW OF AFFECTED PERSONS

The FAC should not work completely as an independent operation. It should be considered a significant piece of the larger response. The affected persons and family members will interact with the larger incident management structure as they navigate their way in and out of the FAC (see Figure 2).

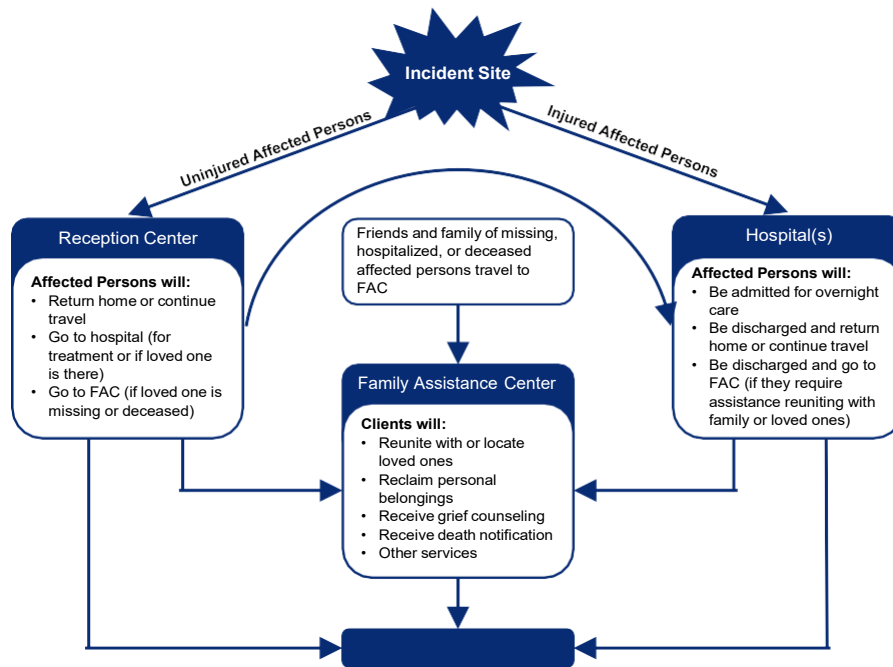


Figure 7– Flow of Affected Persons

At the onset of an incident, affected persons will be quickly triaged into two categories; injured and uninjured. The injured affected persons will be triaged again for priority and then transported off-site to receive medical attention, most likely to one or more hospital facilities. The uninjured affected persons may be taken from the incident site to a Reception Center for temporary holding. Additionally, some injured affected persons may process quickly through their hospital care and be discharged early in the process. In these cases, these treated and released injured affected persons may be transported to the Reception Center if a FAC has not yet been established.

Affected persons at the Reception Center may take a few different paths. If they are not injured and are not missing any loved ones or have any personal belonging to reclaim, they may simply be transported home or continue their journey. In some instances, family members may reunite directly with affected persons at the Reception Center if communication between both parties is available (i.e., affected party calls a family member on cell phone and coordinates pickup). In some cases, affected persons sent to the Reception Center may be later discovered to need medical attention. In these cases, the affected person is transported to a hospital or other medical treatment facility. An affected person may also leave the Reception Center and go to a hospital if they know that a family member is located at that hospital. Finally, an affected person may be at the Reception Center but unable to find or contact their family, may have loved ones that were injured and sent to the hospital, or may need other services. These persons would then move from the temporary Reception Center to the FAC.



All affected persons that are seen at a hospital will be entered in the Virginia Hospital Alerting & Status System (VHASS). This system supported by on-scene triage tags will provide a critical database of affected persons to be used by the FAC for reunification purposes. Affected persons at the hospital may also take a few different paths. They may be admitted for overnight care. In these cases, the FAC may need to reach out to the hospitals to obtain information about these affected persons. Some affected persons may be treated and discharged quickly from the hospital. If they do not require any further assistance, they may return home or continue their journey. If they are missing a loved one, cannot get in contact with their family, or need some other FAC services, they may move from the hospital to the FAC.

#### VHASS

The VHASS system is one part of the integrated system for potential location and reunification of family and friends. First the healthcare system (hospital) or other healthcare agency/organization has to request that VHASS be used to track either patients or residents. The second part requires the activation of Virginia 2-1-1 so that family and friends can call to see if Virginia 2-1-1 can get a demographic match to potentially locate a person who has been tracked in VHASS. VHASS can also be used to track residents from a facility (Long Term Care, etc.) when being relocated due to an event/incident (evacuation, fire, weather event, utility outage, etc.).

For more guidance, visit <https://vhass.org/vhass-resources/> or <https://www.youtube.com/watch?v=6BzLUmDBIME>

### FAMILY ASSISTANCE CENTER REQUIREMENTS

The FAC should be established at a location that is convenient and comfortable for all FAC clients. The FAC should be close enough to the incident site to allow response and recovery personnel to travel between the site, the FAC, and other affiliated locations (i.e., morgue, Medical Examiner/coroner's office, and medical treatment facilities), but far enough from the site that FAC clients do not have exposure or ready access to the incident site. Ensure that there is enough space at the FAC to support security and access to communications, catering, and private meeting rooms. Ensure that there are multiple exterior ingress/egress points and, that the facility complies with the Americans with Disabilities Act. Goochland County Public Schools has created supporting resources to aid them in the event of a mass casualty school incident.

#### ACCESS AND FUNCTION NEEDS

The functional and access needs population is defined as the members of the population who require support to perform some functions of daily living. Individuals with functional and access needs may include those with physical, sensory, mental health, and cognitive or intellectual disabilities, which may affect their ability to function independently without assistance. This population may also include older adults, women in the late stages of pregnancy, and individuals in need of bariatric equipment.

The FAC, within reasonable accommodation, provides support and accommodation to people with functional needs. Individuals with access and functional needs will self-determine the support that they need and be provided the opportunity, to participate in briefings and associated activities at the FAC with reasonable accommodations for the necessary support services.

### ADDITIONAL FAC REQUIREMENTS

Based on the needs of each specific incident, some or all the following may need to be included in the facility plan for the FAC:

**Parking:** The FAC should have adequate parking for all FAC Staff as well as clientele. Keep in mind that based on the nature of the incident, the FAC may require access by large buses or first responder support vehicles.

**Command Area:** The FAC should have an area for the staff managing the facility to coordinate FAC operations. The Command Staff managing the operations would use this space to plan needs, liaison with external entities, and coordinate communication resources and

**Adult Care/Child Care Areas:** The FAC may need to include a separate room that can serve as an area for children whose family members are utilizing the FAC. The Childcare room should be equipped with toys, games, books, a television, radio, or other equipment used for intellectual stimulation, as well as play activities. Additionally, the room should contain cribs, baby/infant food, diapers, and other baby/infant necessities. Care for adults requiring supervision should be offered in a separate room. This area should be appropriately distanced from the childcare room and should be equipped with televisions, radios (or other equipment used to play music), board games, books, magazines, and other types of reading materials, day beds, wheelchairs, and arts and craft supplies. There should be a handicapped-accessible bathroom nearby.

**Interpreters:** Based on the needs of the FAC clients, one or more language interpreters may be required to assist with client registration and information sharing. Sources of interpreters may include the use of a Language Bank through the Local EOC, or assistance from groups such as the American Red Cross, religious organizations, or the Local business community.

**Spiritual Care Room:** Based on the nature of the incident, a dedicated Spiritual Care Room or Chapel may be required. This facility may require support from outside agencies such as are religious centers or public service chaplains.

**Health/Medical Area:** Based on the type of incident and nature of the FAC clientele, a dedicated room may be needed to provide basic first aid and the medical needs of FAC clients. This should not be a substitute for definitive medical care or transport to a hospital.

**Break/Dining Area for FAC Staff:** A separate area may be required for FAC Staff to take breaks and eat their meals. It is not recommended that this area be colocated with FAC clients as FAC Staff may need separation and respite from clients.

**Media Center:** The PIO may coordinate the provisions of a media center that is near but not inside the FAC. This may be used to provide updates to the media on FAC operations. Care will be taken to ensure that the privacy of clients is protected from the media as much as possible. The media center should be held at a separate location from the FAC to ensure that families leaving the FAC will not have to share elevators or parking lots with the media or the general population.

**Storage:** For extended operations, additional basic work supplies and equipment may be provided including chairs for family members and friends, desks/tables for workstations, printers, photocopiers, fax machines, etc.

Figure 3 on the following page, illustrates a sample FAC layout. This sample layout accommodates the essential FAC services. The layout could be altered to accommodate additional services such as Child/Adult Care or Lodging and Transportation services.

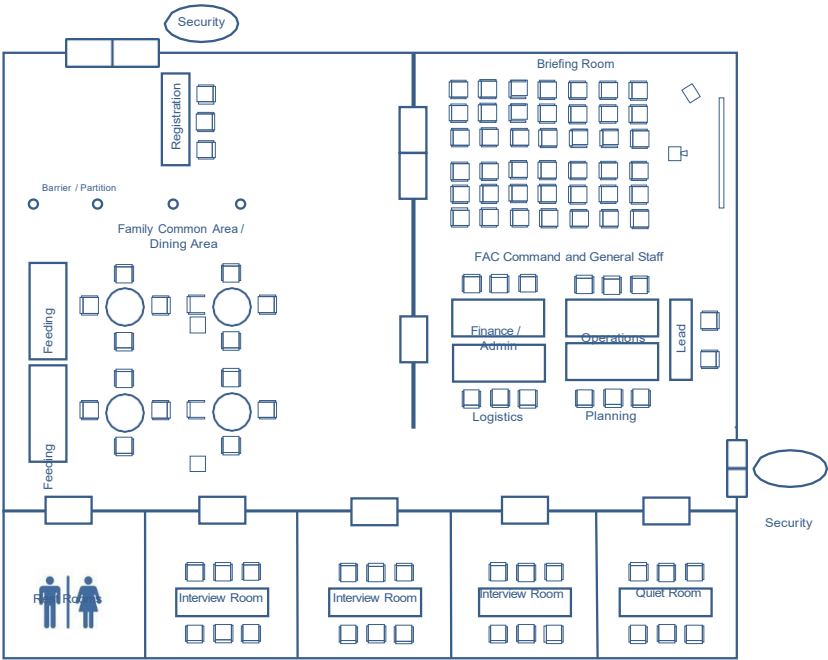


Figure 8– Sample FAC Layout

## ATTACHMENT 5: WEBEOC GUIDANCE

### PURPOSE/OVERVIEW

WebEOC is a Crisis Information Management System (CIMS) that is maintained by Virginia Department of Emergency Management (VDEM) with user licenses distributed to Goochland County and other localities within the Commonwealth of Virginia. WebEOC is utilized as a means to track and analyze disaster information to allow for better decision making before, during and after significant events. WebEOC is provided to locality Emergency Management Coordinators to assist with coordination at the Local level and to provide incident information to the State Emergency Operations Center (SEOC) to increase event coordination, communication, and resource support.

### WEBEOC BASICS

#### POSITION LOG AND SIGNIFICANT EVENTS

All users are responsible for entering information and activities pertaining to an incident in their WebEOC Position Log. The Position Log serves two purposes:

- To serve as a record keeping form for that position to track all of their activities (e.g., ICS-214).
- To share information with other individuals in the EOC

Significant Events Board displays all vital situational awareness information collected from individual's position log entries. When a position log entry meets the aforementioned three criteria, it is considered a significant event.

Position Log entries tagged as a significant event first go through an approval process prior to being posted to the Significant Events board. The Significant Events Controller will have the ultimate decision in whether an entry meets the criteria. Once complete, the entry will be marked "Posted," if not, it will be marked "Reviewed (Not Posted)." Because of the sensitive nature of the information on the Significant Events board, not all users have access to the Board.

#### MISSION/RESOURCE REQUESTS

WebEOC, through the "Mission/Resource" board, is used to assign, track, and manage all missions and resource requests during an incident or event. A mission is defined as any task, objective, or purpose assigned to a position or group (e.g., branch or unit) requiring some degree of action or outcome. Missions are formal "assignments" and therefore require follow-up and tracking.

The Mission/Resource board is not monitored daily - the Board is monitored as needed based upon the needs of the event. A mission should be created when the user has identified a need that they cannot fulfill within their own unit.

### SITUATION REPORT

During an activation, Units will be asked to enter the actions performed in the previous operational period into the Situation Report. When adding entries, the writer should utilize past tense. All entries into the Situation Report should discuss what task(s) have been accomplished. Each task identified in the Situation Report should include the time and date when the task was initiated and completed, who the task was assigned to (i.e., ICS functional group, person(s), department/agency, etc.) and who completed the task, what resources were utilized or requested, any tasks that are still in progress, and any additional pertinent information. The Situation opposed to what is planned to be accomplished.

### MENUS

On the Control panel there will be a number of “menus”. These menus group other boards together that are not present on the Control panel. An example of a menu that most users have access to is the “Status Boards” menu. This menu will contain all of the Status Boards for Goochland County.

### LINKS

Utilizing the “links” feature in WebEOC, users may add hyperlinks to external websites for quick and easy access. Links can be found at the bottom of the Control Panel; however, it is possible that not all positions will have the same credentials or access to the same links.

### WEBEOC BOARDS AND DEFINITIONS

WebEOC is made up of a series of “boards” that have been tailored to each position within the EOC. The Table below provides a list of WebEOC’s standard boards, recommended boards for development, their purpose, and actions required to help users understand WebEOC board usage.

| Name of Board                 | Purpose  | Actions required   |
|-------------------------------|--|--|
| <b>Standard WebEOC Boards</b> |  |  |
| <b>Activity Log</b>           | Used to document actions taken by personnel during each shift. It allows users to track event types and details, statuses, contact information, position and name of those reporting, maps of the area and more. | Needs to be updated as activities are completed or statuses change.  |
| <b>After-Action Review</b>    | Used at the end of an event, training, or exercise to record feedback from stakeholders who have participated in the given event.  | EM personnel will review and follow up on action comments to create after action reports and conduct corrective actions from the incident, event, training, or exercise. |
| <b>Checklist</b>              | Allows the user to create, edit, and view a chronological list   | Needs to be updated as checklist items are completed.  |

|  |   |   |
|--|---|---|
|  | of specific items that must be completed during an incident.  |   |
| <b>Damage Assessment</b>                 | Allows the user to assist with federal reimbursements, when applicable, by tracking detailed information on the individual and cumulative dollar loss as a result of damage to private and public property.                                       | Public Assistance and Individual Assistance totals should be entered by Goochland County Unincorporated County totals should be entered by the Recovery Planning Unit and/or Damage Assessment Unit Leader. |
| <b>Event Reporting</b>                   | Allows the user to document actions and major incidents taken by the personnel in the EOC. Event reporting consists of the Activity Log and Significant Events view. The Administrator may have embedded the Significant Events Map in the Board. | Needs to be updated to the most current status as needed or required.   |
| <b>File Library</b>                      | Utilized to upload, organize, and share documents and files across the County. It also allows the creation of private folders that can only be viewed by the position that created the folder.  | Documents need to be updated to the most current version at least annually.   |
| <b>Press Release</b>                     | Used to display press releases, as developed by Public Information Officer (PIO), and approved by the EOC Manager.  | Must be approved by EOC Manager before posting/release.   |
| <b>Resource Request/Task Assignments</b> | Use to request and track mission and resource requests within the County EOC.   | Ensure requests contain all Necessary information. Respond to and update missions that are assigned to you. Close upon completion of mission/resource request.  |
| <b>Road Closures</b>                     | To display roads that are currently closed in Goochland County.   | Update information as the situation changes.  |
| <b>Schedule</b>                          | Allows users to enter pertinent events and view visual cues as they progress through their cycle. This is also referred to as the "Battle-Rhythm".  | Update information as the situation changes.  |

|  |  |   |
|--|--|---|
| <b>Shelters</b>                                  | Displays status of general population, pet friendly, host and special needs shelters, capacity, and their occupancy.   | Update information as situation changes. Most users will only view this information.  |
| <b>Significant Events</b>                        | Check box within the Position Log that allows the user to designate a Significant Event. Used for incidents and/ or decisions that are important for multiple agencies to know about, that may have an impact on tactics and operations. | User must check an entry/event in their position log to post to the Significant Events Board. The Significant Events Controller will review and verify the entry is significant before it will be posted. Ensure updates are posted as these Significant Events change. |
| <b>Sign In/Sign Out</b>                          | Displays the names, positions and contact information for all personnel on-shift at the EOC during an event.   | Must sign in at the beginning of your shift. Must sign out at the end of your shift.  |
| <b>Situation Report</b>                          | Used to create Situation Reports. This document is provided to EOC personnel on a periodic basis.  | Once the SitRep is completed, they are published in WebEOC for EOC personnel to view and conduct tactical operations.   |
| <b>Recommended WebEOC Boards for Development</b> |  |   |
| <b>Business Status Board</b>                     | Details current status of banks, department stores, gas stations, home improvement, lodging, pharmacies and grocery stores.  | Update information as situation changes. Most users will only be allowed to view this information.  |
| <b>Community Distribution Sites</b>              | To track the distribution of supplies to communities, during an event.   | Update information as situation changes. Most users will only view this information.  |
| <b>Community Information</b>                     | To track community information such as food and water given by an Emergency Operating Area (EOA).  | Update information as situation changes. Most users will only view this information.  |
| <b>Correction Action Plan</b>                    | Displays After Action Review items that have been vetted by the Exercise Director to make improvements for EOC/Field Operation teams.  | Update the items listed on the board that have been processed by EOC sections to improve readiness and response against all hazards. Report these updates on a monthly basis to EM Management.  |

|   |  |  |
|---|--|--|
| <b>County Status</b>  | Provides the status of Goochland County to include buildings, facilities, services, and programs.  | Update information as the situation changes. Most users will only view this information. |
| <b>Daily Operations Report</b>                                  | Provides the daily report of current operations.   | Update all information on a daily basis.   |
| <b>Debris Sites</b>   | Displays temporary debris management site location(s) and status information.  | Update information as the situation changes. Most users will only view this information. |
| <b>Disaster Recovery Centers</b>                                | Displays Disaster Recovery Center (DRC) location(s) and status information.  | Update information as situation changes. Most users will only view this information.     |
| <b>Distribution Sites</b>                                       | Provides location and status information for Points of Distribution (POD) sites, bulk distribution sites, and County Staging Area (CSA) locations.                                   | Update information as situation changes. Most users will only view this information.     |
| <b>Donation Management</b>                                      | Provides location and status information for donation Points of Distribution (POD) sites, bulk distribution sites, County Staging Area (CSA) locations, and Points of Contact (POC). | Update information as situation changes.   |
| <b>Emergency Communication Center (ECC)/Call Center Summary</b> | Details information received by the Emergency Communication Center (ECC).  | Update information as the situation changes.   |
| <b>Emergency Operation Area (EOC) Coordination Sites</b>        | Displays Emergency Operating Area (EOA) site location and status information.  | Update information as situation changes. Most users will only view this information.     |
| <b>EOC Daily Calendar</b>                                       | Utilized to display daily EOC activities.  | Update information as situation changes.   |
| <b>EOC Timeline</b>   | Utilized to view timeline of required actions by EOC personnel.  | Update information as situation changes.   |
| <b>Flash Report</b>   | To communicate pertinent incident specific information during EOC activations.   | EOC Manager or Operations Section Chief will input information as needed.                |
| <b>Fire Rescue Task Management</b>                              | Displays tasks for fire rescue personnel to do during "blue sky" business, trainings, and exercises  | Update information as situation changes. Most users will only view this information.     |



|  |  |   |
|--|--|---|
| <b>Health and Medical Status (Health and Medical Facilities)</b> | Tracks hospitals, pharmacies, clinics, dialysis centers, Nursing homes/Assisted Living Facilities, blood banks, oxygen providers, and morgue status information. | Update information as situation changes. Most users will only view this information.  |
| <b>Hospitals</b>   | Displays location, capabilities, and report status of hospitals such as operational status, power status, ER status, etc.  | Should be updated at least once per day by the Health and Medical Unit.   |
| <b>Incident Action Plan (IAP)</b>                                | Used to create Situation Reports. This document is provided to EOC personnel on a periodic basis.  | Create and publish the IAP.   |
| <b>Incident Files (County Incident Files)</b>                    | Files that are relevant to the current incident.   | Add, Save, and Print as needed.   |
| <b>Municipal Incident Communications</b>                         | Displays incident related files for municipalities.  | Update information as situation changes. Information is displayed only to the Municipality encountering an incident.                      |
| <b>Municipal Status</b>  | Tracks status of each Municipality in the County.  | Update information as situation changes. Most users will only view this information.  |
| <b>Position Log</b>  | Ongoing journal of all activities conducted by each WebEOC position. Originating location for entries posted to Significant Events.                              | All WebEOC users are responsible for entering information and activities pertaining to an incident in their position log.                 |
| <b>Public Information</b>  | Displays information to be given to the public.  | Information must be verified and approved by Public Information Officer before being posted.  |
| <b>Special Needs</b>   | Used to track Special Needs Shelter Clients.   | Data is automatically populated from an online registration Form (if applicable). The Board is used to track clients once at the shelter. |

ATTACHMENT 6: PROPOSED CHANGE FORM

**Instructions:** This form is used to request a change to the Emergency Operations Plan. Please email the completed form with the top portion completed to: rhillman@goochlandva.us

|  |   |       |
|--|---|-------|
| EMERGENCY OPERATIONS PLAN<br>CHANGE FORM   |   | Date: |
| Name:  | Department:   |       |
| Phone:   | Email:  |       |
| CHANGE REQUESTED   |   |       |
|  | Proposed Change Language:   |       |
| COUNTY EMERGENCY SERVICES USE  |   |       |
| Reviewed by:   | Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/> |       |
| Approved Change Language:  |   |       |
| <input type="checkbox"/> Recorded in Record of Changes      Date: <input type="checkbox"/> Updated Plan Sent to Plan Holders |   |       |

## ATTACHMENT 7: ICS RESPONSIBILITY MATRIX

| AGENCY                            |  |  |  |  |  |  |  |  |  |   |  |  |
|-----------------------------------|--|--|--|--|--|--|--|--|--|---|--|--|
|                                   |  |  |  |  |  |  |  |  |  |   |  |  |
| Local                             | EOC Command                              |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Liaison Officer                          |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Safety Officer                           |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Public Information Officer               |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Operations Section                       |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Law Enforcement Group                    |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Fire Services Group                      |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Emergency Medical Services Group         |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Public Works Group                       |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Agriculture and Natural Resources Group  |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Public Health and Medical Services Group |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Sheltering and Mass Care Group           |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Volunteer/Donation Management Group      |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Planning Section                         |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Resource Unit/WebEOC Data Entry Unit     |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Situation/Intelligence Unit              |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Recovery/Planning Unit                   |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Logistics Section                        |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Communications/IS Unit                   |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Personnel Services Unit                  |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Facilities/Transportation Unit           |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Supply/Ground Support Unit               |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Finance/Admin Section                    |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Procurement/Claims Unit                  |  |  |  |  |  |  |  |  |   |  |  |
|                                   | Cost/Time Unit                           |  |  |  |  |  |  |  |  |   |  |  |
| Animal Protection                 |  |  |  |  |  |  |  |  |  |   |  |  |
| Building Inspection               |  |  |  |  |  |  |  |  |  |   |  |  |
| Administrative Services           |  |  |  |  |  |  |  |  |  | P |  |  |
| Commissioner of Revenue           |  |  |  |  |  |  |  |  |  |   |  |  |
| Commonwealth's Attorney' s Office |  |  |  |  |  |  |  |  |  |   |  |  |
| Community Development             |  |  |  |  |  |  |  |  |  |   |  |  |
| Community Services Department     |  |  |  |  |  |  |  |  |  |   |  |  |
| County Administration             |  |  |  |  |  |  |  |  |  |   |  |  |
| County Assessor                   |  |  |  |  |  |  |  |  |  |   |  |  |
| County Attorney' s Office         |  |  |  |  |  |  |  |  |  |   |  |  |
| Commonwealth' s Attorney          |  |  |  |  |  |  |  |  |  |   |  |  |
| Economic Development              |  |  |  |  |  |  |  |  |  |   |  |  |

[illegible]

|   | EOC Command                |  |  |  | Operations Section                       |  |  |   | Planning Section                     |  |  |  | Logistics Section              |  |  |   | Finance/Admin Section   |  |  |  |
|---|----------------------------|--|--|--|--|--|--|---|--------------------------------------|--|--|--|--------------------------------|--|--|---|-------------------------|--|--|--|
|   | Liaison Officer            |  |  |  | Law Enforcement Group                    |  |  |   | Resource Unit/WebEOC Data Entry Unit |  |  |  | Communications/IS Unit         |  |  |   | Procurement/Claims Unit |  |  |  |
|   | Safety Officer             |  |  |  | Fire Services Group                      |  |  |   | Situation/Intelligence Unit          |  |  |  | Personnel Services Unit        |  |  |   | Cost/Time Unit          |  |  |  |
|   | Public Information Officer |  |  |  | Emergency Medical Services Group         |  |  |   | Recovery/Planning Unit               |  |  |  | Facilities/Transportation Unit |  |  |   |                         |  |  |  |
|   |                            |  |  |  | Public Works Group                       |  |  |   |                                      |  |  |  | Supply/Ground Support Unit     |  |  |   |                         |  |  |  |
|   |                            |  |  |  | Agriculture and Natural Resources Group  |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
|   |                            |  |  |  | Public Health and Medical Services Group |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
|   |                            |  |  |  | Sheltering and Mass Care Group           |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
|   |                            |  |  |  | Volunteer/Donation Management Group      |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
| AGENCY                                    |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
| State                                     |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
| State Corporation Commission              |                            |  |  |  | S  |  |  | S |                                      |  |  |  |                                |  |  |   | S                       |  |  |  |
| Department of Transportation              |                            |  |  |  | S  |  |  | S |                                      |  |  |  |                                |  |  | P |                         |  |  |  |
| National Guard                            |                            |  |  |  | S  |  |  |   |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| State Police                              |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Forestry                    |                            |  |  |  |  |  |  | S |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Fire Programs               |                            |  |  |  |  |  |  | S |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Environmental Quality       |                            |  |  |  | S  |  |  | S |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of CES                         |                            |  |  |  |  |  |  | S |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Health                      |                            |  |  |  |  |  |  | S | P                                    |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Mental Health               |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Labor                       |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Housing & Community Affairs |                            |  |  |  |  |  |  |   |                                      |  |  |  |                                |  |  | S |                         |  |  |  |
| Department of Game & Inland Fisheries     |                            |  |  |  |  |  |  | P |                                      |  |  |  |                                |  |  |   |                         |  |  |  |
|   |                            |  |  |  | S  |  |  | S |                                      |  |  |  |                                |  |  | S |                         |  |  |  |

[illegible][illegible]

[illegible]