CITY OF GADSDEN / ETOWAH COUNTY ALABAMA

ALL HAZARDS COMPREHENSIVE EMERGENCY OPERATIONS PLAN

2019-2024

Prepared By:

GADSDEN/ETOWAH COUNTY EMERGENCY MANAGEMENT AGENCY

June 1, 2019

EMERGENCY OPERATIONS DOCUMENTS EXPLANATION

The Emergency Operations Plan (EOP) consists of a basic plan (which provides an overview of the entire plan) and supporting annexes for each emergency service or function related to the county. The EOP is a single comprehensive plan, which encompasses all hazards for the purposes of organizing and coordinating the disaster response personnel, counties resources, and operations within the county. The EOP represents a legal document, which provides the framework and guidance for all disaster preparedness, response, and recovery activities associated with the county. The EOP also assigns the various tasks associated with each type of different disaster.

Located at the back of this basic plan are annexes for specific situations or hazards. The Support Annex contains information on specific plans for Continuity of Operations, External Affairs (Public Information), and Volunteer/Donation Management. The Incident Annex contains hazard specific information such as Earthquakes, Hazardous Materials Spills, or Tornadoes.

Standard Operating Guidelines (SOGs) support the EOP and aid and in implementing the necessary actions or procedures found in the Incident Annex. SOGs are based on the EOP task assignments and detail specific response procedures and actions. Site Specific SOGs identify names, locations, call lists, and other essential information necessary for the various types of disasters and emergences impacted the county. Force-specific SOGs provide personnel assignments, call-up procedures, line of authority, special equipment use and other necessary materials. The SOGs should support and be consistent with the EOP.

FOREWORD

This is the Gadsden/Etowah County Emergency Operations Plan (EOP).

The EOP, using the National Response Framework (NRF), current edition, and the National Incident Management System (NIMS), current edition, establishes the mechanisms to:

- Maximize the integration of incident-related prevention, preparedness, response, and recovery activities;
- Improve coordination and integration of local, State, private-sector, and non-governmental organization partners;
- Improve communications and increase situational awareness;
- Determine priorities and coordinate protection, response, and recovery of critical infrastructure.

This EOP is based upon guidelines contained in the National Response Framework (NRF). The NRF, as a core guide for national incident management, is linked to an array of incident or hazard-specific Federal contingency plans that are designed to implement the specific statutory authorities and responsibilities of various departments and agencies. Therefore, State and local agencies that partner with Federal agencies should be operating under the same guidelines to ensure complete and comprehensive coordination.

Emergency Support Functions (ESFs) to the EOP are functional and expand upon the concept of operations contained in the Basic plan. Annexes provide specific responses for agencies of government and define their responsibilities.

SOGs are the general operating guidelines for departments and agencies and are maintained by those departments and agencies.

An annual review of the EOP will be undertaken by the EMA Director and those agencies and departments of local government having emergency assignments. The Director will insure that a list of all plan holders is maintained at the EMA Office and that updates are sent to each one of these individuals.

This plan requires fair and equal treatment to all regardless of race, sexual orientation, creed, color, national origin, sex, age, or handicap. Priority will always be to save lives, second is protection of the environment, and third is mitigation of damage to property.

The local government will conduct all response and recovery operations using the Incident Command System (ICS). The Integrated Emergency Management System is the cornerstone of the local government's emergency and disaster preparedness, response, recovery, and mitigation program. This includes both governmental and non-governmental organizations (NGO) that have a role in saving lives, caring for the injured, recovering the dead, mitigating property loss, and restoring services and facilities.

This plan, including updates, remains in effect from the time of adoption until modified by changes in policy, planning guidance, or executive order.

CITY OF GADSDEN / ETOWAH COUNTY
ALABAMA

ALL HAZARDS
EMERGENCY OPERATIONS PLAN

To all recipients: Effective Date: June 1, 2019

Transmitted herewith is the new integrated and comprehensive Emergency Operations Plan for Etowah County and the cities/towns therein. This plan supersedes any previous emergency management plan(s) implemented by Etowah County for this purpose. It provides a framework in which the departments of each city, town, and the county can plan and perform their respective emergency functions during a disaster or national emergency. This plan recognizes the need for ongoing Emergency Management Planning by all jurisdictions of government within Etowah County.

This plan attempts to be all inclusive in combining the four phases of Emergency Management:
- Mitigation
- Preparedness
- Response
- Recovery

This plan is in accordance with existing Federal, State, and local statutes. It will be revised and updated as required. All recipients are requested to advise the Gadsden/Etowah County Emergency Management Director of any changes which might result in its improvement or increase its usefulness.

Deborah L. Gaither 06/01/19
_____
Deborah L. Gaither   Date
Director
Gadsden/Etowah County Emergency Management Agency

GADSDEN/ETOWAH COUNTY
Table of Contents

DISTRIBUTION

Governmental Entity (Agency, Dept., Commissioner(s), Mayor, etc.	Number of Copies
City of Gadsden (Fire, Police, Public Works, Council/Mayor, Airport, Communications, Legal, Water Works, Finance, Engineering, Animal Control)	11
Etowah County (Commission, Sheriff's Office, E-911, Coroner, Extension Service, Humane Society, Engineering, Farm Services)	8
Etowah County Amateur Radio Club	1
Etowah County Volunteer Fire Association	1
Town of Altoona (Mayor, Fire, Police)	2
City of Attalla (Mayor, Fire, Police)	3
City of Boaz (Mayor, Police, Fire)	2
City of Glencoe (Mayor, Fire, Police)	3
City of Hokes Bluff (Mayor, Fire, Police)	3
Rainbow City (Mayor, Fire, Police)	3
Reece City (Mayor, Fire)	2
Town of Ridgeville (Mayor)	1
Sardis City (Mayor, Fire, Police)	3
City of Southside (Mayor, Fire, Police)	3
Emergency Medical Services	2
Gadsden Regional Medical Center	1
Gadsden State Community College (Security)	1
Attalla City School Board	1
Etowah County School Board	1
Gadsden City School Board	1
Encompass Rehab	1
Mountain View Hospital	1
Riverview Regional Medical Center	1
Town of Walnut Grove (Mayor, Fire)	2
Alabama Air National Guard	1
Alabama Emergency Management Agency	1
Alabama Department of Human Resources	1
Alabama Department of Public Health	1
Alabama Department of Public Safety	1
Alabama Department of Transportation	1
Federal Emergency Management Agency, Region IV	1
Salvation Army	1
Alabama Power	1
Alagasco	1
Marshall-Dekalb Electric Co-op	1
Cherokee Electric Co-op	1
CED Mental Health	1
Etowah County VOAD Chairman	1
TOTAL COPIES	71

This plan is available for public review. The plan can be reviewed in the Emergency Management Office in the Police Building of Gadsden City Hall between the hours of 9:00 AM to 4:00 PM, Monday through Friday.

RECORD OF CHANGES

Change Number	Date of Change	Date Entered	Change Made by (Signature)

EOP CHANGE REQUEST

To: Director Deborah L. Gaither
        Gadsden/Etowah County Emergency Management Director
        P.O. Box 267
        Gadsden, Alabama 35902

<u>Recommended Changes, Corrections, Additions, and Deletions to the Emergency Operations Plan</u>

Any user of this plan is encouraged to recommend changes to this plan that the user feels might enhance or clarify a portion of the area being addressed. Suggested changes should be submitted to the County Emergency Management Director, at the above address, for coordination, comment, concurrence, and approval. The format of suggested changes should be by Basic Plan or Annex, Section, Paragraph/Subparagraph and page number.

CHANGE:

SHOULD READ:

Submitted by: _____

Date: _____

Phone Number: _____

ACRONYMS AND ABBREVIATIONS

AEMA	Alabama Emergency Management Agency
ADEM	Alabama Department of Environmental Management
BP	Best Practice
CEO	Chief Executive Officer
CHEMTREC	Chemical Transportation Emergency Center
COG	Continuity of Government
DFO	Disaster Field Office
DSR	Damage Survey Report
DWI	Disaster Welfare Inquiry
EAS	Emergency Alert System
ECP	Evacuation Control Point
EMA	Emergency Management Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPZ	Emergency Planning Zone
ERT	Environmental Response Team
EWS	Emergency Welfare System
FEMA	Federal Emergency Management Agency
FM	Frequency Modulation (Radio Broadcasting Station)
HAZMAT	Hazardous Materials
JIC	Joint Information Center
MHZ	Megahertz
MOU	Memorandum of Understanding
NAWAS	National Warning System
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
PIO	Public Information Officer
PVO	Private Volunteer Organization
RACES	Radio Amateur Civil Emergency Services
ROC	Regional Operations Center
RRT	Radiological Response Team/Regional Response Team
VFD	Volunteer Fire Department

HAZARDS ANALYSIS

Hazards Analysis is a process for determining the emergency management needs of a community. One aspect involves knowledge of the kinds of hazards to which the county is vulnerable. This knowledge includes the probability of the event occurring at varying levels of intensity at varying locations throughout the county. Determinations of probability, intensity, and location can be made based on historical evidence, empirical research, or community perception. There are hazardous events which occur infrequently (or may not have occurred but could occur) yet would have catastrophic effects and require extraordinary emergency management responses. For some hazards, historical and quantitative data are available regarding their key characteristics while for others we must rely upon assumptions of location, intensity, and probability. To initiate the hazards analysis process, it may be possible to make a rough estimate of emergency management needs simply by collecting the information already available about hazards without the cost of collecting new data.

Another aspect of the hazards analysis is knowledge of the county. This involves an inventory of the area and resources of the county susceptible to damage (vulnerability) and an assessment of the loss (risks) that would result from the occurrence of an event at a given intensity or location. This knowledge of the county includes such things as the number of people and the value of property that would be affected by an event, as well as the communications, transportation, food supply, or other systems of society exposed to interruption or collapse.

When knowledge of hazards is combined with knowledge of their potential impacts on the county, the result is a measure of the vulnerability of the county. Adequate information about the hazards will enable the county to know how frequently damage from an event would occur, what the extent of the damage would be, and which portions of the county would be damaged. When the data for each hazard is combined, the county can determine its relative vulnerability to each hazard. This will allow assignment of priorities for emergency management needs.

A Hazards Analysis has been conducted for Gadsden/Etowah County and those hazards identified, by citizens, as being most significant to them, personally, are: tornadoes, acts of crime, thunderstorms, floods, snowstorms, fires, public health emergencies, hazardous materials spills, acts of terrorism, and earthquakes. These results were based on surveys solicited by the Gadsden/Etowah County Emergency Management Agency in 2018.

DEFINTIONS OF COMMONLY USED EOP TERMS

Allocation: The process of designating where evacuees or shelterees would go for protective shelter, temporary lodging, or feeding.

Assessment (Radiological): The interpretation of radiological measurement in such a way that the measurements can form a basis for decision-making. Assessment can include making dose or effect predictions and advisory actions that might be taken to minimize harmful effects.

Attack: A hostile action taken against the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population, and damage or destruction to public and private property.

Chemical Transportation Emergency Center: Located in Washington D.C., this facility, sponsored by the chemical industry, provides 24-hour assistance in dealing with chemical transportation emergencies.

Command Post: Temporary facility at a safe distance upwind from an accident site where the incident commander, responders, and technical representatives can make response decisions, deploy manpower and equipment, maintain liaison with media and EOC, and handle communications.

Community: A political entity, which has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.

Congregate Care Facilities: Public or private buildings in the reception areas used to lodge and care for evacuees. Generally, assigned space is approximately 40 square feet per person. The facility may or may not meet criteria for designation as "fallout shelter". (At times referred to as lodging facilities)

Contamination: The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

Continuity of Operations: The capability of each level of government to preserve, maintain, and/or reconstitute its ability to function under the threat or occurrence of any emergency which could disrupt government operations and services.

Dam: A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water.

Damage Assessment: The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a man-made or natural disaster.

Decontamination: The reduction or removal of contaminating radioactive or chemical material from a structure, area, object, or person.

Direction and Control: The Executive and Operations Groups in the EOC during the emergency operations consists of the Chief Executive (Mayor, County Commission Chairman, Judge, etc.), the deputy, chiefs of the emergency response services, and any supporting staff such as communications controller, public information officer, and legal advisor as deemed necessary.

Disaster: An event that causes or threatens to cause loss of life, human suffering, public and private property damage, and economic and social disruption. Disasters require guidance and resources that are beyond the scope of local agencies in routing responses to day-to-day emergencies and accidents and may be of such magnitude or unusual circumstances as to require response by several or all levels of government; federal, state, and local.

Disaster Field Office: The office established in or near the designated area of a presidentially declared major disaster to support Federal and State response and recovery operations. The DFO houses the FCO and ERT, and where possible, the SCO and support staff.

Disaster Recovery Center: Places established in the area of presidentially declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRC's are staffed by local, state, and Federal agency representatives, as well as staff from volunteer organizations.

Dose (Radiation): A general term indicating the quantity (total or accumulated) of ionizing radiation or energy absorbed by a person or animal.

Earthquake: The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

Emergency: According to the Disaster Relief and Emergency Assistance Act, the term means any hurricane, tornado, storm, flood, high water, wind-driven water, tsunami (tidal Wave), earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion or other catastrophe in any part of the United States which requires emergency assistance to save lives and protect property, public health and safety or to alert or lessen the threat of a major disaster.

Emergency Alert System: A system that is composed of AM, FM, and TV broadcast stations and nongovernmental industry entities operating on a voluntary, organized basis during

emergencies at the national, state, or local levels. This is the primary method of notifying the community of any potential disaster or emergency within the community.

Emergency Health Services: Services required to prevent and treat the damaging health effects of an emergency, including communicable disease control, immunization, laboratory services, dental and nutritional services; providing first aid for treatment of ambulatory patients and those with minor injuries; providing public health information on emergency treatment, prevention, and control; and providing administrative support including maintenance of vital records and providing for a conduit of emergency health funds from State and Federal governments.

Emergency Medical Services: Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition, including medical disposition within a hospital, temporary medical facility, or special care facility, release from site, or declared dead. Further, emergency medical services specifically include those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Medical Technician: An individual who has completed the required training and is licensed by the State of Alabama to perform emergency basic life support functions.

Emergency Medical Technician Paramedic: An individual who has completed the required training and is licensed by the State of Alabama to perform emergency advanced life support functions.

Emergency Operations Center: The protected (safe) site from which civil government officials (municipal, county, state, and federal) exercise direction and control in an emergency or disaster.

Emergency Operations Center Staff: The County Emergency Management Director and members of the County and/or municipal government tasked to operate the Emergency Operations Center during disasters. Also includes key coordinating and supporting staff positions that function during disasters such as: EMA Specialists, Volunteer Coordinator, EOC Communications Officer, Public Information Officer, and Medical Coordinator.

Emergency Planning Zones: Areas around a facility for which planning is needed to ensure prompt and effective actions are taken to protect the health and safety of the public if an accident occurs.

In the Radiological Emergency Preparedness Program, the two EPZ's are:

- Plume Exposure Pathway (10-mile EPZ). A circular geographic zone for which plans are developed to protect the public against exposure to radiation emanating from a radioactive plume caused as a result of an accident at the nuclear power plant.

- Ingestion Pathway (50-mile EPZ). A circular geographic zone for which plans are developed to protect the public from the ingestion of water or foods contaminated as the result of a nuclear power plant accident.

Emergency Public Information: Information concerning individual actions, which will be made available to affected residents, transients, and evacuees in an emergency to insure their safety and well being.

Emergency Response Team: An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an EST and key members of the FCO's staff

Emergency Support Functions: In the NRF, a functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESF's represent those types of Federal assistance, which the State will most likely need because of the impact of a catastrophic or significant disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and local response efforts.

Emergency Worker: A person or persons who are primarily responsible for carrying out emergency functions. Emergency functions include radiological monitoring, fire fighting services, laws enforcement, medical and health services, rescue activities, area security, communications, evacuation measures, social services, and other related functions assigned by competent authority to protect the health, safety, and property of the general population.

Evacuation: Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas:

- **Spontaneous Evacuation**. Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and without receiving instructions to do so, elect to evacuate the area. Their movement means, and direction of travel is unorganized and unsupervised.
- **Voluntary Evacuation.** This is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type warning or orders are NOT required to evacuate, however it would be to their advantage to do so.
- **Mandatory or Directed Evacuation.** This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate in accordance with the instructions of local officials.

Evacuees: All persons removed or moving from areas threatened or struck by a disaster.

Exposure (Radiological):   A quantitative measure of gamma or x-ray radiation at a certain place based on its ability to produce ionization in air.

Federal Agency: Any department, independent establishment, Government Corporation, or other agency of the Executive Branch of the Federal Government.

Federal Coordinating Officer: The person appointed by the Associate Director, Federal Emergency Management Agency, who operates under the Regional Director, FEMA, to coordinate federal assistance in a major disaster.

Federal Emergency Management Agency: The federal agency charged with development of an Integrated Emergency Management System and with supporting Emergency Management and Disaster Assistance efforts at all levels of government.

Flash Flood: Follows a situation in which rainfall is so intense and severe and runoff so rapid that it precludes recording and relating it to stream stages and other information in time to forecast a flood condition.

Flood: A general and temporary condition of partial or complete inundation of normal dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

Hazard: A potential natural, technological force, or event that could cause damage to life, property, the environment, or create a disaster.

Hazard Analysis: A process for determining the emergency management needs of a jurisdiction. It is a series of steps or activities, which include the concepts of Hazard Identification, Vulnerability Analysis and Risk Analysis. The hazard analysis identifies potential hazards, estimates how serious the hazards are and establishes planning priorities. It provides a factual basis for planning and the necessary documentation for planning and response efforts.

Hazard Area: A specified area directly affected by a disaster, or with high probability of being affected by specific hazards.

Hazardous Materials: Substances which, if released in an uncontrolled manner can be harmful to people, animals, property, and/or the environment.

Hurricane: A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or "eye". Circulation is counter-clockwise in the Northern Hemisphere.

Implementation of the Plan: To put into effect by testing and updating the plan and integrating it into the overall preparedness of the jurisdiction. The Emergency Management Director may take the lead in implementing the plan. The plan is implemented when each agency, department, or organization recognize their responsibilities in the plan.

Incident Command System: A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of

an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.

Integrated Emergency Management System: A concept introduced by the Federal Emergency Management Agency to develop and maintain a credible emergency management capability nationwide. This is done by integrating activities along functional lines at all levels of government and, to the fullest extent possible, across all hazards.

Joint Information Center: A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating Federal, State, and local agencies that are collocated at the JIC.

Key Personnel: Those officials of local government and other agencies and organizations who have primary functional responsibilities under this plan.

Local Emergency Planning Committee: A committee appointed by the State Emergency Response Commission, as required by SARA Title III of PL 99-499, to formulate a comprehensive emergency plan for its district.

Mass Care: The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

Mitigation: Any activity which reduces the degree of long-term risk to human life and property from natural and technological/man-made hazards. This includes measures to alleviate the effects of hazards by protecting people and property.

Mutual Aid Agreements: A formal, written agreement between organizations, either public or private, for reciprocal aid and assistance in case of disaster too great to be dealt with unassisted or when local resources are inadequate or exhausted.

National Emergency: An emergency declared by the President of the United States or Congress pursuant to applicable federal law finding that an attack upon the United States has occurred or is anticipated and that national safety requires the invocation of the emergency authority provided for by federal law.

National Security: Events, which include large-scale natural disasters, technological disasters or terrorism, nuclear attack, biological warfare or conventional warfare which threatens the stability and security of the nation.

Protective Shelter: Any shelter with the capability to protect individuals, animals, or equipment from the effects of hazards such as tornadoes, blast, fire, initial radiation, and fallout.

Public Information Officer: A Federal, State, or local government official responsible for preparing and coordinating the dissemination of emergency public information.

Radiological Emergency: A radiological nuclear, incident, or accident which requires immediate action to save lives, to protect public health, to preserve property, or to reduce or avoid an increase in the threat resulting from the incident or accident.

Radiological Monitoring: The use of detection equipment to determine the levels of radiation or the presence and concentration of radioactive contamination to include the planning and data collection necessary to the task.

Recovery: The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

Regional Operations Center: The temporary operations facility for the coordination of Federal response activities located at the FEMA Regional Office (or Federal Regional Center) and led by FEMA Regional Director or Deputy Director until the DFO becomes operational. Once the ERT-A is deployed, the ROC performs a support role for Federal staff at the disaster scene.

Resource Management: Those actions taken by a government to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

Response: The efforts to minimize the hazards created by an emergency by protecting the people the environment, and property and returning the scene to normal pre-emergency conditions.

Secondary Hazard: A threat whose potential would be realized as the result of a triggering event that of itself would constitute an emergency. For example, dam failure might be a secondary hazard associated with earthquakes.

Standard Operating Guidelines: A ready and continuous reference to those guidelines which are unique to a situation and which are used for accomplishing specialized functions.

Standard Operating Guides: A ready and continuous reference to those procedures which are unique to a situation and which are used for accomplishing specialized functions.

State Coordinating Officer: The person appointed by the Governor to act as the state representative for state assistance and to coordinate with the Federal Coordinating Officer.

State Liaison: A FEMA official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.

Technological Disaster: Loss of life-lines that people depend upon such as electricity, natural gas, and transportation, or accidental release of chemical, biological or nuclear substances.

Terrorism: The use of or threatened use of criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").

Tornado: A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.

Traffic Control Points: Places along evacuation routes that are either manned by law enforcement personnel, volunteers, or marked with barricades and control movement to and from the area being evacuated.

Triage: A system of assigning priorities of medical treatment to the injured and/or ill based on urgency, chance of survival or other essential determinants.

Vulnerability: The degree to which people, property, the environment, or social and economic activity is subject to injury, damage, disruption, or loss of life.

Warning: The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the NWS (e.g., severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that severe weather is imminent in that area.

Watch: Indication by the NWS those, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood watch, severe thunderstorm watch, tornado watch, or a tropical storm watch).

AUTHORITIES/REFERENCES

I.   AUTHORITIES

Etowah County Commission Resolution of May 22, 1962 and March 1984

Gadsden Code of Ordinances, Chapter 9, and Ordinance 03/10/84, March 1984

Etowah County Commission Resolution of May 19, 1987 and June 1987 (Title III)

Alabama Constitution

CFR, Title 44, Part 200 et. seq.

Code of Alabama, Title 29, Chapter 3, known as the "Interim Succession Act, Act 875."

Code of Alabama, Title 31, Chapter 9, Section 6 (31-9-6) known as "Alabama Emergency Management Act of 1955; Act 47."

Code of Alabama (2016), Title 13A, Chapter 10, Article 7, known as the "Anti-terrorism Act of 2002."

Federal Bureau of Investigation – Concepts of Operation National Response Framework.

Presidential Decision Directive #39, U.S. Policy on Counter-terrorism.

Presidential Decision Directive #62, Protection Against Unconventional Threats to the Homeland and Americans Overseas dated May 22, 1998.

Public Law 93-288 as amended by Public Law 100-107, Robert T. Stafford Disaster Relief and Emergency Assistance Act in this plan known as the "Stafford Act."

Public Law 107-9: Animal Disease Risk Assessment, Prevention and Control Act of 2001, May 24, 2001.

Robert T. Stafford Disaster and Relief and Emergency Assistance Act, Public Law 93-288, as amended (42 U.S.C. 5121 et seq.).

1. Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act (1974).

2. Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended (August 2016).

U.S.D.A. National Emergency Response to a Highly Contagious Animal Disease (Executive Summary) March 30, 2001.

II.   REFERENCES

Alabama Emergency Operations Plan, March 2017

American Veterinarian Medical Association Emergency Preparedness and Response Guide.

National Response Framework for Public Law 93-288, as amended (April 1999).

Preparing for Terrorism, An Emergency Services Guide, George Buck, 1998

Presidential Executive Order 12472 (April 3, 1984) National Communications System.

BASIC PLAN

I.   Introduction and Purpose

    A.   Introduction

        1. Discussion of planning process

        The planning work group consisted of ESF (Emergency Support Function) primary and secondary agencies. Etowah County departments and agencies were notified of their roles in each ESF and informed of this update process. These ESF's were then distributed to the primary and secondary agencies and feedback requested on any further development of the ESF and roles of the agencies. Sections of the Plan were also created by reviewing the 2008 National Response Framework (Update 9/11/2018), the current Etowah County Emergency Operations Plan, and the County EOP Template provided by the State of Alabama Emergency Management Agency. Individual agencies also provided information that was contained in their individual Emergency Response Plans.

        The planning process was coordinated by the Gadsden/Etowah County Emergency Management Agency. The State EMA provided direction on elements such as designation of Primary Agencies and plan content.

    B.   PURPOSE

        The purpose of this Emergency Operations Plan (EOP) is to develop a comprehensive emergency management program, which seeks to mitigate the effects of various hazards, to prepare for measures which will preserve life and minimize damage, to respond during emergencies and aid, and establish a recovery system to return the community to a normal status. This plan defines policies and responsibilities concerning how to mitigate, prepare for, respond to, and recover from the effects of war, natural disasters, and other major disrupting incidents.

II.   SITUATION AND ASSUMPTIONS

    A.   Situation

        Etowah County is exposed to many hazards, which have the potential for disrupting the community, causing damage, and creating casualties. Possible natural hazards include, for example, tornadoes, droughts, floods, and winter storms. There are other disaster situations that could develop within Etowah County, and can include a hazardous materials accident, fire, transportation accident, civil disorder, terrorism, or an energy crisis. The County Hazard Analysis provides additional detail on local hazards.

B.   Assumptions

1. The County will continue to be exposed to the hazards reflected in the County Hazards Analysis as well as others that may develop.

2. Local government officials recognize their responsibilities regarding the safety and well being of the public.

3. Local government officials will assume their responsibilities when the Emergency Operations Plan is implemented.

4. If properly coordinated and implemented, this plan will reduce or prevent disaster related losses.

5. The County should recognize that they do not have all the resources needed to accommodate every situation, disaster, or emergency and may need outside assistance.

C.   Hazard Analysis

The following hazards, which are composite for the county, listed in descending order, and subjectively ranked on the basis or probability of occurrence (frequency) and impact if it occurs (vulnerability) within the county based on a survey of the county's residents. Impact levels are determined by the amount of damage to property, loss of life, and economic impact if the following occurred in Etowah County.

		Impact Levels				
FREQUENCY	HAZARD	HIGH	MODERATE	LOW	n=	%
1	Tornado	X			7.12	71.20
2	Crime			X	6.24	62.40
3	Thunderstorm			X	6.23	62.30
6	Fires		X		5.92	59.20
7	Public Health Emergency	X			5.61	56.10
5	Snowstorm		X		5.29	52.90
9	Terrorist Activity		X		5.21	52.10
4	Flood		X		4.69	46.90
8	Hazardous Material Spill		X		4.68	46.80
10	Earthquake	X			3.75	37.50

n= the number of citizens out of 10 concerned that hazard will directly affect them. (Total responses 177)

III.   CONCEPT OF OPERATIONS

A.   General

1. It is the responsibility of government to undertake comprehensive emergency management to protect life and property from the effects of disasters. Local government has the primary responsibility for emergency management activities. When the emergency exceeds the local governments' capability to respond, they will request assistance from mutual aid counties and/or the State government; the Federal government will aid the State when requested, if possible. In addition, the private sector and voluntary organizations may be requested to provide aid and assistance.

2. This plan is based upon the concept that the emergency functions for the various groups involved in emergency management will generally parallel their daily functions. To the extent possible, the same personnel and material resources will be employed in both cases.

3. Those daily functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency. The efforts normally required for those functions will be redirected to accomplishing emergency tasks by the agency concerned.

4. This plan does not contain a listing of county resources; consequently, it must be used in conjunction with the County Resource List. The Director ensures a resource inventory list includes source and quantity, is kept current, and is readily available in the EOC.

B.   Emergency Management Phases

1. Mitigation

   Mitigation activities are those long-term activities which lessen the undesirable effects of unavoidable hazards. Some examples are adopting new building codes, tax incentives/disincentives for locating outside/inside a floodplain, zoning and land use management, safety codes, and public education.

2. Preparedness

   Preparedness activities serve to develop the response capabilities needed if an emergency should arise. Planning, training and exercising are among the activities conducted under this phase. Other examples are warning systems, enhanced communication systems, evacuation plans, and mutual aid agreements.

3. Response

Response is the process of providing emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Response activities include activating warning systems, initiating evacuation plans, rescue operations and other similar operations.

4. Recovery

Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal or improved. The recovery period is also a favorable time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would be temporary housing and food, restoration of non-vital government services, reconstruction of damaged areas, counseling programs, and damage insurance/loans and grants.

C.   Execution

1. The central point of coordination of all major emergency operations is the Emergency Operations Center (EOC). A central location has been determined by public officials to be used in time of emergency. The purpose of this central point is to ensure coordinated response when the emergency involves more than one governmental entity and several response agencies. To have control of the direction of all individual response actions, each jurisdiction should establish Standard Operating Guides. The Emergency Management Director will coordinate actions between local governments and agencies as necessary and direct response actions in unincorporated areas of the county.

2. In an emergency there will be two levels of control. The first level of control will normally be near the incident site. The second level will be at a central location (EOC) where overall coordination will be exercised.

3. In an emergency, the governmental body having jurisdiction will respond to the scene. The on-scene management will fall under the jurisdiction of the local department best qualified to conduct the rescue, recovery and control operations. For example, the fire department will assume on-scene control of fire suppression. The department's senior representative at the scene will become the on-scene commander and will be responsible for the overall recovery operations.

4. In responding to the various emergencies which frequently occur within the county, it is essential the organization be structured to provide maximum

flexibility to satisfy functional requirements. The organizational chart reflects all agencies which may be involved in a major catastrophe, however, in most of the cases only a limited number of activities may be called upon to assist.

5. In cases where local resources to contend with an emergency do not exist or have been depleted, the Gadsden/Etowah County Emergency Management Director, should request state aid through the Alabama Emergency Management Agency.

6. It is imperative all personnel involved in emergency response actions know when and under what circumstances this EOP will be implemented; refer to (Paragraph V, Direction and Control), for further guidance concerning implementation.

D. Levels of Response

Level I:

Full disaster operations with Crisis Actions Teams and support personnel.

Level II:

EOC activated with full time staff and Crisis Action Team. (Determined by EMA Staff)

Level III:

EOC activated with Duty Officer & volunteer personnel.

Level IV:

Normal, readiness state of EOC operations.

E. National Response Framework (NRF)

1. The NRF is an all-hazard disaster response plan, which provides a federal operational response structure for disasters that are beyond the capabilities of local and state governments. The NRF identifies 15 Emergency Support Functions (ESFs). Each ESF is managed by a separate federal agency. Each functional area represents an element essential to management of disaster operations.

2. The plan also provides for the insertion of a Federal Emergency Response Team (ERT-A) into a state before or immediately following the onset of a potentially catastrophic event. The ERT-A initially operates from the Alabama Emergency Operations Center and from the disaster area. When the Disaster Field Office (DFO) is operational the ERT-A transitions to the DFO.

3. State and local interface with the ERT-A and ESFs is essential. Each ESF is implemented by a designated state agency working with its Federal counterpart to identify and fulfill needs in a coordinated, cohesive, and rapid manner. Accordingly, a summary of the ESFs and their assigned state agencies follow along with matrices which illustrate the planned interface of Federal and State ESFs. Local jurisdictions should use this information as a guide to interface local functions with the ERT-A and with the State Coordinating Officer (SCO).

IV.   ORGANIZATION AND RESPONSIBILITES

1.   General

Most of the departments within local governments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining their own emergency management procedures and should have Standard Operating Guides (SOG) to aid them in implementing their responsibilities outlined in this plan. These procedures should include internal notification and recall procedures and use of communication systems. Specific responsibilities are outlined below under the section entitled Responsibilities as well as in the respective ESF. The responsibilities for certain organizations not part of the local government are also presented.

Organization:

A.   Federal

1. The Federal Emergency Management Agency (FEMA) coordinates federal activities for all disaster situations and provides federal planning, training, and funding to support state and local efforts.

B.   State

1. The Governor shall direct and control all State activities in response to the effects of disasters (State Code 31-9-6).

2. State Code 31-9-4 directs the creation of a State Emergency Management Agency, with a director who is responsible for administering the programs for emergency management of the state. The director will coordinate the

disaster preparedness, mitigation, response, and recovery efforts of state agencies in cooperation with federal agencies and local governments.

3. At the direction of the Governor, all state agencies are responsible for providing personnel and equipment to support disaster mitigation, preparedness, response, and recovery upon request of the Alabama Emergency Management Agency (AEMA).

The head of each state agency with disaster responsibilities or capabilities shall appoint an Emergency Management Director (EMD) and alternates to coordinate with the AEMA in the development of agency disaster-related Standard Operating Guidelines and annexes or appendices to this plan to most effectively utilize agency resources. Liaison coordinates and alternates with response capabilities will be available on a 24-hour basis to commit agency resources as required.

C. Local

1. The Chief Executive of the County Commission and the Mayor of the City of Gadsden, along with officials from other jurisdictions in the county constitutes an informal emergency management network.

2. The Etowah County Commission and the Mayor of Gadsden have designated the Director as being responsible for day-to-day operations, including implementing the policies and procedures issued by the Commission. The Gadsden/Etowah County EMA Director has been authorized to issue a State of Local Emergency.

3. TAB A reflects the organizational structure of the County Emergency Management network and indicates the various activities which can support emergency operations.

Responsibilities:

A. Federal

1. The Federal Emergency Management Agency (FEMA) is responsible for the following areas of planning and operations:

    a. Supporting state and local governments in planning, preparedness, mitigation, response, and recovery operations.

    b. Coordinating federal aid for Presidential Declared Disasters and emergencies by implementing the National Response Framework.

c. Coordinating civil emergency preparedness for the possibility of nuclear power plant accidents, radiation accidents, and attacks.

d. Ensuring continuity of government and coordinating mobilization of resources during national security emergencies.

e. Determining which materials are critical and strategic; and setting goals for the national defense stockpile.

f. Providing training and education.

g. Administering the National Flood Insurance Program.

h. Developing public information programs.

i. Conducting research to address disaster and emergency operations issues and problems.

2. When the President declares a major disaster or emergency, the Governor and FEMA Region IV implement a Federal/State Agreement. In the agreement, the Governor designates the State Coordinating Officer who works with the Federal Coordinating Officer in the coordination of relief operations for state and local government agencies and affected individuals.

3. The Federal Coordinating Officer is responsible for organizing and coordinating the administration of federal assistance, including those quasi-public organizations agreeing to operate under the FCO's direction.

2. State

Governor

1. The Governor's general powers and duties with respect to emergency management are specified in the State Code 36-13 and emergency powers are specified in State Code 31-9-8.

2. The Governor should also ensure command and control procedures are in place, conduct command and control readiness actions, alert government personnel and population, and provide for an EOC staff.

3. The Governor has overall responsibility for economic stabilization, if required. Economic stabilization is to provide, in concurrence with federal and state policy, interim economic stability controls and emergency measures for the rationing of food, petroleum products, and other essential items to consumers and the stabilization of prices, wages, salaries, and rents.

4. The Governor is Commander in Chief of the State's military forces. To become operational, the Governor or a legally designated alternate must place the Alabama National Guard in State Active Duty Status. The request for activation may originate at the local level by the county chief executive officer or mayor and be forwarded to the AEMA. The Governor can activate state military forces without any local request.

Director of the Alabama Emergency Management Agency

The Alabama Emergency Management Agency is the lead state agency for coordinating disaster/emergency planning, response, and relief efforts. AEMA is responsible for advising the Governor, state, and local officials, and others to the nature, magnitude, and possible effects of a natural, technological, or national security emergency. The AEMA also:

1. Coordinates the efforts of all state, county, and municipal agencies and departments in developing a statewide emergency management system.

2. Conducts a statewide preparedness program to assure the capability of local governments to execute local emergency plans.

3. Coordinates the activities of the various state agencies, counties, and municipalities in preparing for and operating in disasters.

4. Establishes, organizes, and operates the AEOC.

5. Supports warning operations.

6. Establishes an effective system for reporting, analyzing, displaying, and disseminating emergency information in the AEOC.

7. Receives, reviews, and critiques local Emergency Operations Plans.

8. Establishes and directs operation of the state emergency communication system.

9. Provides timely and accurate information to the media and public through a Public Information Office.

10. Coordinates evacuation of areas affected or threatened by a disaster.

11. Coordinates search and rescue operations.

12. Assists in coordinating debris removal operations.

13. Coordinates the damage assessment and needs assessment process with local and federal assessment teams.

14. Receives, processes, and recommends appropriate response requests for assistance.

15. Augments Federal Disaster Recovery Centers (DRCs) operations.

16. Prepares, reports, and records (Emergency Management).

17. Co-chairs the Alabama Emergency Response Commission to ensure the requirements of the Emergency Planning and Community Right to Know Act of 1986, also known as SARA Title III (PL 99-499), are properly implemented in Alabama.

18. Primary agency for ESFs #2, #5, #7, #9, #13, and #14 and supports all other ESFs.

Director of Alabama Department of Homeland Security

The Director of Alabama Department of Homeland Security and his agency works with our federal, state, and local partners to prevent acts of terrorism in Alabama, to protect lives and safeguard property, and if required, to respond to any acts of terrorism occurring in Alabama. The department works closely with both public and private sector stakeholders in a wide range of disciplines: law enforcement, emergency management, emergency medical, fire services, public works, agriculture, public health, public safety communications, environmental management, military, transportation, and more.

Directors of state agencies, departments, and commission are responsible for the emergency functions of their agencies as follows:

1. General

    a. Technical/operational response to certain disasters or their effects (such as radiological incidents or forest fires) is the responsibility of the state agency normally concerned with these matters. As in other disasters, supporting services are provided through procedures contained in the Alabama Emergency Operations Plan. Any agency may be asked to participate in the damage assessment process.

    b. Develop and maintain current plans and SOGs for effective performance of the organization's assigned disaster functions,

including emergency contingency plans for disaster situations within the purview and areas of cognizance of the individual organization.

c. Maintaining liaison with federal counterparts in disaster functions and ensuring current agency knowledge of counterpart's resources and their means of utilization.

d. Develop cooperative agreements and maintain liaison with all private groups and associations, which possess significant quantities or resources, related to the respective organizations primary function.

e. Within existing capabilities, help and guidance to local emergency counterparts.

f. Provide AEOC representation as indicated in the AEOP or as requested by the AEMA Director.

g. Each state agency with a primary or support role in disasters must designate as Emergency Management Director (EMD) to represent the agency in conducting emergency planning and operations functions. The EMD facilitates an agency's integration into the operations of the state's EOC and state emergency teams.

h. Each state agency assigned primary support responsibilities will be responsible for implementing and maintaining the Emergency Support Annex.

3. Local

Emergency Support Functions (ESFs) – Abbreviated Descriptions of County Agency Emergency Responsibilities:

ESF	Description	Primary Agency
#1	Transportation	1. Etowah County Engineering Department 2. Municipal Public Works & Engineering Departments
#2	Communication	1. Gadsden Etowah County Emergency Management Agency
#3	Public Works and Engineering	1. Etowah County Engineering Department 2. Municipal Public Works & Engineering Departments
#4	Fire Fighting	1. Municipal Fire Departments

		2. Volunteer Fire Departments
#5	Emergency Management	1. Gadsden/Etowah County Emergency Management Agency
#6	Mass Care	1. Etowah County Department of Human Resources
#7	Logistics Management and Resource Support	1. Gadsden/Etowah County Emergency Management Agency
#8	Public Health and Medical Services	1. Etowah County Department of Public Health
#9	Search and Rescue	1. Etowah County Sheriff's Office
#10	Oil and Hazardous Materials	1. Gadsden/Etowah County Emergency Management Agency
#11	Agriculture and Natural Resources	1. Etowah County Farm Services Agency
#11a	Veterinarian Services and Animal Care	1. Etowah County Farm Services Agency
#11b	Animal Disease Emergency Management	1. Etowah County Farm Services Agency
#12	Energy	1. Gadsden/Etowah County Emergency Management Agency
#13	Public Safety and Security	1. Etowah County Sheriff's Office 2. Municipal Law Enforcement Agencies
#13a	Terrorism Incident Emergency Management	1. Etowah County Sheriff's Office 2. Municipal Law Enforcement Agencies
#14	Long Term Community Recovery	1. Gadsden/Etowah County Emergency Management Agency
#15	External Affairs and Crisis Communications	1. Gadsden/Etowah County/Emergency Management

1.   Private

> An essential element of almost any disaster relief effort is the assistance provided by private relief organizations in the distribution of food, medicine, and supplies, in the provision of emergency shelter, and in the restoration of community services. The Salvation Army, Mennonite Disaster Service, food banks, other charitable organizations, and church groups also provide valuable assistance.

V.   DIRECTION AND CONTROL

A.   The chief executives of local government will exercise direction and control activities within the county through the Emergency Management Director and are responsible for implementing this Plan or portions of this Plan.

B.   The Emergency Operations Center (EOC) is the central point of emergency management operations. Coordination and supervision of all services will be through the service chiefs and the Emergency Management Director in the EOC to provide for the most efficient management of resources.

C.   Officials having primary responsibility for direction and control and the emergency services are:

Direction and Control
Chairman, County Commission, assisted by the Mayors of incorporated jurisdictions

Overall Direction and Control Coordinator
Gadsden/Etowah County Emergency Management Director

Law Enforcement Coordinator
Sheriff assisted by the Municipal Police Chiefs

Fire and Rescue Coordinator
Municipal Fire Chiefs and VFD Chiefs

Medical and Health Coordinator
Director of Etowah County Health Department

Mass Care
Etowah County Department of Human Resources and other VOAD members

Public Works Coordinator
Etowah County Engineer, assisted by Municipal Public Works and Engineering department heads

Transportation Coordinator
Etowah County Board of Education/Transportation Supervisor

Food Coordinator
County Agent and Gadsden/Etowah County Emergency Management Agency

D.   County department heads and other officials legally administering their office may activate their ESF on their own initiative if, in their judgment, the safety or welfare of citizens of the County are threatened.

2.   County officials and the municipal officials will, in a declared emergency, remain responsible for all persons and property under their jurisdiction.

3.   All Emergency Services will be represented in the Etowah County EOC when the Gadsden/Etowah County EMA declares an emergency and will coordinate their activities in the EOC under the supervision of the Emergency Management Director.

VI.   CONTINUITY OF GOVERNMENT (COG)

COG is an essential function of Emergency Management and is vital during a national security emergency. This paragraph explains the COG concept while ESF # 5 describes the COG program in Etowah County.

A.   Definition

Local Continuity of Government (COG) is defined as preservation, maintenance, or reconstitution of the civil government's ability to carry out the executive, legislative, and judicial processes under the threat or occurrence of any emergency condition that could disrupt such processes and services.

B.   Applicability

1. The COG concept is of critical importance to all three levels of government (local, state, and federal). All three levels of government share the constitutional responsibility for preservation of the life and property of the citizenry.

2. Our nation is composed of three interdependent levels of government, which are established by law. This interdependence between levels of government dictates that the viability of the United States cannot be ensured through the stability and maintenance of only one level of government. During a national security emergency, federal, state, and local governments must work together to both ensure survival and provide mutual support to each other during the emergency. The vast bulk of national resources – human and material – are at state and local government levels. National viability in such a crisis is directly dependent upon the ability of state and local governments and institutions to survive and operate. Thus, COG has applicability for the three branches of government (executive, legislative, and judicial).

C.   Background

Continuity of Government is directly concerned with the provisions of essential support services to the civilian population while assuring the survivability of the American constitutional and democratic form of government. During a national

emergency, the continuation of federal government operations is not practical or possible unless resources and information form state and local governments directly support such operations. Accordingly, national viability is dependent on the stability and survivability of state and local government institutions, which, with the federal institutions, share the constitutional responsibility to preserve the loves and property of the people. Most emergencies do not threaten the institutional integrity of state or local governments. However, the consequence of some major emergencies such as a nuclear attack, catastrophic earthquake, hurricane, or terrorist attack could disrupt state and local government's ability to function. Consequently, if a government is not prepared, most (if not all) of its critical executive, legislative, and judicial functions could be severely degraded. This situation could create a climate that could make the jurisdiction vulnerable to anarchy, lawlessness, and chaos.

D.   Purpose

1. To preserve lawful leadership and authority.

2. To prevent the unlawful assumption of authority.

3. To preserve vital government documents.

4. To assure mechanisms and systems necessary for continued government direction and control are in place prior to the crisis (e.g., the ability to communicate between levels of government and, most importantly, the public).

5. To assure government services essential to the continued welfare of the public can be delivered during an emergency.

E.   Elements of COG

The foundation for the COG program rests on the achievement of seven-point course of preparedness and planning actions. These seven actions which have since been adapted for programs of state and local COG include:

1.   Succession

a.   Definition: The process established to list the order of those entitled to succeed one another under emergency conditions.

b.   Objective: To assure civil political leadership will continue to function effectively under emergency conditions.

2.   Pre-delegation of Emergency Authorities

a.   Definition: The process established to allow specific emergency-related legal authorities to be exercised by elected or appointed leadership or their designated successors.

b.   Objective: To assure sufficient enabling measures are in effect to continue government operations under emergency conditions.

3.   Emergency Action

a.   Definition: Those actions that facilitate the ability of government personnel to respond quickly and efficiently to emergencies.

NOTE: These actions are not unique to COG but commonly associated with all emergency operations activities.

b.   Objective: To assure procedures exist that list quantify the specific actions senior officials in leadership positions of the executive, legislative, and judicial branches of government must be prepared to take in response to emergency conditions.

4.   Emergency Operations Centers

a.   Definition: The central facility from which all emergency efforts can be coordinated and directed.

b.   Objective: To assure the capability exists for the leadership to direct and control operations from a centralized facility in an emergency/disaster.

5.   Safeguarding Essential Records

a.   Definition: The measures taken by government to protect those documents the government must have to continue functioning during emergency conditions and to protect the rights and interests of citizens after the emergency.

b.   Objective: To assure the selection, preservation, and availability of those records that would be essential to the effective functioning of government and to the protection or rights and interests of citizens under emergency conditions.

6.   Protection of Government Resources and Facilities

a.   Definition: The measures taken to disperse resources, facilities, and personnel in a manner that will facilitate sufficient

redundancy to ensure government can continue to function during emergency conditions.

b. <u>Objective:</u> To assure the protection of key personnel, facilities, and resources so governments may operate effectively to allocate needed resources and restore government functions after the emergency conditions.

VII. CONTINUITY OF OPERATIONS

A. Line of succession

County Emergency Management:

The Gadsden/Etowah County Emergency Management Director shall oversee the operations of the EMA. If the Director is unable to manage these functions,

██
██
████████████████████████[1]

County Government:

If the Commission Chairman is unavailable or unable to perform duties necessary to the operations plan, these duties should be performed by:

████████████████████████████
████████████████████████[2]

County and City Departments:

Each County and City Department is responsible for designating its own line of succession.

B. Alternate facilities

In the event the Primary Emergency Operations Center is unavailable, one of the Alternate Emergency Operations Centers will be used as an alternate facility.

Individual County and City Departments should have their own alternate facilities identified in their departmental SOG's.

C. Safekeeping vital records

---

[1] Redacted under Freedom of Information Act Exemption 2
[2] Redacted under Freedom of Information Act Exemption 2

████████████████████████████ [3]Plans and procedures defined in the County Operations procedures define this process.

D.   Administration and logistics

If the County's resources prove inadequate during an emergency operation requests will be made from higher levels of government and other agencies in accordance with existing or emergency-negotiated mutual aid agreements and understandings. Such agreements may take the form of personnel, equipment, supplies or other available resources. All agreements and understandings will be entered by authorized officials and will be formalized in writing whenever possible.

E.   Operating procedures

Continuity of operations can be enhanced by individual agencies maintaining their own emergency operating procedures independent of County Emergency operations plans.

F.   Personnel Issues

Emergency operations can stress the County's human resources. Personnel issues that may arise from the activation of ESF's can be solved in some cases by activation of certain volunteer groups (such as Salvation Army for ESF #6.) For issues that cannot be solved by volunteers, the County can request assistance from other agencies and/or higher levels of government to meet the short falls in personnel.

G.   Security

If the County's resources prove inadequate during an emergency operation requests will be made from higher levels of government and other agencies in accordance with existing or emergency-negotiated mutual aid agreements and understandings. Such agreements may take the form of personnel, equipment, supplies or other available resources. ████████████████████
██
████████ .[4]

H.   Communications

---

[3] Redacted under Freedom of Information Act Exemption 4
[4] Redacted under Freedom of Information Act Exemption 1

Continuity of Communications systems is accomplished by the County through a redundant communications system. ███████████████ [5]serves as back up communications for the main communications office, ███████████. [6]

I.   Exercises and training

Emergency management exercises and training are vital to the effectiveness of the comprehensive emergency management plan and its supporting procedures. These activities validate the operational concepts and resource preparation needed to carry out emergency functions. Training programs are designed to enhance proficiency in general emergency management subjects and to train emergency management personnel for their roles under operational plans and procedures. These activities take place at every level of government, volunteer organizations, and private businesses.

Exercises are conducted to determine if plans and procedures are operationally sound and to meet mandated requirements. Thorough critiques by participants, controllers, and evaluators, identify strengths and weaknesses encountered during the exercise. Changes to plans and procedures are incorporated immediately, if necessary, or in the next review cycle. If an exercise reveals a proficiency problem, training is enhanced to address that need.

VIII.   RESOURCES

Each operational department in Etowah County is responsible for maintaining its own resource list. Up to date resource lists are kept ███████████████████████ ███████████████. [7]

IX.   ADMINISTRATION AND LOGISTICS

A.   Appointment of Officials

The Chief Executive of the County Commission, along with city officials in the county constitutes an informal management network. The County Commission has designated the Coordinator as being responsible for day-to-day operations, including implementing policies and procedures issued by the Commission.

B.   Funding and Accounting

1.   Local

a.   Local emergency operations are funded by the budgeted allocations of each agency having emergency operations. Each political

---

[5]Redacted under Freedom of Information Act Exemption 7

[6] Redacted under Freedom of Information Act Exemption 7

[7] Redacted under Freedom of Information Act Exemption 2

subdivision may allocate and expend funds as appropriate for local emergency operations.

b. Funds may be available from the federal government, through the state, for approved project applications resulting from declared emergencies or major disasters.

c. Accounting

1. Complete and accurate accounts of emergency expenditures and obligations, including personnel and equipment costs must be maintained.

   Despite the difficulty in maintaining such records in the stress of an emergency, accounts are required to identify and document: (a) funds for which no federal reimbursement will be requested should a declaration be made.
   (b) those funds eligible for reimbursement under emergency or major disaster project applications. See the FEMA Handbooks on Public Assistance, for guidance on eligible expenditures for reimbursement.

2. When federal public assistance is provided under the Disaster Relief Act, local projects approved by FEMA are subject to both state and federal audit.

2. State

a. State agencies will use their current appropriations to fund emergency operations.

b. Expenditures of state money for emergency operations will be conducted in accordance with Alabama laws and appropriations bills. Under his/her emergency powers, the governor may use all available resources of the state government as reasonably necessary to cope with the emergency or disaster. When the available funds are not enough for the purpose of paying expenses incurred by the state incident to the emergency or disaster, the governor may transfer from any available fund in the state treasury such sum as may be necessary to meet such emergency or disaster needs. Accounting for expenditure of state funds will be conducted under state laws and regulations and is subject to audit by the State Auditor and the Examiner of Public Accounts. State agencies and local governments are responsible for the collecting, reporting and maintenance of records of obligated expenditures incurred during an emergency or disaster

situation. These records shall serve as a database determining the need and preparation of requests for federal assistance.

    c.   Federal funds made available to the state pursuant to any emergency or disaster program will, to the extent provided by law, be channeled through the governor or designated representative. Use of federal funds is subject to audit and verification by state and federal audits. Local governments and heads of state department/agencies will establish systems to report on and account for any public funds used for emergency or disaster purposes.

    d.   State agency resources that are used will be reported to the appropriate state agency and forwarded to the state EOC. Counties must request approval for the use of State resources prior to deployment of said resources.

C.   Records

    1.   Records will be kept in such a manner to separately identify disaster-related expenditures and obligations from general programs and activities of Etowah County.

    2.   Complete and accurate records are necessary.

        a.   To document requests for assistance
        b.   For reimbursement under approved applications pertaining to declared emergencies or major disasters.
        c.   For audit reports. Detailed records will be kept from the onset of the disaster, which include, but are not limited to:

            1.   Work which is performed by force account:
- Appropriate extracts from payrolls, with cross-references needed to locate original documents.
- A schedule of equipment used on the job.
- Invoices, warrants, and checks issued and paid for materials and supplies used on the job.

            2.   For work which is contracted out:
- Copies of requests for bids.
- The contract which is let.
- Invoices submitted by the contractor.
- Warrants authorizing check issuance.
- Checks issued in payment.

3. Disaster related expenditures and obligations of Gadsden/Etowah County may be reimbursed under a number or federal programs. Reimbursement of approved costs from the federal government may authorize work performed in the restoration of certain public facilities after a major disaster declaration by the President or under the statutory authority of certain federal agencies.

D. Agreements and Understandings (General)

1. General

   a. Emergency use of resources and capabilities of organizations not part of a government structure will be pre-arranged through agreements to the maximum extent feasible. ███████████ ███████████████████████████████ ███████████,[8]

   b. Agreements between elements of the same governments will be included within the plans of those elements. Details of such agreements, which are inappropriate for inclusion in these plans, will be set forth in supporting operations procedures, instructions, or other directives of the units of government concerned.

   c. Unless otherwise provided, agreements remain in effect until rescinded or modified. Annual or other periodic updates will prevent them from becoming outdated.

   d. A clear statement of agreement, regarding payment reimbursement for personal services rendered, equipment costs, and expenditures of material is mandatory.

2. Agreements

   Agreements with private relief organizations provide immediate aid to disaster victims and provide some types of aid that government is unable to render.

3. Understandings

   Memorandums of Understanding with adjoining counties recognize that certain situations require effective coordination and cooperation between counties to achieve effective response and provide for the general safety and health of citizens. These documents formalize and focus attention on

---

[8] Redacted under Freedom of Information Act Exemption 2

commitments and serve to help avoid discontinuity or misunderstandings.

E.   Assistance Stipulations

1.   Insurance

a.   The commercial insurance companies and their adjustment agencies normally handle insurance claims on a routine basis. Complaints should be referred to the State Insurance Commissioner. A representative of the Alabama Insurance Underwriting Association is usually dispatched to a disaster area to assist with claim problems.

b.   The National Flood Insurance Program (NFIP) makes available from commercial company's flood insurance to communities, families, and individuals. The community having flood prone areas, as identified by the Federal Insurance Administration, must enter the NFIP and adopt and enforce land use and control measures before private citizens may become eligible.

Failure to participate in the NFIP can preclude these communities and residents from receiving federal financial assistance to repair, restore, or replace any structures or property damaged within the designated hazard areas. However, federal assistance may become available if the community concerned can qualify for and enter the NFIP within six months after the date of the Federal Damage Survey Report and shall obtain and maintain the necessary flood insurance policy; Eligibility for applicants for public assistance shall be contingent upon compliance with these requirements within a six-month period.

c.   Maintenance of hazard insurance (flood, wind, fire, etc.) is a conditional requirement for receipt of federal assistance provided under the Stafford Act for the permanent repair and restoration of public and private nonprofit facilities. The Alabama Commissioner of Insurance will determine the types and extent of insurance, which are reasonably available, adequate, and necessary to communities and residents to meet the above conditions. The commissioner will thereby serve as the state's certifying authority for these federal requirements. The state shall maintain a policy of flood plain management in addition to the state self-insurance program to comply with the Federal Insurance Administration's requirement for assistance to state facilities in designated flood prone areas.

F. Consumer Protection

The Attorney General's Office of Consumer Protection monitors emergency or disaster activities to provide consumer protection. Complaints can be initiated by calling the Consumer Protection Office.

G. Environment

All actions taken following repair and restoration by a government agency, individual, or private entity will comply with state and federal laws, rules, and regulations regarding the environment. Additional information on requirements can be obtained from the Alabama Department of Environmental Management.

H. Minimum Standards for Public and Private Structures

A recipient of any disaster loan or grant under the Stafford Act agrees that any repair or construction shall be in accordance with applicable standards of safety and sanitation. Additionally, Gadsden/Etowah County government agrees that the natural hazards in the disaster area shall be evaluated and appropriate action shall be taken to mitigate such hazards, including safe land use and construction practices in accordance with standards prescribed or approved by the President. The state shall furnish such evidence of compliance as may be required (see Stafford Act Section 409).

I. Availability of Materials

The President is authorized, at the request of the Governor of an affected state, to provide for the survey of construction materials needed in an area affected by a major disaster. Based on this survey, appropriate action may be taken to assure the availability and fair distribution of needed materials for a period of not more than 180 days after the disaster. The President to the extent possible shall implement any allocation program by working with and through the companies which traditionally supply construction materials in the affected area (Stafford Act, Section 315). The authority granted the President has been delegated to the Regional Director of FEMA.

X. LEGAL BASIS

This plan is developed, promulgated, and maintained under the federal, state, and local statutes and regulations.

A. Code of Alabama, Title 31, Chapter 9, Section 6 (31-9-6) known as "*Alabama Emergency Management Act of 1955*; *Act 47*."

B. Code of Alabama, Title 29, Chapter 3, known as the "*Interim Succession Act*, *Act 875*."

C.   Alabama Constitution, latest edition

D.   Public Law 93-288 as amended by Public Law 100-107, Robert T. Stafford Disaster Relief and Emergency Assistance Act in this plan known as the "Stafford Act".

E.   CFR, Title 44, Part 200 et seq

TAB A
Functional Assignments

P = Primary

S = Secondary

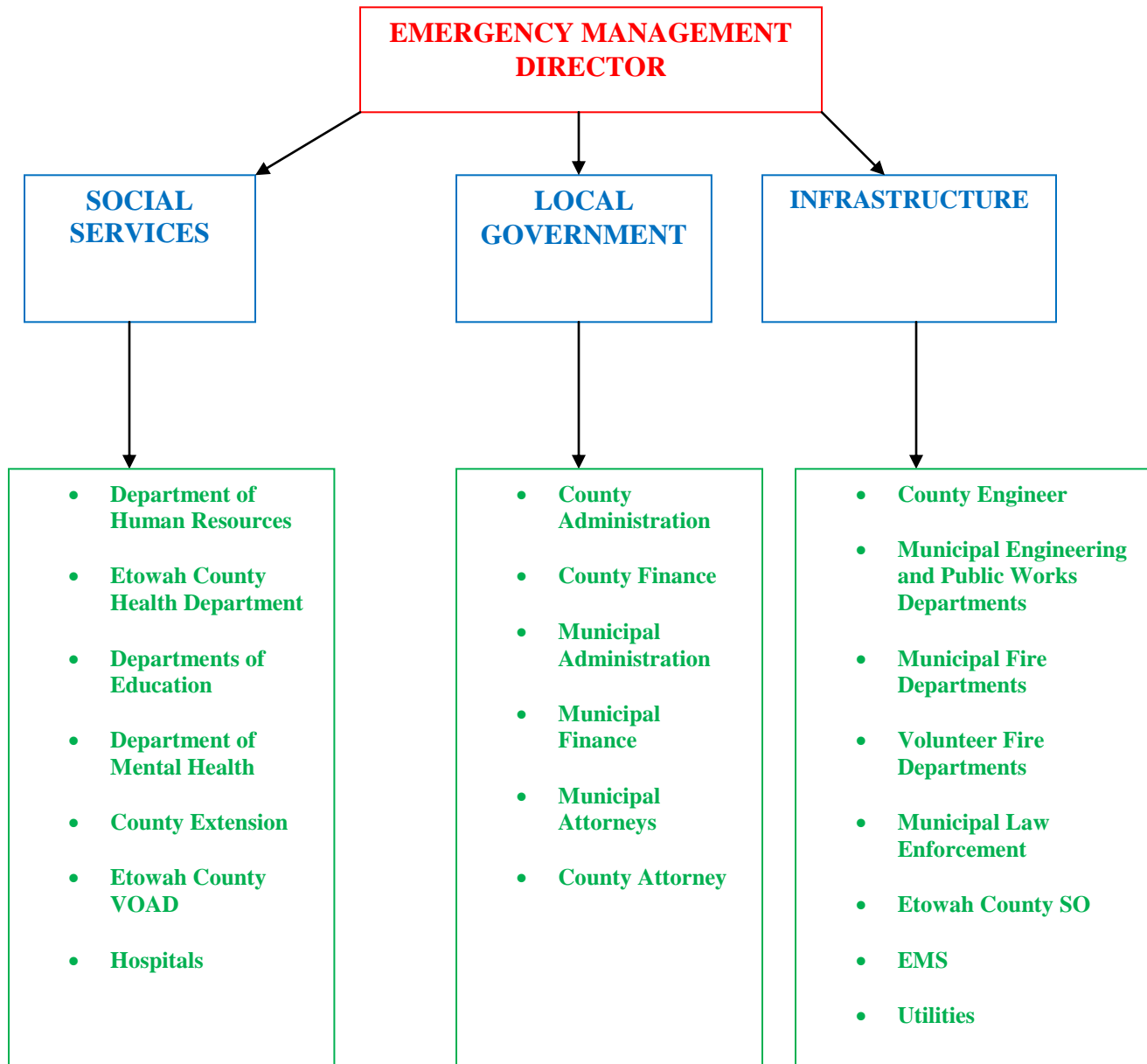| AGENCY	1. Transportation	2. Communications	3. Public Works and Engineering	4. Fire Fighting	5. Emergency Management	6. Mass Care	7. Logistics and Resource Support	8. Public Health and Medical	9. Search and Rescue	10. Oil and Hazardous Materials	11. Agriculture and Natural	11a. Veterinarian Services	11b. Animal Diseases	12. Energy	13. Public Safety and Security	13a. Terrorism	14. Long-Term Community	15. External Affairs/Crisis Comms.
Alabama Power														S				S
Ambulance Services						S		S										S
Area Electric Co-ops														S				S
Area Gas Co-ops														S				S
City of Gadsden Communications Dept.		S																S
Etowah County Coroner					S	S		S	S							S		S
Etowah County Dept. of Human Resources					S	P	S	S				S					S	S
Etowah County Dept. of Mental Health					S	S	S	S									S	S
Etowah County Dept. of Public Health			S	S	S	S	S	P		S		S	S				S	S
Etowah County E-911 District		S			S		S											S
Etowah County Engineering Dept.	P	S	P	S	S		S					S	S				S	S
Etowah County Extension Services							S				S	S	S					S
Etowah County Farm Services Agency					S		S				P	P	P					S
Etowah County Sheriff's Office	S	S	S		S	S	S		P	S	S	S	S		P	P		S
Etowah County VOAD					S	S	S										S	S
Gadsden/Etowah Co. EMA	S	P	S	S	S	S	P	S	S	P	S	S	S	P	S	S	P	P
Hospitals					S		S	S										S
Municipal Fire Depts.		S		P	S	S	S					S				S	S	S
Municipal Hazardous Materials Teams					S		S			S						S		S
Municipal Law Enforcement Depts.	S	S	S		S	S	S		S	S	S	S	S		P	P		S
Municipal Public Works & Engineering Depts.	P		P	S	S							S					S	S
RACES/ARES		S			S		S											S
Salvation Army					S	S	S											S
Spire														S				S
Volunteer Fire Depts.		S		P	S	S	S					S				S	S	S

ORGANIZATIONAL DIAGRAM OF THE EOC COORDINATION GROUP

```
                ┌─────────────────────────┐
                │        COUNTY           │
                │ COMMISSION/Mayor of the │
                │     City of Gadsden     │
                └───────────┬─────────────┘
                            │
                            ▼
                ┌─────────────────────────┐
                │      EMA DIRECTOR        │
                └──┬──────────┬─────────┬──┘
                   │          │         │
                   ▼          ▼         ▼
        ┌──────────┐   ┌───────────┐   ┌────────────────┐
        │ SOCIAL   │   │  LOCAL    │   │ INFRASTRUCTURE │
        │ SERVICES │   │GOVERNMENT │   │                │
        └──────────┘   └───────────┘   └────────────────┘
```
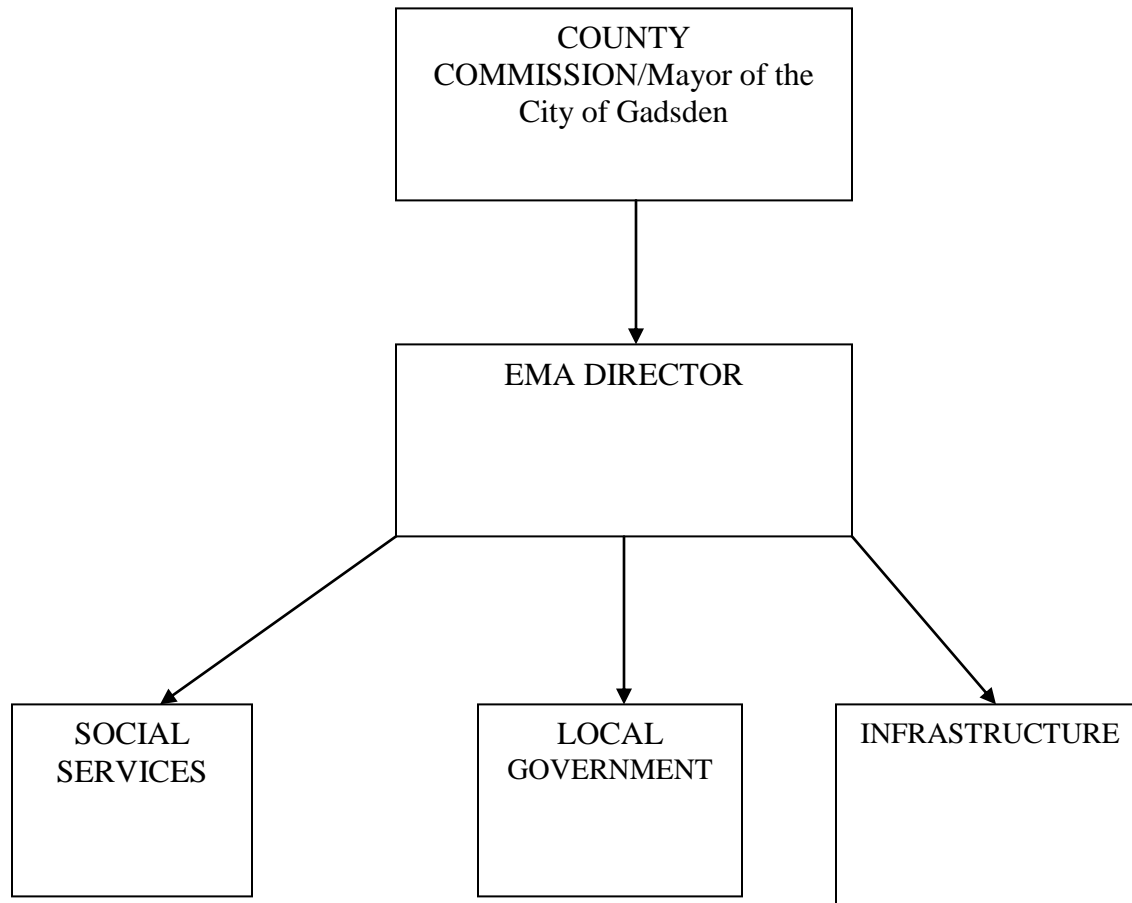
TAB C
ORGANZATIONAL CHART OF THE EOC OPERATIONS STAFF

EMERGENCY MANAGEMENT DIRECTOR

SOCIAL SERVICES

LOCAL GOVERNMENT

INFRASTRUCTURE

- **Department of Human Resources**
- **Etowah County Health Department**
- **Departments of Education**
- **Department of Mental Health**
- **County Extension**
- **Etowah County VOAD**
- **Hospitals**

- **County Administration**
- **County Finance**
- **Municipal Administration**
- **Municipal Finance**
- **Municipal Attorneys**
- **County Attorney**

- **County Engineer**
- **Municipal Engineering and Public Works Departments**
- **Municipal Fire Departments**
- **Volunteer Fire Departments**
- **Municipal Law Enforcement**
- **Etowah County SO**
- **EMS**
- **Utilities**

Annex 1 – Earthquake

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All Agencies

Primary Points of Coordination and Associated Actions:

- **ESF #1 (Transportation)**: monitor and report damage to transportation infrastructure; coordinate the restoration and recovery of transportation systems and infrastructure.
- **ESF #2 (Communications)**: provide communication support to response operations.
- **ESF #4 (Fire Fighting)**: provide personnel to assist in the response and recovery operations.
- **ESF #5 (Emergency Management)**: coordination of incident management and response efforts; issuance of mission assignments; incident action planning; financial management; information gathering and sharing.
- **ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services)**: provide shelters and meals for displaced victims.
- **ESF #8 (Public Health and Medical Services)**: emergency medical care; provide crisis-counseling support at shelters.
- **ESF #9 (Search and Rescue)**: assist in rescue and evacuation operations.
- **ESF #10 (Oil and Hazardous Materials Response)**: mitigate earthquake-cause hazardous materials releases
- **ESF #12 (Energy)**: energy infrastructure assessment, repair, and restoration
- **ESF #13 (Public Safety and Security)**: coordinate access and traffic control; facility and resource security
- **ESF #14 (Long-Term Recovery)**: coordinate assistance from State and Federal government
- **ESF #15 (External Affairs)**: emergency public information, crisis communications, and protective action guidance

I.   Introduction

    A.   Purpose:

        The purpose of this Appendix is to supplement the Basic Plan of the Etowah County Emergency Operations Plan, by establishing policies and procedures specific to the response and recovery operations. This appendix provides the necessary information pertaining to the activities and duties associated with an earthquake.

    B.   Scope:

        This appendix applies to any activity, action, or operations pertaining to an earthquake, which includes any measures prior, during, and after, an earthquake occurs within the County.

II.   Policies

The assets available in this appendix will be used to assist county emergency operations agencies, other appendixes, and other ESFs with their emergency efforts to move people, materials, equipment, and other resources as necessary.

III.   <u>Situation and Assumptions</u>

A.   Situation

The county is subject to a variety of natural disasters throughout the year. Damage potential includes destruction of public and private property, public services, utilities, communications, and can result in injuries or deaths. The county has the available resources to take the necessary precautions and actions.

B.   Assumptions

This section lists the primary and specific assumptions pertaining to each service and the resources that exist and are available if necessary. All of the actions are based upon the needs of the county following any potential disaster.

1. Primary Assumptions

Following an earthquake there will exist the need for some type of assistance and resources from the various county agencies. The needs will be based upon the extent of the damage and the loss or disruption of essential services pertaining to everyday life activities, operations, and functions.

2. Specific Assumptions

This section lists the specific assumptions related to each category.

a. Medical

The county has hospitals, clinics, and trained personnel that can respond to limited required actions.

b. Economic

The county has the potential to lose some of its structures and facilities, and additional facilities to support their services or programs.

c. Relief Efforts

The county has response and recovery measures that are utilized following any type of disaster within the county.

    d. Secondary Effects

There exists the probability that some damage will exist following the first damage assessment and additional damages could result.

    e. Structural Damage

The county has measures in place to minimize the structural damage that results, although some degree of damage is likely to occur in the county.

    f. Utilities

The utility companies have measures in place to restore and repair essential services that could be disrupted following any disaster.

    g. Transportation

There are measures that exist to ensure that adequate transportation within the county to assist in evacuations, response, and recovery operations.

    h. Debris Removal

The county has coordinated measures to address the removal of debris and other items following a disaster and has plans for the disposal of the items.

IV.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

    A.   Goals

The following goals have related objectives, tasks, and procedures specific to this appendix.

- To create a county support response system that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of resources and provide the means of coordination with local government.

- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing resources.
- To develop a procedure for the accountability of personnel, facilities, and equipment within the county.
- To collect and distribute information and intelligence pertaining to disasters or emergencies, either existing or pending.
- To pre-plan all distribution and allocation of resources, personnel, and equipment throughout the county.
- To provide information and assistance to the public and media on disaster activities.

B.   General

The County EMA will provide the necessary guidance, information, and support for local operations through coordination of county personnel and equipment from support organizations, and volunteer agencies.

C.   Organization

During disasters, the County EOC will act as the central coordinating facility for receiving and dissemination of public information and operations. Information flow to the EOC will occur directly from news media reports, citizen public information calls, and field personnel. The County Emergency Management Agency Director, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Response Actions

The following section lists the actions associated with and/or following an earthquake.

1.   Initial Actions

- Coordinate response and recovery efforts of the various agencies within the county.
- Educate the community on effective mitigation and preparedness measures to reduce the impact of an earthquake.
- Inform the community on activities and actions to be taken immediately following a potential earthquake.
- Develop contingency plans to address any possible outcome and who and how they will respond if necessary.

2.   Response Actions

- Initiate reporting to assist in damage assessments.
- Determine priorities for rescue, casualties, firefighting, chemical spills, flooding, shelter, electric outages, and other immediate operational requirements.
- Activate the EOC if deemed necessary by the County EMA.
- Establish communications with the incident area(s).
- Allow no one in the disaster area(s) unless authorized.
- Establish access and traffic control points if necessary.
- Maintain current situation reporting from the field.
- Coordinate the collection and dissemination of information to the necessary agencies, media sources, and to the community.
- Initiate inspections of public and private buildings and other structures for hazards and structural damage.

E.   Recovery Actions

This following section lists the recovery actions associated with this appendix.

1. Initial Actions

- Prepare a Situation Analysis to determine what agencies, resources, and measures are needed to effectively respond to the disaster.
- Contact the necessary personnel and agencies needed for the recovery operation.
- Activate the EOC if deemed necessary.
- Coordinate essential equipment needed for the recovery phase.

2. Continuing Actions

- Evaluate the status of essential services and continue to take necessary measures to re-establish lost or damaged facilities or services.
- Review recovery actions and develop strategies to determine if outside assistance is needed.
- Prepare an After-Action Report to identify lessons learned and improvements.

V.   Responsibilities

This section lists the primary agency for this appendix and their associated responsibilities.

A.   Primary Agency

The County Emergency Management Agency is the primary agency, and its responsibilities are as follows.

- Coordinate message flow within the County EOC.
- Coordinate the overall efforts to collect, process, report, and display essential elements of information, and to facilitate support for planning efforts in response operations.
- Distribute reports to local, county, and other agencies.
- Provide staffing support activities at the County EOC.

B.   Additional Resources

Any additional resources must be coordinated through the County Emergency Management Agency and the respective agency. If the recovery efforts exceed the capabilities of the county, a request may be submitted to the State Emergency Management Agency for assistance.

VI.   References.

Alabama Emergency Operations Plan March 2017 Edition

Annex 2 – Hurricane

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All Agencies

Primary Points of Coordination and Associated Actions:

- **ESF #2 (Communications)**: provide communication support to response operations.
- **ESF #4 (Fire Fighting)**: provide personnel to assist in the response and recovery operations.
- **ESF #5 (Emergency Management)**: coordination of incident management and response efforts; issuance of mission assignments; incident action planning; financial management; information gathering and sharing.
- **ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services)**: provide shelters and meals for displaced victims.
- **ESF #8 (Health and Medical Services)**: emergency medical care; provide crisis-counseling support at shelters.
- **ESF #9 (Search and Rescue)**: assist in rescue and evacuation operations.
- **ESF #13 (Public Safety and Security)**: coordinate access and traffic control; facility and resource security
- **ESF #14 (Long-Term Recovery)**: coordinate assistance from State and Federal government
- **ESF #15 (External Affairs)**: emergency public information and protective action guidance

I.   Introduction

   A.   Purpose:

          The purpose of this Appendix is to supplement the Basic Plan of the Etowah County Emergency Operations Plan, by establishing policies and procedures specific to the response and recovery operations. This appendix provides the necessary information pertaining to the activities and duties associated with a hurricane.

   B.   Scope:

          This appendix applies to any activity, action, or operations pertaining to a hurricane, which includes any measures prior, during, and after, a hurricane affects the County.

II.   Policies

The assets available in this appendix will be used to assist county emergency operations agencies, other appendices, and other ESFs with their emergency efforts to move people, materials, equipment, and other resources as necessary.

III.   Situation and Assumptions

A.   Situation

The County is subject to a variety of natural disasters throughout the year. Damage potential includes destruction of public and private property, public services, utilities, communications, and can result in injuries or deaths. The county has the available resources to take the necessary precautions and actions.

B.   Assumptions

This section lists the primary and specific assumptions pertaining to each service and the resources that exist and are available if necessary. All of the actions are based upon the needs of the county following any potential disaster.

1. Primary Assumptions

Following a hurricane there will exist the need for some type of assistance and resources from the various county agencies. The needs will be based upon the extent of the damage and the loss or disruption of essential services pertaining to everyday life activities, operations, and functions.

2. Specific Assumptions

This section lists the specific assumptions related to each category.

a. Medical

The county has hospitals, clinics, and trained personnel that are able to respond to limited required actions.

b. Economic

The county has the potential to lose some of its structures and facilities, and additional facilities exist to support their services or programs.

c. Relief Efforts

The county has response and recovery measures that are utilized following any type of disaster within the county.

d. Secondary Effects

There exists the probability that some damage will exist following the first damage assessment and additional damages could result.

  e. Structural Damage

The county has measures in place to minimize the structural damage that results, although some degree of damage is likely to occur in the county.

  f. Utilities

The utility companies have measures in place to restore and repair essential services that could be disrupted following any disaster.

  g. Transportation

There are measures that exist to ensure that adequate transportation within the county to assist in evacuations, response, and recovery operations.

  h. Debris Removal

The county has coordinated measures to address the removal of debris and other items following a disaster and has plans for the disposal of the items.

IV. Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A. Goals

The following goals have related objectives, tasks, and procedures specified to this appendix.

- To create a county support response system that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of resources and provide the means of coordination with local government.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing resources.
- To develop a procedure for the accountability of personnel, facilities, and equipment within the County.

- To collect and distribute information and intelligence pertaining to disasters or emergencies, either existing or pending.
- To pre-plan all distribution and allocation of resources, personnel, and equipment throughout the County.
- To provide information and assistance to the public and media on disaster activities.

B.   General

The County EMA will provide the necessary guidance, information, and support for local operations through coordination of county personnel and equipment from support organizations, and volunteer agencies.

C.   Organization

During disasters, the Etowah County EOC will act as the central coordinating facility for receiving and dissemination of public information and operations. Information flow to the EOC will occur directly from news media reports, citizen public information calls, and field personnel. The Gadsden/Etowah County Emergency Management Agency, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Response Actions

The following section lists the actions associated with and/or following a hurricane.

1. Initial Actions

- Coordinate response and recovery efforts of the various agencies within the county.
- Educate the community on effective mitigation and preparedness measures to reduce the impact of a hurricane.
- Inform the community on activities and actions to be taken immediately following a potential hurricane.
- Develop contingency plans to address any possible outcome and who and how they will respond if necessary.

2. Response Actions

- Initiate reporting to assist in damage assessments.
- Determine priorities for rescue, casualties, firefighting, chemical spills, flooding, shelter, electric outages, and other immediate operational requirements.
- Activate the EOC if deemed necessary by the County EMA Director.

- Establish communications with the incident area(s).
- Allow no one in the disaster area(s) unless authorized.
- Establish access and traffic control points if necessary.
- Maintain current situation reporting from the field.
- Coordinate the collection and dissemination of information to the necessary agencies, media sources, and to the community.
- Initiate inspections of public and private buildings and other structures for hazards and structural damage.

E. Recovery Actions

This following section lists the recovery actions associated with this appendix.

1. Initial Actions

- Prepare a Situation Analysis to determine what agencies, resources, and measures are needed to effectively respond to the disaster.
- Contact the necessary personnel and agencies needed for the recovery operation.
- Activate the EOC if deemed necessary by the Director.
- Coordinate essential equipment needed for the recovery phase.

2. Continuing Actions

- Evaluate the status of essential services and continue to take necessary measures to re-establish lost or damaged facilities or services.
- Review recovery actions and develop strategies to determine if outside assistance is needed.
- Prepare an After-Action Report to identify lessons learned and improvements.

V. Responsibilities

This section lists the primary agency for this appendix and their associated responsibilities.

A. Primary Agency

The County Emergency Management Agency is the primary agency, and its responsibilities are as follows.

- Coordinate message flow within the Etowah County EOC.
- Coordinate the overall efforts to collect, process, report, and display essential elements of information, and to facilitate support for planning efforts in response operations.

- Distribute reports to local, county, and other agencies.
- Provide staffing support activities at the Etowah County EOC.

B.   Additional Resources

Any additional resources must be coordinated through the County Emergency Management Agency and the respective agency. If the recovery efforts exceed the capabilities of the county, a request may be submitted to the State Emergency Management Agency for assistance.

VI.   References.

Alabama Emergency Operations Plan March 2017 Edition

Annex 3 – Flooding

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All Agencies

Primary Points of Coordination and Associated Actions:

- **ESF #1 (Transportation)**: monitor and report damage to transportation infrastructure; coordinate the restoration and recovery of transportation systems and infrastructure.
- **ESF #3 (Public Works and Engineering)**: repair of infrastructure
- **ESF #4 (Fire Fighting)**: provide personnel to assist in the response and recovery operations.
- **ESF #5 (Emergency Management)**: coordination of incident management and response efforts; issuance of mission assignments; incident action planning; financial management; information gathering and sharing.
- **ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services)**: provide shelters and meals for displaced victims.
- **ESF #8 (Health and Medical Services)**: emergency medical care; provide crisis-counseling support at shelters.
- **ESF #9 (Search and Rescue)**: assist in rescue and evacuation operations.
- **ESF #10 (Oil and Hazardous Materials Response)**: mitigate flood-related hazardous materials releases.
- **ESF #12 (Energy)**: energy infrastructure assessment, repair, and restoration.
- **ESF #13 (Public Safety and Security)**: coordinate access and traffic control; facility and resource security.
- **ESF #14 (Long-Term Community Recovery)**: coordinate community recovery assistance from State and Federal government; review mitigation program
- **ESF #15 (External Affairs)**: emergency public information and protective action guidance

I.   Introduction

    A.   Purpose:

        The purpose of this Appendix is to supplement the Basic Plan of the Etowah County Emergency Operations Plan, by establishing policies and procedures specific to the response and recovery operations. This appendix provides the necessary information pertaining to the activities and duties associated with flooding.

    B.   Scope:

        This appendix applies to any activity, action, or operations pertaining to flooding, which includes any measures prior, during, and after, flooding occurs within the county.

II.   Policies

The assets available in this appendix will be used to assist county emergency operations agencies, other appendices, and other ESFs with their emergency efforts to move people, materials, equipment, and other resources as necessary.

III.   Situation and Assumptions

A.   Situation

The county is subject to a variety of natural disasters throughout the year. Damage potential includes destruction of public and private property, public services, utilities, communications, and can result in injuries or deaths. The county has the available resources to take the necessary precautions and actions.

B.   Assumptions

This section lists the primary and specific assumptions pertaining to each service and the resources that exist and are available if necessary. All of the actions are based upon the needs of the county following any potential disaster.

1. Primary Assumptions

Following a flooding event, there will exist the need for some type of assistance and resources from the various county agencies. The needs will be based upon the extent of the damage and the loss or disruption of essential services pertaining to everyday life activities, operations, and functions.

2. Specific Assumptions

This section lists the specific assumptions related to each category.

a. Medical

The county has hospitals, clinics, and trained personnel that are able to respond to limited required actions.

b. Economic

The county has the potential to lose some of its structures and facilities, and additional facilities to support their services or programs.

c. Relief Efforts

The county has response and recovery measures that are utilized following any type of disaster within the county.

    d.   Secondary Effects

There exists the probability that some damage will exist following the first damage assessment and additional damages could result.

    e.   Structural Damage

The county has measures in place to minimize the structural damage that results, although some degree of damage is likely to occur in the county.

    f.   Utilities

The utility companies have measures in place to restore and repair essential services that could be disrupted following any disaster.

    g.   Transportation

There are measures that exist to ensure that adequate transportation within the county to assist in evacuations, response, and recovery operations.

    h.   Debris Removal

The county has coordinated measures to address the removal of debris and other items following a disaster and has plans for the disposal of the items.

IV.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have related objectives, tasks, and procedures specified to this appendix.

- To create a county support response system that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of resources and provide the means of coordination with local government.

- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing resources.
- To develop a procedure for the accountability of personnel, facilities, and equipment within the county.
- To collect and distribute information and intelligence pertaining to disasters or emergencies, either existing or pending.
- To pre-plan all distribution and allocation of resources, personnel, and equipment throughout the county.
- To provide information and assistance to the public and media on disaster activities.

B.   General

The County EMA will provide the necessary guidance, information, and support for local operations through coordination of county personnel and equipment from support organizations, and volunteer agencies.

C.   Organization

During disasters, the Etowah County EOC will act as the central coordinating facility for receiving and dissemination of public information and operations. Information flow to the EOC will occur directly from news media reports, citizen public information calls, and field personnel. The Gadsden/Etowah County Emergency Management Agency Director, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Response Actions

The following section lists the actions associated with and/or following a flooding event.

1. Initial Actions

- Coordinate response and recovery efforts of the various agencies within the county.
- Educate the community on effective mitigation and preparedness measures to reduce the impact of a flood.
- Inform the community on activities and actions to be taken immediately following a potential flooding event.
- Develop contingency plans to address any possible outcome and who and how they will respond if necessary.

2. Response Actions

- Initiate reporting to assist in damage assessments.
- Determine priorities for rescue, casualties, firefighting, chemical spills, flooding, shelter, electric outages, and other immediate operational requirements.
- Activate the EOC if deemed necessary by the County EMA.
- Establish communications with the incident area(s).
- Allow no one in the disaster area(s) unless authorized.
- Establish access and traffic control points if necessary.
- Maintain current situation reporting from the field.
- Coordinate the collection and dissemination of information to the necessary agencies, media sources, and to the community.
- Initiate inspections of public and private buildings and other structures for hazards and structural damage.

E. Recovery Actions

This following section lists the recovery actions associated with this appendix.

1. Initial Actions

- Prepare a Situation Analysis to determine what agencies, resources, and measures are needed to effectively respond to the disaster.
- Contact the necessary personnel and agencies needed for the recovery operation.
- Activate the EOC if deemed necessary.
- Coordinate essential equipment needed for the recovery phase.

2. Continuing Actions

- Evaluate the status of essential services and continue to take necessary measures to re-establish lost or damaged facilities or services.
- Review recovery actions and develop strategies to determine if outside assistance is needed.
- Prepare an After-Action Report to identify lessons learned and improvements.

V.   Responsibilities

This section lists the primary agency for this appendix and their associated responsibilities.

A.   Primary Agency

The Gadsden/Etowah County Emergency Management Agency is the primary agency, and its responsibilities are as follows.

- Coordinate message flow within the County EOC.
- Coordinate the overall efforts to collect, process, report, and display essential elements of information, and to facilitate support for planning efforts in response operations.
- Distribute reports to local, county, and other agencies.
- Provide staffing support activities at the County EOC.

B.   Additional Resources

Any additional resources must be coordinated through the County Emergency Management Agency and the respective agency. If the recovery efforts exceed the capabilities of the county, a request may be submitted to the State Emergency Management Agency for assistance.

VI.   References.

Alabama Emergency Operations Plan March 2017 Edition

Annex 4 – Severe Weather

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All Agencies

Primary Points of Coordination and Associated Actions:

- **ESF #2 (Communications)**: provide communication support to response operations.
- **ESF #4 (Fire Fighting)**: provide personnel to assist in the response and recovery operations.
- **ESF #5 (Emergency Management)**: coordination of incident management and response efforts; issuance of mission assignments; incident action planning; financial management; information gathering and sharing.
- **ESF #6 (Mass Care)**: provide shelters and meals for displaced victims.
- **ESF #8 (Health and Medical Services)**: emergency medical care; provide crisis-counseling support at shelters.
- **ESF #9 (Search and Rescue)**: assist in rescue and evacuation operations.
- **ESF #12 (Energy)**: energy infrastructure assessment, repair, and restoration.
- **ESF #13 (Public Safety and Security)**: coordinate access and traffic control; facility and resource security.
- **ESF #14 (Long-Term Community Recovery)**: coordinate community recovery assistance from State and Federal government; review mitigation program
- **ESF #15 (External Affairs)**: emergency public information and protective action guidance

I.   Introduction

    A.   Purpose:

        The purpose of this Appendix is to supplement the Basic Plan of the Etowah County Emergency Operations Plan, by establishing policies and procedures specific to the response and recovery operations. This appendix provides the necessary information pertaining to the activities and duties associated with severe weather (tornadoes, ice storms, winter storms, heavy rain).

    B.   Scope:

        This appendix applies to any activity, action, or operations pertaining to severe weather, which includes any measures prior, during, and after, severe weather occurs within the county.

II.   Policies

The assets available in this appendix will be used to assist county emergency operations agencies, other appendixes, and other ESFs with their emergency efforts to move people, materials, equipment, and other resources as necessary.

III.   Situation and Assumptions

A.   Situation

The county is subject to a variety of natural disasters throughout the year. Damage potential includes destruction of public and private property, public services, utilities, communications, and can result in injuries or deaths. The county has the available resources to take the necessary precautions and actions.

B.   Assumptions

This section lists the primary and specific assumptions pertaining to each service and the resources that exist and are available if necessary. All of the actions are based upon the needs of the county following any potential disaster.

1. Primary Assumptions

Following severe weather, there will exist the need for some type of assistance and resources from the various county agencies. The needs will be based upon the extent of the damage and the loss or disruption of essential services pertaining to everyday life activities, operations, and functions.

2. Specific Assumptions

This section lists the specific assumptions related to each category.

a.   Medical

The county has hospitals, clinics, and trained personnel that are able to respond to limited required actions.

b.   Economic

The county has the potential to lose some of its structures and facilities, and additional facilities exist to support their services or programs.

c.   Relief Efforts

The county has response and recovery measures that are utilized following any type of disaster within the county.

d. Secondary Effects

There exists the probability that some damage will exist following the first damage assessment and additional damages could result.

e. Structural Damage

The county has measures in place to minimize the structural damage that results, although some degree of damage is likely to occur in the county.

f. Utilities

The utility companies have measures in place to restore and repair essential services that could be disrupted following any disaster.

g. Transportation

Existing transportation measures are limited within the county to assist in evacuations, response, and recovery operations.

h. Debris Removal

The county has coordinated measures to address the removal of debris and other items following a disaster and has plans for the disposal of the items.

IV. Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A. Goals

The following goals have related objectives, tasks, and procedures specified to this appendix.

- To create a county support response system that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of resources and provide the means of coordination with local government.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing resources.
- To develop a procedure for the accountability of personnel, facilities, and equipment within the county.

- To collect and distribute information and intelligence pertaining to disasters or emergencies, either existing or pending.
- To pre-plan all distribution and allocation of resources, personnel, and equipment throughout the county.
- To provide information and assistance to the public and media on disaster activities.

B.   General

The County EMA will provide the necessary guidance, information, and support for local operations through coordination of county personnel and equipment from support organizations, and volunteer agencies.

C.   Organization

During disasters, the Etowah County EOC will act as the central coordinating facility for receiving and dissemination of public information and operations. Information flow to the EOC will occur directly from news media reports, citizen public information calls, and field personnel. The Gadsden/Etowah County Emergency Management Agency, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Response Actions

The following section lists the actions associated with and/or following severe weather.

1. Initial Actions

- Coordinate response and recovery efforts of the various agencies within the county.
- Educate the community on effective mitigation and preparedness measures to reduce the impact from severe weather.
- Inform the community on activities and actions to be taken immediately following severe weather.
- Develop contingency plans to address any possible outcome and who and how they will respond if necessary.

2. Response Actions

- Initiate reporting to assist in damage assessments.
- Determine priorities for rescue, casualties, firefighting, chemical spills, flooding, shelter, electric outages, and other immediate operational requirements.
- Activate the EOC if deemed necessary by the County EMA.

- Establish communications with the incident area(s).
- Allow no one in the disaster area(s) unless authorized.
- Establish access and traffic control points if necessary.
- Maintain current situation reporting from the field.
- Coordinate the collection and dissemination of information to the necessary agencies, media sources, and to the community.
- Initiate inspections of public and private buildings and other structures for hazards and structural damage.

E. Recovery Actions

This following section lists the recovery actions associated with this appendix.

1. Initial Actions

- Prepare a Situation Analysis to determine what agencies, resources, and measures are needed to effectively respond to the disaster.
- Contact the necessary personnel and agencies needed for the recovery operation.
- Activate the EOC if deemed necessary.
- Coordinate essential equipment needed for the recovery phase.

2. Continuing Actions

- Evaluate the status of essential services and continue to take necessary measures to re-establish lost or damaged facilities or services.
- Review recovery actions and develop strategies to determine if outside assistance is needed.
- Prepare an After-Action Report to identify lessons learned and improvements.

V. Responsibilities

This section lists the primary agency for this appendix and their associated responsibilities.

A. Primary Agency

The Gadsden/Etowah County Emergency Management Agency is the primary agency, and its responsibilities are as follows.

- Coordinate message flow within the County EOC.
- Coordinate the overall efforts to collect, process, report, and display essential elements of information, and to facilitate support for planning efforts in response operations.

- Distribute reports to local, county, and other agencies.
- Provide staffing support activities at the County EOC.

B.   Additional Resources

Any additional resources must be coordinated through the County Emergency Management Agency and the respective agency. If the recovery efforts exceed the capabilities of the county, a request may be submitted to the State Emergency Management Agency for assistance.

VI.   References.

Alabama Emergency Operations Plan March 2017 Edition

Annex 5 – Extreme Heat and Cold

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: 211/First Call for Help, City of Gadsden Parks and Recreation Department, Etowah County Voluntary Organizations Active in Disaster (VOAD), Gadsden Public Library, Salvation Army

Primary Points of Coordination and Associated Actions:

- **ESF #5** (Emergency Management): Monitoring of weather conditions; request for warming and cooling centers to open; situation reports
- **ESF #6 (Mass Care)**: Provide warming and cooling centers for the public
- **ESF #7 (Logistics)**: Acquire supplies to heating and cooling centers
- **ESF #8** (Health and Medical Services): Emergency medical care
- **ESF #15** (External Affairs): Emergency public information and protective action guidance

I.   Introduction

      A.   Purpose:

          The purpose of this Appendix is to supplement the Basic Plan of the Etowah County Emergency Operations Plan, by establishing policies and procedures specific to the response operations. This appendix provides the necessary information pertaining to the activities and duties associated with extreme heat and cold weather.

      B.   Scope:

          This appendix applies to any activity, action, or operations pertaining to extreme head and cold. This includes any measures prior, during, and after, extreme head and cold occurs within the county.

II.   Policies

      The assets available in this appendix will be used to assist county emergency operations agencies, other appendixes, and other ESFs with their emergency efforts to move people, materials, equipment, and other resources as necessary.

III.   Situation and Assumptions

      A.   Situation

The county is subject to bouts of extreme heat and cold weather throughout the year. The peak of the hot weather season occurs between June 26th and August 27th, when high temperatures average over 90°. Occasionally, temperatures in the hot season will go above 100°. Etowah County often deals with very high heat indices, due to its position close to the Gulf of Mexico. During the peak hot weather season, the dew point averages a high of 70°F. Given the average high temperature, the heat index will average between 95°F and 100°F. The actual high temperature and dew point will occasionally go above the average, creating heat indices over 100°F, causing a danger to the community.

The cold weather season peaks between November 19th and March 8th, when low temperatures average below 40°. Often, temperatures will drop at or below freezing (32°F). Between December 22nd and February 6th, low temperature average at or below freezing. During the peak cold weather season, northerly winds will often combine with cold temperatures to create low wind chill values. This creates a danger to the community.

Daily Climate Normals (1981–2010) – GADSDEN, AL

Click and drag to zoom to a shorter time interval
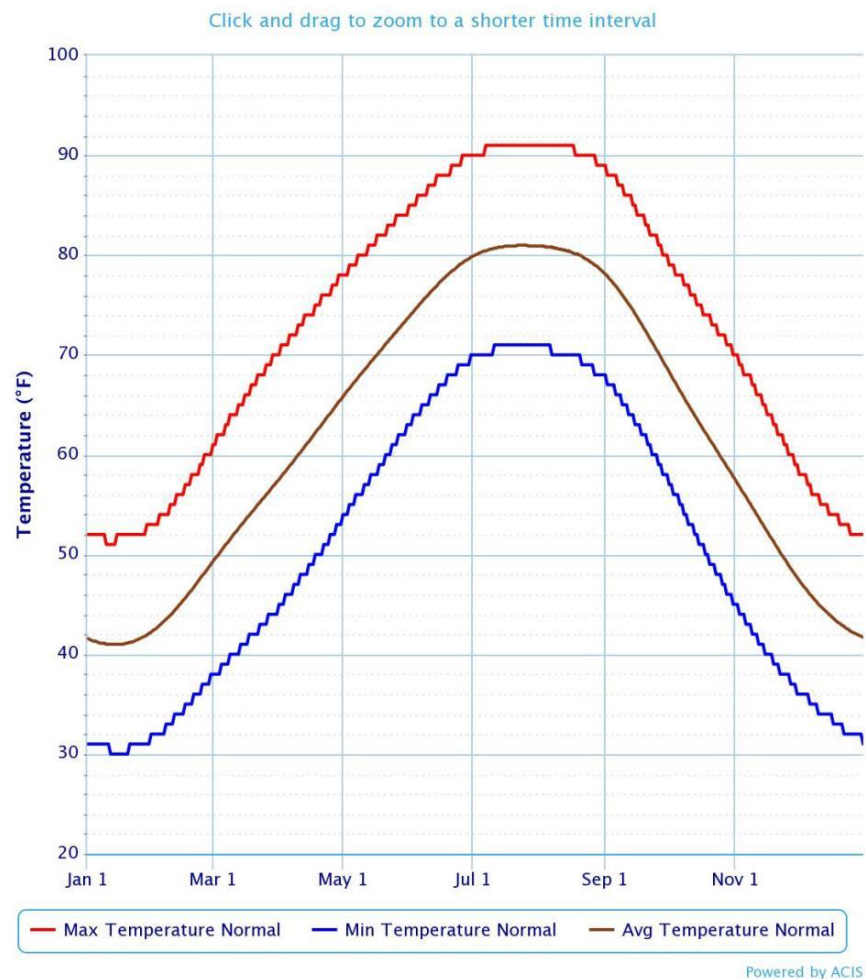
Daily Climatological Totals
Dew points in Gadsden
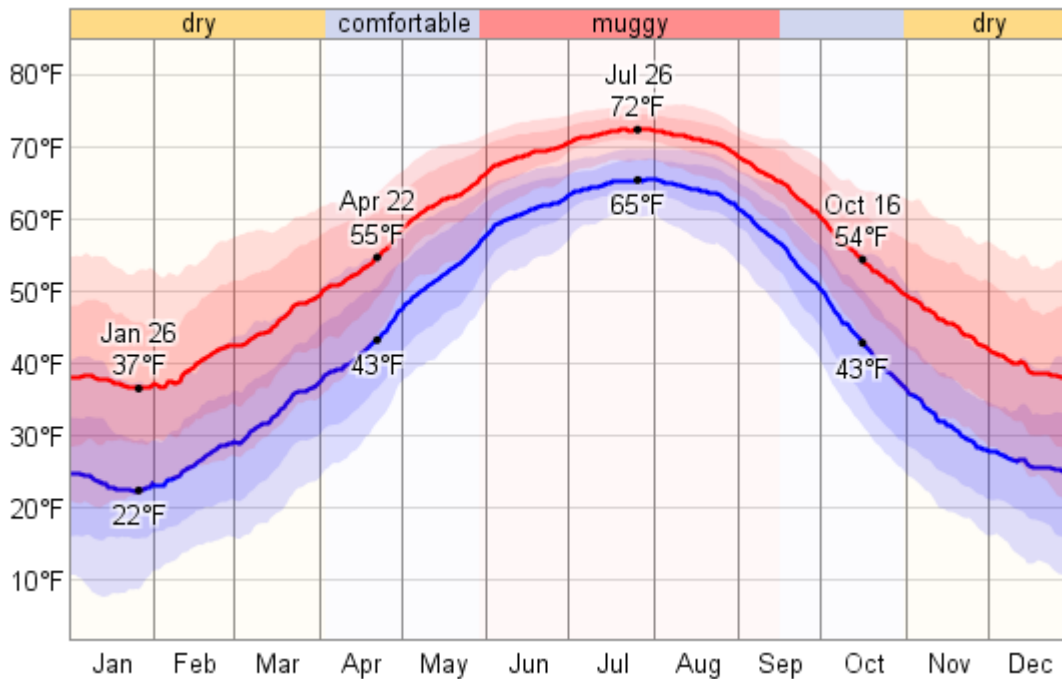
B.   Assumptions

This section lists the primary and specific assumptions pertaining to each service and the resources that exist and are available if necessary. All of the actions are based upon the needs of the county following any potential disaster.

1. Primary Assumptions

During extreme head and cold, there will exist the need for some type of assistance and resources from the public and the various county resources trying to serve them. The needs will be based upon the extent of the extreme hot or cold weather, and the resources on hand.

2. Specific Assumptions

This section lists the specific assumptions related to each category.

a. Medical

The county has hospitals, clinics, and trained personnel that are able to respond to limited required actions.

b. Economic

Agencies and organizations within the county may need to tap into emergency funds or rely on donations to serve the public's needs.

    c. Relief Efforts

The county has response measures that are utilized when an extreme heat or cold weather emergency occurs.

    d. Secondary Effects

Extreme heat and cold will drive up the cost of home heating and cooling costs for residents, which may create a higher demand for utility payment assistance.

    e. Utilities

The utility companies have measures in place to restore and repair essential services that could be disrupted following an extreme heat or cold weather event.

    g. Transportation

Existing transportation measures are limited within the county to assist in moving people to heating or cooling centers.

IV.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have related objectives, tasks, and procedures specified to this appendix.

- To create a county support response system that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of resources and provide the means of coordination with local agencies and organizations.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing resources.
- To collect and distribute information pertaining to extreme heat and cold weather events.

- To provide information and assistance to the public and media on response activities

B.   General

The Gadsden/Etowah County EMA will provide the necessary guidance, information, and support for local operations through coordination of information.

C.   Organization

During extreme heat and cold weather events, the Etowah County Emergency Operations Center (EOC) will act as the central coordinating facility for receiving and dissemination of public information and operations. Information flow to the EOC will occur directly from news media reports, citizen public information calls, and field personnel. The Gadsden/Etowah County Emergency Management Agency, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Response Actions

The following section lists the actions associated with and/or following extreme head and cold.

1.   Initial Actions

- The EMA will monitor National Weather Service forecasts and advisories for expected extreme heat and cold weather events.
- The EMA will notify cooling and warming centers in advance of the forecast of extreme heat (temperature ≥100° or heat index ≥105°) or extreme cold (temperature or wind chill ≤35° for 24 hours).
- The EMA will survey cooling and warming centers for resources needed.
- The EMA will work with VOAD to acquire resources for cooling and warming centers that are not on hand.
- The EMA will release public information via news releases, interviews, Twitter, Facebook, and Alert Etowah regarding how to prepare for the forecasted extreme heat or cold weather.
- The EMA will release public information via news releases, interviews, Twitter, Facebook, and Alert Etowah regarding warming centers and how to prepare for the extreme cold weather.

2.   Response Actions

- The EMA will monitor National Weather Service forecasts and advisories for expected extreme heat and cold weather events.

- The EMA will survey cooling and warming centers for resources needed.
- The EMA will work with VOAD to acquire resources for cooling and warming centers that are not on hand.
- 211/First Call for Help will be the public contact point for callers who want information on assistance during extreme heat or cold weather events.
- The EMA will prepare and update Situation Reports for distribution inside the EOC and to the Alabama EMA via WebEOC.

Extreme Heat
- Response actions will take place when the National Weather Service issues a Heat Advisory (Heat Index ≥ 105° or air temperature 100° to 105°) or an Excessive Heat Warning (Heat Index ≥110° or air temperature >105°).
- The EMA will request the City of Gadsden Parks & Recreation Department open Elliott Community Center and Carver Community Center as a cooling center during normal business hours (M-F 8a – 5p).
- The EMA will request the Gadsden Public Library open as a cooling center during normal business hours (M, Tu, Th 9a – 7p; W, F, Sa 9a – 5p).
- The EMA will release public information via news releases, interviews, Twitter, Facebook, and Nixle regarding cooling centers and how to prepare for the extreme heat or cold weather.

Extreme Cold
- Salvation Army will open for non-regular clients if temperatures drop below 40°.
- A *Cold Weather Advisory* will be declared if wind chills or temperatures are not expected to rise above 35° for a 24-hour period.
  - The EMA will request the City of Gadsden Parks & Recreation Department open Elliott Community Center and Carver Community Center as a warming center during normal business hours (M-F 8a – 5p).
  - The EMA will request the Gadsden Public Library open as a warming center during normal business hours (M, Tu, Th 9a – 7p; W, F, Sa 9a – 5p).
- A *Cold Weather Alert* will be declared if wind chills or temperatures are not expected to rise above 32° for a 24-hour period.
  - The EMA will request the Salvation Army open as a warming center during non-shelter hours.
  - The EMA will request the City of Gadsden Parks & Recreation Department open Elliott Community Center and Carver Community Center as a warming center during normal business hours (M-F 8a – 5p).
  - The EMA will request the Gadsden Public Library open as a warming center during normal business hours (M, Tu, Th 9a – 7p; W, F, Sa 9a – 5p).

- A *Cold Weather Emergency* will be declared if wind chills or temperatures are not expected to rise above 20° for a 24-hour period.
    - The EMA Director or his/her designee will request a Local Emergency Declaration from the City of Gadsden and other local governments if needed.
    - The EMA will request the Salvation Army open its shelter until the Cold Weather Emergency is over.
    - The EMA will request the City of Gadsden Parks & Recreation Department open Elliott Community Center as a warming center until the Cold Weather Emergency is over.
    - The EMA will request the City of Gadsden Parks & Recreation Department open Carver Community Center as a warming center during normal business hours (M-F 8a – 5p).
    - The EMA will request transportation assistance from the City of Gadsden Transportation Department to move people to warming centers.
    - The EMA will request the Gadsden Public Library open as a warming center during normal business hours (M, Tu, Th 9a – 7p; W, F, Sa 9a – 5p).
    - The EMA will activate VOAD.

E. Recovery Actions

This following section lists the recovery actions associated with this appendix.

1. Initial Actions

- The EMA will prepare and update Situation Reports for distribution inside the EOC and to the Alabama EMA via EMITS.

2. Continuing Actions

- All organizations will review recovery actions and develop strategies to determine if outside assistance is needed.
- The EMA will prepare an After-Action Report with input from involved organizations to identify lessons learned and improvements.

V. Responsibilities

This section lists the primary agency for this appendix and their associated responsibilities.

A. Primary Agency

The Gadsden/Etowah County Emergency Management Agency is the primary agency, and its responsibilities are as follows.

- Monitor and report forecasts of extreme heat and cold weather.
- Notify support agencies of extreme heat and cold weather forecasts.
- Request the opening of cooling and warming centers.
- Assist in acquiring resources for cooling and warming centers.
- Release public information.
- Prepare, update, and release Situation Reports.
- Declare Cold Weather Advisories, Cold Weather Alerts, and Cold Weather Emergencies.
- Request a Local Emergency declaration when Cold Weather Emergency conditions exist.
- Coordinate transportation resources.
- Manage the EOC.

Support Agencies and their responsibilities are as follows.

211/First Call For Help

- Be the primary point of contact for calls from the public for assistance.

City of Gadsden Parks and Recreation Department

- Open cooling or warming centers at Elliott Community Center and/or Carver Community Center when requested.
- Provide updates to the EOC on status.
- Provide resource requests to the EOC.

Etowah County VOAD

- Acquire resources for cooling and warming centers as needed.
- Send representatives to the EOC when requested.

Gadsden Public Library

- Open a cooling or warming center at the main branch when requested.
- Provide updates to the EOC on status.
- Provide resource requests to the EOC.

Salvation Army

- Open a cooling or warming center/shelter when requested.
- Provide updates to the EOC on status.
- Provide resource requests to the EOC.

B.   Additional Resources

Any additional resources must be coordinated through the EOC. If the response efforts exceed the capabilities of the county, a request may be submitted to the Alabama Emergency Management Agency for assistance.

VI.   References.

Alabama Emergency Operations Plan March 2017 Edition

National Oceanic and Atmospheric Administration. NOWData - Online Weather Data. Retrieved on December 9, 2014 from http://www.nws.noaa.gov/climate/xmacis.php?wfo=bmx.

National Weather Service Weather Prediction Center. Heat Index Calculator. Retrieved on December 9, 2014 from http://www.hpc.ncep.noaa.gov/html/heatindex.shtml.

WeatherSpark. Climatological Data from Northeast Alabama Regional Airport. Retrieved on December 9, 2014 from https://weatherspark.com/#!dashboard;ws=30335;t0=1/1;t1=12/31;graphs=dewPoint:1.

ESF 1
Transportation

Primary Agency: Etowah County Engineering Department
Municipal Public Works and Engineering Departments

Support Agencies: Etowah County Sheriff's Office
Municipal Law Enforcement Agencies
Gadsden/Etowah County Emergency Management Agency

Primary Points of Coordination and Associated Actions:

- ESF #3 (Public Works and Engineering): Coordinate personnel and equipment to clear roads and transportation access routes into the disaster area.
- ESF #5 (Emergency Management): Coordinate response; gather and share critical information.
- ESF #7 (Logistics Management and Resource Support): Acquisition of resources and contracting services for transportation system repair
- ESF #13 (Public Safety and Security): Manage traffic control as requested
- ESF #14 (Long-Term Recovery): Coordinate Federal and State assistance
- ESF #15 (External Affairs): Provide information to the media and public

I.   Introduction

A.   Purpose

ESF #1 provides support to local governments, emergency response agencies, businesses, voluntary organizations, and individuals by managing transportation systems and infrastructure during disasters.

B.   Scope

ESF #1 provides transportation assistance by managing the following activities:

- Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident
- Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed
- Coordinate the restoration and recovery of transportation systems and infrastructure
- ESF #1 is not responsible for the movement of people, animals, goods, or equipment

II.   Policies

The directors of the Etowah County Engineering Department and/or affected Municipal Public Works and Engineering Departments coordinate ESF #1, consistent with each jurisdiction's mission. ESF #1 is meant to promote fast, safe, efficient, and convenient transportation. The ability to sustain transportation services, meet societal needs, and move emergency relief personnel and commodities will hinge on affected transportation decisions at all levels.

III.   Situation Analysis

This section discusses the process of evaluating the severity and consequences of an incident and communicating the results.

A.   Disaster Condition

A minor, major, or catastrophic disaster may severely damage the transportation infrastructure. Local transportation activities may be hampered by damaged transportation infrastructure. Prior to impact, evacuation from the potentially threatened area may be ordered. This will require that transportation-related decisions be made to facilitate the evacuation.

In the wake of the disaster, many local resources will be unavailable due to damage or inaccessibility, or the local resources will not be sufficient to handle the demand for assistance. This will require that significant amounts of resources will have to be transported into the area.

B.   Planning Assumptions

The following planning assumptions have been made.

- Coordination with local and other ESF efforts will be required.
- Damaged areas will be restricted and not readily accessible, except in some cases by air or water. The damage, dependent upon the peculiarities of the civil transportation network, will influence the means and accessibility level for relief services and supplies.
- The existing transportation system(s) will be preserved and used as much as possible.
- After all local resources have been used; additional transportation assets can be requested from the AEMA through the State EOC.

IV.   Concept of Operations

ESF #1 provides the county with a single point to obtain key transportation-related information, planning, and emergency management.

A.   Goals

The following goals have been identified for this ESF.

- To create a county transportation response which provides for the command, control, and coordination of planning, operations, and mutual aid for transportation resources?
- To coordinate the dispatch and use of county transportation resources in support of local government and other ESFs.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among transportation providers.
- To collect and disseminate information and intelligence relating to transportation mission for disasters or emergencies, either existing or pending.
- To pre-plan distribution and allocation of county resources in support of the overall transportation mission.

B.   General

ESF #1 is under the leadership of the Etowah County Engineering Department and Municipal Public Works and Engineering Departments. Upon request, a representative of the Department will be available to respond to transportation-related requests submitted by the County Emergency Management Agency. When partial activation of the County EOC is implemented, and at County EMA request, this representative will send a representative to the EOC, identify which support agencies for ESF #1 are needed, and take steps to assure that support agencies are activated or on alert as appropriate.

The following list details actions to be performed by ESF #1 at the County EOC.

- In accordance with State and Federal policies, the transportation industry will function under its own management and operate systems and facilities to provide the maximum service to fill essential needs as specified by appropriate Federal, State, and local government authorities. The transportation industry will be responsible for continuity of management; protection of personnel and facilities; conservation of supplies; restoration of damaged lines and terminals; rerouting; expansion or improvement of operations; and securing of necessary manpower, materials and services.
- Local governments in hazard/reception areas will coordinate with local transportation agencies for emergency use of available transportation equipment.

- Local government's requests for transportation support should be made directly to the transportation agency concerned. If needs cannot be met locally, then the County EMA should then contact the State EOC for assistance.

C.   Organization

The primary agencies for ESF #1 are the County Engineering Department and Municipal Public Works and Engineering Departments. The Etowah County Sheriff's Office and Municipal Law Enforcement Agencies will support ESF #1 by managing traffic control points, if necessary. The Gadsden/Etowah County Emergency Management Agency will provide support by gathering and sharing critical information, acquiring resources, coordinating Federal and State assistance, and providing information to the media and public.

D.   Response Actions

1. Initial Actions

ESF #1 will perform the following initial actions if activated for a disaster.

- Each ESF #1 agency will establish communications with its appropriate field personnel and ensure readiness for timely response.
- Coordinate with support agencies to prioritize and develop strategies for the initial response.
- Pre-position resources when it becomes apparent that ESF #1 resources will be required.
- Monitor and report status of and damage to transportation systems and infrastructure as a result of the incident. Responding agencies provide this information to the EOC. Reports should include specific damages sustained, ongoing recovery efforts, alternatives planned or implemented by others, and assessments of the impact. The EOC, in turn will provide relevant situational awareness and threat information reports input to ESF #1 in its lead role in reporting the status of transportation infrastructure.
- Identify temporary alternative transportation solutions implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
- Remove any transportation resources needed in a recovery from the potential disaster area to the nearest staging area.

a. Status of Transportation Systems

Transportation System	Damage Inflicted
Land	
Air	
Marine	

2. Response Actions

ESF #1 will respond with the following actions if activated for a disaster.

- Continue reassessment of priorities to address the most critical transportation needs and develop strategies.
- Track resources committed to specific missions for redeployment if necessary. ESF #1 will provide updated information to ESF #5 (Emergency Management).
- Re-stage resources as appropriate.

E.   Recovery Actions

This section lists recovery actions to be performed by ESF #1 after an incident.

1. Initial Actions

- Coordinate the restoration and recovery of the transportation infrastructure.
- Provide transportation resources to assist recovery activities for personnel and equipment upon request.
- Develop recovery actions and strategies.

2. Continuing Actions

- ESF #1 will continue to coordinate the restoration and recovery of the transportation infrastructure.

V. Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A. Primary Agency

The primary agencies for ESF #1 are the Etowah County Engineering Department and Municipal Public Works and Engineering Departments. Its responsibilities are as follows.

- Monitor and report the status of and damage to transportation systems and infrastructure as a result of the incident.
- Identify temporary alternative transportation solutions implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinate the restoration and recovery of the transportation infrastructure.

B. Additional Resources

ESF #1 will use personnel and resources from its primary and support agencies to respond to mission assignments related to emergencies. Additional resources available at other ESFs may be coordinated and mobilized to support ESF #1 missions. When requests begin to exceed the capability to respond, additional resources from the AEMA will be requested. All personnel and resources mobilized by ESF # 1 will remain under the direction and control of the County EMA, unless otherwise notified.

C. Table 1. Support Agencies and Responsibilities for ESF #1.

Agency	Responsibilities
Etowah County Sheriffs Department Municipal Law Enforcement Agencies	- Control Traffic and provide local law enforcement activities
Gadsden/Etowah County Emergency Management Agency	- Gather and share critical information - Acquire resources - Coordinate Federal and State assistance - Provide information to the media and public

ESF 2
Communication

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: Etowah County Sheriff's Office
                            Municipal Law Enforcement Agencies
                            Municipal Fire Departments
                            Volunteer Fire Departments
                            Etowah County 911 District
                            Etowah County Engineering Department
                            RACES/ARES
                            City of Gadsden Communications Department

Primary Points of Coordination and Associated Actions:

- ESF #7 (Logistics Management and Resource Support): Acquisition of resources for communications needs

I.   Introduction

      A.   Purpose

            ESF #2 provides an outline of the emergency communications systems and capability of emergency services agencies within the County; describe methods of communicating with higher authority and neighboring jurisdictions, and the public; and describes system components and task assignments to assure effective communications during emergencies.

      B.   Scope

            ESF #2 plans, coordinates, and assists in the communication support to the county and local governments. The ESF will help to coordinate communication assets (equipment and services) available from the county agencies, voluntary groups, and any type of communications provider.

            ESF #2 will act as the focal point of all communications activity at the county level before, during, and after activation of the County Emergency Operations Center. ESF #2 involves meeting the communications needs critical to effective emergency response, public warning, and providing emergency information.

II.   Policy

ESF #2 provides assets to assist county emergency operations agencies and other ESFs with their emergency efforts to communicate before, during, and after the activation of the EOC. The priorities for allocation of these assets are as follows.

- Identify communications facilities, equipment, and personnel located in and outside the affected area(s) that could be made available to support recovery efforts.
- Identify actual and planned actions of commercial telecommunications companies to restore services.
- Brief operational personnel on the status of communications.
- Coordinate the acquisition and deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area(s).

III.   Situation

A.   Disaster Condition

A disaster condition may result from a significant natural, technological, or man-made disaster. Disasters can cause widespread disruption of communication systems within and outside the County. All remaining communications assets of the various county and local government agencies, as well as the Alabama telecommunications industry, will be needed to ensure an immediate and effective response.

B.   Planning Assumption

The following planning assumptions have been made.

- Currently installed communications equipment in the EOC provides adequate capability to communicate with emergency services agencies.
- The telephone is the primary means of communications supported by radio capabilities normally used to conduct daily operations.
- Initial reports of damage may not provide an accurate or detailed description of the status of the communications facilities.
- Weather and other environmental factors may restrict mobile or transportable communications equipment into the affected area.
- The County EOC will be operational or an alternative site will be designated prior to the disaster.

IV.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A. Goals

The following goals have related objectives, tasks, and procedures specified to this ESF.

- To create a county communications support response that provides for the command, control, and coordination of planning, operations, and mutual aid.
- To coordinate the dispatch and use of communications resources and provide the means of coordination with local governments.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing communications resources.
- To develop a procedure for the accountability of communications personnel, facilities, and equipment within the county.
- To collect and distribute information and intelligence relating to communications for disasters or emergencies, either existing or pending.
- To pre-plan all distribution and allocation of communication systems and resources throughout the county.
- To provide information and assistance to the public and media on disaster activities.

B. General

Communications play a critical role in emergency operations. Communications network and facilities are already in existence throughout the County. When these capabilities are properly coordinated, response activities become much more effective and efficient.

C. Notification

Gadsden/Etowah County Emergency Management Agency, as the primary agency for ESF #2, will notify each county, municipal and volunteer agency of activation (as required).

D. Response Actions

This section lists actions to be performed by ESF #2 in response to a disaster. These actions occur in the order listed.

1. Initial Actions

- Prepare a Situation Analysis by reviewing reports, and other sources of information. This Situation Analysis continues throughout the response and short-term recovery phases and should include the following:

- - A general description of the situation as it pertains to ESF #2 and an analysis of the ESFs operational support requirements.
  - A prioritized listing of significant actions that ESF #2 will initiate to provide operational support.
- Determine the level of response required by ESF #2 to respond to the event.
- Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the Situation Analysis, prepare a list of objective-based priority actions to support lifesaving and short-term recovery operations.
- Request mission assignments from ESF #5 (Emergency Management) to accomplish the objectives.
- Mobilize resources and coordinate response for approved mission assignments.
- Prepare briefings on status of ESF #2 response operations and the status of communication systems.
- Prepare an ESF #2 After-Action Report to identify lessons learned and improvements.

a. Status of Communication Systems

Communications System	Damage Inflicted
Telephone (land line)	
800 MHz Radio	
UHF/VHF Radio	
Cell Phones	
NAWAS Hotline	
Other	

2. Continuing Actions

- ESF #2 will continue to provide communications for related activities.

E.   Recovery Actions

This section lists recovery operations to be performed by ESF #2 after an incident.

1. Initial Actions

- All activities in the emergency phase will continue until such time as emergency communications are no longer required.

2. Continuing Actions

- Review, evaluate, and modify existing plans of the communication systems, resources, and facilities.
- Initiate action to procure new or additional equipment, as emergency needs indicate.

F.   Planning

ESF #2 will begin planning the recovery process based on the following information:

- Accumulative communications damage information obtained from Field Teams, the telecommunications industry, the local emergency operations center, and other city and county agencies.
- Listing of all county communications assets available to support a recovery mission. Other volunteer and local agencies with communications assets may be requested to contribute assets to the response effort. Industrial resources may also be considered for availability and effectiveness. Furthermore, availability, operational condition, and duration of need must be considered. The logistical requirements necessary to obtain critically needed equipment will also be evaluated.

G.   Operations

Upon activation of ESF #2, a representative of the activated communications entity should report to the County EOC and accomplish the following goals.

- Develop a situation analysis establishing communications capabilities and limitations.
- Assess the need for and obtain telecommunications industry support as required.

- Prioritize deployment of services based on available resources and critical needs.
- Coordinate communications support to all government, quasi-government, and volunteer agencies as required.
- Provide timely reports on the status of communications systems.
- Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.

V.   Responsibilities

This section lists the primary agency and the support agency for this ESF and their associated responsibilities.

A.   Primary Agency

The primary agency for ESF #2 is the Gadsden/Etowah County Emergency Management Agency and its responsibilities are as follows.

- Determine overall communications requirements to support response and short-term recovery operations.
- Coordinate unmet communications and equipment requirements with county and state agencies providing communications response support.
- Activate and operate the communications center at the County EOC.
- Prepare Situation Analyses.
- Activate RACES if needed.
- Deploy a Mobile Command Post if needed.
- Establish and operate a message center in the County EOC.

B.   Support Agencies

Three county agencies maintain communications networks that can be used to extend and augment the EOC in-place emergency communications resources: Law Enforcement agencies, Etowah County 911 District, and the City of Gadsden Communications Department.

As advanced readiness during a pending disaster situation increases and emergency conditions are implemented, each of these three agencies will consider deploying an Emergency Communications Coordinator (ECC). Depending on the nature of the disaster, these three coordinators may have multiple roles in supporting ESF #2 and other ESFs their agencies are tasked to support.

VI.   Resource Requirements

A.   Initial Response Assets

The following assets are of critical importance to providing communications to an affected area during the initial 12-hour response.

- Mobile or transportable communications equipment
- Multi-channel radio systems
- Base station and hand-held portables
- Mobile or transportable microwave systems
- Mobile or transportable switchboards and station equipment
- Trained installation and operations personnel available for field deployment.

B.   Support for Field Activities

Mobile ham radio operators or volunteers can be dispatched to shelters to provide communications links. These voluntary organizations have a significant capability to aid with emergency public communications during major disasters.

VII.   References

- Presidential Executive Order 12472 (April 3,1984).
- National Response Framework for Public Law 93-288, as amended (April 1999).
- Alabama Emergency Operations Plan March 2017 Edition

ESF 3
Public Works

Primary Agency: Etowah County Engineering Department
                        Municipal Public Works and Engineering Departments

Support Agencies: Etowah County Department of Public Health
                        Etowah County Sheriff's Office
                        Municipal Law Enforcement Agencies
                        Gadsden/Etowah County Emergency Management Agency

Primary Points of Coordination and Associated Actions:

- ESF #7 (Logistics Management and Resource Support): Acquisition of resources for engineering and public works needs
- ESF #13 (Public Safety and Security): Security for vulnerable, damaged infrastructure
- ESF #14 (Long-Term Recovery): Coordinate Federal and State assistance
- ESF #15 (External Affairs): Provide information to the media and public

I.   Introduction

   A.   Purpose

           ESF #3 assists by coordinating and organizing the capabilities and resources of the local government to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support to respond to and recover from a disaster.

   B.   Scope

           ESF #3 is structured to provide public works and engineering-related support for the requirements of incident management.   ESF #3 support activities include the following:

- Provide emergency clearance of debris for reconnaissance of damage areas and passage of emergency personnel, supplies, and equipment for lifesaving, life protecting, health, and safety purposes during the immediate response phase.
- Perform clearing, repair, or construction of damaged emergency access routes (including streets, roads, bridges, ports, waterways, airfields, and any other transportation facilities) necessary for the transportation of rescue personnel and supplies.

- Provide emergency restoration of critical public services and facilities, temporary restoration of water supply systems, and providing water for fire fighting.
- Coordinate with ESF #11 (Agriculture and Natural Resources) the requirement to transport potable water to areas that do not have operating water supply systems.
- Provide emergency demolition or stabilization of damaged structures and facilities designated by state or local government as immediate hazards to public health and safety, or as necessary to facilitate the accomplishment of life-saving operations.
- Provide technical assistance and damage assessment.

II.   Policy

The County Engineering Department and affected Municipal Public Works and Engineering Departments coordinate ESF #3 activities with the assistance from support agencies.

III.   Situation

A.   Disaster Condition

A major or catastrophic disaster will cause unprecedented property damage. Structures like homes, public buildings, bridges, and other facilities will be destroyed or damaged and must be reinforced, demolished, or isolated to ensure safety. Streets, highways, and other forms of transportation will be damaged or unusable; Public utilities will be damaged and may be partially or fully inoperable.

In the event of a disaster, many local response personnel will be unable to perform their prescribed emergency duties. Equipment in the immediate disaster area may be damaged or inaccessible. Resources will be limited in the immediate disaster area. County agencies will have to deploy resources from outside the affected area to ensure timely, efficient, and effective response measures. Disaster assistance must begin immediately.

B.   Planning Assumption

The following planning assumptions have been made.

- County and local governments in the immediate disaster area will need assistance in clearing debris, performing damage assessments, structural evaluation, and emergency repairs to public facilities, and meeting basic human health needs.

- Ground, air, rail, water routes must be provided to allow access to disaster areas. Emergency road and airstrip debris clearance and repairs will have top priority to support immediate lifesaving emergency response activities.
- Rapid damage assessment of the disaster area will be necessary to determine potential workload.
- Emergency environmental waivers and legal clearances will be needed for disposal of materials from debris clearance and demolition activities.
- Large numbers of skilled personnel, engineers, construction workers, equipment operators, and other essential personnel with construction equipment and materials may be needed from outside the disaster area.
- Support services for all personnel and equipment may have to be provided from outside the disaster area.

IV.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have related objectives, tasks, and procedures specified in ESF #3.

- To create a county public works response that provides for the command, control, and coordination of public works planning, operations, and mutual aid.
- To coordinate the dispatch and use of county public works resources and provide the means of coordination with local government.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among public works organizations.
- To prescribe a procedure for the inventory of public works personnel, facilities, and equipment within the county.
- To collect and disseminate information and intelligence relating to public works and engineering for disasters or emergencies, whether existing or pending.
- To pre-plan distribution and allocation of county resources in support of the overall public works mission.

B.   General

ESF #3 is under the leadership of the Etowah County Engineering Department and Municipal Public Works and Engineering Departments. When partial or full activation of the County Emergency Operations Center is implemented and at the County EMA's request, this person will perform the following:

- Prepare a Situation Analysis by reviewing reports, videos, message traffic, status boards, and logs. This Situation Analysis continues throughout the response and short-term recovery phase. This situation Analysis should include the following:
  - A general description of the situation as it pertains to ESF #3 and an analysis of the ESF's operational support requirements.
  - A prioritized listing of significant actions that ESF #3 will initiate to provide operational support.
    1. Determine the level of response required by ESF #3 to respond to the event.
    2. Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the Situation Analysis, prepare a list of objective-based priority actions to perform lifesaving and short-term recovery operations. The action list should be revised as the situation changes.
- Request mission assignments from ESF #5 (Emergency Management) to accomplish objectives.
- Mobilize resources and coordinate response for recovery operations.
- Prepare briefings on the status of ESF #3 response operations.
- Keep track of all expenditures concerning operations and submit these to County or Municipal Finance Department after the completion of operations.
- Prepare an Action Plan to complete operations.
- Prepare an ESF #3 After Action Report to identify lessons learned and improvements.

C.   Notification

In the event of a potential threat, primary agencies will be notified by the County Emergency Management Agency. The County Engineering Department or affected Municipal Public Works or Engineering Department will notify ESF #3 support agencies on an as-needed basis. Mobilization preparation will be made to ensure rapid deployment of resources.

D.   Response Actions

1.   Initial Actions

ESF #3 will perform the following initial actions if activated for a disaster.

- Verify and provide to ESF #5 (Emergency Management) an inventory of available vehicles, personnel, and materials to support the ESF #3 action plan.
- Establish communications with appropriate field personnel, brief these personnel on the situation and action plan, and ensure that they are ready for timely response.

- Coordinate with support agencies to establish priorities and develop strategies for the initial response.
- Establish pre-positioning of resources when apparent that engineers, skilled construction workers, vehicles and construction materials will be necessary.
- Remove equipment resources to a safe location and stage to support the recovery phase.
- Coordinate with support agencies to identify available resources. Make personnel and equipment available based upon established priorities. Define plans for mobilization.
- Establish priorities for roadway corridors and airstrips with regard to debris removal and repair to allow access into damaged areas.

a. Status of Public Works System

Public Works System	Damage Inflicted
Water	
Sewage	
Other	

2. Continuing Actions

ESF #3 will perform the following action throughout the emergency incident.

- Provide personnel for damage assessment.
- Coordinate available personnel, equipment, and construction materials and resources with requests from the County Emergency Operations Center.
- Begin debris removal and repairs to allow access into the disaster area. This will involve coordinating the cooperative efforts of the primary and support agencies, local government, and the public works companies.
- Reassess priorities to address the most critical infrastructure needs and develop strategies.
- Track resource committed to specific missions, for redevelopment if necessary. Update information will be provided to ESF #5 (Emergency Management).

- Provide signs and barricades for traffic and access control when requested by ESF #13 (Public Safety and Security).
- Re-stage resources, personnel, and equipment as appropriate.

E. Recovery Actions

This section lists recovery actions to be performed by ESF #3 after an incident.

1. Initial Actions

ESF #3 will perform the following initial actions after a disaster in the order listed below.

- Review recovery actions and develop strategies.
- Provide engineers, skilled personnel, construction workers, etc., with construction equipment and materials to assist in recovery activities, upon request.

2. Continuing Actions

ESF #3 will perform the following actions during the recovery period after an emergency incident in the order listed below.

- Continue support services for personnel and equipment in the disaster area.
- Continue damage assessments with priorities shifting accordingly.
- Coordinate with support agencies to establish ESF #3 priorities and support missions with personnel and equipment.
- Coordinate with local governments on off-system work

V. Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A. Primary Agency

The primary agency is the County Engineering Department and Municipal Public Works and Engineering Departments. Its responsibilities are as follows.

- Coordinate support agencies in directing resources and prioritizing needs as regards to debris removal, restoring access, damage assessments, and other areas related to infrastructure.
- Deploy and use department resources in coordination with support agencies and local governments.
- Support other ESF tasks as needed in accordance with established priorities.
- ESF #3 will be responsive to support directions on the County EOC.

B.   Support Agencies

Table 2. Support Agencies and Responsibilities for ESF #3.

Agency	Responsibilities
Etowah County Department of Public Health	• Coordinate location, restoration, or provision of potable water.
Etowah County Sheriff's Office Municipal Law Enforcement Agencies	• Provide manpower. • Provide equipment to support public works. • Provide security for vulnerable, damaged infrastructure.
Municipal Fire Departments Volunteer Fire Departments	• Provide manpower and equipment to support public works and infrastructure needs.
Gadsden/Etowah County Emergency Management Agency	• Gather and disseminate information • Coordinate State and Federal Assistance

VI.   Additional Resources

The ESF #3 support agencies will provide additional personnel and vehicles. Also, various facilities essential to their operation will be available for emergency use.

ESF 4
Firefighting

Primary Agency: Municipal Fire Departments
                              Volunteer Fire Departments

Support Agencies: Gadsden/Etowah County Emergency Management Agency
                              Etowah County Engineering Department
                              Etowah County Department of Public Health
                              Etowah County Sheriff's Office Trustees
                              Municipal Public Works and Engineering Departments

Primary Points of Coordination and Associated Actions:

- ESF #2 (Communications): Ensure interoperable communications during response.
- ESF #5 (Emergency Management): Gather and share information.
- ESF #7 (Logistics Management and Resource Support: Acquisition of resources for firefighting needs.
- ESF #9 (Search and Rescue): Search and rescue operations.
- ESF #15 (External Affairs): Provide emergency public information.

I.   Introduction

   A.   Purpose

             ESF #4 provides guidance for the detection and suppression of wildfires, urban fires, and rural fires in situations which are or may become disasters.

   B.   Scope

             ESF #4 manages and coordinates firefighting activities, and provides resources in support of fire fighting agencies within Etowah County. This applies to local incidents and for incidents involving mutual aid.

II.   Situation

        Fires are one of the major hazards which are dealt with in Etowah County. Wildfires can result from drought conditions, natural occurrences, accidents, or arson and may require significant resources. Rural and urban fires are usually the result of accidents, natural causes, or arson. Professional and volunteer firefighting agencies train to deal with fires and mitigate their effects.

   A.   Disaster Conditions

Fire emergencies may reach such a magnitude as to require resources from adjacent jurisdictions, the state or federal government, or from the private sector. Forest or grass fires on publicly or privately owned land might develop into a major emergency, especially during periods of drought and drying winds. Such fires may require the cooperation of local, county, and state suppression forces before they can be properly contained.

B.   Coordination

The State Forester coordinates a continuing Federal/State Agreement for fire suppression and the Southeastern States Fire Compact, and maintains the State Fire Readiness Plan.

Each jurisdiction assumes the full cost of protection of the lands within its respective protection boundaries unless other financial arrangements are made. Protection agencies should not incur costs, without reimbursement, in lands outside of their respective protection boundaries. It is essential that the problem of financial limitations be clarified through proper official channels prior to execution.

C.   Planning Assumption

The following planning assumptions have been made.

- Fire services and operations in both urban and rural disasters are basically the same as if performed in normal operations except the problems are more complex and more people are involved. As a result, operations must be coordinated from emergency operations centers and from on-scene incident command posts.
- When the County determines forest fire fighting resources are inadequate and the situation constitutes or threatens to result in a major disaster, a request for state assistance can be made.
- Participating fire agencies will keep the County EMA Director informed of the fire disaster situation.

III.   Concept of Operations

This section details facilities, equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for this ESF.

- To create a fire fighting response which provides for the command, control, and coordination of fire fighting emergency operations and mutual aid.
- To coordinate the dispatch and use of county fire fighting resources and means of coordination with state and local governments.
- To provide a system for receipt and dissemination of emergency information, data, and directives pertaining to activities among fire fighting for disasters or emergencies, either existing or pending.
- To prescribe procedures for the inventory of fire fighting facilities and equipment in the county.
- To collect and disseminate information and intelligence related to fire fighting for disaster or emergencies, either existing or pending.
- To pre-plan distribution and allocation of county resources in support of the overall fire fighting mission.

B.   Scope

ESF #4 plans, coordinates, and conducts operations in response to suppression of wildfires, urban fires and rural fires during disasters. These operational actions include the following.

- Actions taken through the application of equipment, manpower, and technical expertise to control and suppress fires that has or threatens to become disasters. Provision of such services will be in accordance with mutual aid agreements with local governments, private industry, other counties, and established recognized standards of fire fighting methods.
- Provision of fire suppression assistance under the Stafford Act will be made in accordance with the Federal/State Agreement for Fire Suppression.

C.   Operational Concepts

The following operational concepts are specific to ESF #4.

- The lead fire agency coordinates all wildfire suppression efforts during both normal situations and disaster periods.
- The Governor may declare a wildfire emergency if a large number of wildfires are occurring and spreading fire from forests to homes and towns threatening property and human life. As a result, the State Forester may implement the Fire Readiness Plan, a plan relating to the Commission's ability to respond to wildfire control functions.
- When the lead fire agency's commander determines adequate resources are not available, they should request assistance from the State Forestry Commission.
- Requests for out-of-state non-fire assistance will be coordinated through the EOC and referred to the State EOC for resolution.

D.   Local Fire Readiness Plan

Municipal and volunteer fire agencies utilize the guidelines and procedures as outlined in the State Fire Readiness Plan.

1. Wildfire

The State Fire Readiness Plan sets forth systems and procedures for timely evaluation of wildfire hazards and available response to enhance prudent activation and employment of additional resources. Operational procedures for county-, district-, and state-level wildfire control functions of the Commission and assistance agreements with specified agencies and organizations are contained in the Plan. Authority for implementation of the Plan and required supporting actions has been delegated to the appropriate supervisor and/or staff member of the Commission.

The State Fire Readiness Plan identifies necessary actions associated with five levels of fire readiness. Fire readiness levels are based on a combination of wildfire hazard and suppression capability. Primary responsibility for recognition of and reaction to these readiness levels rests with each unit supervisor. However, control of wildfire operations is established at the district level. The District Forester will use all available district resources as necessary. Routine status reports and requests for additional assistance from supporting agencies are made directly to the Commission. County, district, and state plans identify the appropriate action to be taken on each of the five levels of readiness and contain other pertinent information. Support resource agencies would be used primarily for actual line assistance in fire fighting, law enforcement, and investigation of man-caused fires.

E.   Response Actions

The agencies in this section will perform the detailed operations in response to a fire emergency.

1. Initial Actions

Gadsden/Etowah County Emergency Management Agency

The County Emergency Management Agency is responsible for activating the EOC and issuing warnings. It also notifies other county agencies, coordinates allocation and dispatch of available fire resources with local, state, and federal agencies, and coordinates emergency public information concerning fire prevention and suppression.

Participating Municipal and Volunteer Fire Departments

The participating fire department(s) has a representative in the County EOC to coordinate fire resources that perform the following if activated for a disaster.

- Prepare a Situation Analysis by reviewing reports, video, message traffic, status boards, and logs.
- Determine the level of response required by ESF #4 to respond to the event, including identification of support agencies required to support emergency operations.
- Initiate notification of required personnel and support organizations to achieve the required level of response.
- Prepare a list of objective-based priority actions to provide support for lifesaving and short-term recovery operations, based upon the Situation Analysis. The action list should be revised as the situation changes.
- Mobilize resources and coordinate response activities.
- Track financial expenditures and keep financial records and submit these to ESF #5 as a part of the process to terminate operations.

- Status of Firefighting Systems

Firefighting System	Damage Inflicted
Fire Station and Equipment	
Pumping Stations	
Other	

2. Continuing Actions

ESF #4 will continue to provide personnel, equipment, and any additional resources that are needed to assist in the response phase.

F.   Recovery Actions

1. Initial Actions

The following actions are associated with this ESF.

- Provide information pertaining to the affected area and areas that could be impacted in the future.
- Continue fire prevention, suppression, rescue operations, and any other necessary activities.
- Assist in damage assessment collection.
- Provide information to the public and other agencies.

2. Continuing Actions

All activities will continue until all operations are completed and terminated. All agencies should assist as needed and provide any additional personnel, equipment, and/or resources.

IV.   Organization and Responsibilities

A.   Organization

The organizational plan that follows specifies the government agencies with roles essential for fire suppression activities.

The lead fire agency(s) has the overall coordinating responsibility among various levels of government agencies as well as the planning responsibility for providing fire suppression during emergencies/disasters. A designated representative from the lead fire agency(s) will coordinate and direct fire operations from the County EOC or other designated location.

An alternate representative will be second in succession and will report, when directed, to the alternate County EOC if activated. They will establish the alternate site using minimum personnel and records to provide for the continued function of the response.

B.   County Agency Responsibilities

1. Primary Agency

Table 2. Officials and Responsibilities for ESF #4.

Official	Responsibilities
Designated representative from the lead fire agency(s)	- Coordinate fire fighting activities and efforts. - Provide equipment and resources to assist in response and recovery operations. - Provides information pertaining to the disaster.

2. Other County Agencies

Table 3. Support Agencies and Responsibilities for ESF #4.

Agency	Responsibilities
Gadsden/Etowah County Emergency Management Agency	• Coordinates response and recovery operations. • Requests assistance from other county and state agencies.
Etowah County Engineering Department	• Provides equipment to assist in response and recovery operations.
Etowah County Department of Public Health	• Provide information on health-related issues.
Municipal Public Works and Engineering Departments	• Provides equipment to assist in response and recovery operations.
Etowah County Sheriff's Office Trustees	• Provides manpower.

V.   Direction and Control

Municipal and volunteer fire departments are responsible for the development, implementation, and administration mutual aid agreements and participation in this function as related to emergency or natural disaster assistance.

A designated representative from the lead fire agency(s) will serve as liaison coordinator for all emergency fire services to the EOC and other county agencies.

Local governments are responsible for, and assumed to be providing, fire prevention, control and suppression activities within their designated jurisdictions through their own resources or by a mutual assistance compact with neighboring governmental organizations. Local governments are also responsible for requesting state support when a fire situation exceeds their control/suppression capabilities.

Local fire fighting organizations remain under operational control of the parent government unless directed otherwise by the chief executive officer of that government. State agencies also remain under operational control of their respective department heads. However, after an emergency has been declared, all fire fighting operations must be coordinated by the Alabama Forestry Commission and through the Alabama Emergency Operations Center.

VI.   Continuity of Government

Agencies should identify an alternate EOC representative to be second in succession to the lead representative at the EOC. This person should have authority to make decisions for that agency.

VII.   Administration and Logistics

A.   General

Local fire-fighting organizations from outside mutual agreement areas, including volunteer organizations, should be primarily self-sufficient. Support

required should be requested through County EMA and will be provided by county agencies and private relief organizations.

County agencies are to support their own personnel and equipment. Additional requirements should be requested through Alabama EMA.

Local fire-fighting organizations will use local communications equipment or establish communication with the Emergency Management Director.

County agencies will use their own communications equipment or operate through County EMA.

It is the responsibility of each fire-fighting organization to establish their communication system.

B.   Administration

The Fire Service Chief of each fire service agency has direct responsibility for providing all maps, charts, records, and forms necessary for operations and for forwarding priorities and routine reports to next higher echelon of the fire and rescue services. Under this concept, assistance is non-reimbursable with each department or agency bearing its own costs of operation except for necessary on-the-scene logistic support (oil, gasoline, food, etc.). Records and documentation of these expenses should be retained for future reimbursement

C.   Supply

Procurement of the specialized apparatus and equipment required by the fire and rescue services should be coordinated during the preparatory period. Procurement during the emergency, however, may be necessary and consequently all transactions should be documented.

D.   Transportation

Transportation of equipment, apparatus, and personnel is an integral function of the day-to-day operation of the fire and rescue service of all jurisdictions. Therefore, the fire and rescue service shall provide its own transportation to the maximum extent possible. Coordination with the transportation service at each organization level (EOC) will be required for transportation not available within the Fire and Rescue Service or required to augment existing transport equipment.

VIII.   Federal Assistance

Federal assistance for fire suppression in support of state fire services is authorized by Section 420 of the Stafford Act and will be provided in accordance with the current Federal/State Agreement for Fire Suppression. This agreement contains the necessary terms and conditions with the provisions of applicable laws, executive orders and regulations as the Director of FEMA deems necessary at time of execution.

The Alabama State Forester will coordinate all matters relating to fire suppression in the state. The State Forester makes the determination when danger from fire is sufficient to threaten a major disaster. He will then, in coordination with AEMA, draw up for the governor a request for federal assistance using the following procedures. The State Forester may make a request for assistance to the FEMA Region.

The State Forester will prepare the governor's written request for federal assistance and submit it through the State Director of Emergency Management to the FEMA Region IV Director, using FEMA Form 90-58 (Request for Fire Suppression Assistance) found in the FEMA Fire Suppression Assistance Handbook, DAP–4. The essential elements of information needed are:

- The location of the fire by geographic location, name, or tract designation.

- A statement of the situation that poses an imminent threat of major disaster proportions and will exceed the state fire-fighting resources.

- The nature of assistance desired and the total amount of funds.

- A statement that the Southeastern Area Director of the US Forestry Service is aware of the situation and concurs in the request for assistance.

- Name, location, and telephone numbers of persons designated to coordinate total operational control of fire-fighting and emergency forces.

After receipt of the governor's request, the FEMA Regional Director consults with the US Forestry Service's Southeastern Area Director in Atlanta by telephone, followed by submission of FEMA Form 90-32 (Principal Advisor's Report) to determine what federal assistance should be provided. The FEMA Regional Director transmits the request to the FEMA Administrator.

The FEMA Administrator informs the Regional Director of his decision directly by telephone and with concurrent TWX (teletypewriter exchange service) confirmation. The FEMA Regional Director notifies the governor promptly by telephone with confirming TWX or other written means of the decision.

The FEMA Regional Director notifies the US Forestry Service's Southeastern Area Director of FEMA's decision by telephone and requests assistance in coordination of federal support. The FEMA Regional Director makes a concurrent telephone request, confirmed by message, to the Second US Army Commander for manpower and equipment, if required.

All eligible costs are on a reimbursement basis under the Federal/State Agreement prepared and issued by the FEMA Regional Director in accordance with procedures outlined in FEMA handbook.

ESF 5
Emergency Management

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All agencies

Primary Points of Coordination and Associated Actions:

ESF #5 coordinates with all other ESF's. The activities listed below support all ESF's

- Alert and notify primary ESF team leaders required for operations.
- Develop initial analysis of situation and disseminate that analysis to ESF Team Leaders.
- Prepare consolidated Situation Report (SITREP) and disseminate to all ESF's and Alabama State Emergency Management Agency.

I.   Introduction

    A.   Purpose

        ESF #5 is responsible for supporting overall activities of the local response to disasters and major emergencies.

    B.   Function

        The primary function of ESF #5 is to determine the immediate human needs of disaster victims, the extent of damage to the infrastructure (telecommunications, transportation, hospitals, water systems, etc.), and to identify resources that must be initially provided to start the response and recovery processes.

        To accomplish this, ESF #5 must collect, process, and disseminate information about the disaster situation. Specifically, ESF #5 will facilitate the management of key information required by the County Emergency Management Director and staff, as well as the State of Alabama Emergency Management Staff.

    C.   Scope

        The scope of Emergency Management is to consolidate the overall Emergency Management activities to support emergency operations coordinated from the County Emergency Operations Center. Activities undertaken under this ESF support the Planning Section established under ICS and may include:

- Information Processing: the collection and processing of essential elements of information from a variety of sources, dissemination of information for

use by response operations, and provision of input for Incident Action Plans, reports, briefings and displays.

- Reports: function to consolidate information into documentation and other materials to describe response activities and to keep all emergency agencies informed of the status of the overall response actions.
- Displays: function to maintain pertinent information and facilitate briefings using maps, charts and status boards in the EOC and through other means, such as computer bulletin boards, electronic mail, etc.
- Planning Support: is necessary to consolidate information to support the action planning process initiated by leadership in the field and staff in the EOC for development of the Incident Action Plan.
- Technical Services: may be required to provide support in areas such as aerial reconnaissance, meteorology, structural engineering, seismology, flooding, dam safety, legal and law enforcement issues and other areas requiring specific information to support response efforts.

II.   Policies

The Gadsden/Etowah County Emergency Management Agency will accomplish the following:

- Determine the level of response required for support in a potential or actual disaster.
- Initiate alert and notification of the primary ESF's that require activation to support response operations.
- Collect and process essential information and disseminate it for use by the ESF and local governments, and provide input for reports, briefings, displays, and plans.
- Consolidate key information into reports and other materials; describe and document overall response activities, and keep appropriate authorities informed of the overall status of response operations.
- Establish a pattern of information flow in support of the action planning process initiated by the County EMA and primary support agencies.
- Prepare situation reports as directed or required by the State of Alabama Emergency Management Agency.

III.   Situation

A.   Disaster Condition

A disaster or other significant event will be of such severity and magnitude as to require combined response and recovery assistance to supplement individual departmental efforts to save lives and protect property. Emergency Management (ESF #5) will support initial assessment of developing situations and will provide timely and appropriate information to support County elected officials and emergency managers in determining whether assistance beyond the County's capability will be required.

B.   Planning Assumptions

The local response elements will be the best available source of vital information regarding damage and initial unmet needs assessments. There will be an immediate and continuous demand for information on which decisions will be made to conduct response and recovery actions. There will be delays in establishing full information processing capabilities. During a disaster, message flow may bottleneck in the EOC due to extremely intense levels of activity. There will be misinformation and rumors to contend with.

IV.   Concept of Operations

The following items are associated with this ESF.

A.   Goals

- To identify emergency response operations requirements that provides for the immediate protection and needs of the affected population.
- To provide a system for the receipt and dissemination of emergency information, data and directives pertaining to activities among activated ESF's.
- To collect and disseminate information and intelligence relating to disasters or emergencies, either existing or pending.
- To pre-plan distribution and allocation of resources in support of the overall mission of the County Emergency Management Agency.

B.   General

In the initial period of an incident, the main avenue for the collection of disaster information will be from local sources, such as first responders and other local governmental elements who will report information by radio to their dispatchers. Data collection and analysis will begin as soon as staff reports to the EOC. This will be done by checking with dispatch centers (County Sheriff's Office, County Engineering Office, etc.), neighboring jurisdictions and additional reliable resources.

As the incident progresses data must be constantly updated to review operational priorities, validate requests for additional resources, provide initial reports to Alabama Emergency Management Agency, advise County Commissioners and other public officials and develop information for the public as required.

Emergency Management requirements will continue throughout the period of response and well into recovery.

C.   County Level Support Structure

When the County Emergency Operations Center is activated for a major emergency or disaster, an Emergency Operations Chief will be assigned to manage ESF #5. Individual assignment will be based on the nature of the emergency, knowledge of emergency operations capability and familiarity with the Incident Command System.

Initial information will be provided to the EOC from reports generated by a variety of sources, including field personnel responding to calls for assistance, employees attentive to the situation, city and county agencies gathering information within their jurisdictions, state and federal agencies and other sources.

D.   Information Processing

The Planning Section will gather information about all Emergency Support Function activities and will focus on collecting critical information which is of common value or need. Information will be processed in the following manner:

All activated ESF's are required to perform a situation analysis that outlines a general description of the situation. This analysis will contain an examination of the ESF's operational support requirements and a prioritized listing of significant actions that the ESF will initiate to provide operational support.

Individual ESF's are required to forward this information to the Emergency Management ESF (ESF #5).

The Emergency Operations Chief will submit essential elements of the situation report to the AEMA ESF #5 (either directly or through deployed AEMA field staff).

E.   Consolidation of Information

ESF #5 will consolidate all other ESF information reports for the creation of a countywide consolidated situation report for the duration of the operations period. This report will be submitted to the State EMA as well as Chief Elected Officials within the County.

F.   Notification

In the event of an afterhours emergency or disaster, the County 911 department and/or the City of Gadsden 911 will notify the EMA duty staff. Staffing and activation of ESF's will be determined by operational level required.

The EMA Director or their designee will notify the primary ESF Coordinators that are required to support operations. Each primary agency will be responsible for its own duty roster.

G.   Response Actions

1. Initial Actions

ESF #5 will prepare a situation analysis by reviewing reports, video, message traffic, status boards and logs. This Situation Analysis will continue throughout the response and short-term recovery phase. The Situation Analysis should include a general description of the situation and an analysis of ESF #5 operational support requirements and a prioritized listing of significant actions that ESF #5 will initiate to provide operational support.

- Determine the level of response required by ESF #5 for the event and initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the situation analysis, prepare a list of objective based priority actions to support life saving and short-term recovery operations.
- Prepare, process, and disseminate information.
- Call support agencies as needed.
- Establish contact with State EMA and information processing capabilities.
- Anticipate types of response information that agencies will require.

2. Continuing Actions

- Continue to staff the EOC as needed.
- Manage message flow at the EOC.
- Provide information in support of City, County and State agencies.

H.   Recovery Actions

1. Initial Actions

- Collect and process information concerning recovery activities while the response phase of the event is still active.
- Identify resource requirements.
- Establish an ESF #5 presence at the Disaster Field Office if necessary.
- Anticipate types of recovery information local and state agencies may require.

2. Continuing Actions

- Coordinate with key staff as needed.
- Provide information support of recovery activities.
- Maintain incident documents

V.   Responsibilities

    A.   Primary Agency

        The Gadsden/Etowah County Emergency Management Agency is the primary agency for ESF #5. The responsibilities of this ESF are as follows:

- Coordinate message flow within the EOC
- Coordinate the overall efforts to collect, process, report and display all essential elements of information, and to facilitate support for planning efforts in response operations.
- Distribute reports and information to local governments, other ESF's and other elements as determined by the County and State officials.

    B.   Support Agencies

        All designated primary agencies for other ESF's provide support to ESF #5. These agencies will identify and provide staff representatives to support ESF #5 and report damage and operational information related to individual ESF activities as needed.

VI.   Resource Requirements

Resources required to fulfill this ESF are part of the County EOC.

- Qualified personnel to fill the Planning Sections Chief's Role
- Personnel trained in planning operations and the gathering and coordinating of information
- Facilities where information analysis can be coordinated
- Office equipment and supplies such as computers, telephone, fax, copier, paper

<div align="center">

ESF 6
Mass Care

</div>

Primary Agency: Etowah County Department of Human Resources

Support Agencies: Gadsden/Etowah County Emergency Management Agency
Etowah County Department of Public Health
Etowah County Department of Mental Health
Etowah County Sheriff's Office
Municipal Law Enforcement Departments
Municipal Fire Departments
Volunteer Fire Departments
Ambulance Services
VOAD
Salvation Army

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Assist in planning efforts for ESF #6.
- ESF #7 (Logistics Management and Resource Support): Coordinate supplies and facilities for ESF #6 usage.
- ESF #8 (Public Health and Medical Services): Provide medical and mental health support at shelters.
- ESF #12 (Energy): Repair and restoration of energy systems at emergency shelters.
- ESF #13 (Public Safety and Security): Provide security at shelters and mass feeding locations.
- ESF #14 (Long-Term Community Recovery): Coordinate state and federal assistance.
- ESF #15 (External Affairs): Provide public education regarding ESF #6 matters.

I.   Introduction

    A.   Purpose

        ESF #6 coordinates the delivery of mass care, emergency assistance, and human services to victims or potential victims of disaster.

    B.   Scope

        Initial response activities focus on meeting urgent needs of disaster victims. The provision of the disaster services, emergency assistance, and additional assistance will be considered based on the needs of the disaster victims, the emergency/disaster situation and available resources. Close coordination will be required through state/federal/volunteer agencies responsible for recovery operations.

This ESF encompasses shelter, feeding, emergency first aid, disaster welfare inquiry and bulk distribution of emergency relief items. The provision of emergency shelter for emergency/disaster victims includes the use of pre-identified shelter sites in existing structures and similar facilities outside the disaster-affected area should evacuation be necessary. In certain extreme situations creation of temporary facilities, such as tent cities, may be necessary.

Feeding is accomplished through a combination of fixed sites, mobile feeding units, and bulk food distribution. Emergency first aid services will be provided to disaster victims and workers at mass care facilities and designated sites within the disaster area. This emergency first aid service will be supplemental to emergency health and medical services established to meet the needs of disaster victims (see ESF #8 Public Health and Medical Services).

Inquiries regarding individuals residing within the affected area will be collected and provided to immediate family members outside the affected area through a disaster welfare inquiry system. This disaster welfare inquiry system will also aid in reunification of family members. This inquiry system will be overseen by the United Way's 211 – First Call for Help.

II.   Policies

The following polices have been identified.

- ESF #6 will be activated upon the appropriate request for assistance from the County to the Primary Agency.
- ESF #6 activities will be coordinated through the County EOC. As required, the primary and/or support agencies will have representation at the EOC during ESF #6 activation.
- All available government/volunteer/private resources will be utilized at the discretion of the EMA Director.
- All services will be provided without regard to economic status, race, and religious, political, ethnic or other affiliation.

III.   Situation

Many emergencies/disasters have necessitated evacuation of affected areas. Local government has assumed the responsibility for the provision of temporary emergency shelter and care for victims. Individuals and families can be deprived of normal means of obtaining food, clothing, shelter, and medical needs. Family members may become separated and unable to locate each other. Individuals may develop serious physical or psychological problems requiring specialized medical services.

A.   Disaster Condition

ESF #6 addresses two types of disaster conditions: sudden catastrophes/disasters/emergencies and slowly developing disasters. Descriptions and requirements are discussed below.

1. Sudden Catastrophes/Disasters/Emergencies

   Transportation accidents, airplane crashes, flash floods, tornadoes, fires, or technological events may necessitate immediate, identifiable mass care to evacuees, victims, and emergency workers involved in the disaster and its aftermath. Shelters and feeding sites may need to be set up quickly and with no advance notice.

2. Slowly Developing Disasters

   Disasters such as hurricanes and slow-rising floods provide warning and evacuation time, but may cause extended displacement and damage to the infrastructure. Shelters may be needed throughout the county to accommodate evacuees and, in some cases, may be set up in neighboring counties/states. Damage from catastrophic disasters may cause extended displacement that may extend into the recovery phase.

B.   Planning Assumptions

The following planning assumptions have been made.

- Etowah County DHR will use all services and resources at its disposal, with appropriate authorization, in an emergency/disaster to meet human needs.

- Since some emergencies/disasters can result in needs exceeding DHR capabilities, the DHR must actively coordinate volunteer, state, and private human service resources in cooperation with other State Agencies and VOADs.

- In a catastrophic disaster, it is likely that long-term mass care will be required until rental assistance and temporary housing resources become available. Other technologies may provide a guide for the magnitude of housing needs and resource deficits.

- A significant influx of disaster workers will strain the resources of the impacted area(s).

- Mobile feeding operations may not be possible in major operations.

- Smooth transition from ESF #6 response to Individual Assistance Recovery Operations will help ensure the needs of disaster victims are met. The county DHR will coordinate delivery of assistance and services according to established policies and procedures.

IV.   Concept of Operations

A.   Goals

The following goals have been identified.

- To create a county mass care response that provides for the coordination of mass care operations.

- To coordinate the opening and closing of shelters.

- To provide a system for the receipt and dissemination of information, data, and directives pertaining to mass care.

- To prescribe a procedure for the inventory of mass care shelters within the county.

- To collect and disseminate information and intelligence relating to mass care for disasters or emergencies, either existing or pending.

- To pre-plan distribution and allocation of state resources in support of the overall mass care mission.

B.   General

ESF #6 will be organized in a manner ensuring rapid response to the mass care needs of people affected by a disaster. Emphasis will be on each agency assigned to the ESF having thorough and up to date operating procedures and resource lists. These lists should be coordinated through the County DHR.

C.   Organization

ESF #6 will organize under the leadership of Etowah County DHR. DHR personnel assigned to ESF #6 will provide daily direction. This direction is limited to the operation of this ESF, assignment of ESF personnel to requests for assistance and ensuring that requests for assistance are met, documented and prioritized. ESF #6 will establish liaisons with other appropriate ESF's and maintain open communications with these ESF's in both the planning and operational phases.

Support agencies will operate under the daily leadership of the DHR representative located in the ESF position at the EOC.

D.   Response Actions

1. Response Actions

Response actions will be performed at the request of local officials and agencies.

- Prepare a situation report containing a general description of the situation and an analysis of the ESF #6 operation requirements. Prepare a prioritized listing of significant actions that the ESF will initiate to provide operational support.
- Determine the level of response required by the ESF.
- Notify required personnel and support organizations to achieve the required level of response.
- Open and close shelters in accordance with public need as assessed by Gadsden/Etowah County EMA.
- Continuously monitor occupancy levels and ongoing victim's needs and provide ESF #5, ESF #7, ESF #8, ESF #13 and ESF # 15 with a daily listing of open and closed shelters.
- Coordinate the provision of added and relief staff and the replenishment of shelter supplies.
- Prepare briefings on status of response actions.

a. Status of Mass Care Systems

Mass Care System	Status of System (to include: Open number of personnel in shelter, etc.)
Shelters	
Fixed Feeding Sites	
Other	

2. Shelters Requiring Medical Services

ESF #6 (Etowah County Health Department) will be called upon to support any shelter requiring medical services. Medical services other than minor injuries will be referred to local clinics/hospitals.

3. Coordination for Mass Feeding

ESF #6 will coordinate with ESF #5 , ESF #7 and #13 to organize mass feeding sites established by the VOAD and other volunteer agencies. Mass feeding activities will include feeding of disaster victims and workers when possible.

ESF #6 will coordinate the provision of food and water to mass feeding sites. This will include procuring food from local vendors and donations. Liaisons will be established with ESF #5 (Emergency Management) and

ESF #7(Logistics Management and Resource Support) to ensure continuous coordination of mass feeding.

4. Feeding of Individuals

   ESF #6 will assist the Etowah County VOAD in providing food for individuals not in shelters and unable to attend mass feeding sites. This coordination will be based on local disaster responders identifying people with individual feeding needs and providing ESF #6 with specific need requirements.

5. Food Storage and Distribution

   ESF #6 will coordinate with ESF #5 (Emergency Management) and ESF #7 (Logistics Management and Resource Support) regarding the storage of food in identified warehouse sites.

6. Relief Supplies

   ESF #6 will coordinate with ESF #5 (Emergency Management), ESF #7 (Logistics Management and Resource Support) and ESF #13 (Public Safety and Security) in identifying bulk supply staging areas and distribution sites in the affected areas. County level ESF #6 will coordinate with state personnel to obtain supplies from outside the affected areas based on actual needs assessments from the field.

7. Other Ad Hoc Volunteer Agencies

   In addition to those activities previously stated, ESF #6 will coordinate with ESF #5 (Emergency Management) on the activities of volunteers actively engaged in providing mass care assistance. Coordination will include preventing the duplication of goods and services as they relate to mass care; assisting volunteers with logistics; and coordinating the delivery of goods and services as they relate to mass care. ESF #6 will maintain a listing of all volunteer organizations active in mass care in the disaster area. The list will contain the following information:

   - Type of service being provided by agency
   - Number of volunteers in the area
   - Resources each agency has available
   - Names and contact means of key persons in organization
   - Logistical abilities of each organization

8. Emergency First Aid and Mental Health

ESF #6 will coordinate with ESF #8 (Public Health and Medical Services) to provide medical services up to basic first aid and mental health services in shelters, and will ensure trained and qualified personnel are present in shelters in sufficient numbers to care for people needing assistance.

E.   Recovery Actions

   1. Initial Actions

   ESF #6 will work with ESF #14 (Long-Term Community Recovery) to assist in determining the type of services shelter occupants will need to recover from the disaster. ESF #6 will work with appropriate agencies to assist in shelter occupants in recovering from the disaster.

   2. Continuing Actions

   As the lead agency for ESF #6, DHR will provide its support agencies, ESF #5 (Emergency Management), and ESF # 15 (External Affairs) with regular updates on when and where shelters are opened or closed and census data for open occupied shelters. ESF #6 will coordinate with ESF #14 (Long-Term Community Recovery) and ESF # 15 (External Affairs) to provide information to shelter residents about how to access disaster assistance program information and services through Individual Assistance Programs at Disaster Recovery Centers.

   3. Closing Shelters

   ESF #6 will plan and conduct closeout of shelter operations. This will involve the following:

   • Coordination with ESF #5 (Emergency Management) to determine when shelters will be closed.
   • Coordination with ESF#15 (External Affairs to announce shelter closings.

V.   Responsibilities

This section lists the primary agency and the support agencies for the ESF and their associated responsibilities.

A.   Primary Agency

   The Etowah County Department of Human Resources is the primary agency for ESF #6. Its responsibilities are as follows:

- Develop and maintain a roster of personnel that staff the ESF. Sufficient staffing should be available for 24 hours per day, seven days per week.
- Provide a system for recording incoming requests for assistance, which agency was assigned to respond and the action taken.
- Establish a protocol for prioritizing response activities.
- Coordinate activities with other ESF's.
- Prepare status reports.
- Develop and maintain a plan that details the activities addressed in this document.
- Maintain listings of evacuees, sheltering, and locations.
- Ensure the presence of resource materials in sufficient numbers in the ESF location. These material include:
  - Shelter listings with names and contact information for shelter managers.
  - Listing of all bulk food providers and contact information for personnel required for mass feeding.
  - Listing of hospitals and ambulance services with contact numbers.
  - Locations of all mass feeding sites and the names of site managers.

    B.   Support Agencies

Table 5. Agencies and Responsibilities for ESF #6.

Agency	Responsibilities
Etowah County Department of Public Health	• Assist through ESF #8 in locating health and welfare workers to augment personnel assigned to shelters. ESF #8 will have primary responsibility for providing medical staff to special needs units, when the local resources have reached their maximum capacity.
Etowah County Department of Mental Health	• Provide mental health services including crisis counseling for victims on an immediate and continuing basis.
Gadsden/Etowah County Emergency Management Agency	• Provide planning and coordination assistance.

VI.   Resource Requirements

    A.   Assets Critical for Initial 12 Hours
        1. Shelters (Public and Special Needs)

Food, Water, Ice, food service equipment, and fuel
First Aid Supplies
Portable Toilets
Blankets/Cots
Administrative Supplies
Cleaning Supplies
Toiletry Items

2. Personnel

Shelter Managers
Qualified First Aid Staff/Volunteers
Medical Staff/Volunteers (For special needs shelters if any)
Food Service Personnel

B.   Assets Required for Continuing Operations

The assets as noted above will be required for the immediate and long-term response phases (several days to weeks). Increases and decreases in the number of shelters, feeding sites and distribution sites will be adjusted based on Assessment Teams and other Damage Assessment reports as they are received.

VII.   Authorities

A.   Independent Authorities

Support agencies which have their own authorities and funding to respond to disaster situations will respond initially under those statutory authorities, which will take precedence over the authorities provided under the Robert T. Stafford Act.

ESF 7
Logistics Management and Resource Support

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All Agencies as Needed

Primary Points of Coordination and Associated Actions:

- ESF #3 (Public Works and Engineering): Provide personnel and equipment to clear roads and transportation access routes into the disaster area.
- ESF #5 (Emergency Management): Provide planning and coordination support.
- ESF # 13 (Public Safety and Security): Provide facility and resource security.

I.   Introduction

   A.   Purpose

         The purpose of this ESF is to provide logistical resource support to agencies involved in emergency response and recovery efforts for natural disasters and catastrophic events.

   B.   Scope

         The scope of ESF #7 involves the provision of logistical resource support. This support includes relief supplies, space, office equipment, office supplies, telecommunications, contracting services, and personnel required to support immediate response activities. It also provides logistical support for requirements not specifically identified in other Essential Support Functions. This ESF also addresses the effort and activity necessary to evaluate, locate, obtain and provide essential material resources.

II.   Policies

      In accordance with assigned responsibilities and upon implementation of this ESF logistical support will be provided to the affected area. Support agencies will furnish resources for ESF requirements. Support by agencies will be ended at the earliest possible time.

      Supplies and equipment will be provided from current county stocks then from commercial sources. Supplies will not be stockpiled.

      All procurement will be made according to current State and County laws and regulations. Current laws and regulations authorize other than "full and open competition" under any "situation of unusual and compelling urgency".

The provision of logistical support necessary for county response will be the major element in the execution of this ESF.

III.   Situation

Significant emergencies/disasters may overwhelm the capabilities and exhaust the resources of the county. This ESF will be activated to render county and state assistance. County and State assistance will be coordinated through the County EMA.

A.   Disaster Condition

A major disaster will have an immediate impact on local and state resources and the shortages of vitally needed supplies must be procured and provided to the affected areas.

B.   Planning Assumption

Resources outside the affected areas will be directed to fulfill the unmet needs of the County and local governments.

Transportation resources will require staging areas. Appropriate local/County officials should mutually agree upon the use of selected sites and facilities.

Logistical resource support will be required for immediate relief response.

Massive demand for resources may be done in accordance with an executive order, which would exempt normal procedures for purchasing.

IV.   Concept of Operations

This section details facilities, equipment, personnel and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified.

- To procure and allocate essential resources (personnel and material) to support emergency operations.
- To oversee distribution of essential supplies.
- To procure and allocate transportation resources.
- To maintain water, electrical, sanitation and other utility systems and services.
- To provide supplies for mass care and medical facilities.

B. Operational Concepts

- The free market economy and existing systems will be maintained to the maximum extent possible
- Voluntary controls will be encouraged. Mandatory controls will be removed as soon as possible.
- The public will be encouraged to cooperate with any emergency measures through a public information program**.**

C. General

1. Once local resources are exhausted, Gadsden/Etowah County EMA will request mutual aid assistance prior to requesting State resources. Unless it is a lifesaving incident.

    When partial or full activation of the EOC is implemented the County EMA will perform the following in the order listed:

    - Prepare a situation analysis and continue to do so throughout the response and short-term recovery. The report should contain a general description of the situation as it pertains to ESF #7 and a prioritized listing of significant actions that the ESF will initiate to provide operational support.
    - Determine the level of response required by ESF #7 to respond to the event.
    - Initiate notification of the required personnel and support organizations to achieve the level of response.
    - Prepare a list of objective based priority actions to perform lifesaving and short-term recovery actions based on the situation analysis.
    - Mobilize resources and coordinate response levels. Keep track of county expenditures and submit these to ESF #5 (Emergency Management) after terminating operations.

D. Organization

ESF #7 will operate under the direction of the County EMA and will continue to operate throughout the emergency situation.

The ESF #7 Emergency Coordinator will maintain liaisons with other ESF's and interested parties.

E. Notification

The County EMA will notify the Resource Coordinator for the County who will determine what agencies are required to be activated. Inventories of resources, including pre-arranged staging areas will be reviewed.

F.   Response Actions

This section lists actions to be performed by ESF #7 in response to a disaster.

1. Initial Actions

- If possible, some resources will be staged near the pending emergency areas.
- Support agencies may be alerted.
- Some agencies may be directed to deploy personnel and other resources.
- Identification and assessment of resources available for designation as emergency support (including facilities).

2. Continuous Actions

ESF #7 will perform the following actions throughout the emergency incident:

- Communication resources will be provided in coordination with ESF #2 (Communications)
- Office furniture, equipment and supplies will be provided from existing inventories or will be procured.
- Food and Fuel will be provided in coordination with ESF #5 (Emergency Management) and ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services).
- Security for staging areas will be provided by ESF #13 (Public Safety and Security).

V.   Responsibilities

A.   Primary Agency

The primary agency for ESF #7 is the Gadsden/Etowah County Emergency Management Agency. ESF #7 will provide support staff for procurement of commodities and services, leasing of buildings and facilities and management.

B.   Support Agencies

Table 6. Support Agencies and Responsibilities for ESF #7

Agency	Responsibilities
Etowah County Engineering Department, Municipal	- Transportation Resources

Public Works and Engineering Departments	
Etowah County Department of Human Resources	• Food and Water Supplies
Etowah County Health Department	• Personnel

VI.   Resource Requirements

The Director of the County EMA is responsible for the implementation and administration of procurement activities necessary to support emergency operations.

*

ESF 8
Public Health and Medical Services

Primary Agency: Etowah County Department of Public Health

Support Agencies: Etowah County Department of Human Resources
                    Gadsden/Etowah County Emergency Management Agency
                    Etowah County Coroner
                    Etowah County Department of Mental Health
                    Ambulance Services
                    Hospitals

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Provide planning and coordinating support.
- ESF #6 (Mass Care): Provide emergency food, water and sheltering.
- ESF #9 (Search and Rescue): Conduct search and rescue operations.
- ESF #10 (Hazardous Materials): Identify areas where there are hazardous materials to ensure safety of responders.
- ESF #11 (Agriculture and Natural Resources): Ensure the safety of food and water supply.
- ESF #12 (Energy): Repair and restore energy to medical facilities.
- ESF #13 (Law Enforcement): Provide security, if needed.
- ESF #15 (External Affairs): Provide emergency public information and protective action guidance.

I.   Introduction

    A.   Purpose

          The purpose of this ESF is to establish requirements, responsibilities and procedures for providing health and medical support before, during, and after emergency response and recovery efforts. The Etowah County Department of Public Health is responsible for the management and direction of ESF #8.

    B.   Scope

          ESF#8 involves supplemental assistance to local and county entities in identifying and meeting the health and medical needs of victims of a major emergency or disaster. This support is categorized as follows:

- Assessment of health/medical needs
- Disease control/epidemiology
- Health/medical care personnel
- Health/medical equipment and supplies
- Patient evacuation

- Coordination of hospital care
- Food/drug safety
- Emergency responder health and safety
- Radiological/chemical/biological hazards
- Critical incident stress debriefing
- Public health information release
- Vector control/monitoring
- Potability of water, handling of wastewater, and solid waste disposal
- The County Coroner handles victim identification/mortuary services. However, coordination needs to take place with respect to verification procedures.
- Medical Command and Control
- Emergency medical services

II.   Policies

The Etowah County Department of Public Health is the primary agency for ESF #8. Included in ESF #8 is the overall public response; triage, treatment, and transportation of disaster victims; and working with local systems to assist in the evacuation of patients out of the disaster area as needed. Assistance in pre-event evacuation may also come under the purview of ESF #8 whenever such patients or clients of the county are involved. The intent of ESF #8 is to supplement county governments affected by the disaster by using resources primarily available from the following sources:

- Resources available within Etowah County Department of Public Health.
- Supporting departments and agencies to ESF #8.
- Resources available from in state National Disaster Medical System (NDMS). Disaster Medical Assistance Teams, Emergency Medical Services (EMS) providers, and commercial and private donations of goods and services.

ESF #8 will be implemented upon the request of the County Emergency Management Agency request for assistance following (or prior to expectation of) the occurrence of a significant natural disaster or manmade event. ESF #8 shall have a field deployment capability in the form of nurses, health workers and environment analyst. In accordance with assignment of responsibilities in ESF #8 and further tasking by the primary agency, each support organization participating under ESF #8 will contribute to the overall response but will retain full control over its own resources and personnel. ESF #8 is the primary source of public health and medical response/information for all county officials involved in the response operations. It is understood that the next level of response assistance available to the county is a state response and clear lines of communication and integration of expectations will be established on a routine basis with the state headquarters.

[REDACTED] [10]Local law enforcement agencies will compile information regarding missing persons. [REDACTED].[11]

III.   Situation

    A.   Disaster Condition

The number of casualties and fatalities from a major epidemic or natural, technological, or national security related incident might overwhelm medical and mortuary services. Hospitals, nursing homes, pharmacies, and other medical/health facilities may be severely damaged or destroyed. Those facilities, which survive with little or no structural damage, may be rendered unusable or only partially usable because of a lack of utilities (power, water, and sewer) and/or inability of staff to report for duty. Medical facilities remaining in operation may be overwhelmed with minor injuries and seriously injured victims transported there or who self-present in the immediate aftermath of the occurrence. In the face of massive increases in demand and the damage sustained, medical supplies and equipment will probably be in short supply. Disruption in local communications and transport systems could prevent timely replacement of supplies.

Local jurisdictions have the primary responsibility for delivering health, medical, and mortuary services during a disaster. However, due to the increased demand on normally adequate quantities of health resources with affected jurisdictions, the Etowah County Department of Public Health, will coordinate the use of county health resources.

    B.   Planning Assumptions

The following planning assumptions have been made.

- Resources within the affected disaster area will be inadequate to clear casualties from the scene or treat them in local hospitals. Additional mobilized county capabilities will urgently be needed to supplement and assist county governments to triage and treat casualties in the disaster areas and then transport them to the closest appropriate hospital or other health care facility. Additionally, re-stocking of medical supplies will be needed throughout the disaster area. In a major disaster, patient transport will be necessary. Transportation could be by ground or air to the nearest metropolitan area where patient's needs are matched with the necessary definitive medical care. The transportation and coordination with the receiving hospital will require significant coordination.
- Damage to chemical and industrial plants, sewer lines, and water distribution systems; and secondary hazards such as fires, will result in a

---

[10] Redacted under Freedom of Information Act Exemption 7

[11] Redacted under Freedom of Information Act Exemption 7

potentially toxic environmental and public health hazards to the surviving population and response personnel. This includes exposure to hazardous materials, contaminated water supplies, crops, livestock, and food products.

- Assistance in maintaining the continuity of health and medical services will be required with specific concern for implementation of communicable disease services (prevention, surveillance, etc.).
- Fatalities and casualties may be so contaminated by a technological incident as to pose a health hazard to responders.
- ███████████████████████████████████████.[12]
- A mass casualty event may require implementation of statewide emergency medical services control plans and the Alabama Department of Public Health Manual for Management of Emergency Health Services.
- Local ESF #8 representative will maintain coordination with the state ESF #8 Coordinator, appropriate state medical and public health officials and organizations to obtain current medical and public health assistance requests. It is anticipated that most requests will be made by telephone, radio, or face-to-face conversations rather than by formally written requests.
- ESF #8 will utilize locally available health and medical resources, to the extent possible, to respond to the disaster.

IV.   Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for this ESF.

- To create a county health and medical support response providing for command, control, and coordination of health and medical planning, operations, and mutual aid.
- To coordinate the dispatch and use of health and medical resources and provide the means of coordination with local government.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to emergency response activities among organizations providing health and medical resources.
- To prescribe a procedure for the inventory of health and medical personnel, facilities, and equipment in the county.
- To collect and disseminate information and intelligence relating to health and medical for disasters or emergencies, either existing or pending.

---

[12] Redacted under Freedom of Information Act Exemption 7

B.   General

Throughout the response period, ESF #8 will evaluate and analyze medical and public health assistance requests and responses and develop and update assessments of medical and public health status. All requests from appropriate county authorities for medical and public health assistance will be assumed to be valid. Upon receiving conflicting or questionable requests, ESF #8 will attempt to confirm the actual needs. ESF #8 will maintain accurate and extensive logs to support after-action reports and other documentation of the disaster conditions. The Etowah County Department of Public Health will issue protection action guidelines.

C.   Notification

Upon the occurrence of a potential or actual major natural disaster or man-made event, the County EMA will notify the ESF #8 primary agency or support agencies. Such notification could be to advise of the potential for disaster and report to the County Emergency Operations Center.

D.   State-Level Response Support

ESF # 8 has the capability to request and obtain through AEMA, significant health and medical support from the National Guard, and through the National Disaster Medical System (NDMS), a federally coordinated system that augments the nation's emergency medical response capability. The overall purpose of the NDMS is to establish a single, integrated national medical response capability for assisting county and local authorities in dealing with the medical and health effects of major peacetime disasters.

E.   Response Actions

This section lists actions to be performed by ESF #8 in response to a disaster.

1. Initial Actions

ESF #8 will perform the following initial actions if activated for a disaster in the order listed below.

- Prepare a Situation Analysis by reviewing reports, video, message traffic, status boards, and logs. This Situation Analysis continues throughout the response and short-term recovery phase and should include the following.
  1. A general description of the situation as it pertains to ESF #8 and an analysis of the ESFs operational support requirements.

2. A prioritized listing of significant actions that the ESF #8 will initiate to provide operational support.

- Determine the level of response required by ESF #8 to respond to the event.
- Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the Situation Analysis, prepare a list of objectives-based priority actions to support life saving and short-term recovery operations. The action list should be revised as the situation changes.
- Mobilize local resources and coordinate response for approved mission assignments.
- Prepare briefings on status of ESF #8 response operations and the status of communications systems.
- Conduct initial assessment of health and medical need.
- Ascertain need for health surveillance.
- Determine need for additional personnel to include mass casualty incidences.
- Generalize field response teams.
- Examine need for medical equipment and supplies.
- Ascertain need for patient evacuation.
- Identify in-hospital care/in-county resources.
- Determine the medical and health issues related to hazardous materials, food and drug safety, radiological hazards, victims, workers, public health information, vector control, potable water, and solid waste, and to coordinate with Forensics Sciences the location of victims for identification/mortuary services.

a. Status of Health Systems

Health System	Damage Inflicted
Hospitals	
Nursing Homes/Assisted Living	
Mortuaries	
Mental Health Facilities	
Other	

2. Continuing Actions

ESF #8 will perform the following actions throughout the emergency incident.

- Update assessments.
- Mobilize resources.
- Coordinate with county health and medical staff.
- Coordinate medical/patient transport requests.
- Movement of supplies equipment and support personnel to staging areas of direct target sites.
- Coordinate request from hospitals/medical facilities.
- Coordinate request for medical evacuation.
- Establish communications.
- Initiate public information program.
- Maintain activities log.
- Keep track of all expenditures concerning operations.
- Prepare an ESF #8 After-Action Report to identify lessons learned and improvements.

Because of the potential complexity of health and medical response issues and situations, conditions may require special advisory groups of subject matter experts to review health and medical information and to advise on specific strategies to employ to most appropriately manage and respond to a specific situation.

When National Disaster Medical System (NDMS) assets outside the state are requested by the State, the State ESF #8 Coordinator will coordinate directly with NDMS representatives for the deployment of those assets.

Certain National Guard assets may be needed to support ESF #8 requirements. Missions will be assigned to the National Guard through coordination with the AEOC Military Department representative who will coordinate with the guard to activate and deploy the necessary military units.

Arrangements for medical transportation should be made at the lowest levels possible. Normally local transportation requirements are to be handled by local authorities. If it is determined by county ESF #8 that local resources are inadequate to meet the requirements, a request for state medical transportation assistance will be worked at the county ESF #8 level.

Arrangements with medical facilities are primarily a local function. Requests for additional assistance should first be referred to the county EOC and if not filled then forwarded to the state authorities at AEOC, ESF #8. If unable to be filled at the state level, then requests by state officials for federal aid for NDMS hospital support will be initiated.

The ESF #8 staff at the EOC will continuously acquire and assess information about the disaster situation. Staff will continue to identify the nature and extent of health and medical problems, and establish appropriate monitoring and surveillance of the situation to obtain valid ongoing information. Staff will primarily rely on information from the disaster area that is furnished by the county ESF #8 EOC representative. Other resources of information may include ESF #8.

V.   Responsibilities

This section lists the primary agency and support agencies for this ESF and their associated responsibilities.

A.   Primary Agency

The Etowah County Department of Public Health is the primary agency in this ESF. The department has the following responsibilities.

- Provide leadership in directing, coordinating, and integrating the overall county efforts to provide medical and public health assistance to the affected area.
- Coordinate and direct activation and deployment of voluntary county resources of health/medical personnel, supplies, and equipment.
- Coordinate the evacuation of patients from the disaster area when evacuation is deemed appropriate by county authorities.
- Establish, as needed, active and passive surveillance systems for the protection of public health.
- Provide the following resources:
    1. Advance life support/basic life support vehicles
    2. Emergency medical technicians
    3. Paramedics
    4. Medical equipment and supplies
    5. Nurses/RNs/LPNs
    6. Health administrators
    7. Pharmacy services
    8. Physicians
    9. Environmental health specialists
    10. Laboratories and laboratory personnel
    11. Social Workers
    12. Disaster Response expertise
    13. Dental Care
    14. Case management
    15. Public information and education

B.   Support Agencies

Table 7. Support Agencies and Responsibilities for ESF #8.

Agency	Responsibilities
Etowah County Coroner	• Identification of deceased individuals.
Etowah County Department of Human Resources	• Provide mass care support. • Provide special needs equipment.
Gadsden/Etowah County Emergency Management Agency	• Provide planning and coordination support • Coordinate public information.
Etowah County Department of Mental Health	• Provide stress counseling.
Ambulance Services	• Provide Emergency transportation of personnel.
Area Hospitals	• Provide medical assistance and care to personnel.

VI.   Resource Requirements

The most critical requirements during the initial 12 hours of a major disaster will be medical response personnel, necessary medical supplies and equipment, transportation, logistical and administrative support, and communications systems support. The principal requirements will be as follows.

- Alert and deploy emergency response coordinators, emergency response structure, and other necessary ESF #8 personnel.
- Request that AEOC alert and deploy federal resources i.e., Disaster Medical Assistance Teams (DMATs), and coordinate with Forensic Science to deploy Disaster Mortuary Response Teams (DMORTs), specialized medical personnel, equipment, and supplies. Patient care will probably be rendered under austere field conditions for casualty clearing, casualty staging, during transportation.
- Replace medical supplies and equipment as necessary when supplies have been damaged or destroyed.
- Transportation support including the following:
  1. Ground vehicles for transport of incoming medical response personnel, supplies, and equipment to operational sites or staging areas.
  2. Ground transportation for deployment of personnel and resources within the disaster area.
  3. Ground transportation and for movement of casualties within the affected area.
  4. Aircraft or ground vehicles for transport of medical response personnel and equipment following deactivation.
     5. Logistic and administrative support, including staffing of the EOC and field response personnel as needed

ESF 9
Search and Rescue

Primary Agency: Etowah County Sheriff's Office

Support Agencies: Gadsden/Etowah County Emergency Management Agency
                          Municipal Fire Departments
                          Volunteer Fire Departments
                          Etowah County Coroner
                          Etowah County Engineering Department
                          Municipal Law Enforcement Departments

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Provide planning and coordination support.
- ESF #8 (Public Health and Medical Services): provide medical services, mortuary services and crisis counseling.
- ESF #13 (Public Safety and Security): coordinate on-scene crime scene investigation and SAR operations.

I.   Introduction

   A.   Purpose

           This ESF provides county support to local governments to locate, extricate, and to administer immediate medical treatment to victims trapped in collapsed structures, and for lost or missing individuals.

   B.   Scope

           ESF #9 includes the following resources.
           - SAR Member: An agency affiliated (sworn, non-sworn, or reserve) or civilian member of an organized, trained, and equipped Search and Rescue Unit or Team.
           - SAR Heavy Rescue Unit: A SAR unit organized, equipped, and trained to locate persons trapped in the rubble of any size or construction. In addition to the equipment and skills necessary for light rescue, they must have the ability to determine heavy equipment requirements of a rescue situation and supervise the operations of such equipment. The unit must have a sound working knowledge of structural engineering or immediate access to a technical specialist with such knowledge.
           - SAR Light Rescue Team: A SAR unit specially trained and equipped to locate and rescue persons trapped in the rubble of collapsed residential and light commercial structures. The unit uses special equipment such as optical fiber television and infrared detection devices, light hydraulic powered

rescue tools, chain saws, metal saws, and tracking dogs. It may also be qualified in heavy rescue techniques.
- SAR Unit/Team: A public agency or non-agency affiliated civilian group organized, trained, and equipped to carry out search and rescue/recovery missions.

II.   Policies

The Etowah County Sheriff's Office ensures that SAR resources are available to perform mission assignments. It may request state search and rescue assistance. ESF #9 will work with ESF #8 (Public Health and Medical Services) to assist with medical needs and transportation of victims beyond the initial collection points.

III.   Situation

A.   Disaster Condition

A number of people annually have gotten lost in rural areas or have been declared missing. The Etowah County Sheriff's Office has the primary responsibility to search for these people. It is a common practice for the sheriffs to ask for state assistance.

A substantial number of persons involved in a major disaster may result in life-threatening situations requiring prompt rescue and medical care. Since the first 72 hours are crucial to lessening the mortality rate, SAR must begin immediately. In the event of an act of terrorism, SAR operations may need to be conducted in close coordination with law enforcement crime scene investigation procedures.

Depending upon a disaster's scope and magnitude, urban and/or non-urban rapid deployment of SAR resources may be required to conduct lifesaving operations. SAR personnel will potentially have to deal with extensive damage to buildings, roadways, public works, communications, and utilities. Fires, explosions, flooding, and hazardous material releases may compound problems and may threaten survivors as well as rescue personnel.

B.   Planning Assumptions

The following planning assumptions have been made.

- All available local SAR resources will be committed, and additional help will be needed from the County.
- Coordinating and direction of local efforts, including volunteers, will be required.
- Secondary events or disasters may threaten survivors as well as SAR personnel.

IV.   Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for ESF #9.

- To create a search and rescue response which provides for the command, control, and coordination of SAR emergency operations and mutual aid.
- To provide a system for receipt and dissemination of information, data, and directives, pertaining to search and rescue operations.
- To prescribe a procedure for the inventory of search and rescue personnel, facilities, and equipment in the county.
- To collect and disseminate information and intelligence related to search and rescue operations for disasters or emergencies, either existing or pending.
- To pre-plan distribution and allocation of county resources in support of the overall mission.

B.   General

The Etowah County Sheriff's Office will provide SAR support to local operations through coordination of county personnel and equipment from support organizations, and volunteer agencies.

C.   Organization

The Etowah County Sheriff's Office, as the primary agency for this ESF, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Notification

Upon notification of a potential or actual event requiring response, the emergency contact person for the County EMA will notify other ESF #9 members by telephone or through the communications facilities at the County Emergency Operations Center. Determining who is to be notified will be based on the demands or potential demands of the event.

All support agencies notified will be instructed to alert their contacts throughout the county to ensure required available resources are on standby or mobilized and given instructions to report to the affected area.

E. Response Actions

This section lists actions to be performed by ESF #9 in response to a disaster.

1. Initial Actions

If activated for a disaster, ESF #9 will prepare a Situation Analysis by reviewing reports, video, message traffic, status boards, and logs. This Situation Analysis continues throughout the response and short-term recovery phase and should include the following.

- A general description of the situation as it pertains to ESF #9 and an analysis of the ESF #9 operational support requirements.
- Determine the level of response required by ESF #9 to respond to the event. This determination includes the identification of the support agencies required to support emergency operations.
- Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the Situation Analysis, determine propriety actions to provide support to perform lifesaving and short-term recovery operations.
  1. Mobilize resources and coordinate response for approved mission assignments.
  2. Transportation may be provided, if available, or may be the responsibility of the support agency. This may require coordination with ESF #1 (Transportation).

2. Continuous Actions

ESF #9 will perform the following actions continuously through a disaster situation in the order listed below.

- Track the status of county and other resources committed to support emergency operations.
- Track financial expenditures and keep financial records.
- Reassign SAR resources as needed and as requested.
- Order SAR resources withdrawn.

V. Responsibilities

The County Emergency Management Agency will maintain a database of SAR resources, coordinate training of SAR personnel, and provide space for ESF #9 staff at the EOC.

VI.   References

- National Response Framework ESF #9 Search and Rescue

VII.   Support Agencies

Table 8. Support Agencies and Responsibilities for ESF #9.

Agency	Responsibilities
Municipal Law Enforcement Departments	- Provide equipment and personnel. - Coordinate on-scene crime investigation and SAR operations
Etowah County Coroner	- Provide mortuary support.
Etowah County Engineer	- Provide equipment.

ESF 10
Oil & Hazardous Materials

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: Municipal Hazardous Materials Teams
Municipal Fire Departments
Volunteer Fire Departments
Etowah County Department of Public Health
Municipal Law Enforcement Departments
Etowah County Sheriff's Office

Primary Points of Coordination and Associated Actions:

- ESF #2 (Communications): Provide interoperable communications during response.
- ESF #5 (Emergency Management): Provide coordination of incident management and response efforts, resource and human capital, incident action planning, financial management.
- ESF #8 (Public Health and Medical Services): Provide public health and medical services to victims of hazardous materials releases.
- ESF #13 (Public Safety and Security): Provide support to access, traffic and crowd control.

I.   Introduction

A.   Purpose

The purpose of this ESF is to provide county support to local governments in response to an actual or potential discharge and/or release of hazardous materials resulting from a natural, man-made, or technological disaster. As an element of the County Emergency Operations Plan, ESF #10 may be activated under one of the following conditions.

- In response to those natural or other catastrophic disasters for which the County EMA determines that assistance is required to supplement the response efforts of the affected local governments.
- In anticipation of a natural or other disaster that is expected to result in a declaration from the governor and subsequent federal declaration under the Stafford Act.

B.   Scope

ESF #10 provides for coordinated, effective, and efficient response to discharges and releases of hazardous materials by placing human, financial, and material resources into action in the impacted areas. This ESF establishes lead

coordination roles and division and specification of responsibilities among county agencies that may be associated with the response operations. This ESF is applicable to all county departments and agencies with responsibilities and assets to support the local response to actual and potential discharges and releases of hazardous materials.

C.   Interface with Regional Response Team (RRT)

This ESF does not impede or negate the use of or request for the activation of the Federal Regional Response Team.

The RRT is made up of regional representatives of the federal and state agencies within the region and is co-chaired by the Environmental Protection Agency (EPA) and the US Coast Guard (USCG). The RRT serves as a planning and preparedness division before a response, marshalling these agencies response resources during necessary operations, providing coordination among the different affected agencies and departments, and providing advice to the federal On-Scene Coordinator (OSC) during response operations. The RRT participates in preparedness activities under this ESF and is expected to be closely involved in the response activities following the activation of this ESF.

At the county and state level, activities under ESF #10 provide a bridge between the on-site State On-Scene Coordinators directed response with RRT support and the overall disaster response activities. The OSCs will carry out their responsibilities under the National Contingency Plan (NCP) to coordinate, integrate and manage county and state effort to direct, identify, contain cleanup, dispose of, or minimize releases of oil or hazardous substances, or prevent, mitigate or minimize the threat of potential releases. Their efforts will be coordinated under the direction of the ESF County and State Chair.

II.   Policies

The NCP serves as the basis for planning and use of federal resources for responding to releases or threats of releases of oil or hazardous substances. Response actions under ESF #10 will follow policies, procedures, directives, and guidance developed to carry out the provisions contained in the NCP.

The Gadsden/Etowah County Emergency Management Agency will be the primary agency for ESF #10.

In accordance with the assignment of responsibilities in the ESF, support agencies will provide resources and support in response to a release or threat of release of oil or hazardous substances. To the extent possible, the county level support agency representatives to this ESF should be those personnel also assigned to the RRT. Where such dual assignments are not possible, each ESFs representative is to maintain a close coordination with their agency's RRT representative.

When due to multiple response actions, more than one county and state OSC is involved in implementing response; the ESF will be the mechanism through which close coordination will be maintained among all agencies and OSCs. The state chair of the ESF will assure that response actions are properly coordinated and carried out.

III.   Situation

A.   Disaster Condition

A natural or other catastrophic disaster could result in numerous situations in which hazardous materials are released into the environment. Fixed facilities (e.g., chemical plants, tank farms, laboratories, operating hazardous materials waste sites), which produce, generate, use, store, or dispose hazardous materials could be damaged so severely that existing spill control apparatus and containment measures are not effective. Hazardous materials that are transported may be involved in rail accidents, highway collisions, or waterway mishaps. Abandoned hazardous waste sites could be damaged, causing further degradation of holding ponds, tanks, and drums. The damage to or rupture of pipelines transporting materials that are hazardous if improperly released will present serious problem.

B.   Planning Assumptions

The following planning assumptions have been made.

- Local response agencies will be overwhelmed by the extent of the response effort required to assess, mitigate, monitor, cleanup, and dispose of hazardous materials releases into the environment.
- There could be numerous incidents occurring simultaneously in separate locations which could affect State support functions.
- Response personnel, cleanup crews, and response equipment may have difficulty reaching the site of hazardous materials because of the damage sustained by the transportation infrastructure.
- Additional response and cleanup personnel and equipment will be needed to supplement existing capabilities and to provide backup or relief resources.
- Even if the natural or other catastrophic disaster does not cause situations where there are actual releases, there will be considerable concern about facilities located in or near the affected area. These facilities will need to be monitored by ESF #10.
- Laboratories responsible for analyzing hazardous materials samples may be damaged or destroyed.
- The county has access to an on-line database of potential hazardous materials that are being transported through the county.

IV.   Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for this ESF.

- To create a county response this provides for the command, control, and coordination of hazardous material response operations and mutual aid.
- To coordinate the dispatch and use of county hazardous material resources and provide the means of coordination with state and local government.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to response activities among organizations responsible for hazardous materials incident response.
- To collect and disseminate information and intelligence relating to hazardous materials incidents.

B.   General

ESF #10 will direct the efforts to supplement the local emergency response actions, immediately following a disaster involving hazardous materials. Federal, state, and local officials must maintain close coordination. ESF #10 operations will secure, remove, and dispose of hazardous materials from the disaster area. Local government is responsible for making and implementing protective decisions related to a hazardous materials incident.

For the purpose of standardization of emergency communications and response operations, the following response conditions, taken from the National Response Team Publication, Hazardous Materials Emergency Planning Guide will be used by all state and local responders to hazardous materials incidents in Alabama.

When partial or full activation of the EOC is implemented and at the EMA's request, ESF #10 will perform the following.

- A general description of the situation as it pertains to ESF #10 and an analysis of the ESFs operational support requirements.
- A prioritized listing of significant actions that the ESF #10 will initiate to provide operational support.
- Determine the level of response required by ESF #10 to respond to the event.
- Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Based upon the Situation Analysis, prepare a list of objective based priority actions to perform lifesaving and short-term recovery operations. The action list should be revised as the situation changes.
- Mobilize resources and coordinate response for approved mission assignments.
- Prepare electronic briefings on status of ESF #10 response operations.
- Keep track of all expenditures concerning operations.

V.   Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A.   Primary Agency

The Gadsden/Etowah County Emergency Management Agency is the primary agency responsible for ESF #10. Its responsibilities are as follows.

- Maintain jurisdiction over chemical releases as outlined by law.
- Serve as the repository for the lists of chemicals and the hazardous inventory forms.
- Provide public access to the chemical lists, forms, or other information as prescribed in Title III.
- Act as the coordinating county agency in the containment and cleanup of hazardous materials spills in county and state waters.
- Act, in coordination with other response elements, as the authority on the use of chemical dispersant in combating a hazardous material incident.
- Act as the primary coordinating county agency responding to a discharge of any oil or petroleum based substance into waters of the county or state and coordinate with ADEM and the National Response Center on all reported discharges of petroleum or oil based product in excess of 25 gallons.
- Review and or formulate protective action decisions to protect the public, responders, the environment, and property.
- Provide representatives on a 24-hour basis to the EOC to ensure the full deployment and utilization of County resources.
- Commit resources to the disaster area.

- Assess and prioritize response actions necessary to mitigate hazardous materials releases.
- Review and/or develop protective actions for the public, responders, environment, and property.
- Stabilize the hazardous material site and stage resources.
- Categorize and direct proper disposal of hazardous materials.

B.   Support Agencies

Table 9. Support Agencies and Responsibilities for ESF #10.

Agency	Responsibilities
Municipal Hazardous Materials Teams	- Act as the primary occupational agency in the containment and cleanup of radioactive and other hazardous materials. - Provide the necessary personnel and equipment for the response operation.
Etowah County Department of Public Health	- Provide response to all emergencies associated with radioactive or ionizing radiation. - Issue public health order and provides technical assistance, as appropriate.
Natural Gas Companies or Co-ops	- Provide information pertaining to related Natural Gas incidents. - Provide personnel to assist and advice on related materials.

C.   Notification

In the event of a spill or release involving hazardous materials, the County Warning Point, upon notification, will notify the ESF #10 coordinator or his/her alternate by some pre-determined method. ESF #10 representatives may also be requested to report to the County EOC.

The ESF #10 Coordinator will determine the support agencies to be notified and complete notification of these agencies.

The party who is determined to be at fault for the release will contact an emergency cleanup contractor (of their choosing) to properly mitigate the incident/scene. The party of fault will also be the generator for the purposes of billing.

<center>**ESF 11**
Agriculture and Natural Resources</center>

Primary Agency: Etowah County Farm Services Agency

Support Agencies: Etowah County Extension Service
Etowah County Department of Public Health
Etowah County Department of Human Resources
Gadsden/Etowah County Emergency Management Agency
Etowah County Sheriff's Office
Municipal Law Enforcement Agencies

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Provides coordination of resources and human capital; gathers and shares information.
- ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services): Coordinate food and water requirements at shelters.
- ESF #8 (Health and Medical Services): Coordinate public health issues.
- ESF #13 (Public Safety and Security): Provide security to storage areas for food and water.
- ESF #15 (External Affairs): Provide emergency public information regarding ESF #11 activities.

I.   Introduction

    A.   Purpose

        The purpose of ESF #11 is to provide nutrition assistance when disasters occur.

    B.   Scope

        ESF #11 is to work with state and federal agencies to provide nutritional assistance through obtaining proper food supplies, arranging to deliver food supplies.

    C.   Planning Assumptions

        The following planning assumptions have been made.

- Following a major or catastrophic disaster, there may be widespread damage and destruction to the infrastructure and homes/buildings, resulting in transportation routes being impassable, widespread and prolonged power outages, and contaminated drinking water.

- Thousands of evacuees may be lodged in shelters both within the disaster area and other shelters around the county.
- Normal food processing and distribution capabilities will be disrupted.
- As a result of power outages, many commercial cold storage and freezer facilities within the impacted area will be inoperable.
- Shelters should have food and water supplies to manage for 72 hours, unaided, after the disaster.
- Large bulk shipments of purchased, solicited or donated food supplies will be coordinated through this ESF. Donations of non-perishable food items will be stored and placed on pallets for coordination and distribution with this ESF.

II.   Policies

ESF #11 set policies to obtain needed food supplies (food, water, and ice) to provide to ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services) food and water supplies for disaster victims. To accomplish this mission the following policies are set:

- This ESF will be implemented upon notification of a potential or actual major disaster or emergency.
- Actions undertaken by this ESF will be guided by and coordinated with the County EOC and local disaster officials.
- This ESF will provide provisions for securing and delivering food and water supplies suitable for household distribution or congregate meal service, as appropriate.
- ESF #11 will arrange for the transportation and distribution of food and water supplies within the affected area.
- This ESF will coordinate with and support, as appropriate, ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services) involved in mass feeding.
- This ESF will encourage the use of congregate feeding arrangements as the primary outlet for disaster food, water, and ice supplies.
- Priority will be given to move critical supplies of food into areas of acute need and then to areas of moderate need.
- This ESF, upon notification that electric power has been restored and roadways are open to commercial vehicles, may authorize the use of emergency Food Stamp procedures.

III.   Situation

A.   Disaster Conditions

A significant disaster will deprive a substantial number of people access to and/or means to prepare food and obtain water. In addition to substantial disruption to commercial food and water supplies and the distribution network,

a catastrophic event may partially or totally destroy food products stored in the affected area(s). There may be a near total disruption of energy sources e.g., electricity and gas. Most commercial cold storage and freezer facilities will be inoperable. In the fringes of the affected geographic areas, there will be schools and small institutions with large inventories sufficient to feed several thousand people.

Activities to improve this situation include obtaining appropriate food and water supplies, arranging for transportation of food and water supplies to designated staging areas within the disaster area, and authorizing disaster food stamp assistance. Food supplies secured and delivered will be made suitable for either house distribution or congregate meal service as appropriate.

Transportation of food and water supplies within the affected area will be arranged by state, county, local and volunteer agencies. Priority will be given to move critical supplies of food into areas of acute need upon notification that commercial channels of trade have been restored. Emergency food stamp program procedures can be authorized.

IV.   Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for this ESF.

- To create an emergency response providing support for water and food operations.
- To coordinate the emergency distribution of food and water in coordination with federal and local government operations.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to activities related to emergency distribution of food and water.
- To prescribe a procedure for the identification of food and water resources in the county.
- To collect and disseminate information regarding food and water for disasters or emergencies, whether existing or pending.
- To pre-plan distribution and allocation of state resources in support of the overall food and water emergency distribution operations.

B.   General

This ESF will provide disaster food and water supplies to designated disaster staging areas and mass feeding sites and authorize the issuance of disaster food stamps.

Following a notification of a major disaster or emergency, this ESF will be staffed at the County Emergency Operations Center on a 24-hour basis. At that time, requests for food and water will be processed through this ESF.

If possible, this ESF will use damage projection models to calculate the number of affected people to assess the amount of food and water needed to meet the anticipated demand. Warehouses inventories will be tabulated and if additional food supplies are needed, this ESF will obtain and transport such supplies to the disaster or staging areas. Additional information on the number of people in need of food and water will be obtained form the Assessment Teams.

Staff from this ESF will be sent into the disaster area to assess the effectiveness of the food distribution network and to address problems. Staff will coordinate with county officials and ESF #6 (Mass Care Emergency Assistance, Housing, and Human Services) field staff to ensure ample and timely deliveries of food and water supplies.

This ESF will coordinate with the State on potable water. If needed, a state representative from ESF #3 will be requested to join ESF #11 to help expedite and coordinate retrieving ample water.

C.   Organization

The Etowah County Farm Services Agency is the primary agency for all ESF #11   activities.

Upon activation, a representative will be responsible for ensuring all ESF #11 concerns are addressed. Additional support agencies and organizations may be used and will either be tasked to provide a representative to the EOC or to provide a representative who will be immediately available via telecommunications means (telephone, fax, conference call, etc.).

D.   Notification

When a potential major natural disaster, or an event caused by humans occurs the County EMA will notify the primary contact person for this ESF. This notification will be made via telephone or radio. Such notification could be to advise of the potential for a disaster, report to the EOC, or to update information. The Operations Officer for the EOC or the primary agency will notify all support agencies and may request that they report to the EOC.

E.   Response Actions

This section lists actions to be performed by ESF #11 in response to a disaster.

1. Initial Actions

ESF #11 will perform the following initial actions if activated for a disaster in the order listed below.

- Inventory food and water supplies
- Coordinate with ESF #6 (Mass Care) to identify the number of people in shelters and others in need of food and water.
- Monitor power outages for estimated ice needs and assistance.
- Monitor water contamination in the disaster area and estimate water needs and quantities.
- Immediately after activation ESF #11 will develop a Situation Analysis by reviewing reports, video, message traffic, status boards, and logs. This Situation Analysis continues throughout the response and short-term recovery phase and should include the following.
  1. A general description of the situation and an analysis of the ESFs operational support requirements.
  2. A prioritized listing of significant actions that ESF #11 will initiate to provide operational support.
  3. Determine the level of response required by ESF #11 to respond to the event.
  4. Initiate notification of the required personnel and support organizations to achieve the required level of response.
  5. Mobilize resources and coordinate response for approved mission assignments.
  6. Identify the locations of mass feeding and food distribution sites.
  7. Assess warehouses space and needs for staging areas.
  8. Coordinate food donations and incorporate into food supply.
  9. Monitor and coordinate the flow of food supplies into the disaster area.
  10. Assess the need and feasibility of issuing emergency food stamps.

2. Continuing Actions

ESF #11 will continue to perform the following actions once activated for a disaster.

- Continue to monitor food and water needs.
- Assess special food concerns of the impacted residents.
- Monitor nutritional concerns.
- Establish logistical links with local organizations involved in long-term congregate meal services.

V.   Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A.   Primary Agency

The Farm Services Agency is the primary agency for this ESF. Its responsibilities are as follows.

- Determine the availability of foods that are safe for human consumption within the disaster area.
- Coordinate with the County Emergency Management Agency, ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services), and local officials to determine food, water, and ice needs for the population in the affected areas.
- Coordinate requests for the approval of emergency food stamps for qualifying households within the affected area.
- Make emergency food supplies available to households for take-home consumption in lieu of food stamps for qualifying households.
- Provide appropriate information to ESF #5 (Emergency Management) on a regular basis.
- Develop a plan of operation that will ensure timely distribution of food supplies to mass care locations.
- Provide daily information on the amount of food used and types of food needed.
- Maintain records of the cost of supplies, resources, and man-hours needed to respond to the disaster.
- Monitor the number of mass feeding sites, soup kitchens, and pantries providing food to disaster victims.

B.   Support Agencies

Table 10. Support Agencies and Responsibilities for ESF #11.

Agency	Responsibilities
Etowah County Extension Service	Provide personnel and equipment. Assist with the distribution of food and water.
Etowah County Department of Public Health	Coordinate all public health issues.
Etowah County Department of Human Resources	Authorize and coordinate the issuance of emergency food stamps and ensure the safety of the water supply.
Gadsden/Etowah County Emergency Management Agency	Provide personnel and equipment.
Etowah County Sheriff's Office	Provide security for ESF #11 resources when

| Municipal Law Enforcement Agencies | requested. |

VI.   Resource Requirements

   This ESF will coordinate with ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services) to identify the locations of mass feeding sites and the number of people provided food. ESF #7 (Logistics Management and Resource Support) will develop a database of vendors for purchasing food, water, ice, trailers, storage space, and other resources necessary to address this ESFs needs. ESF #13 (Public Safety and Security) may be called upon to provide security for warehouses and to escort food shipments.

ESF 11a – Veterinarian Services and Animal Care

Primary Agency: Etowah County Farm Services Agency

Support Agencies: Etowah County Extension Service
Etowah County Engineering Department
Gadsden/Etowah County Emergency Management Agency
Etowah County Department of Public Health
Etowah County Sheriff's Office
Municipal Law Enforcement Agencies

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Provides coordination of resources and human capital; gathers and shares information.
- ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services): Household pet sheltering.
- ESF #8 (Health and Medical Services): Coordinates public health issues.
- ESF #10 (Hazardous Materials): Coordinates disposal of animal remains.
- ESF #15 (External Affairs): Provides emergency public information regarding animal sheltering.

I.   Introduction

A.   Purpose

This ESF provides guidelines for rapid response to disasters affecting the health, safety, and welfare of human beings and animals. Veterinary medicine and animal care resources in emergency preparedness, response, and recovery include, but are not limited to small and large animal care, facility usage, displaced pet/livestock assistance and mass animal fatalities.

B.   Scope

ESF #16 plans and coordinates actions to prevent the loss of animals due to a disaster, and if necessary disposal of animal carcasses.

II.   Policies

The assets available to ESF 11a will be used to assist county emergency operations with their effort to move animals, recover from a disaster, prevent the spread of disease and provide emergency veterinarian support.

Local jurisdictions involved in disaster activities will commit all available resources in ensuring public health and safety. They will have limited capabilities to care, feed, shelter and dispose of animal carcasses and little or no capability for dealing with exotic animals, animal diseases, mass care, feeding, sheltering, and disposal of animal carcasses. When the situation exhausts local resources, they will request state assistance.

III.   Situation Analysis

This section discusses the process of evaluating the severity and consequences of an incident.

- People evacuating from natural and man-made disasters will need assistance in finding shelter for pets.
- People will be hesitant or unwilling to evacuate without sheltering their pets.
- Most emergency human shelters do not allow for sheltering of pets.
- Animals will be lost/injured/escape during natural and man-made disasters.
- Disease or natural/man-made disasters could cause mass fatalities in domestic and exotic animals as well as wildlife and fisheries.
- Under certain conditions, animals may need to be evacuated from an affected area.

IV.   Direction and Control

A.   General

The local emergency management agency should request assistance for veterinary and animal care from the AEMA. The AEMA will coordinate with the Department of Agriculture and Industry to provide supplemental assistance. The Department of Agriculture may request assistance from adjoining states or federal agencies. The AEMA will coordinate information concerning requests for assistance with FEMA.

B.   Organization

1.   The Farm Services Agency will provide personnel to staff the County EOC while
       operational or as requested by the County EMA. The personnel will be skilled
       professionals with subject knowledge to expedite decisions for the agency.

2.   The Emergency Management Director will coordinate public information with
       the County EMA Public Information Officer and when necessary coordinate
       soliciting needed resources with volunteer agencies.

3.   The Farm Services Agency will maintain the following lists:

- Resource providers available in disaster situations.
- Key sites that may be impacted by disease or disasters.
- Exotic animal shelters and confinement areas in the County.
- Available animal shelters and confinement areas including personnel contacts.
- Organizations and agencies that provide non-medical Volunteers for animal care.

4.   The Farm Services Agency will coordinate providing food and water to animals in shelters and confinement areas that cannot obtain or transport food and water.

V.   Responsibilities

This section lists the primary agency and the support agency for this ESF and their associated responsibilities.

A.   Primary Agency

The primary agency for ESF #16 is the Farm Services Agency and its responsibilities are as follows.

- Assure availability of resources for the disaster area.
- Record incoming requests for assistance, and the action taken.
- Establish a protocol for prioritizing response activities.
- Declare an agricultural emergency, when such exists, make, adopt and promulgate rules and issues orders during the term of the disaster.

B.   Support Agencies

Etowah County Extension Service will perform the following:

- Provide personnel to assist in the response and recovery operations.
- Assist in the distribution and the dissemination of information.

Etowah County Engineering Department and Municipal Public Works and Engineering Departments will perform the following:

- Provide resources for the assistance and rescue of animals.
- Provide personnel to assist in the clean-up process.

Gadsden/Etowah County Emergency Management Agency will perform the following:

- Provide assistance in dissemination of public information.
- Coordinate with county agencies the response and recovery operations.

Etowah County Department of Public Health will perform the following:

- Assist in providing quarantine status of the affected area.
- Coordinate public health issues in the event of a potential contagious disease.

Etowah County Sheriff's Office and Municipal Law Enforcement Agencies will perform the following:

- Provide personnel and equipment to assist in the recovery and response operations.
- Provide security to affected disaster areas.

VI.   Additional Resources

If the situation extends beyond the capabilities of the county, assistance can be requested from the Alabama Emergency Management Agency. The AEMA will provide the necessary personnel and resources to assist in the response and recovery operations.

VII.   Authorities and References

American Veterinarian Medical Association Emergency Preparedness and Response Guide.

ESF 11b
Animal Disease Emergency Management

Primary Agency: Etowah County Farm Services Agency

Support Agencies: Etowah County Extension Service
Etowah County Engineering Department
Municipal Public Works and Engineering Departments
Gadsden/Etowah County Emergency Management Agency
Etowah County Department of Public Health
Etowah County Sheriff's Office
Municipal Law Enforcement Agencies

Primary Points of Coordination and Associated Actions:

- ESF #5 (Emergency Management): Provides coordination of resources and human capital; gathers and shares information.
- ESF #8 (Health and Medical Services): Coordinates public health issues.
- ESF #10 (Hazardous Materials): Coordinates disposal of animal remains.
- ESF #15 (External Affairs): Provides emergency public information regarding animal disease.

I.   Introduction

    A.   Situation

        1.   There are large numbers of diseases that could affect both domestic and wild animals, including birds and fish in Etowah County. Most of these occur naturally, are localized, and have very little consequences to humans or animals of other species.

        2.   Recent events in Asia and Europe involving avian and herbivore type diseases, that are highly contagious and easily spread, forecast the possibility that such diseases may have severe economic impacts should they arrive in this state.

        3.   Natural and man-made disasters may have negative impacts on domestic and wild populations. Diseases that affect animals and may also threaten public health are called zoonotic.

        4.   In order to prepare for a zoonotic outbreak, this plan was developed. This plan may also be used in concert with bio-terrorism plans developed by individual agencies.

    B.   Scope

ESF #11b is responsible for providing information and guidance pertaining to an outbreak of animal diseases resulting from natural or man-made causes or events. This ESF provides the instructions to meet the concerns of humans within the county and appropriate measures relevant to the county's animal population.

II.   Policies

The assets available to ESF #11b will be used to assist county emergency operations with their effort to move animals, recover from a disaster, prevent the spread of disease and provide emergency veterinarian support.

The priorities for allocation of these assets are as follows:

Local jurisdictions involved in disaster activities will commit all available resources in ensuring public health and safety. They will have limited capabilities to care, feed, shelter and dispose of animal carcasses and little or no capability of dealing with exotic animals, animal diseases, mass care, feeding, sheltering, and disposal of animal carcasses. When the situation exhausts local resources, they will request state assistance.

III.   Situation Analysis

This section discusses the process of evaluating the severity and consequences of an incident. If ESF #11b is activated, the following assumptions are made:

- People evacuating from natural and manmade disasters will need assistance in finding shelter for pets.
- Animals will be lost/injured/escape during natural and man-made disasters.
- Disease or natural/manmade disasters could cause mass fatalities in domestic and exotic animals as well as wildlife and fisheries.
- Under certain conditions, animals may need to be evacuated from an affected area.

IV.   Concept of Operations

A.   Levels of Activation

Level I:

Full disaster operations with Crisis Actions Teams and support personnel.

Level II:

EOC activated with full time staff and Crisis Action Team. (Determined by EMA Staff)

Level III:

EOC activated with Duty Officer & volunteer personnel.

Level IV:

Normal, readiness state EOC operations.

B.   Organizational Responsibilities

1.   Primary Agency

The primary agency for ESF #11b is the Etowah County Farm Services Agency and its responsibilities are as follows:

- Assure availability of resources for the disaster area.
- Record incoming requests for assistance, and the action taken.
- Establish a protocol for prioritizing response activities.
- Declare an agricultural emergency, when such exists, make, adopt and promulgate rules and issues orders during the term of the disaster.

Support Agencies

Etowah County Extension Service will perform the following:

- Provide personnel to assist in the response and recovery operations.
- Assist in the distribution and the dissemination of information.

Etowah County Engineering Department and Municipal Public Works and Engineering Departments will perform the following:

- Provide resources for the assistance and rescue of animals.
- Provide personnel to assist in the clean-up process.

Gadsden/Etowah County Emergency Management Agency will perform the following:

- Provide assistance in dissemination of public information.

- Coordinate with county agencies the response and recovery operations.

Etowah County Department of Public Health will perform the following:

- Assist in providing quarantine status of the affected area.
- Coordinate public health issues in the event of a potential contagious disease.
- Provide information pertaining to the effects from the various animal diseases that exist.
- Provide instruction on the containment of the diseases.
- Provide leadership in directing, coordinating, and evaluation of the situation.

Etowah County Sheriff's Office and Municipal Law Enforcement Agencies will perform the following:

- Provide personnel and equipment to assist in the recovery and response operations.
- Provide security to affected disaster areas.

C.   Direction and Control

General

The local emergency management agency should request assistance for veterinary and animal care from the AEMA. The AEMA will coordinate with the Department of Agriculture and Industry to provide supplemental assistance. The Department of Agriculture may request assistance from adjoining states or federal agencies. The AEMA will coordinate information concerning requests for assistance with FEMA.

Organization

1.   The Farm Services Agency will provide personnel to staff the County EOC while operational or as requested by the County EMA. The personnel will be skilled professionals with subject knowledge to expedite decisions for the agency.

2.   The Emergency Management Director will coordinate public information with the County EMA Public Information Officer and when necessary coordinate soliciting needed resources with volunteer agencies.

3.   The Farm Services Agency will maintain the following lists:

- Resource providers available in disaster situations.
- Key sites that may be impacted by disease or disasters.
- Exotic animal shelters and confinement areas in the County.
- Available animal shelters and confinement areas including personnel contacts.
- Organizations and agencies that provide non-medical Volunteers for animal care.

4. The Farm Services Agency will coordinate providing food and water to animals in shelters and confinement areas that cannot obtain or transport food and water.

IV. ███████████████ [14]

███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████ [15]

███████████████████████████████████████
███████████████████████████████████████
███████████████████████████ [16]

███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████

---

[14] Redacted under Freedom of Information Act Exemption 4

[15] Redacted under Freedom of Information Act Exemption 4

[16] Redacted under Freedom of Information Act Exemption 4

████████████████████████████████ .[17]

V. Decontamination

    A. Personal decontamination will be addressed by key agencies, dependent on the disease, and will be of primary concern. Methods used by hazardous materials response teams, military units, and health facilities may be used to ensure public and emergency worker safety. Contaminated clothing and personal possessions, if possible, will be decontaminated and returned to the original owner. A separate decontamination guide will be developed for field use.

    B. Vehicle and equipment decontamination will be established within the quarantine zones. Additional consideration will be given to controlling run off and disposal of items that cannot be decontaminated.

    C. Area of land may be decontaminated or neutralized, each case will be analyzed to determine if and how this could be accomplished.

VI. ████████████████████████████l[18]

██
██
██
████████████████████████████████[19]

██
██
████████████████████████████████.[20]

██
██
██

[REDACTED] [21]

[REDACTED] [22].

VII.   Recovery

A.   The type of disease involved determines recovery from this disaster. A quick recovery may be made in a matter of a few days, medium recovery in a matter of months, and long term over a period of years.

B.   Recovery is dependent on the following issues:

- Type of disease
- Type of animals affected
- Economic impact
- Restocking populations
- Decontamination capability

C.   [REDACTED] [23].

D.   Containment Objectives:

Day 1

[REDACTED]

- [REDACTED] [24].

Day 2

- ██████████████████████████ [25]
- Open major roads.
- ████████ [26]
- Disinfect all site personnel, vehicles, and equipment (+60 Hours).
- Inform and assist the community.
- Disease tracking and surveillance.
- █████████████████████ [27]
- Premises released from quarantine, end restricted travel, and repopulate premises (+60 Days).

VIII.   Logistics

Each agency will be responsible for providing logistical support for its personnel. Individual agencies may be required to purchase PPE, decontamination, and other equipment or supplies. Financial records will be kept of all disaster activities for possible reimbursement.

IX.   Plan Maintenance

This plan will be maintained by the Gadsden/Etowah County EMA. Each individual agency named within this plan is solely responsible to notify AEMA of any recommendations, changes, or deletions for its agency's tasking. An annual review of all agencies tasked will be accomplished.

X.   Authorities and References

Public Law 107-9: Animal Disease Risk Assessment, Prevention and Control Act of 2001, May 24, 2001.
U.S.D.A. National Emergency Response to a Highly Contagious Animal Disease (Executive Summary) March 30, 2001.
Alabama Emergency Operations Plan, October 1, 2000.

---

[25] Redacted under Freedom of Information Act Exemption 4

[26] Redacted under Freedom of Information Act Exemption 4

[27] Redacted under Freedom of Information Act Exemption 4

ESF 12
Energy

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: Alabama Power Company
                                        Area Electric Co-Ops
                                        Spire Gas Company
                                        Area Gas Co-Ops

Primary Points of Coordination and Associated Actions:

- ESF #7 (Logistics Management and Resource Requirements): Coordinate resource requirements.
- ESF #15 (External Affairs): Coordinate the release of public information pertaining to energy shortages and actions to restore the energy supply to affected areas.

I.   Introduction

      A.   Purpose

            Facilitate procedures to restore the county's energy systems critical to saving lives and protecting health, safety and property and enabling other Emergency Support Functions (ESF) to respond.

      B.   Scope

            The scope of this ESF is to:

            - Gather, assess and share information on energy system damage and estimations on the impact of energy system outages.
            - Coordinate requests for assistance from local energy officials, suppliers and deliverers.
            - Assist local department and agencies in obtaining fuel for transportation and emergency operations.
            - Coordinate with ESF support agencies for assistance in helping energy suppliers obtain information, equipment specialized labor, fuel and transportation to repair and/or restore energy systems.

II.   Policies

      In the wake of a disaster many local resources will be unavailable due to damage, inaccessibility or insufficient supply. When the County EOC is activated the County EMA Director will maintain contact with representatives of the energy providers within the county. The presence of personnel from these providers at the EOC will be based on

the availability of such personnel from these providers. They may best serve the county by being out in the field.

The assets available to ESF #12 will be used to assist the county emergency management agency, other ESF's and energy providers with their emergency efforts to provide fuel, power and other resources as necessary. The priorities of these assets will be as follows:

- Coordinate with ESF support agencies in providing fuel and supplies to county agencies and emergency response organizations.
- Coordinate providing materials, supplies and personnel for the support of emergency activities being conducted by local the EOC and/or ESF's.
- Maintain communication with utility representatives to determine emergency response and recovery needs.

This ESF will be implemented upon notification of a potential for or occurrence of a major disaster or emergency.

III.   Situation

This section discusses the process of evaluating the severity and consequences of an incident and communicating the results.

A.   Disaster Condition

A disaster may severely damage the energy infrastructure. This will require that energy related decisions be made to facilitate supply of energy to areas without energy supplies.

- Severe weather conditions such as heavy snow, ice storms, heat waves, hurricanes, and severe storms/tornadoes may cause shortages in energy supplies by disrupting transportation and interfering with the delivery of electrical power via transmission lines or by forcing higher than normal usage of energy for heating and/or cooling.
- Various technological, man-made or natural incidents including terrorism, employee strikes or some international conflicts could cause curtailment of energy supplies.

1. Planning Assumptions

The following planning assumptions have been made:

- A shortage of energy in one form can cause shortages in other sources.
- Damage to an energy system in one geographic region may affect energy supplies in other regions that rely on the same delivery

systems. Energy supply and transportation problems can be intrastate, interstate and international.

- This ESF applies to the productions, refinement, transportation, generation, transmission, conservation, building and maintenance of energy systems and components.
- The energy industry will form a composite organization of adequate size, with a qualified and competent staff to direct the emergency preparedness operations of their respective industries.
- Damaged areas will have restricted access and may not be readily accessible, except in some cases by air.
- There may be widespread and prolonged electrical power failure. With no electric power, communications will be affected. Outages will impact other public health and safety services, including the movement of petroleum products for transportation and emergency power generation.
- There may exist the chance of a shortage of Natural Gas or LP Gas following a significant event.

IV. Concept of Operations

A. Goals

The following goals have been identified.

- To create a countywide emergency energy support response that provides for the command, control and coordination of energy planning and operations.
- To provide a system for the receipt and dissemination of information, data, and directives pertaining to activities among energy suppliers.
- To prescribe a procedure for the assessment of energy personnel, facilities and equipment in the county.

B. General

Responding to energy or petroleum shortages or disruptions and their effects is necessary for preservation of the public health, safety, and general welfare of our citizens. Activities during an energy emergency might include:

- Assessing fuel and electric power damage.
- Energy supply and demand.
- Identifying requirements to repair energy systems.
- Coordinating closely with federal, state, and local jurisdiction officials to establish priorities to repair damaged energy systems.
- Coordinating temporary, alternate, or interim sources of emergency fuel and power; obtaining current information regarding damage to energy supply and distribution systems.

- Assessing the requirements for restoration.

C.   Organization

At the county level this ESF is organized into two separate entities: The County EOC and supporting ESF agencies, and the public utility industry.
The Gadsden/Etowah County Emergency Management Agency will:

- Analyze county/local vulnerability to an emergency shortage
- Plan for county/local outages/shortages
- Activate the EOC when appropriate
- Inform the Alabama Emergency Management Agency of any development during an emergency/disaster that may affect energy status
- Provide information to County/local governments on the status of the energy crisis and measures required to cope with the situation
- Work to decide if ESF #12 should be activated and a request made for activation of the State ESF #12

Public Utility Industry will:

- Monitor energy related issues to preclude a surprise energy shortage
- Work closely with EMA on pipeline and rail and transportation issues that may affect energy status
- Coordinate with the Department of Energy and develop procedures for responding to national/regional energy shortages/outages
- If requested, and personnel limits allow, provide representation in the County EOC

D.   Response Actions

1. Initial Actions

ESF #12 will perform the following initial actions if activated for a disaster in the order listed below:

- Prepare a situation analysis by reviewing reports, messages and logs. This analysis continues throughout the response and short-term recovery phase and should include general descriptions of the situation pertaining to ESF #12; an analysis of the ESF's operational support requirements; and a prioritized listing of significant actions that ESF #12 will initiate to provide operational support
- Determine the level of response necessary for the ESF.
- Initiate notification of the required personnel and support organizations to achieve the required level of response

a. Status of Energy Systems

Energy System	Damage Inflicted
Electric (Nuclear, Hydro, Fossil, Steam)	
Pipelines	
Oil and Gas	
Other	

2. Continuing Actions

ESF #12 will perform the following actions continuously throughout a disaster situation:

- Communicate with and monitor state, local and utility response actions.
- Receive and assess requests for aid from local, state and federal agencies, energy office, energy suppliers and distributors.
- Acquire needed resources to assist in the repair of damaged utility systems. Such resources could include transportation to speed system repair.
- Update local news organizations with accurate assessments of energy supply, demand and requirements to repair or restore energy systems.
- Keep accurate logs and other records of emergency responses.

E.   Recovery Actions

This section lists recovery actions to be performed by ESF #12 after an incident:

- Upon request, coordinate the provision for resources to assist local and state agencies in restoring emergency power and fuel needs.
- Review recovery actions and develop strategies for meeting local energy needs.
- Continue to monitor local utility actions.
- Prepare an after-action report to identify lessons learned and improvements.

V.   Resource Requirements

Assets critical to ESF #12 responses are as follows:

- Communications: Landline, cellular phones, radios, fax machines, portable computers with modems, battery and power packs.
- Office: Office supplies

ESF 13
Public Safety and Security

Primary Agency: Etowah County Sheriff's Office
                        Municipal Law Enforcement Departments

Support Agencies: Gadsden/Etowah County Emergency Management Agency

Primary Points of Coordination and Associated Actions:

- ESF #2 (Communications): Provide communications support.
- ESF #5 (Emergency Management): Provide planning and coordination support.
- ESF #15 (External Affairs): Coordinate the release of public information regarding law enforcement and public safety related issues.

I.   Introduction

        A.   Purpose

                The purpose of this ESF is to outline organization and assign responsibilities for law and security functions during major emergencies. Law and security functions include traffic and crowd control, guarding essential facilities, utilities and supplies, and protecting life and property throughout the county. This ESF provides for the effective coordination and use of law enforcement resources to support response to countywide emergencies and disasters.

        B.   Scope

                ESF #13 applies to natural or man-made disasters or emergencies, whenever a local law enforcement agency requires law enforcement assistance from the County or any other jurisdiction in either declared or undeclared emergencies.

II.   Policies

        The Etowah County Sheriff's Office and municipal law enforcement agencies will provide primary support to ESF #13. All agencies active in response to the disaster will provide a county liaison representative at the County Emergency Operations Center.

III.   Situation

        This section discusses this ESFs process of evaluating the severity and consequences of an incident and communicating the results.

A.   Disaster Conditions

Major and catastrophic disasters will result in widespread damage to or total loss of extant civil infrastructure capabilities. Along with a significant loss of dwellings and other structures and widespread displacement of people, county and local authorities will require law enforcement assistance to provide traffic control access control and security at mass care facilities. In order to fully determine the magnitude of a disaster on the population and provide an immediate and effective response, an impact/needs assessment will be conducted at the earliest possible time following a major or catastrophic disaster. Law enforcement personnel need to be a part of the needs assessment process. The needs assessment will consist of the following:

- Some evacuations involve large numbers of people, some of whom will travel in private vehicles to reception centers while others will travel in public vehicles. Additional traffic control will be necessary to ensure orderly flow of traffic, coordination of parking at reception and registration centers, and direction to congregate care/shelter facilities;
- The concentration of large numbers of people in congregate care facilities will necessitate additional police patrols to preserve law and order;
- Additional law enforcement surveillance may be needed in the evacuated area to prevent looting;
- Law enforcement may be needed for access control or large areas that have been evacuated and still pose a threat to the public;
- Some evacuations may require the relocation of prisoners. This will require coordination with jail officials and the need for augmentation of regular law enforcement personnel during such a movement and possibly the creation of a temporary detention center;
- Bombings, bomb threats, arson, terrorist activities, and civil disturbance incidents may require state and federal law enforcement resources to counter these activities and to help restore normal activities at a particular location within the county. This will require coordination at the county level and a determination of needed law enforcement resources by type, quantity, location, and availability. Use of available county law enforcement resources will be allocated and the county will coordinate allocation of non-county law enforcement resources to meet the necessary requirements.

B.   Planning Assumptions

The following planning assumptions have been made:

- A disaster or emergency incident will require an immediate and continuous demand for law enforcement and security. The demand will eventually exceed the capabilities of the effected local law enforcement agencies;
- Major emergency operations will require law enforcement activities on a scale exceeding local law enforcement agency resources. Therefore, local

governments should consider how to augment local forces during large-scale disasters;

- Neighboring communities will assist under mutual aid agreements;
- Law enforcement crime scene investigations may be conducted in coordination with emergency medical and search and rescue operations in the event of a terrorism incident;
- If sufficiently trained law enforcement resources are not available from local government sources, public or private sources within the community will be approached, including reserve elements, industrial security personnel, and volunteer groups. Normally these groups will not be armed nor will they be vested with arrest powers;

IV. Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A. Goals

The following goals have been identified for this ESF:

- To create a countywide law enforcement response, which provides for the command, control, and coordination of law enforcement planning, operations, and mutual aid;

- To coordinate dispatch and use of countywide law enforcement and means of coordination with the local governments;

- To provide a system for the receipt and dissemination of information, data, and directives pertaining to response activities among law enforcement agencies;

- To collect and disseminate information and intelligence relating to disasters or emergencies, either existing or pending;

- To pre-plan distribution and allocation of countywide resources in support of the overall law enforcement mission;

B. General

When an emergency or disaster situation is anticipated or erupts, a law enforcement agency should dispatch someone from the nearest station to the affected areas to establish a county mutual aid liaison and monitor the situation. Should the situation escalate or require additional resources, the liaison should coordinate additional countywide law enforcement resources through the law enforcement representative in the County EOC.

C. Organization

The Etowah County Sheriff's Office and Municipal Law Enforcement Agencies have been designated the primary agency for ESF #13. They will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event. When partial or full activation of the EOC is implemented and at the County EMA's request, this person will perform the following:

- Prepare a situation analysis by reviewing reports, video, message traffic, status boards, and logs. This situation analysis continues throughout the response and short-term recovery phase and should include the following.
  1. A general description of the situation as it pertains to ESF #13 and an analysis of the ESF's operational support requirements;
  2. A prioritized listing of significant actions that the ESF #13 will initiate to provide operational support;

- Determine the level of response required by ESF #13 to respond to the event.
- Initiate notification of the required personnel and support organizations to achieve the required level of response;
- Based upon the situation analysis, prepare a list of objective based priority actions to perform life-saving and short-term recovery operations. The action list should be revised as the situation changes;
- Mobilize resources and coordinate response for approved mission assignments.
- Prepare electronic briefings on status of ESF #13 response operations;
- Keep track of all expenditures concerning operations;
- Prepare an action plan to terminate operations;
- Prepare an ESF #13 After-Action Report to identify lessons learned and improvements.

D.   Notification

In the event of a potential threat, primary agencies will be notified by the Gadsden/County Emergency Management Agency. Law Enforcement will notify ESF #13 support agencies on an as needed basis. Mobilization preparation will be made to ensure rapid deployment of resources.

E.   Response Actions

ESF #13 will respond with the following actions if activated for a disaster in the order listed below.

1.   Initial Actions

- Dispatch a representative from the nearest law enforcement agency to the affected areas to establish a liaison, monitor the situation, and coordinate the use of county law enforcement resources;
- Dispatch a representative to the County EOC;
- Place countywide law enforcement personnel on alert;
- Provide countywide law enforcement resources if requested by the affected local law enforcement agencies;
- Establish communications with appropriate field personnel, brief these personnel on the situation and action plan, and ensure that they are ready for timely response;
- Coordinate with support agencies to establish priorities and develop strategies for the initial response.
- Pre-position resources when it becomes apparent that law enforcement resources will be necessary in the response operations.

a. Status of Law Enforcement Systems

Law Enforcement System	Damage Inflicted
Equipment and Resources	
Other	

2. Continuing Actions

In addition, ESF #13 will perform the following actions:

- Maintain law and order.
- Provide mobile units to conduct warning functions as requested by the County EOC;
- Report damage to County EOC;

- Determine traffic and access control requirements and coordinate law enforcement resources to support traffic and access control points;
- Patrol evacuated areas;
- Provide security for key facilities;
- Perform crime scene investigations;
- Provide crowd and traffic control in designated areas;
- Provide security for evacuating prisoners.

V.   Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A.   Primary Agency

The Etowah County Sheriff's Office and Municipal Law Enforcement Departments serve as the primary agencies for ESF #13. The following is a list of the responsibilities for Law Enforcement following the activation of the County EOC;

- Protect life and property;
- Maintain law and order;
- Facilitate orderly traffic flow;
- Assist in locating casualties;
- Investigate crime scenes;
- Provide emergency transportation if needed for personnel;
- Coordinate and direct all emergency police services;
- Coordinate countywide emergency traffic control with other agencies;
- Coordinate and maintain communication with all support agencies, County EOC, and the Gadsden/Etowah County Emergency Management Agency;
- Coordinate law enforcement operations during EOC operations;
- Provide warning and communications support.

B.   Support Agencies

Table 13. Support Agencies and Responsibilities for ESF #13.

Agency	Responsibilities
Etowah County Sheriff's Office Municipal Law Enforcement Agencies	- Provide personnel for security, response operations, and traffic control. - Provide communications equipment. - Assist in the coordination of recovery operations.
Gadsden/Etowah County Emergency Management Agency	- Provide situation updates, planning support, and resource coordination. - Provide public information support, if needed.

VI.   Resource Requirements

This section details those resources and assets essential for implementation of ESF #12.

A.   Access and Traffic Control

The following assets will be needed for traffic and access control during the first 12 hours following the onset of an incident:

- Patrol cars;
- Flares and traffic signaling equipment;
- Barriers and road blocks;
- Administrative supplies;
- First aid supplies

B.   Personnel

The law enforcement personnel will be needed during the first 12 hours after an incident to perform the following activities:

- Traffic control;
- Access control;
- Evacuation of prisoners;
- Provide security for evacuated areas;
- Assist in the distribution and dissemination of information;

VII.   Authorities

1.   Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act (1974).

2.   Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended (November 23. 1998).

ESF 13a Terrorism Incident Emergency Management

Primary Agency: Etowah County Sheriff's Office
                        Municipal Law Enforcement Agencies

Support Agencies: Gadsden/Etowah County Emergency Management Agency
                        Etowah County Department of Mental Health
                        Etowah County Department of Public Health
                        Etowah County Coroner
                        Municipal Hazardous Materials Teams
                        Municipal Fire Departments

Primary Points of Coordination and Associated Actions:

- ESF #2 (Communications): Provide communications support.
- ESF #5 (Emergency Management): Provide planning and coordination support.
- ESF #6 (Mass Care, Emergency Assistance, Housing and Human Services): Provide mental and public health support.
- ESF #10 (Oil and Hazardous Materials Response): Provide contaminated materials disposal assistance.
- ESF #15 (External Affairs): Provide public information support.

I.   Introduction

        A.   Purpose

                This ESF describes the concept of operations for providing assistance to prevent a terrorist act, and/or domestic militant act of violence, and for using specialized services to address the consequences of terrorism. This ESF describes crisis management, as well as the policies and relationships used to coordinate both crisis and consequence management. It describes consequence management using the relationship established in the National Response Framework and the County Emergency Operations Plan, supplemented, as necessary, by organizations and relationships normally activated through other county, state, and federal plans. The ESF addresses unique policies, assumptions, relational structures, responsibilities, and actions applied in consequence management.

        B.   Scope

                This ESF supports the Terrorism Incident Annex of the National Response Framework (NRF). It addresses direction, coordination, operations, and follow-through during response to an act or the threat of an act of terrorism. The ESF addresses both crisis management and consequence management. The FBI's Concept of Operations (CONOPS) for Weapons of Mass Destruction (WMD) and terrorist events include a consequence management annex.

Crisis Management includes measures to identify, acquire, and plan the use of resources in anticipation, prevention, and/or resolution of a threat or act of terrorism. Crisis management is predominantly a law enforcement response. By law, primary authority to prevent and respond to acts or terrorism resides with the federal government, while state and local governments provide assistance as needed. Technical operations and federal consequence management may support federal crisis management response concurrently.

Consequence Management, which includes measures to protect public health, safety, restores essential services, and provides emergency relief to governments, businesses, and individuals affected by the consequences of terrorism, belongs to the state and local governments. The federal government provides assistance as needed.

II.   Situation Analysis

A.   Disaster Conditions

An act of terrorism may produce consequences that will quickly overwhelm local and state government capabilities. Those same consequences may also overwhelm existing immediate federal response capabilities.

Local, state, and federal responders are likely to have overlapping responsibilities such as controlling access to the incident area, targeting public information messages, assigning operational sectors for responding agencies, and assessing potential effects on the population and the environment. Different areas of the incident perimeter and different layers of the area may have different agencies controlling access. This layering and sector responsibility may impede overall response if not adequately coordinated.

First-responders cannot be required to put their own lives at risk in a CBRNE contaminated environment if protective capabilities are not available. The perimeter may be closed until the level of contamination has degraded to a level considered safe for first responders.

This ESF may be used to address the consequences of a multi-jurisdictional incident.

B.   Planning Assumptions

In planning for and responding to a terrorist incident, managers and responders will find several considerations unique to the emergency. Those providing leadership for the responders must give additional consideration to the safety of those responding to the emergency. The quickly escalating and multi-agency nature of the response requires additional coordination. All responders must be

aware of the need for evidence preservation and conservation, to include responder interaction with the media. Special considerations should be given to victims' needs and rights, including confidentiality.

No single government or private agency at local, state, or federal level possesses the authority and expertise to act unilaterally on the many difficult issues that are the consequences of threats or acts of terrorism, especially those involving chemical, biological, or radiological contaminants or Weapons of Mass Destruction (WMD).

III.   Concept of Operations

Local

Local agencies will provide initial response and coordinate requests for additional resources through the AEMA Representative or State EOC. Local, state, and federal agencies will jointly work together to plan and prepare for and respond and recover from a WMD/Terrorism event.

IV.   Organization

███
███
███████████████████████████████.[28]

V.   Responsibilities

The following section lists the primary and support agencies associated with this ESF and their responsibilities.

A.   Primary Agency

███████████████████████████████████████.[29]

---

[28] Redacted under Freedom of Information Act Exemption 4
[29] Redacted under Freedom of Information Act Exemption 1

- Appoint an on-site coordinator to provide leadership and direction for the county crisis management response;
- ████████████████████████████;[30]
- Issue and track the status of crisis management actions assigned to county agencies;
- ██;[31]
- Determine when a threat of an act of terrorism warrants consultation with the Governor's Office;
- Coordinate the county crisis management response with the lead federal and local crisis management agencies.

B.   Support Agencies

Gadsden/Etowah County Emergency Management Agency will perform the following:

- Formulate incident action plans, define priorities, review status, resolve conflicts, identify issues that require decisions from higher authorities, and evaluate the need for additional resources;
- ██;[32]
- Track the status of federal assistance requests;
- Establish/activate the County EOC;
- █████████████████████████;[33]
- Keep the State EMA and Governor's Office informed;
- Coordinate local support requests with state and federal agencies;
- Provide public information support as needed.

Etowah County Department of Mental Health will perform the following:

- ██;[34]
- Provide intervention/treatment for people who suffer severe emotional distress as a result of the incident.

---

[30] Redacted under Freedom of Information Act Exemption 4

[31] Redacted under Freedom of Information Act Exemption 4

[32] Redacted under Freedom of Information Act Exemption 4

[33] Redacted under Freedom of Information Act Exemption 4

[34] Redacted under Freedom of Information Act Exemption 3

Etowah County Department of Public Health will perform the following:

- Send an assessment team to aid in contaminant identification;
- Serve as the chief medical authority for the county;
- Coordinate and manage public health services and resources if the County EOC is activated;
- Assess potential volume of patients and the capabilities of local hospitals within the county;
- Assist local health departments in detecting potentially disease outbreaks and implementing control measures;
- Advise responders on evacuation or sheltering in place;
- Advise responders on provisions for quarantine of people exposed to an agent;
- Advise medical facilities on provisions to administer vaccines.
- Advise responders on personnel decontamination issues.
- Assist in determining suitable disposal of remains.

Etowah County Coroner will perform the following:

- ██ [35].

Municipal Hazardous Materials Response Team will perform the following:

██ [36].

VI.   Additional Resources

ESF #13a will use personnel and resources from its primary and support agencies to respond to a terrorism incident. Additional resources available at other ESFs may be coordinated and mobilized to support the ESF#13a mission. When requests begin to exceed the county's capability, County EMA will coordinate with the Alabama Emergency Management Agency for state and federal resources.

VII.   Authorities and References

National Response Framework
Presidential Decision Directive #39, U.S. Policy on Counter-terrorism.
Presidential Decision Directive #62, Protection Against Unconventional Threats to the Homeland and Americans Overseas dated May 22, 1998.
Federal Bureau of Investigation – Concepts of Operation

---

[35] Redacted under Freedom of Information Act Exemption 4
[36] Redacted under Freedom of Information Act Exemption 4

Preparing for Terrorism, *An Emergency Services Guide*, George Buck, 1998

ESF 14
Long-Term Community Recovery

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: Etowah County Engineering Department
Municipal Public Works and Engineering Departments
Voluntary Organizations Active in Disaster
Etowah County Department of Human Resources

Primary Points of Coordination and Associated Actions:

ESF #14 will coordinate with all ESFs to ensure they have information concerning availability of volunteer goods and services.

- ESF #3 (Public Work & Engineering): Inspect damaged buildings; debris management; and restoration of critical infrastructure
- ESF #5 (Emergency Management): Planning and coordination support
- ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services): Assist in locating temporary and/or permanent housing for displaced individuals
- ESF #7 (Logistics Management and Resource Support): Contracting management
- ESF #15(External Affairs): Management and release of long-term recovery public information.

I.   Introduction

A.   Purpose

The purpose of this ESF is to enable the local community to recover from the long-term consequences of disasters.

B.   Scope

ESF #14 in this document applies to long-term recovery in Etowah County. Activation will be based upon the needs of the community following a large disaster.

II.   Policies

A. Local organizations will lead in recovery efforts with the support of state and federal agencies, if requested.

B. Long-term community recovery efforts build resilience focusing on disaster resistance through permanent restoration of infrastructure, housing, agricultural

industry, natural resources, community well-being, and the local economy. Special attention will be paid to implementing mitigation measures in community recovery.

III.   Concept of Operations

A. Assessment

ESF #14 provides the coordination mechanisms for the county to assess its recovery needs in the impact area and exchange assessment information among agencies countywide.

B. Coordination

ESF #14 provides the coordination mechanisms for local governments in Etowah County to:

- Convene interagency recovery expertise to provide strategic guidance to long-term recovery efforts;
- Identify and address long-term recovery issues, including those that fall between existing mandates of agencies;
- Avoid duplication of assistance, coordinate program application processes and planning requirements to streamline assistance processes, and identify and coordinate the resolution of policy and program issues;
- Identify programs and activities across the public, private, and nonprofit sectors that similarly support long-term recovery and promote coordination between them.

C. Technical Support

ESF #14 provides a coordination mechanism for Etowah County to:

- Work with local entities to support long-term recovery planning for highly impacted communities;
- Link recovery planning to sound risk reduction practices to encourage a more viable recovery;
- Strategically apply subject-matter expertise to help communities recover from disaster.

IV.   Organization

The Gadsden/Etowah County Emergency Management Agency serves as the primary agency for ESF #14. As such, the Gadsden/Etowah County Emergency Management Agency is responsible for coordinating ESF #14 planning and recovery activities and strengthening the capabilities of ESF #14.

V. Actions

A. Pre-incident Planning and Coordination

Primary and support agencies meet on occasion to ensure procedures and program/contact information are up to date; to discuss lessons identified from incidents and exercises; and to explore ways to leverage resources.

ESF #14:

- Develops coordination mechanisms and requirements for post-incident assessments, plans, and activities that can be scaled to incidents of varying types and magnitudes;
- Studies how to improve future operations;
- Coordinates development of recovery strategies and plans in coordination with other agencies;
- Develops plans, procedures, and guidance delineating appropriate agency participation and available resources, taking into account the different technical needs and statutory responsibilities;

B. Immediately Prior to Incident (when notice is available)

ESF #14:

- Provides early identification of projects that can be quickly implemented, especially those relating to critical facilities based on existing State, tribal, and local plans;
- Collaborates with other ESFs regarding managing the response in a way that facilitates long-term recovery.

C. Post-event Planning and Operations

ESF #14:

- Gathers information from local agencies or organizations to assess the impacts and needs;
- Convenes interagency meetings to develop an incident-specific action plan delineating specific agency participation to support specific community recovery and mitigation;
- Facilitates sharing of information among agencies and ESFs;
- Coordinates with ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services) and ESF #8 (Public Health and Medical Services) to identify long-term recovery needs of special needs populations with state and federal agencies and incorporate these in recovery strategy;

- Coordinates with ESF #3 (Public Works and Engineering), ESF #10 (Oil and Hazardous Materials Response), ESF #11 (Agriculture and Natural Resources), state, and federal agencies to identify long-term environmental restoration issues;

VI. Responsibilities

A. Primary Agency

The primary agency for ESF #14 is the Gadsden/Etowah County Emergency Management Agency. The primary agency's roles are:

- Convene meetings pre-incident and post-incident to implement ESF #14;
- Ensure appropriate participation from support agencies during the response and long-term recovery efforts;
- Represent ESF #14 at interagency operational planning meetings;
- Provide incident action planning;
- Coordinate state and federal assistance;
- Manage recovery contracting;
- Manage release of long-term recovery public information.

B. Support Agencies

Agency(s)	Roles
Etowah County Engineering Department Municipal Public Works and Engineering Departments	• Inspect damaged structures • Remove and dispose of debris • Restore critical infrastructure
Etowah County VOAD Etowah County Department of Human Resources	• Assist displaced individuals in finding permanent housing

VII. Authority

Robert T. Stafford Disaster and Relief and Emergency Assistance Act, Public law 93-288, as amended (42 U.S.C. 5121 et seq.).

ESF 15
External Affairs/Crisis Communications

Primary Agency: Gadsden/Etowah County Emergency Management Agency

Support Agencies: All other agencies

Primary Points of Coordination and Associated Actions:

- All ESFs provide and clear information for release to the public.

I.   Introduction

    A.   Purpose

        The purpose of this ESF is to establish a mechanism that efficiently provides and disseminates information to the general public in the event of a disaster.

    B.   Scope

        ESF #15 applies to natural or man-made disasters when it is necessary to augment the disaster response capability of local governments by county resources.

II.   Policies

The Public Information Officer of the Gadsden/Etowah County Emergency Management Agency is responsible for the following policies.

- Disseminating information concerning specific disasters, associated threats, and protective actions to the news media and general public.
- Providing a central point for the news media and the general public to access information concerning protective actions taken by the state.
- Establishing a format for managing and staffing of public information telephone lines before, during, and after a disaster.
- Releasing public information concerning needed volunteer goods and services.

III.   Situation

    A.   Disaster Condition

        A significant natural disaster, emergency condition, or other incident will be of such a magnitude that the means of dispersing public information in the disaster

area may be severely affected or cease to function. Outside the disaster area, the demand for information concerning the disaster will be overwhelming.

B.   Planning Assumptions

The following planning assumptions have been made.

- Extensive destruction of media communications facilities and loss of electrical power may severely disrupt the normal flow and dispersal of information in the disaster area.
- The demand for public information outside the disaster area may exceed the capabilities of the Gadsden/Etowah County Emergency Management Agency.
- The demand for public information in the disaster area may exceed the capability of the local government to provide service. Additional support may be requested from the state to assist in the response operations.
- In the aftermath of a disaster, information is usually erroneous, vague, difficult to confirm, and often contradictory.
- In the aftermath of a disaster, there will be significant demand to know what volunteer resources are needed.
- Public information staff deployed to a disaster area needs to be virtually self-sufficient.

IV.   Concept of Operations

This section details facilities; equipment, personnel, procedures, and communications necessary to effectively accomplish stated goals in response to an incident.

A.   Goals

The following goals have been identified for this ESF.

- To create a county public information response, this provides for the coordination of public information among all ESFs, and affected municipalities.
- To coordinate the use of county public information resources.
- To provide a system for the receipt and dissemination of public information, data, and directives pertaining to activities among ESFs and affected municipalities.

B.   General

The Gadsden/Etowah County Emergency Management Agency will act as the lead agency for ESF #15. The lead or support agency staff will locate to the Emergency Operations Center on a 24-hour schedule to facilitate the flow of public information.

When the EOC is activated, the Public Information Officer (PIO) or designee will notify the public information officers for each county agency and alert them of the impending operations. Depending on the severity of the disaster, department staff may operate 24-hour public information line handling citizens' inquiries. Department staffing will supplement existing capability to handle additional citizen's calls.

In the event of a catastrophic disaster, ESF #15 and Etowah County VOAD will work together to release information concerning what volunteer goods and services are needed in the disaster area, and where volunteers and donors may go to deliver goods or potential services. All ESFs should regularly provide information to ESF #15 to keep government officials and citizens aware of current events.

C.   Organization

During disasters, the County EOC will act as the central coordinating facility for receiving and dissemination of public information. Information flow to the EOC will occur directly from news media reports and citizen public information calls. The Gadsden/Etowah County Emergency Management Agency, as the primary agency, will determine the support agencies required for the specific disaster. This determination will result in an organization designed to meet the demands of the event.

D.   Notification

Pre-incident and ongoing activities will be monitored and reported to the EMA staff. The Gadsden/Etowah County Emergency Management Agency will notify ESF support agencies as needed.

E.   Response Actions

This section lists actions to be performed by ESF #15 in response to a disaster.

1. Initial Actions

ESF #15 will perform the following initial actions if activated for a disaster in the order listed below.

- Staff ESF #15 as needed in the EOC.
- Brief media spokesperson.
- Establish an initial press briefing.
- Establish a public information line in order to handle phone calls from individuals attempting to contact the EOC for information.

- Prepare a Situation Analysis by reviewing reports, video, message traffic, status boards, and logs. This Situation Analysis continues throughout the response and short-term recovery phase and should include the following.
    1. A general description of the situation as it pertains to ESF #15 and an analysis of the ESF #15 operational support requirements.
    2. A prioritized listing of significant actions that ESF #15 to respond to the event:
- Determine the level of response required by ESF #15 to respond to the event.
- Initiate notification of the required personnel and support organizations to achieve the required level of response.
- Prepare a list of objective based priority actions based upon the Situation Analysis. The action list should be revised as the situation changes.
- Mobilize resources and coordinate response operations.
- Prepare briefings on the status of response operations,
- Prepare and After-Action Report to identify lessons learned and improvements.

2. Continuing Actions

   ESF #15 will continue to perform the following actions if activated for a disaster:

   - Provide updates to the news media concerning disaster conditions and state actions taken pursuant to those conditions.
   - Regularly disseminate information from summary reports to the news media.
   - Provide trained public information staff in support roles to assist local response and recovery efforts.
   - Staff citizen public information lines.
   - Coordinate with VOAD to provide public information concerning what types of volunteer services are required.

F. Recovery Actions

   This section lists recovery actions to be performed by ESF #13 after an incident.

   1. Initial Actions

   ESF #13 will perform the following initial actions after a disaster:

   - Staff the public information function of the Disaster Field Office (DFO), if necessary.
   - Brief and instruct the media spokesperson for damage assessment teams.

- Coordinate with VOAD to determine what volunteer goods and services are most needed in the disaster area.

2. Continuing Actions

ESF #15 will continue to perform the following actions once activated for a disaster:

- Provide updates to the news media concerning disaster conditions and state actions taken pursuant to those conditions.
- Regularly disseminate information from summary reports to the news media.
- Provide trained public information staff in support roles to assist local response and recovery efforts.
- Staff citizen public information lines.
- Coordinate with VOAD to provide public information concerning what type of volunteer services are required.

V. Responsibilities

This section lists the primary agency and the support agencies for this ESF and their associated responsibilities.

A. Primary Agency

The Gadsden/Etowah County Emergency Management Agency is the primary agency responsible for ESF #15. The Gadsden/Etowah County Emergency Management Agency is responsible for the dissemination of emergency information to the general public during disasters, particularly during non-catastrophic disasters. The agency will provide updated information to the news media in the form of press briefings, situation reports, news releases, or emergency broadcast announcements.

B. Support Agencies

Table 11. Support Agencies and Responsibilities for ESF #15.

Agency	Responsibilities
County Public Information Officers	- Provide public information associated with the particular disaster.
Other Support Agencies	- Provide assistance when requested.

Debris Management

IX. CONTRACTED SERVICES   **280**
   A. Emergency Contracting/Procurement Procedures   **280**
   B. General contract provisions, qualification requirements
      and solicitation of contracts   **280**
   C. Debris operations to be outsourced   **280**
   D. Types of Debris Contracts   **281**

X. PRIVATE PROPERTY DEMOLITION AND DEBRIS REMOVAL   **282**
   A. Private Property Debris Removal   **282**
XI. PUBLIC INFORMATION PLAN   **283**
   A. Public Information Officer   **283**
   B. Pre-Scripted Information   **283**
   C. Distribution Plan   **283**

Debris Management Plan
I. STAFF ROLES AND RESPONSIBILITIES

Etowah County is responsible for developing a debris management plan, selecting a debris manager, and a debris management staff. The debris management staff shall be comprised of the following personnel or department representative: ███████████████████ ████████████████████████████████████.[37]

Gadsden City Council Ordinance number 9-3 in reference to Emergency Preparedness; **Chapter 38 section 38-33** "Powers and Duties": It shall be the duty of the emergency management agency and it is hereby empowered to: (1) Develop a city emergency management operations plan. This plan shall provide the duties, responsibilities and effective mobilization of all resources of the city, both private and public. (2) Prepare and recommend, for consideration by the mayor and city council, ordinances necessary to mitigate or deter emergencies or disasters for the implementation of the emergency management operations plan. (3) Consider and recommend to the mayor and city council for approval all mutual aid plans and agreements. (**Code 1982, 9-3**)

See also Sec. **38-34 Emergency Management Director**.

See also: **Alabama State Law, Section 31-9-10 Statutes and Session Law, Title 31 Military Affairs and Civil Defense, Chapter 9 Emergency Management, 31-9-10 Local Emergency Management Organizations; Emergency Powers of Political Subdivisions**

A. Staff Development Roles & Responsibilities

The Etowah County Debris Management Staff shall be comprised of representatives of various County departments, municipal officials, and collectively will be responsible for the development of the County Debris Management Plan with individual responsibilities to include but not limited to the following:

1. Administration

Function: Housekeeping, supplies, equipment, funding, and accounting. In that the administrative section will serve as reimbursement coordinator and will provide for the collection and compilation of all labor, equipment hours, materials/supplies and related expenditures concerning disaster debris recovery.

2. Contracting and Procurement

Function: Bidding requirements, forms, advertisements for bids, and instructions to bidders, allow for contract development.

3. Legal

Function: Contract review, right of entry (ROE) permits, community liability, condemnation of buildings, and land acquisition for temporary staging and reduction sites, land acquisition for disposal sites, and insurance.

---

[37] Redacted under Freedom of Information Act Exemption 4

4. Operations

Function: Supervision of government, contract resources, and overall project management.

5. Engineering

Function: Detailed damage assessment, identification of project tasks, assignments of tasks, preparation of estimates, plans, specifications, and recommendation of contract award.

6. Public Information Officer

Function: Coordinate press releases, contacts with local organizations, individuals, and media; and public notices for debris removal and disposal contracts. The PIO will head a proactive information management group. This group will encourage actions from the public to perform and expedite the clean-up process.

B.   Staffing Organizational Chart

```
                    ┌──────────┐
                    │  Debris  │
                    │ Manager  │
                    └────┬─────┘
                         │        ┌──────┐
                         ├────────│ PIO  │
                         │        └──────┘
   ┌─────────┬───────────┼───────────┬───────────┐
┌──────┐ ┌──────────┐ ┌───────┐ ┌──────┐ ┌──────┐
│ Admin│ │ Contract │ │ Legal │ │ Op's │ │ Eng  │
└──────┘ └──────────┘ └───────┘ └──────┘ └──────┘
```
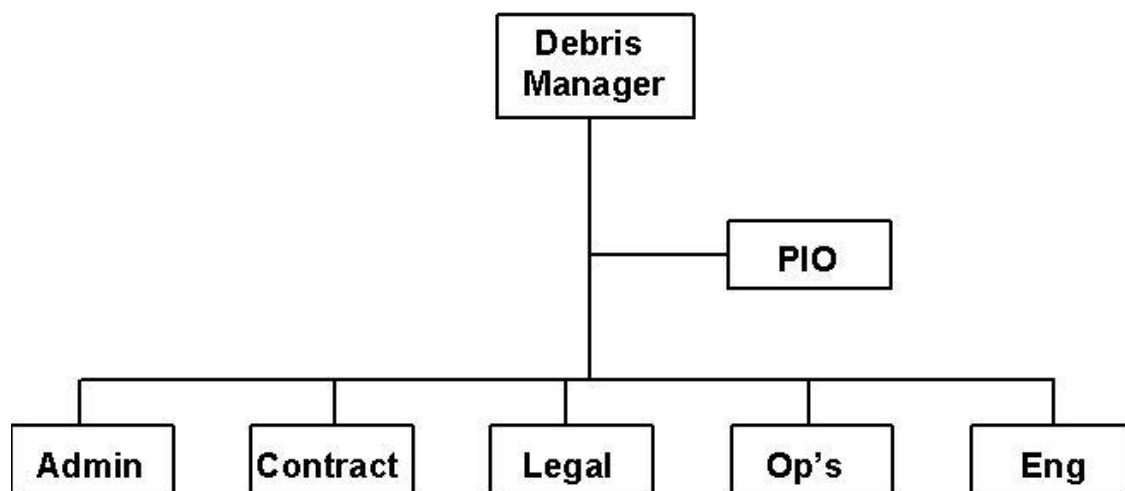
C. Emergency Communications Plan

The County Emergency Operations Center (EOC) maintains several means of communications: ███████████████████████████████████████ ███████████████████████████████████████ ████████.[38]

D. Health and Safety Plan and Procedures

---

[38] Redacted under Freedom of Information Act Exemption 1

The County complies with all Department of Health and Environmental Control requirements to maintain and ensure the highest quality of health and safety standards for its residents.

E. Training Schedule

The staff will coordinate all training requirements with appropriate State and Federal agencies responsible for disaster response and recovery operations. The staff will be assigned the task of:

1. Assembling to develop a Debris Management Plan
2. Developing an analysis and debris management capability
3. Discourage development in hazardous zones
4. Develop public information and education programs
5. Train personnel in debris management techniques
6. Maintain pre-disaster maps, blueprints, photos and other documents
7. Make a list of critical facilities (streets, roads, and bridges)
8. Identify non-government groups that could assist

II. SITUATION AND ASSUMPTIONS

A. Mission

The Etowah County Debris Management Plan provides a unified and coordinated approach by the various divisions of transportation, Solid Waste, and Emergency Services/Public Safety to facilitate and coordinate the removal, collection, and disposal of debris following a disaster, to mitigate against any potential threat to the health, safety, or welfare of the impacted citizens, expedite recovery efforts in the impacted area, and address any threat of significant damage to improved public or private property.

B. Purpose

To provide organizational structure, guidance, and standardized procedures for clearance, removal, and disposal of debris caused by a major debris-generating event.

To establish the most efficient and cost effective methods to resolve disaster debris removal and disposal issues.

To expedite debris response efforts that will provide visible signs of recovery designed to mitigate the threat to health, safety, or welfare of county residents.

To coordinate partnering relationships through communications and pre-planning with local, state, and federal agencies involved with debris management responsibilities.

To implement and coordinate private sector debris removal and disposal contacts to maximize cleanup efficiencies.

C. Situation

Natural and man-made disasters precipitate a variety of debris that includes, but is not limited to, such things as trees, sand, gravel, building/construction materials, vehicles, personal property, etc.

The quantity and type of debris generated from any particular disaster is a function of the location and kind of event experienced, as well as its magnitude, duration, and intensity.

The quantity and type of debris generated, its location, and the size of the area over which it is dispersed directly impacts the type of collection and disposal methods used to address the debris problem, associated costs incurred, and the speed with which the problem can be addressed.

In a major or catastrophic disaster, Etowah County may have difficulty in locating staff, equipment, and funds to devote to debris removal, in the short as well as long term.

Private contractors may play a significant role in the debris removal, collection, reduction, and disposal process.

The debris management program implemented by Etowah County will be based on the waste management approach of reduction, reuse, and reclamation. (Resource recovery, incineration, and land-filling, respectively)

D. Assumptions

A major natural disaster that requires the removal of debris from public or private lands and water could occur at any time.

The amount of debris resulting from a major natural disaster will exceed the county's removal and disposal capabilities.

The county will utilize mutual aid or contract, for additional resources to assist in the debris removal, reduction, and disposal process.

The Etowah County Commission will declare that a local state of disaster exists and request state and federal assistance.

The Governor of Alabama will declare a state of emergency that will authorize state resources to assist in the removal and disposal of debris. If the disaster exceeds both local and state resources, the governor will request a Presidential Disaster Declaration.

The President will approve a Presidential Disaster Declaration that will authorize federal resources to assist in removal and disposal of debris.

III. CONCEPT OF OPERATIONS

All listed Transportation/Public Works Departments are responsible for the debris removal function. The ████████████████████████ [39] will work in conjunction with designated support agencies, utility companies, waste management firms, and trucking companies, to facilitate the debris clearance, collection, reduction, and disposal needs following a disaster. The ████████████████████ [40] will be responsible for removing debris from the public right-of-way. Only when pre-approved and it is deemed in the best interest of the public will the appropriate ████████████████████████ remove debris from private property. ████████████████████████ [41] will further stage equipment in strategic locations locally as well as regionally, if necessary, to protect the equipment from damage, preserve the decision maker's flexibility for employment of the equipment, and allow for the clearing crews to begin work immediately after the disaster. Because of the limited quantity of resources and service commitments following the disaster, jurisdictions may be relying heavily on mutual aid to remove, collect, and manage debris for reuse, resource recovery, reduction, and disposal.

Participating jurisdictions will develop and maintain a list of approved contractors who have the capability to provide debris removal, collection, and disposal in a cost effective, expeditious, and environmentally sound manner following a disaster.

---

[39] Redacted under Freedom of Information Act Exemption 4

[40] Redacted under Freedom of Information Act Exemption 4

[41] Redacted under Freedom of Information Act Exemption 4

IV.   DEBRIS CLASSIFICATION

The ████████████████████████████████████[42]will be able to work with numerous types of debris such as MSW, Construction and Demolition Debris, Trees, Stumps, Limbs, Leaves, and Metal.

The jurisdiction will use all of its resources to recycle materials that are recyclable.

███[43].

███[44].

███[45].

Etowah County would bring in a grinding operation if deemed necessary due to large quantities of stumps, leaves and limbs. Grinding operations will be conducted at the one of the following locations:

████████████████████
██████████3[46]

████████████
████7[47]

████████████
██████4[48]

A. Debris Classification

To facilitate the debris management process, debris will be segregated by type. It is recommended that the categories of debris established for recovery operations will be standardized. Debris removed will consist of two broad categories (clean wood debris and construction and demolition debris). Most common hurricane-generated debris will consist of 30% clean woody material and 70% C&D. Of the 70% mixed C&D it is estimated 42% will be burnable but require sorting, 5% will be soil, 15% will be metals, and 38% landfill.

---

[42] Redacted under Freedom of Information Act Exemption 4

[43] Redacted under Freedom of Information Act Exemption 4

[44] Redacted under Freedom of Information Act Exemption 4

[45] Redacted under Freedom of Information Act Exemption 4

[46] Redacted under Freedom of Information Act Exemption 2

[47] Redacted under Freedom of Information Act Exemption 2

[48] Redacted under Freedom of Information Act Exemption 2

Definition of classifications of debris is as follows:

Burnable Materials: Burnable materials will be of two types with separate burn locations:

Burnable Debris: Burnable debris includes, but is not limited to, damaged and disturbed trees; bushes and shrubs; broken, partially broken and severed tree limbs; and bushes. Burnable debris consists predominately of trees and vegetation. Burnable debris does not include garbage or construction and demolition material debris.

Burnable Construction Debris: Burnable construction and demolition debris consists of non-creosote structural timber, wood products, and other non-hazardous materials designated by the coordinating agency representative.

Non-burnable Debris: Non-burnable construction and demolition debris includes, but is not limited to, creosote timber, plastic, glass, rubber and metal products, sheet rock, roofing shingles, carpet, tires, and other materials as may be designated by the coordinating agency. Garbage will be considered non-burnable debris.

Stumps: Stumps will be considered tree remnants exceeding 24 inches in diameter; but no taller than 18 inches above grade, to include the stump ball. Any questionable stumps shall be referred to the designated coordinating agency representative for determination of its disposition.

Ineligible Debris: Ineligible debris to remain in place includes, but is not limited to, chemicals, petroleum products, paint products, asbestos, and power transformers.

B. Collecting Hazardous Waste and White Goods

Any material that is found to be classified as hazardous or toxic waste (HTW) shall be reported immediately to the designated coordinating agency representative. At the coordinating agency representative's direction, this material shall be segregated from the remaining debris in such a way as to allow the remaining debris to be loaded and transported.

1. Household Hazardous Waste Removal (HHW)

The debris manager will coordinate any household hazardous waste (HHW) with the Jurisdictions Solid Waste Manager, the Department of Public Health and the Gadsden/Etowah County Emergency Management Agency (GECEMA.). HHW may be generated as a result of a major natural disaster. HHW may consist of common household chemicals, propane tanks, oxygen bottles, batteries, and industrial or agricultural chemicals. These items will be mixed into the debris stream and will require close attention throughout the debris removal and disposal process. HHW response teams will be assigned and respond ahead of any removal efforts. Appropriate coordination with regulatory agencies concerning possible regulatory waivers and other emergency response requirements will be adhered too.

Arrangements for salvageable hazardous materials to be collected and segregated based on their intended use. Properly trained personnel or emergency response personnel, or HHW contractors will accomplish removal of hazardous waste. Coordination with state regulatory agencies to ensure cleanup actions meets local, state, and federal regulations.

Complete HHW identification and segregation before building demolition begins. Qualified contractors will remove HHW debris. Regular demolition contractors can remove uncontaminated debris.

2. Hazardous Waste (HW)

The debris manager will coordinate any Hazardous Waste the Alabama Department of Environmental Management as appropriate for the situation. Items classified as Hazardous Waste **WILL NOT** be accepted**.** Individuals with material of this nature will be referred to the Alabama Department of Environmental Management (ADEM). The Etowah County Solid Waste Division has a list of qualified Hazardous Waste contractors that will assist individuals with these problems.

Arrangements for salvageable hazardous materials to be collected and segregated based on their intended use. Properly trained personnel or emergency response personnel, or HW contractors will accomplish removal of hazardous waste. Coordination with state regulatory agencies to ensure cleanup actions meets local, state, and federal regulations. Complete HW identification and segregation before building demolition begins. Qualified contractors will remove HW debris. Regular demolition contractors can remove uncontaminated debris.

3. Volume Reduction by Recycling

Recycling reduces mixed debris volume before it is hauled to a landfill. Recycling is attractive because there may be an economic value to the recovered material if it can be sorted and sold. A portable Materials Recovery Facility could be set up at the site. Metals, wood, and soils are prime candidates for recycling. The major drawback is the potential environmental impact of the recycling operation. In areas where there is a large usage of chemical agricultural fertilizer, the recovered soil may be too contaminated for use on residential or existing agricultural land.

Hurricanes and Tornadoes may present opportunities to contract out large-scale recycling operations and to achieve an economic return from some of the prime contractors who exercise their initiative to segregate and recycle debris as it arrives at the staging and reduction sites.

Recycling should be considered early in the debris removal and disposal operation because it may present an opportunity to reduce the overall cost of the operation. The following materials are suitable for recycling:

1. **Metals**: Hurricanes and tornadoes may cause extensive damage to mobile homes, sun porches, and green houses. Most of the metals are non-ferrous and suitable for recycling. Trailer frames and other ferrous metals are also suitable for recycling. Metals can be separated using an electromagnet. Metals that have been processed to recycling can be sold to metal recycling firms.

2. **Soils**: Cleanup operations using large pieces of equipment pick up large amounts of soil. The soil is transported to the staging and reduction sites where it is combined

with other organic materials that will decompose over time. Large amounts of soil can be recovered if the material is put through some type of screen or shaker system. This procedure can produce significant amounts of soil that can either be sold or recycled back into the agricultural community. This soil could also be used at local landfills for cover. It is more expensive to transport and pay tipping fees at local landfills than to sort out the heavy dirt before moving the material. Monitoring and testing of the soil may be necessary to ensure that it is not contaminated with chemicals. Soil should be mixed, turned, and scattered returning the debris site to the natural state.

3. **Wood**: Wood debris can be either ground or chipped into mulch.

4. **Construction Materials**: Concrete block and other building materials can be ground and used for other purposes. Construction materials and wood can also be shred to reduce volume. This construction material could also be used at local landfills for cover.

5. **Residue Material**: Residue material that cannot be recycled, such as cloth, rugs, and trash, can be sent to a landfill for final disposal.

V.   DEBRIS COLLECTON PLAN

A. Debris Collection Removal Priorities

The debris removal/collection process must be initiated promptly and conducted in an orderly, effective manner in order to protect public health and safety following a major disaster or catastrophic event. To achieve this objective, the first priority will be the removal/collection of debris from key roads in order to provide access for emergency vehicles and resources into the impacted area. Removal/collection of debris from roadways such as that from state and municipal roadways as well as that of private subdivisions will be the responsibility of that entity; however the jurisdiction reserves the right in coordination with that entity to remove/collect such roadways debris to allow for emergency vehicle access and for the protection of public health and safety.

The first priority will be removal/collection of debris from key roads in order to provide access for emergency vehicles and resources into the impacted area; secondarily for economical, industrial, business and residential usage. Key roads throughout the County are prioritized and identified for debris removal/collection as follows:

1. Roads with an average daily traffic count greater than 5,000 vehicles daily
2. Roads with an average daily traffic count between 4,000 and 5,000 vehicles daily
3. Roads with an average daily traffic count between 3,000 and 4,000 vehicles daily
4. Roads with an average daily traffic count between 2,000 and 3,000 vehicles daily
5. Roads with an average daily traffic count between 1,000 and 2,000 vehicles daily
6. Roads with an average daily traffic count less than 1,000 vehicles daily

Note: 9-1-1 emergency calls will take priority of road clearing debris removal/collection crews and resources at all times to ensure access for emergency vehicles and resources into the impacted area to protect public health and safety following a major disaster or catastrophic event.

The need and demand for critical services will be increased significantly following a disaster. Therefore, the second priority that debris removal resources will be assigned is providing access to critical facilities pre-identified by State and local governments. Critical facilities in Etowah County have been identified as:

1. █████████████████████████████████████
   ██████████████████████████████████
   ████████████████████████████████████
   ██████████████████████████████
   █████████████████████
   ███████████████████
   ████████████████████████

████████████████████████████s[49]

The third priority for the debris removal teams to address will be the elimination of debris related threats to public health and safety. This will include such things as the repair, demolition, or barricading of heavily damaged and structurally unstable buildings, systems, or facilities that pose a danger to the public. Any actions taken to mitigate or eliminate the threat to the public health and safety must be closely coordinated with the owner or responsible party. If access to the area can be controlled, the necessary actions can be deferred.

B. Response Operations

During the response phase the County will activate the debris management plan, coordinate with needs assessment team.

1. Begin documenting costs

2. Coordinate and track resources (public and private)

3. Establish priorities regarding allocation and use of available resources

4. Identify and establish debris temporary storage and disposal sites (local, regional)

5. The county will address any legal, environmental, and health issues relating to the debris removal process

6. Continue to keep the public informed through the Public Information Officer (PIO)

C. Emergency Roadway Debris Removal

Emergency roadway debris removal will identify critical routes that are essential to emergency operations. Roadway debris removal involves the opening of arterial roads and collector streets by moving debris to the shoulders of the road. There is no attempt to physically remove or dispose of the debris, only to clear key access routes to expedite the following:

1. Movement of emergency vehicles

2. Law enforcement

3. Resumption of critical services

4. Assessment of damage to key public facilities and utilities such as schools, hospitals, government buildings, and utilities

D. Types of Roadway Debris

The type of debris that may be encountered such as:

---

[49] Redacted under Freedom of Information Act Exemption 1

1. Trees blown-down and broken limbs

2. Yard trash such as outdoor furniture, trash cans

3. Utility poles, power-telephone-cable TV lines, transformers and other electrical devices

4. Building debris such as roofs, sheds and signs

5. Personal property such as clothing, appliances, boats, cars, trucks and trailers

Coordinate work with local utility crews to ensure safety issues are addressed with regards to energized power lines and gas lines. Contact the local Department of Transportation (DOT) office to discuss the priority for clearance on State roads.

E. Recovery Operations

During the recovery phase the County and the affected local jurisdiction will continue to collect, store, reduce, and dispose of debris generated from the event in a Cost-effective and environmentally responsible manner. Continue to document costs. Upon completion of debris removal mission, close out debris storage and reduction sites by developing and implementing the necessary site restoration actions. Perform necessary audits of operation and submit claim for Federal assistance.

Immediate debris clearing actions should be supervised by County/City personnel using all available resources. Requests for additional assistance and resources should be made to the State EOC through Gadsden/Etowah County EMA at the Etowah County EOC. Requests for Federal assistance will be requested through the State Coordinating Officer (SCO) to the FEMA Federal Coordinating Officer (FCO). Special crews equipped with chain saws may be required to cut up downed trees. This activity is hazardous, and common sense safety considerations are necessary to reduce the chance of injury and possible loss of life. When live electric lines are involved, work crews will coordinate with local utility companies to have power lines de-energized for safety reasons. Front-end loaders and dozers will be equipped with protective cabs. Driveway cutouts, fire hydrants, valves, and storm-water inlets will be left unobstructed. All personnel will wear proactive gear, such as hard hats, gloves, goggles, and safety shoes. The USDA Forest Service and other State and Federal land management agencies are equipped for fast responses to tornadoes, and hurricanes. Assistance would be requested through the Etowah County EMD at the Gadsden/Etowah County EOC and the request will be made to the State Coordinating Officer (SCO) to the FEMA Federal Coordinating Officer (FCO) according to standard procedures.

F. Collection Methods

1. Curbside Pick-Up Debris

(Per City SOP's and Contracts) may continue to accumulate as residents bring debris from their properties to public rights-of-way. Typically, this occurs in three stages:

Stage 1: Wood Debris and yard waste moved to right-of-way. (Vegetative)

Stage 2: Household waste, such as damaged personal goods, moved to right-of-way. (White Waste)

Stage 3: Construction and demolition materials removed by the homeowner prior to the receipt of insurance and individual assistance payments.

a. Residents should not mix garbage with debris. Debris deposited at the curbside must be disaster-related to be eligible for pickup and disposal by the applicant. Applicants should resume normal garbage pick-up schedules as soon as possible.

b. Construction and demolition materials from minor or major repairs or reconstruction by contractors should not be deposited at the curbside. Contractors should remove and deposit the debris at approved landfills.

c. Insurance proceeds usually cover the cost for demolition debris removal from private property. Remember, only disaster-related debris removal costs not covered by insurance are eligible for reimbursement. Watch for non-disaster related materials (bagged grass clippings, household garbage, automobile parts etc.).When it becomes apparent that the debris being brought to the curb is not disaster-related, or is reconstruction debris, the Public Assistance Officer (PAO-FEMA) should negotiate with the State counterpart to set a realistic deadline and make sure the applicants have advance notice. For example, it is unrealistic to impose a deadline that takes effect 48 hours later. For large events, it is unrealistic to set deadlines immediately following the disaster. However, discussions with the State on the need to establish deadlines should begin early.

d. Remember, the time extension authority given to the State applies only to disaster-related debris. That authority does not apply to curbside pick-up of non-disaster debris, or to reconstruction debris.

2. Public Rights-of Way Debris Removal and Disposal

The initial roadside piles of debris become the dumping location for additional yard waste and other storm-generated debris, such as construction material, personal property, trash, white metals such as refrigerators, washers, dryers, and hot water heaters, roofing and even household, commercial, and agricultural chemicals. This phase will consist of removing and subsequent disposal of the debris accumulated during previous phase and continued debris operations.

The debris manager may develop an independent team using the local and county personnel to monitor the removal activities. The debris manager may conduct daily update briefings to ensure that all major debris removal and disposal actions are reviewed and approved by the local debris manager. The debris manager will coordinate with local and State DOT and law enforcement authorities to ensure that traffic control measures expedite debris removal activities.

VI.   DEBRIS REMOVAL LOCATIONS

The debris removal process must be initiated promptly and conducted in an orderly, effective manner in order to protect public health and safety following a major disaster or catastrophic event. To achieve this objective, the first priority will be to clear debris from key roads in

order to provide access for emergency vehicles and resources into the impacted area. Clearance of debris from roadways such as that from State and municipal roadways as well as that of private subdivisions will be the responsibility of that entity; however, the County reserves the right in coordination with that entity to clear such roadways to allow for emergency vehicle access and for the protection of public health and safety.

The first priority will be to clear debris from key Etowah County roads in order to provide access for emergency vehicles and resources into the impacted area; secondarily for economical, industrial, business and residential usage. Key roads in Etowah County are prioritized and identified as follows:

1. Roads with an average daily traffic count greater than 5,000 vehicles daily
2. Roads with an average daily traffic count between 4,000 and 5,000 vehicles daily
3. Roads with an average daily traffic count between 3,000 and 4,000 vehicles daily
4. Roads with an average daily traffic count between 2,000 and 3,000 vehicles daily
5. Roads with an average daily traffic count between 1,000 and 2,000 vehicles daily
6. Roads with an average daily traffic count less than 1,000 vehicles daily

Note: 9-1-1 emergency calls will take priority of road clearing crews and resources at all times to ensure access for emergency vehicles and resources into the impacted area to protect public health and safety following a major disaster or catastrophic event.

VII. DEBRIS DISPOSAL AND REDUCTION

Once the debris is removed from the damage sites, it will be taken directly to the Contact ██████████████████████████████s[50] located at the following address:

██████████████████3[51]

████████████7[52]

██████████4[53]

Methods of disposal include, but are not limited to; burning, recycling, grinding/chipping and landfill.

A. Grinding and Chipping

Grinding and chipping will be utilized as a viable reduction method. Grinding and chipping reduces the volume on a 4 to 1 ratio. For grinding and chipping to be feasible, 25% of volume remaining must have some benefit or use.

Etowah County would bring in a grinding operation if deemed necessary due to large quantities of stumps, leaves, and limbs. Grinding operations will be conducted at the one of the following locations:

██████████████████3[54]

████████████7[55]

██████████████4[56]

---

[50] Redacted under Freedom of Information Act Exemption 4

[51] Redacted under Freedom of Information Act Exemption 4

[52] Redacted under Freedom of Information Act Exemption 4

[53] Redacted under Freedom of Information Act Exemption 4

[54] Redacted under Freedom of Information Act Exemption 4

[55] Redacted under Freedom of Information Act Exemption 4

B. Burning

The three primary burning methods are:

A. **Open burning** - Controlled open burning is a cost-effective method for reducing clean wood debris in rural areas.

B. **Air curtain pit burning** - Air curtain pit burning substantially reduces environmental concerns. The blower unit must have adequate air velocity to provide a "curtain effect" to hold smoke in and to feed air to the fire below **PREFERRED METHOD**

C. **Incineration** - Portable incinerators use the same methods as air curtain pit systems. The only difference is that portable incinerators utilize a pre-manufactured pit in lieu of an onsite constructed earth/limestone pit.

Burning reduces the volume by 95%.

Prior to initiating a burn site, proper permitting will be required by local and state officials.

No matter which method of burning is utilized, the ash will be mixed with 50% or greater topsoil, turned, and scattered across the burn area to reclaim the soil. Soil monitoring and sampling may be required by local protocol.

Metals, wood, and soils are prime candidates for recycling. Most of the non-ferrous metals are suitable for recycling. Specialized contractors are available to bid on disposal of debris by recycling if it is well sorted.

---

[56] Redacted under Freedom of Information Act Exemption 4

VII. ENVIRONMENTAL MONITORING PROGRAM

[REDACTED][57]

A. Environmental Controls:

Environmental controls are essential for all incineration methods, and the following will be considered.

1. A setback of at least 1,000 feet will be maintained between the debris piles and the incineration area. At least 1,000 feet will be kept between the incineration area and the nearest building. Fencing and warning signs will be used to keep the public away from the incineration area.

2. The fire will be extinguished approximately two hours before anticipated removal of the ash mound. The ash mound will be removed when it reaches 2 feet below the lip of the incineration pit.

3. A 12-inch dirt seal will be placed on the lip of the incineration pit area to seal the blower nozzle. The nozzle will be 3-6 inches from the end of the pit.

4. There will be a 1-foot high, unburnable warning stop along the edge of the pit's length to prevent the loader from damaging the lip of the incineration pit.

5. Hazardous or contaminated ignitable material will not be placed in the pit. This is to prevent contained explosions.

6. The airflow will hit the wall of the pit about 2 feet below the top edge of the pit, and the debris should not break the path of the airflow except during dumping.

7. The pit will be no longer than the length of the blower system, and the pit should be loaded uniformly along the length.

B. Site Remediation

During the debris removal process and after the material has been removed from each of the debris sites, environmental monitoring will be needed to close each of the sites. This is to ensure that no long-term environmental contamination is left on the site. The monitoring will be done on three different media: ash, soil, and groundwater. The monitoring of the ash will consist of chemical testing to determine the suitability of the material for land filling. Monitoring of the soils will be by portable methods to determine if any of the soils are contaminated by volatile hydrocarbons. The monitoring of the groundwater will be done on selected sites to determine the probable effects of rainfall leaching through either the ash areas or the stockpile areas.

---

[57] Redacted under Freedom of Information Act Exemption 4

C. Environmental Restoration

Stockpiled debris will be a mix of woody vegetation, construction material, household items, and yard waste. HHW and medical wastes will be segregated and removed prior to stockpiling. Activities at the debris disposal sites will include any one or a combination of the following activities: stockpiling, sorting, recycling, incineration, grinding, and chipping. Incineration will be done in air curtain pits and generally only woody debris will be incinerated; however, the efficiency of the incineration and the quality of incineration material is highly variable. Contamination may occur from petroleum spills at staging and reduction sites or runoff from the debris piles, incineration sites, and ash piles.

D. Site Close-Out Procedures

If utilized, each temporary debris staging and reduction site will eventually be emptied of all material and be restored to its previous condition and use (See Section VI – Burning).

Before activities begin, ground and aerial photos will be taken and important features such as structures, fences, culverts, and landscaping will be noted. Random soil samples will be taken as well as water samples from existing wells. The site will be checked for volatile organic compounds.

After activities begin, constant monitoring of air quality and soil and water samples will take place. Photos, maps, and sketches of the site will be updated and fuel spills will be noted.

At close out final testing of soil, water, and air quality will be taken and compared to original conditions. All ash will be mixed with a 50% level of topsoil, turned, and scattered. Additional remediation actions will be taken as needed.

Quality assurance inspectors will monitor all closeout and disposal activities to ensure that contractors, if used, complied with contract specifications.

Additional measures may be necessary to meet local, state and federal environmental requirements because of the nature of the staging and reduction operation. The basic close-out steps are to remove all debris from the site; conduct an environmental audit or assessment; develop a remediation or restoration plan approved by the appropriate environmental agency; execute the plan; get acceptance from the landowner; and terminate lease payments, if applicable.

IX. CONTRACTED SERVICES

A. Emergency Contracting/Procurement Procedures

Contracting for labor and equipment may be necessary if the magnitude of the emergency debris clearance, removal, and disposal operation is beyond the capabilities of the local force account resources; State resources, mutual aid agreements and volunteer labor and equipment. The Debris Manager will be familiar with contracting procedures for he/she will be required to define specific debris removal tasks and recommend specific contract types based on the magnitude of the debris clearance, removal, and disposal operation and the site clearance and restoration requirements. The Emergency Management Director has the responsibility for the Etowah County Commission for developing, processing, and administering debris clearance, removal, and disposal contracts.

B. General contract provisions, qualification requirements and solicitation of contracts

1. Determine the type and method of contracting needed to satisfy specific debris clearance, removal, and disposal requirements of an unusual and compelling urgency.

2. Solicit bids, evaluate offers, award contracts and issue notices to precede with all contract assignments.

3. Supervise the full acquisition process for service and supply contracts and the oversight of contract actions to ensure conformance to regulatory requirements.

4. Coordinate with the Solid Waste Manager, Transportation Director, and the Debris Manager.

C Debris operations to be outsourced

███████████████████████████████████ [58]will be responsible for managing the debris contract from project inception to completion. Managing the debris contract includes such things as monitoring of performance, contract modifications, inspections, acceptance, payment, and closing out of activities. ████████████████████████
██
████████████████████████████████████ [59]shall oversee these operations.

1. Will not allow contractors to make eligibility determinations; they have no authority to do so.

2. Will utilize pre-negotiated contracts if available. Will utilize formal competitive bid procedures when time permits. If time does not permit for normal competitive procedures,

---

[58] Redacted under Freedom of Information Act Exemption 4

[59] Redacted under Freedom of Information Act Exemption 4

competitive bids still may be obtained using a reduced time frame for submittal for bids. Will request copies of references, licenses, and financial records of unknown contractors.

3. Will document procedures used to obtain contractors

4. Will not accept contractor-provided contracts without close review. If necessary will request FEMA provide technical assistance on contracts and contract procedures.

D. Types of Debris Contracts

General three types of contracts that may be used for debris operations.

1. *Time and Materials:* Contracts may be used for short periods of time immediately after the disaster to mobilize contractors for emergency removal efforts. They must have a dollar ceiling or a not-to-exceed limit for hours, and should be terminated when this time limit is reached. Such contracts will be limited to 70 hours of actual work. The contract will state that (a) the price for equipment applies only when the equipment is operating, (b) the hourly rate includes the operator, fuel, maintenance, and repair, (c) the community reserves the right to terminate the contract at its convenience, and (d) the community does not guarantee a minimum number of hours.

2. *Unit Price Contracts:* are based on weight (tons) or volume (cubic yards) of debris hauled, and may be used when scope-of-work is not well defined. Unit price contracts require close monitoring of pick-up, hauling, and dumping to ensure that quantities are accurate.

3. *Lump Sum Contracts:* establish the total contract price using a one-time bid from the contractor. Will only be used when the scope of work is clearly defined, with areas of work and quantities of material are clearly defined. Lump-sum contracts may be defined in one of two ways: (1) area method where the scope of work is based on a one time clearance of a specified area; and (2) pass method where the scope of work is based on a certain number of passes through a specified area.

The County of Etowah has further identified certain volunteer organizations active in disaster (VOAD), State and Federal agencies ready to assist. These agencies include Civic Clubs, Church organizations, Salvation Army, State Department of Transportation, National Guard, scrap dealers, and U.S. Department of Labor. These VOAD organizations will be coordinated by the Etowah County Emergency Management Agency.

X. PRIVATE PROPERTY DEMOLITION AND DEBRIS REMOVAL

Participating Jurisdictions Transportation/Public Works Departments will be responsible for removing debris from the public right-of-way. Only when pre-approved and it is deemed in the public interest will the ███████████████████████ remove debris from private property. ████████████████████████ [60] will further stage equipment in strategic locations, if necessary, to protect the equipment from damage, preserve the decision maker's flexibility for employment of the equipment, and allow for the clearing crews to begin work immediately after the disaster. Because of the limited quantity of resources and service commitments following the disaster, the county will be relying heavily on private contractors to remove, collect, and manage debris for reuse, resource recovery, reduction, and disposal.

Debris located on private property is the responsibility of the owner. Long Term Recovery Operations will provide information to Private and Business owners as to any assistance they may qualify for under the FEMA Individual Assistance Program which will be made available after resolving any of their insurance providers' coverage in the event of a Presidential Declared Disaster which includes Public Assistance.

A. Private Property Debris Removal

If Temporary Debris Storage and Removal Sites (TDSR) are established, the debris manager and/or the public information officer will publish these locations along with times of operation and types of debris accepted. Private property owners will be advised to transport to the nearest TDSR collection site.

Dumping debris on public right of way or on property owned by others is illegal and will be aggressively enforced by the Etowah County Solid Waste Manager and the Etowah County Enforcement Office.

FEMA Public Assistance (PA) funds may be used for demolition and removal of resulting debris under the authority of **Section 403**, Essential Assistance, of the Stafford Act. This section allows for the demolition of unsafe structures that pose an immediate threat to life, property, or public health and safety. The primary responsibility for demolition of unsafe structures lies with the owner whether it is private or government owned property. Dangerous structures will be the responsibility of the owner to demolish to protect the health and safety of adjacent residents. However, if unsafe structures remain because of the lack of insurance, absentee landlords, or under-staffed and under-equipped local governments, demolition of these structures may become the responsibility of the County. The debris manager will be responsible for taking any appropriate action regarding Dangerous Structure Demolition.

---

[60] Redacted under Freedom of Information Act Exemption 4

XI.   PUBLIC INFORMATION PLAN

A. Public Information Officer

The Public Information Officer will develop a proactive public information management plan in order to facilitate cleanup and removal. Emphasis will be placed on actions the public can perform to expedite the cleanup process by separating burnable and non-burnable debris, segregating household hazardous waste, placing debris at the curbside, keeping debris piles away from fire hydrants and valves, reporting locations of illegal dump sites or incidents of illegal dumping and segregating recyclable materials.

B. Pre-Scripted Information

The Public Information Officer (PIO) will keep the public informed of debris pick-up schedules, disposal methods, and ongoing actions to comply with State and Federal Environmental Protection Agency (EPA) regulations, disposal procedures for self-help and independent contractors, and restrictions and penalties for creating illegal dumps. The PIO will respond to questions pertaining to debris removal from the press and local residents. The following questions are likely to be asked:

- What is the pick-up system?
- When will the contractor be in my area?
- Who are the contractors and how can I contact them?
- Should I separate the different debris materials and how?
- How do I handle Household Hazardous Waste?
- What if I am elderly?

C. Distribution Plan

See News Media fax list (Appendix: S).

Appendix A:
Emergency Key Points of
Contacts & Information

Name	Department	Work Phone	Cell Phone	Home Phone
███████████	████████	████████		
██████████	EMA	██████		
██████	█	██████		
██████	██	██████		
██████	██████	██████		
██████	██████	██████		
██████	██████	██████		
██████	██████	██████		
████	██████	█		
████	██████	██████		
████████	██████	████████		

61

Appendix B:
Gadsden/Etowah County
Debris Management Task Force
(DMTF)

Name	Department	Work Phone	Cell Phone	Home Phone
███████	██████	█████		
█████	████████	█████		
████	███████████	█		
███████	█████████	████		
███████	██████	█████		

62

---

[62] Redacted under Freedom of Information Act Exemption 6

Appendix C:
Debris Estimation Charts

U.S. Army Corps of Engineers
Hurricane Debris Estimating Model

Background:
- The U.S. Army Corps of Engineers (USACE) Emergency Management staff has developed a modeling methodology designed to forecast potential amounts of hurricane generated debris.
- Based on actual data from Hurricanes Frederic, Hugo and Andrew.
- The estimated quantities produced by the model have a predicted accuracy of $\pm\,30\%$.
- The primary factor used by the model is the number of households in a developed urban/suburban area.
  - Other factors utilized are:
    - Cubic yards of debris generated per household per storm category.
    - Vegetative cover.
    - Commercial density.
    - Precipitation.
  - Household debris includes damage to the house, contents, and surrounding shrubs/trees.
  - Vegetative cover includes all trees and shrubbery located along public rights-of-way, parks, and residential areas.
  - Commercial density includes debris generated by damage to businesses and industrial facilities.
  - Private contractors will remove the majority of commercial related debris; however, disposal/reduction space is still required.
  - Very wet storms will cause ground saturation, increasing tree fall.

Initial Planning Data
- For planning purposes, the worst case scenario should be used for the subject area.
- The most accurate process is to determine the defined areas by using Doppler Radar (National Weather Service Broadcasts) and Geographical Information Systems (GIS).
- Doppler radar will define the storm's intensity and the exact track of the eye of the storm in relation to the affected area.
- Track the storm and plot the eye path and 5-mile wide bands out from the eye to define areas and estimate wind speeds.
- The wind speed of the eye wall normally determines the reported storm category with the outward or 5-mile bands being a lesser category.
- Track the storm inland until the wind speeds dissipate below hurricane strength.
- Divide outlined areas by storm category.
- Enter coordinates into a GIS database to determine areas and demographic information, such as:
  - Population.
  - Schools.
  - Businesses.

STEP 1—ESTIMATING DEBRIS QUANTITIES

The formula used in this model will generate debris quantity as an absolute value based on a known/estimated population or a debris quantity per square mile based upon population density per square mile.

• Determine population (P) in the affected area.

• For example, 1990 census data for Harrison County, MS, is 165,500.

• P = 165,500.

• The assumption of 3 persons per household (H) is used for this model.

• Known/estimated population (P) for a jurisdiction may be used to determine a value for H or H=P/3.

Example

A category 4 storm passes through Harrison County, MS. The area is primarily single family dwellings with some apartment complexes, schools, and shopping centers. Vegetation characteristic is heavy because of the proliferation of residential landscape shrubbery and trees throughout the area. The storm is very wet, with rain before and continuing for a few days after the hurricane.

Formula: Q= H(C)(V)(B)(S)

   H= P/3= 165,500/3 = 55,167 (3 persons/household)

   C= 50 (Factor for a Category 4 storm)

   V= 1.5 (Multiplier for heavy vegetation)

   B= 1.3 (Multiplier for heavy commercial due to schools/stores/apartments)

   S= 1.3 (Multiplier for wet storm event)

Then Q = 55,167 x50x1.5x1.3x1.3 = 6,992,374 cubic yards of debris or 7 million cy

The Model Formula: Q= H (C)(V)(B)(S) where:

   Q is the quantity of debris in cubic yards.

   H is the number of households.

   C is the storm category factor in cubic yards.

   V is the vegetation characteristic multiplier.

   B is the commercial/business/industrial use multiplier.

   S is the storm precipitation characteristic multiplier.

C is the storm category factor as shown below. It expresses debris quantity in cubic yards (cy) per household by hurricane category and includes the house and its contents, and land foliage.

Hurricane Category	Value of "C" Factor
1	2 cy
2	8cy
3	26 cy
4	50 cy
5	80 cy

V is the vegetation multiplier as shown below. It acts to increase the quantity of debris by adding vegetation, including shrubbery and trees, on public rights-of-way.

Vegetative Cover	Value of "V" Multiplier
Light	1.1
Medium	1.3
Heavy	1.5

B is the multiplier that takes into account areas that are not solely single-family residential, but includes small retail stores, schools, apartments, shopping centers, and light industrial/manufacturing facilities. Built into this multiplier is the offsetting commercial insurance requirement for owner/operator salvage operations.

Commercial Density	Value of "B" Multiplier
Light	1.1
Medium	1.2
Heavy	1.3

S is the precipitation multiplier that takes into account either a "wet" or "dry" storm event. A "wet" storm for category 3 or greater storms will generate more vegetative debris due to the uprooting of complete trees.

Precipitation Characteristic	Value of "S" Multiplier
None to Light	1
Medium to Heavy	1.3

NOTE: **Steps 2 and 3 of this model can also be applied to other debris generating events once an estimated quantity of debris is established.**

STEP 2—DEBRIS STORAGE SITE REQUIREMENTS

• Estimate debris pile stack height of 10-feet.
• 60% usage of land area to provide for roads, safety buffers, burn pits, and household hazardous waste areas.

1 acre (ac) = 4,840 square yards (sy)
10 foot stack height = 3.33 yards(y)
total volume per acre = 4,840 sy/ac x 3.33 y = 16,117 cy/ac

• From the example above, the acreage required for debris reduction sites is:

7,000,000/ 16,117 cy/ac = 434 acres (required for debris storage only, no buffers, etc.)

• To provide for roads and buffers, the acreage must be increased by a factor of 1.66.

434 ac x 1.66 = 720 acres or, since one square mile (sm) = 640 acres 720ac/640as/sm=1.12 sm.

• If you assume a 100 acre storage site can be cycled every 45 to 60 days or one time during the recovery period, then 720/2 = 360 ac or four 100 acre sites would be required.
• The number of sites varies with:
- • Size.
- • Distance from source.
- • Speed of reduction (mixed debris is slower than clean woody debris).
- • Removal urgency.
• The USACE commonly removes approximately 70% of the total volume generated with local governments, volunteer groups, and private individuals removing the remainder.

If 7 million cy were estimated, the USACE would estimate removing approximately 4.9 million cy of debris.

STEP 3—CATEGORIES OF DEBRIS

Debris removed will consist of two broad categories:
- • Clean wood debris.
- • Construction and demolition (C&D) debris.
• The clean debris will come early in the removal process as residents and local governments clear yards and rights-of-way.
• The debris removal mission can be facilitated if debris is segregated as much as possible at the origin along the right-of-way, according to type.
• The public should be informed regarding debris segregation as soon as possible after the storm.
• Time periods should be set for removal; the first 7-10 days clean woody debris only, and then followed by other debris, with the metals segregated from non-metals.
• Most common hurricane-generated debris will consist of the following:
30% Clean woody debris
70% Mixed C&D
Of the 70% mixed C&D:
42% Burnable but requires sorting
5% Soil
15% Metals
38% Landfilled
• Based upon the above, 7,000,000 cy of debris would break down as follows:
2,100,000 cy Clean woody debris
4,900,000 cy Mixed C&D
• Of the 4,900,000 cy of mixed C&D, 2,058,000 cy is burnable but requires sorting, 245,000 cy is soil, 735,000 cy is metals, and 1,862,000 cy is land filled.
• Burning will produce about 95% volume reduction.
• Chipping and grinding reduce the debris volume on a 4-to-1 ratio (4 cy is reduced to 1 cy) or by 75%.

• The rate of burning is basically equal to the rate of chipping/grinding, about 200 cy/hr. However, chipping requires on-site storage and disposal of the chips/mulch.

Appendix D:
Pre-identified Debris Reduction Sites
Sites in Etowah County

The following is a list of temporary holding sites.

███████████
████████████3[63]

████████
██████████7[64]

██████████
█████████4[65]

Other sites may be added as the disaster dictates.

---

[63] Redacted under Freedom of Information Act Exemption 4
[64] Redacted under Freedom of Information Act Exemption 4
[65] Redacted under Freedom of Information Act Exemption 4

Appendix E:
TDM Site Preparation
Check List

SITE EVALUATION

1) **Site Ownership**

   a) Use public lands to avoid costly leases and trespassing allegations. Use private land only if public sites are unavailable.

2) **Site Location**
   a) Consider impact of noise, dust and traffic
   b) Consider pre-existing site conditions
   c) Look for good ingress/egress at site(s)
   d) Consider impact on ground water
   e) Consider site size based on
      i) Expected volume of debris to be collected
      ii) Planned volume reduction methods
   f) Avoid environmentally sensitive areas, such as
      i) Wetlands
      ii) Rare and critical animals or plant species
      iii) Well fields and surface water supplies
      iv) Historical/archaeological sites
         Sites near residential areas, schools, churches, hospitals and other sensitive areas
   g) Perform recordation of site chosen (pictures, videos)

3) **Site Operations**
   a) Use portable containers
   b) Separate types of waste as operations continue
   c) Monitor site at all times
   d) Perform on-going volume reduction (on site or removal for disposal/reduction)
   e) Provide nuisance management (dust, noise, etc.)
   f) Provide vector controls (rats, insects, etc.)
   g) Provide special handling for hazardous materials
      Provide security (limit access)
      Ensure appropriate equipment is available for site operations

4) **Site Closeout**
   a) Remove all remaining debris to authorized locations
   b) Restore site to pre-use condition
   c) Perform recordation of site (pictures, videos)
   d) Ensure compliance with ADEM Guidelines

Appendix F:
Guidelines for Open Burning
of Natural Disaster Debris

**Contact Alabama Department of Environmental Management, Division 13, Solid Waste
Division for guidance.**

Appendix G:
Eligibility of Curbside
Pick-Up

Debris may continue to accumulate as residents bring debris from their properties to public rights-of-way. Typically, this occurs in three stages:

> **Stage 1**: Wood Debris and yard waste moved to right-of-way.
> **Stage 2**: Household waste, such as damaged personal goods, moved to right-of-way.
> **Stage 3**: Construction and demolition materials removed by the homeowner prior to\the receipt of insurance and individual assistance payments.

Residents should not mix garbage with debris. Debris deposited at the curbside must be disaster-related to be eligible for pickup and disposal by the applicant. Applicants should resume normal garbage pick-up schedules as soon as possible.

Construction and demolition materials from minor or major repairs or reconstruction by contractors should not be deposited at the curbside. Contractors should remove and deposit the debris at approved landfills.

Insurance proceeds usually cover the cost for demolition debris removal from private property. Remember, only disaster-related debris removal costs not covered by insurance are eligible for reimbursement. Watch for non-disaster related materials (bagged grass clippings, household garbage, automobile parts etc.).

When it becomes apparent that the debris being brought to the curb is not disaster-related, or is reconstruction debris, the Public Assistance Officer (PAO-FEMA) should negotiate with the State counterpart to set a realistic deadline and make sure the applicants have advance notice.

██ .[66]

For example, it is unrealistic to impose a deadline that takes effect 48 hours later. For large events, it is unrealistic to set deadlines immediately following the disaster. However, discussions with the State on the need to establish deadlines should begin early.

Remember, the time extension authority given to the State applies only to disaster-related debris. That authority does not apply to curbside pick-up of non-disaster debris, or to reconstruction debris.

---

[66] Redacted under Freedom of Information Act Exemption 4

Appendix H:
Removal of Eligible Debris
from Private Property:
DAP 9523.13

A discussion of eligibility for removal of debris from private property is contained in the Debris Management Guide, FEMA Publication 325; however, issues regarding such removal are common. In particular, problems may arise regarding the definitions of "public health and safety" and "economic recovery" related to debris on private property. Removal of debris from private property is primarily the responsibility of the individual property owner, aided by insurance settlements or volunteer organizations.

- Ensure that the term "economic recovery of the affected areas" is not being misapplied. Use of this criterion is normally restricted to the removal of disaster-related debris from large commercial areas to expedite restoration of the economic viability of the affected community.
- Ensure that all applicants (Note: Applicants as applied here would be the Etowah County Commission for Public Assistance through FEMA) are aware that only FEMA makes eligibility determinations regarding removal of debris from private property.
- Ensure that all applicants are aware of the limitation of debris removal from private property early in the disaster.
- If FEMA determines that debris is so widespread that removal from private property is appropriate, ensure that the eligible applicant understands the requirement to collect any insurance proceeds that covers the debris removal. These proceeds must be reported to FEMA, and that amount de-obligated from the appropriate Public Worksheet (PW of the PA application).
- Ensure that the determination that "a public health and safety issue exists" is <u>not</u> based on building codes. Generally, the determination would be based on ordinances related to condemnation. Additionally, most such ordinances require that the applicant place a lien on the property for recoupment of demolition and debris removal costs. If so, that amount should be treated similar to insurance proceeds, and de-obligated.
- Ensure that there is a clear understanding that a public health and safety hazard must exist for the removal of the debris to be eligible. Again, the final determination for the eligibility of debris removal from private property is a FEMA responsibility.
- Demolition of a structure is not always the most cost-effective health and safety alternative. For "attractive nuisances," where structural integrity has not been compromised, cleaning and securing the facility may be the best alternative.
- Concrete slabs or foundation-on-grade do not present a health or safety hazard to the general public except in very unusual circumstance, such as erosion under a concrete slab on a hillside.

- Broken slabs, or slabs incapable of supporting a new structure, do not constitute a public health or safety hazard. They are more appropriately part of the reconstruction of the facility, and concrete slabs that are removed for reconstruction purposes are not eligible for removal as disaster-related debris, even when brought to the curbside.
- The cost of removing substantially damaged structures, as well as associated slabs, driveways, fencing, garages, sheds, and similar appurtenances, are eligible when the property is part of a Section 404 Hazard Mitigation buyout and relocation project. Review the *Policy on Demolition of Private and Public Facilities*, July 18, 2007 DAP 9523.4.

Appendix I:
Right of Entry Permit
Private Property

I/We _____ , the owner(s)
of the property commonly identified as:
(street) _____ ,
(city/town) _____ (zip code) _____ ,
in Etowah County, in the State of Alabama do hereby grant and give freely and without coercion, the right of access and entry to said property to the Etowah County Commission, its agencies, contractors, and subcontractors thereof, for the purpose of removing and clearing any or all storm-generated debris of whatever nature from the above described property.

It is fully understood that this permit is not an obligation to perform debris clearance. The undersigned agrees and warrants to hold harmless the City of Gadsden, Etowah County, the State of Alabama, its agencies, contractors, and subcontractors, for damage of any type, whatsoever, either to the above described property or persons situated thereon and hereby release, discharge, and waive any action, either legal or equitable that might arise out of any activities on the above described property. The property owner(s) will mark any storm damaged sewer lines, water lines, and or other utility lines located on the described property.

I/We (have _____ , have not _____) (will _____ , will not _____) received any compensation for debris removal from any other source including Small Business Administration (SBA), National Resource Conservation Service (NRCS), private insurance, individual and family grant program or any other public assistance program. I will report for this property any insurance settlements to me or my family for debris removal that has been performed at government expense. For the consideration and purposes set forth herein, I set my hand this _____ day of _____ , 20 __ .

Owner: _____ Telephone Number: _____
Address: (Street) _____
(City, State, Zip Code) _____ , _____ , _____

Witness:_____ (Phone Number)

County Representative: (Signature) _____ (Phone Number)_____

Department or Contractor
Name: _____

Appendix J:
Emergency Operation Routes

Emergency Routes

1. Roads with an average daily traffic count greater than 5,000 vehicles daily
2. Roads with an average daily traffic count between 4,000 and 5,000 vehicles daily
3. Roads with an average daily traffic count between 3,000 and 4,000 vehicles daily
4. Roads with an average daily traffic count between 2,000 and 3,000 vehicles daily
5. Roads with an average daily traffic count between 1,000 and 2,000 vehicles daily
6. Roads with an average daily traffic count less than 1,000 vehicles daily

Appendix K:
Recycling Vendors Point of Contact

Etowah County would take all of its metal materials to the following company for recycling:

Name	Location	Owned By	Operated By	Permit Number	Permitted capacity
■■■■	■■■■				
■■■■	■■■■				
■■■	■■■■				

Etowah County would contract recycling of its electronic equipment with the following companies:

Name	Location	Owned By	Operated By	Permit Number	Permitted capacity
■■■■	■■■■				
■	■■■■				

67

---

67 Redacted under Freedom of Information Act Exemption 6

Appendix L:
Hazardous Waste Vendor
Point of Contact

Etowah County would contract disposal of Hazardous Waste with the following companies:

Name	Location	Owned By	Operated By	Permit Number	Permitted capacity
▮	▮				
▮	▮				
▮	▮				

68

Appendix M:
FEMA Fact Sheet
"Eligibility of Hazardous Stump Removal"

Eligibility of Hazardous Stump Removal"
Date Published: May 15, 2007
DA 9523.11

This fact sheet provides guidance on the eligibility of extracting, transporting and disposing of hazardous tree stumps and root balls that were created by a disaster event. FEMA will reimburse applicants a reasonable cost on a per stump basis for stumps larger than 24 inches in diameter that are extracted from the public right-of-way. FEMA will reimburse the removal of all other stumps on a cubic yard basis using the attached Stump Conversion Table.

When a disaster event uproots a tree (i.e. 50% of root ball is exposed) on a public right-of-way, improved public property or improved property owned by certain private nonprofit organizations and the exposed root ball poses an immediate threat to life, public health and safety, FEMA may provide supplemental assistance to extract, remove and dispose of the eligible stump and root ball and filling of the root cavity. FEMA will reimburse applicants reasonable costs for extracting, transporting and disposing of eligible stumps and root balls that FEMA, the State and applicant approve in advance using the attached Hazardous Stump Worksheet. FEMA will reimburse applicants for eligible stumps on a per stump basis for stumps larger than 24 inches in diameter (measured two feet from the ground). This recognizes that different equipment may be required to extract, transport and dispose of these sizes of stumps. Stumps with diameters of 24 inches and smaller do not require special equipment to extract, transport and dispose of. Therefore, FEMA will reimburse applicant stumps with diameters of 24 inches and smaller at the unit cost rate for regular debris using the attached Stump Conversion Table. FEMA will not reimburse applicants for stumps and root balls that were not approved in advance.

FEMA will reimburse applicants at the unit cost rate (usually cubic yards) for normal debris removal for all stumps, regardless of size, that are placed on the rights-of-way by others (i.e. contractors did not extract them from public property or property of eligible Private Non-Profit organization). In these instances, applicants do not incur additional cost to remove these stumps – the equipment is used to pick up "regular" debris can be used to pick up these stumps. If an applicant believes that it will incur additional costs in removing large stumps from the rights-of-way, it should complete the Hazardous Stump Worksheet and present documentation to FEMA in advance for approval.

FEMA does not consider stumps with less than 50% of their root ball exposed to be hazardous. Therefore, the removal of these stumps is not eligible for reimbursement. FEMA will reimburse applicants the cost to cut the stump at ground level.

This fact sheet clarifies guidance on stumps contained in FEMA 325, dated May 15, 2007.

Figure 1: Stump Conversion Table

Diameter to Volume Capacity

FEMA quantifies the amount of cubic yards of debris for each size of stump based on the following formula:

$$\frac{[(\text{Stump Diameter}^2 \times 0.7854) \times \text{Stump Length}] + [(\text{Root-Ball Diameter}^2 \times 0.7854) \times \text{Root-Ball Height}]}{46,656}$$

0.7854 is one-fourth Pi and is a constant.
46.656 is used to convert cubic inches to cubic yards and is a constant.

The formula used to calculate the cubic yardage used the following factors, based upon findings in the field:

- Stump diameter measured 2 feet up from the ground
- Stump diameter to root-ball diameter ratio of 1:3.6
- Root-ball height of 31 inches

Stump Diameter (Inches)	Debris Volume (Cubic Yards)	Stump Diameter (Inches)	Debris Volume (Cubic Yards)
6	0.3	46	15.2
7	0.4	47	15.8
8	0.5	48	16.5
9	0.6	49	17.2
10	0.7	50	17.9
11	0.9	51	18.6
12	1	52	19.4
13	1.2	53	20.1
14	1.4	54	20.9
15	1.6	55	21.7
16	1.8	56	22.5
17	2.1	57	23.3
18	2.3	58	24.1
19	2.6	59	24.9
20	2.9	60	25.8
21	3.2	61	26.7
22	3.5	62	27.6
23	3.8	63	28.4
24	4.1	64	29.4
25	4.5	65	30.3
26	4.8	66	31.2
27	5.2	67	32.2
28	5.6	68	33.1
29	6	69	34.1
30	6.5	70	35.1
31	6.9	71	36.1
32	7.3	72	37.2
33	7.8	73	38.2
34	8.3	74	39.2
35	8.8	75	40.3
36	9.3	76	41.4
37	9.8	77	42.5
38	10.3	78	43.6
39	10.9	79	44.7
40	11.5	80	45.9

41	12	81	47
42	12.6	82	48.2
43	13.3	83	49.4
44	13.9	84	50.6
45	14.5		

Figure 2: Hazardous Stump Worksheet

Applicant:_____   Date:_____

Applicant Representative:_____ Signature:_____

FEMA Representative:_____ Signature:_____

	Physical Location	Description of Facility	Hazardous Y or N	USNG Location	Tree Diameter	Eligible Y or N	Fill for Debris Stumps	Comments
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								

Appendix N:
Daily Haul Record/Load Ticket

DAILY REPORT				
Etowah County Transportation Shop:			DATE OF REPORT:	
Truck No.	Location of Work	Local Collection Site Trips	Landfill Trips	Weight Total Tons
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
	DAILY TOTALS			

Appendix O:
Public Information Office
Media Contacts

Name	Company	Voice 1	FAX	Email
Radio Stations				
██████████	████████████	█	█	███████████
████████	████████████	████████	████████	████████████
█████████	█████████	████████	████████	████████████
███████	███████	████████	████████	█████████
█████████	█████████████	████████	████████	█████████
█████████	███████████	████████	█	████████████████
███████	████████████	████████	████████	█████████
██████	████████████	████████	████████	███████
██████	████████	████████	████████	██████
██████████	█████████	████████	████████	███████
████	█████████	████████	████████	█████
███████	████████	████████	████████	█████████
█████████	████████████	████████	████████	███████████
Television Stations				
█████████	████████	███████	███████	███████
██████████	█████████	███████	███████	█████████
█████████	██████	███████	███████	█████████
█████████	█████████	███████	███████	█████████
█████████	███████████	███████	███████	█████████
████████	████████	███████	███████	█
█████████	████████████	███████	███████	█████████
█████████	████████████	███████	███████	██████████
█████████	█████████████	███████	█	█
█	██████████	███████	█	█
█	████████████	███████	███████	█
█	█████████	███████	█	█
█	█████████████	█	███████	█
Newspapers				
█████████	████████████	██████	█	████████████████
█████████	████████████	██████		████████████████
███████	█████	██████	█	██████████████
███████	█████████	██████	██████	███████████
███████	██████	██████	██████	██████████
█████████	████████████	██████	██████	████████████████
█████████	████████████	██████	██████	████████████
███████	██████████	██████	█	██████████
█████████	████████████	██████	█	██████████

[69]

Appendix P:
Pre-scripted Information
for Public Distribution

XXXXXXXXXXXXXXXXXXXXXXX-E-N-D-XXXXXXXXXXXXXXXXXXXX

70

---

70 Redacted under Freedom of Information Act Exemptions 4, 5, and 6

Appendix Q:
Grinding Company Vendor
Point of Contact

Etowah County would bring in a grinding operation if deemed necessary due to large quantities of stumps, leaves and limbs. Grinding operations will be done at the _____ Landfill.

Name	Location	Owned By	Operated By	Permit Number	Permitted capacity

Appendix R:
Pre-qualified Contractors
(haulers)

EXAMPLES:

71

Etowah County Damage **Standard**   Assessment **Operating Guide**

Lead Agency:

Gadsden/Etowah County Emergency Management Agency

Participating Agencies:

Fire

Law

VOAD

CERT

EMA Volunteers

I. PURPOSE

The purpose of the Etowah County Damage Assessment Standard Operating Guide (SOG) is to describe the organization, concept of operations, and logistical matters of Etowah County's Damage Assessment Team. This team will enter into an area that has been subjected to the impact of a tornado, severe thunderstorm, flood, or other major event. The purpose of the Damage Assessment Team is to conduct preliminary impact assessments to gather data for response and recovery operations. Data collected by the Damage Assessment Teams will be used to request needed resources for immediate response needs, and also short-term and long-term recovery operations. For communications personnel, this training is beneficial because it will provide students with a visual picture of the verbal information you will receive by responders and those calling for assistance.

II. SITUATIONS AND ASSUMPTIONS

A. Situations

1. An initial impact assessment is critical to the response organization of response and recovery measures in the immediate aftermath of a major storm or destructive event. This initial assessment is essential for obtaining State and/or Federal emergency declarations in order to mobilize external assistance from these and other sources.
2. While aerial damage assessments can help get a large-scale estimation of the damage area, initial damage estimation will likely be conducted from the ground.
3. Early rescue efforts can be delayed by downed power lines and debris in roadways. Damage Assessment Teams will have access and authorization to request clearance of roadways by utility workers and road crews.
4. Random response and recovery efforts can waste response capabilities, cause duplication of services, fragmentation of command, and can potentially cause further damage to critical facilities and citizens' property.
5. A variety of public and private entities have valid reasons for reentry into impacted areas.
6. There are few facilities where Damage Assessment Team personnel can find refuge and secure essential equipment during a major storm.
7. Communication capabilities are likely to be seriously impaired for an undefined period of time after a storm or other destructive event. This could interfere with dispatch of Damage Assessment Teams and rescue units.
8. The Emergency Operations Center (EOC) will need real-time damage reports to assess rapid needs resources, pass along impacts to adjacent counties, and report impacts to the National Weather Service for warning verification.

B. Assumptions

1. Facilities for refuge for Damage Assessment Team members must prove adequate for their purpose.
2. Agencies with responsibilities in this SOG should perform as expected.

III. ORGANIZATION

A. AREAS OF TEAM RESPONSIBILITY
Each Damage Assessment Team will be assigned operational responsibilities in a specified geographical region of the county and secondary responsibility in other areas as directed by the EOC.

B. INCIDENT COMMAND
1. Etowah County Damage Assessment Teams will follow the Incident Command System (ICS) structure in daily and emergency duties. This command structure incorporates coordinated efforts in planning, operations, logistics, and administration as outlined by ICS procedures.
2. During emergency activations, the Damage Assessment Team Coordinator will coordinate directly with the EOC for instructions and then will coordinate field operations with Team Leaders. Each team should have a Safety Officer. During field operations, team leaders will have overall control of the mission and response of the team. Once emergency duties of the team are complete, staff and equipment may be released to their agencies for additional duties.

C. Team Makeup
1. Damage Assessment Team members will be assigned by their respective disciplines to achieve the teams' mission. Each member is to be equipped with appropriate personal protective equipment and mission equipment. Each member of the team is expected to defer to the member whose expertise is foremost in any given situation. **Ideally, each team will be made up of the following four (4) members: Team Leader, Scribe, Navigator, and Safety Officer.**

D. Training
1. Damage Assessment Team members will meet in February and October to cover planning and training issues. Training dates will be determined by the Damage Assessment Team during these meetings. Every effort must be made for team members to attend these meetings. Absences from meetings may result in removal from team.
2. Damage Assessment Teams will participate in an annual drill at the February meeting. It is crucial for every team member to participate. Members missing training become a weak link on the team because they are not updated on critical mission training.
3. It is the responsibility of the individual team member to inform the Damage Assessment Coordinator that he/she will be missing training.
4. A core of training classes is recommended to ensure every member of the Damage Assessment Team has the basic knowledge and skill necessary to perform the mission of the team. Those members that have not completed this core of classes may be limited in certain activities during activations.

IV. CONCEPT OF OPERATIONS

A. Pre-storm:

1. The Damage Assessment Teams will be placed on standby and prepared to deploy if a major threat is forecast. Upon decision to activate the team, the EOC Operations Chief will have the local Damage Assessment Team Coordinator contacted to prepare the team for activation. Damage Assessment Team members will be contacted by the Team Leader.

B. Post-storm

1. The primary function of the Damage Assessment Team is to re-enter an area impacted by a tornado, severe thunderstorm, flood, or other major event as soon as conditions permit to do the followings:
   - Help determine emergency debris clearance needs on routes to critical facilities;
   - Impact assessments to the EOC during route clearance;
   - Identify damage severity to EOC;
   - Identify additional resources needed and prioritize; and
   - Limit additional infrastructure damage

   It is expected Damage Assessment Team operations will last no more than 72 hours. After deactivation, team members may be returned to their parent agency.

2. Priorities for damage assessments will be determined by Incident Command and the EOC.

3. Upon storm passage, as determined by direct observation, or as advised by the EOC Operations Chief or Incident Command, the team will:
   a. Start/maintain efforts to establish radio contact with the Damage Assessment Team Leader;
   b. Finalize a plan to fit the situation, load equipment, and prepare to start on identified routes. The Team Leader should insure an Incident Action Plan (ICS 202) and Individual Medical Forms have been completed in preparation of the team mission being initiated. The Team Leader (or designated scribe) should maintain an events log detailing activities. Upon initiation of the plan, teams should bypass major obstacles as necessary to avoid major delays and make notes of damaged areas using the following methods:
      i. Photographs,
      ii. Estimated percentage values of damage to structures using street blocks and GPS coordinates as identifiers. Be specific about areas affected.
      iii. Report areas to Team Leader where further response and recovery efforts will be needed.
   c. Where possible, paint street names on pavement with spray paint at intersections where street signs have been blown down.
   d. Due to safety concerns, Damage Assessment Team members will:
      i. Always work in pairs;
      ii. Work only during hours of daylight;
      iii. Report hazardous conditions to the Team Leader upon discovery. The Team Leader will coordinate response with Incident Command and determine if it is safe to continue the damage assessment.

4. Damage Assessment Team members will conduct a pass through of affected areas by vehicle or on foot. Brief interviews with victims may be done to assess resource needs. However, it is essential to make these brief so the assessment may continue. For emergency victim needs, Damage Assessment Team members should contact Incident Command, Dispatch, or call 9-1-1.
5. Damage information and resource needs should be collected by the damage assessors on Structural Damage Assessment Form, located in the back of this SOG. The completed Structural Damage Assessment Forms should be turned into the Team Leader at the debriefing.
6. The Damage Assessment Team Leader will compile damage statistics on the Structural Damage Assessment Summary Worksheet, located in the back of this SOG. This data will be relayed to the EOC.
7. The Damage Assessment Team Leader will note victim resources needed on the Damage Assessment Resources Needed Summary Sheet found on the back of this SOG. This form should be given to Incident Command and/or the Volunteer Reception Center (VRC) when completed. Incident Command and/or the VRC will be in charge of tracking resource needs. If a resource cannot be acquired locally, a request should be made to the EOC.

D. End-of-Mission

When the mission is completed, teams will assemble and account for all personnel and equipment, and return to the initial assembly area or other designated point, as directed by the Team Leader, Incident Command, or the EOC. Damage Assessment Team members should be prepared to brief the Team Leader. Prior to dismissal, all Damage Assessment Team members must undergo debriefing. Team Leaders will be responsible for insuring this is completed.

1. Team notes, forms, and photographs should be delivered to the EOC as soon as possible by the Team Leader.
2. Team equipment and/or team members may be needed for missions elsewhere. Team members are not to be released to other tasks until they are debriefed. The Team Leader or other team member may debrief all team members and collect team reports for presentation to the EOC.

E. Media Relations

Presenting a consistent, accurate message to the public should be the number one priority with regards to the media. Defer all media inquiries to the Public Information Officer at the EOC (256)549-4575. Team Leaders may conduct interviews with the media by authorization of EMA Director or designee. If a Damage Assessment Team member is approached by the media, he or she should direct the media to the Team Leader.

V. LOGISTICS AND ADMINISTRATION

A. Equipment
1. **Individual equipment**: All members of the Damage Assessment Team should be equipped with the following items:
   - Hard sole boots/shoes
   - Reflective vest/wear

- Flashlight with extra batteries
- Insect repellent
- Sunscreen
- Water bottle
- Wet weather gear
- Personal medications
- Towels and wash cloths
- Snack food

2. **Basic team equipment**: Items provided by member's agencies as follows:
   - SOP's and checklists
   - 800 MHz portable radio
   - Portable cameras (if team members do not have one available)
   - Method of getting GPS coordinates (if team member does not have equipment capable of this) There are available apps for finding your coordinates

3. **Team vehicles**:
   - 5 gallons of drinking water
   - Tire patch kit with gauge and 4 cans of tire inflator
   - First aid kit and flashlight
   - All necessary forms

B. Administration

1.   Changes to this SOG will be made after consultation with parties involved. All parties involved are encouraged to identify improvements to this SOG.

2.   All equipment lists are subject to modification as recommended by Team Leaders. Unilateral changes by organization are to be avoided as they may adversely affect the overall team mission.

Affected. This category includes dwellings with some damage to structure and contents but which are habitable without repairs.

Minor. This category includes dwellings with some damage and is generally the most common type of damage. Minor damage exists when the home is damaged and uninhabitable, but may be made habitable in a short period of time with home repairs. Some of the items that determine minor damage are listed below:

- Can be repaired within 30 days.
- Has less than 50% damage to structure.

Major. Major damage is when the home has sustained structural or significant damages, is uninhabitable and requires extensive repairs. Any one of the following may constitute major damage.

- Substantial failures to structural elements of the residence (e.g., walls, floors, foundation, etc.).
- Has more than 50% damage to structure.

- Damage that will take more than 30 days to repair.

<u>Destroyed.</u> Destroyed means the structure is a total loss or damaged to such an extent that repair is not economically feasible. Any one of the following may constitute a status of destroyed:

- Structure is not economically feasible to repair.
- Structure is permanently uninhabitable.
- Complete failure of major structural components (e.g., collapse of basement walls/foundation, walls, or roof)
- An unaffected structure that will require removal or demolition (e.g., due to codes or regulations)

	Structural Damage Assessment Form	
		Page #

Give completed form to the Damage Assessment Team Leader

Type of Event:	Date of Event:	Date of Assessment:	Assessment By:
	Time of Event:	Time of Assessment:	

Street Address/Coordinates	Damage Level				Primary Residence		Notes
	Affected	Minor	Major	Destroyed	Yes/No	Own/Rent	

Resources needed:

Street Address/Coordinates	Damage Level				Primary Residence		Notes
	Affected	Minor	Major	Destroyed	Yes/No	Own/Rent	

Resources needed:

Street Address/Coordinates	Damage Level				Primary Residence		Notes
	Affected	Minor	Major	Destroyed	Yes/No	Own/Rent	

Resources needed:

S					S - Single Family Home
M					M - Mobile Home
A					A - Apartment Buildings (number of units)
P					P - Public Buildings (Specify what type in notes)
B					B - Business
Category Total					

Structural Damage Assessment Summary Worksheet

Give completed for to the Etowah County Emergency Operations Center

Telephone (256) 549-4575 /Fax (256) 549-4796 /Email ema@cityofgadsden.com /800MHz Channel: EMAMAIN

Type Structure	Affected	Minor	Major	Destroyed
SINGLE FAMILY HOMES - S				
MOBILE HOMES - M				
APARTMENTS AND OTHER MULTI-FAMILY UNITS - A				
PUBLIC BUILDINGS - P				
BUSINESSES - B				
TOTAL				

Damage Assessment Resources Needed Summary Sheet

Give completed form to Incident Command or Volunteer Reception Center

No.	Name	Address	Resource(s) Needed	Assigned To	Status

Tab G

Volunteer and Donations Management

February 2019

BLANK PAGE

TABLE OF CONTENTS

This page intentionally left blank.

Section 1 – PLAN OVERVIEW

INTRODUCTION

Purpose

This document, in conjunction with the basic plan of the Etowah County Emergency Operations Plan, establishes an organizational structure and process by which the County can access and manage volunteers, donations, and service program resources for community-wide disaster response, relief, and recovery efforts. When managed appropriately, volunteers, donations, and service programs provide valuable and cost-effective resources to the community.

Goals

The goals of this volunteer and donations management plan are:

- To augment, as a supporting plan, the jurisdiction's emergency operations plan (EOP)
- To enhance resources available to the jurisdiction and the community-at-large for disaster response and recovery through the involvement of volunteers, donations, and locally-based service programs

- To establish a means by which volunteers and service program members can contribute their time and talents following a disaster

- To encourage partnerships among governmental agencies and non-governmental organizations for the most effective community-wide approach to disaster volunteer coordination

Scope

This volunteer and donations management plan is designed for use in Etowah County, Alabama during the response and recovery phases of emergency management for all hazards. The agency may take complete responsibility for activating and implementing this plan or it can share responsibility with a volunteer center or other non-governmental organization (NGO). The volunteer and donations management plan focuses on the mobilization, coordination and referral of spontaneous volunteers and service programs. Additionally, it addresses other related issues, such as the recruitment and management of affiliated volunteers and appropriate donations management.

For the purposes of this plan, the following definitions are used:

- *A volunteer* is someone who willingly provides his/her services without receiving financial compensation.

  - *A spontaneous volunteer* is an individual who comes forward following a disaster to assist a governmental agency or NGO with disaster-related activities during the response or recovery phase without pay or other consideration. By definition, spontaneous volunteers are not initially affiliated with a response/relief agency or pre-registered with an accredited disaster council. However, they may possess training, skills, and experience that can be useful in the relief effort. Spontaneous volunteers may also be referred to as unaffiliated, spontaneous unaffiliated, and convergent volunteers.

- *An affiliated volunteer* is one who is affiliated with either a governmental agency or NGO and who has been trained for a specific role or function in disaster relief or response during the preparedness phase. While spontaneous volunteers may bring needed skills and resources, affiliated volunteers will most likely be used first in a disaster. Examples of affiliated volunteer groups include Community Emergency Response Teams (CERT), Voluntary Organizations Active in Disasters (VOAD), and Search and Rescue teams. The category of affiliated volunteers may be further broken down as follows:
  - Volunteers in *ongoing* programs. Such groups typically meet regularly and have other responsibilities in addition to their disaster response roles; for example, many are engaged in community disaster education, family preparedness and public safety efforts year-round. Many ongoing programs utilize Disaster Service Worker volunteers. Predisaster registered volunteers are typically utilized before spontaneous volunteers.
  - Volunteers in *reserve* programs. These volunteers are called up at the time of a disaster. They may participate singly or in teams, depending on the program.

- *An impressed volunteer* includes any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of the citizens in the execution of his or her duties. This occurs <u>very</u> rarely and usually involves law enforcement or fire department personnel.

- *A Disaster Service Worker (DSW) volunteer* is any person registered with an accredited Disaster Council, in accordance with prescribed legal procedures, for the purpose of engaging in disaster service without pay or other consideration.

- *Service programs* are national, state and locally administered programs that provide organized opportunities for both full- and part-time service. The term "service program" refers to a wide range of programs, including AmeriCorps and the Retired and Senior Volunteer Program (RSVP). In California, for example, many tens of thousands of individuals participate in service programs every year. For the purposes of this plan, participants in service programs will be referred to as members.

For the purposes of this plan, volunteers and service programs affiliated with a local government agency or NGO will be activated at the time of a disaster through the appropriate branch of the jurisdiction's or NGO's emergency response organization. (See Attachment R for a list of service programs and volunteer groups that are trained and affiliated with this jurisdiction.) Volunteers

and members of service programs who are not affiliated with local government or an NGO will be treated as spontaneous volunteers.

It should be noted that not all volunteers, registered, affiliated or spontaneous, may be utilized during a particular disaster. Deployment of volunteers is based on the size and type of disaster as well as the skills needed by local officials to mount an effective response and recovery effort.

SECTION 2 - SITUATION ANALYSIS

GENERAL

Volunteers represent a potential resource to a community affected by a disaster, whether of natural or man-made origin. However, volunteers who respond spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. With a system in place for receiving and referring spontaneous volunteers, local government agencies and relief organizations can capture this valuable resource and thus provide more efficient and cost-effective service to the community.

National service programs can be found throughout Alabama. They are administered in local communities by a variety of nonprofit and government partners, so that program purposes, content, and design vary widely. A number of these local affiliates are focused entirely on emergency preparedness and response and have members who are trained and available to be deployed on disaster assignments. Many others would welcome the opportunity to assist communities affected by a disaster. This plan identifies these resources and provides an organizational structure for accessing them for the benefit of government and the community-at-large.
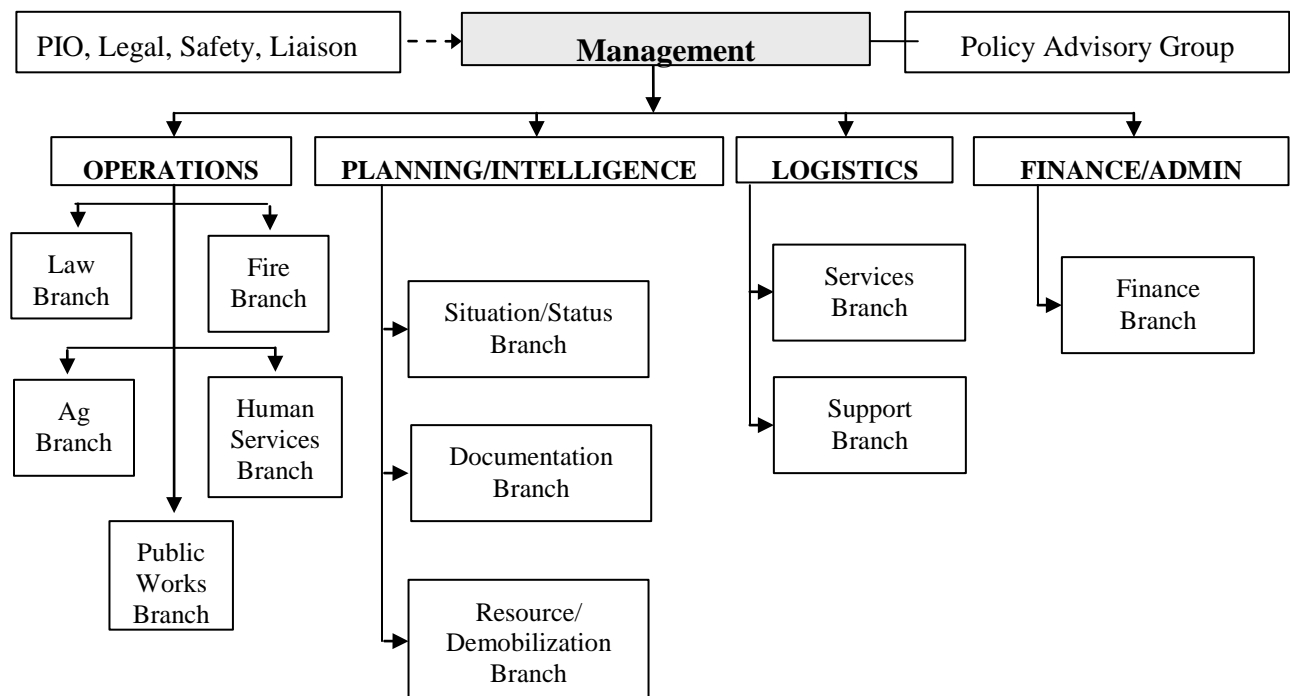
PLANNING ASSUMPTIONS

During a disaster/emergency, that requires activation of this plan, the following considerations may affect the agency's response:

- The Gadsden/Etowah County Emergency Management Agency may delegate some of its volunteer coordination responsibilities to a volunteer center or other organization through its Emergency Operations Plan or through the action planning process during response and recovery operations.

- Volunteers and service program members that have pre-disaster training and are affiliated with a government agency or NGO will report to their respective agency or organization at the time of a disaster as previously arranged.

- The first priority in an emergency or disaster is to utilize volunteers that are affiliated with this jurisdiction.

- All unaffiliated volunteers and unaffiliated service program members will be considered and processed as spontaneous volunteers.

- The Etowah County VOAD is responsible for interviewing, screening, registering, and safely supervising any volunteers that it involves in its own disaster operations. This is for the protection of both the volunteer and all agencies.

- Likewise, NGOs and National Service Programs that involve volunteers in their own operations are responsible for interviewing, screening, registering, training and the safe supervision of those volunteers.

SECTION 3 – CONCEPT OF OPERATIONS
Emergency Operations Center Organization Chart

```
┌──────────────────────────┐      ┌──────────────────────────┐      ┌──────────────────────────┐
│ PIO, Legal, Safety,      │ - -> │      Management          │──────│  Policy Advisory Group   │
│ Liaison                  │      │                          │      │                          │
└──────────────────────────┘      └──────────────────────────┘      └──────────────────────────┘
```

OPERATIONS — **PLANNING/INTELLIGENCE** — **LOGISTICS** — **FINANCE/ADMIN**

Operations branches: Law Branch, Fire Branch, Ag Branch, Human Services Branch, Public Works Branch

Planning/Intelligence branches: Situation/Status Branch, Documentation Branch, Resource/Demobilization Branch

Logistics branches: Services Branch, Support Branch

Finance/Admin branches: Finance Branch

Operations –

Law Branch:
Field Ops, Detention, and Dispatch
Branch:
Fire, HazMat Response, and Rescue
Ag Branch:
Biologists and Animal Control
Human Services Branch:
Care & Shelter, Red Cross,
and Medical Transport
Environmental Health, Mental Health ,
and Public Health
Public Works Branch:
Reconnaissance, Engineering Support,
and Heavy Equipment Support

Finance & Administration –
Finance Branch:
Invoice Processing and Payroll Tracking

Planning & Intelligence –

Situation/Status Branch:
Planning & Forecasting, Field Observation, and **Fire**
Info Collection/Display
Documentation Branch:
Written and Visual/Graphic
Resource and Demobilization Branch:
Personnel, Equipment, and Material

Logistics –
Services Branch:
Communications
County Employees and Volunteers
Information Systems Technicians
Support Branch:
Supplies, Equipment, Transportation, and Facilities
(EOC, Off-Site Work Areas, and R&R Areas)

Etowah County VOAD – The primary agency responsible for the jurisdiction-wide mobilization and deployment of volunteers and service programs in Etowah County.

Its roles include the following:

- Review this plan and all associated procedures
- Determine the need to activate spontaneous volunteer management plan at time of disaster
- Coordinate activation, implementation, and demobilization of spontaneous volunteer management plan
- Coordinate with other agencies and organizations for maximum utilization of limited resources
- Coordinate spontaneous volunteers and service programs to assist the efforts of both governmental agencies and NGOs throughout the affected communities

Volunteer Center. In the event a local volunteer center or other NGO is willing to assume responsibility for volunteer mobilization and coordination, the Gadsden/Etowah County Emergency Management Agency may delegate some of the jurisdiction's roles listed above to said organization.

Activation of Volunteer and Donations Management Plan

The volunteer and donations management plan will be activated by decision of the Gadsden/Etowah County Emergency Management Agency Director or the Logistics Chief. Reasons for activating the spontaneous volunteer management plan may include but are not limited to the following:

- When the nature of the disaster and/or media coverage of it makes convergence of spontaneous volunteers likely

- When shortages of workers require augmentation of staffing support from outside resources
- When volunteers with particular skills and/or special knowledge of the affected community could enhance relief and recovery efforts

When the order to activate the plan is given, the Volunteer Management Coordinator in the Personnel Unit will notify as needed those people, agencies and organizations tasked with specific implementation roles.

The chief method for coordinating volunteers is the *Volunteer Reception Center (VRC)*. The VRC can be set up as a walk-in center, a phone bank, an online process, or a combination of two or more of these strategies.

Within the geographical confines of a county, several levels of activation are possible.

- *Local activation* is defined as a city establishing a VRC for the mobilization and referral of volunteers within its boundaries. Theoretically, each city within a county could activate a local VRC, but it would be resource intensive.

- *Multiple city activation* is defined as the operation of a VRC serving several cities. At this level, neighboring cities combine and leverage resources to serve a sub-area of the county.

- *Operational Area activation* is defined as the activation of a countywide VRC under the guidance of the Gadsden/Etowah County Emergency Management Agency.

Because disasters vary in terms of their size, scope, duration, intensity, and consequences, the choice of activation levels and sequencing of activation levels should be tailored to the incident, as well as to the resources available.

Through the VRC, each prospective volunteer is referred, based on the volunteer's qualifications and availability, to an appropriate volunteer opportunity in either local government operations or an NGO.

Communications

Communications are critical to the successful activation and coordination of responsibilities for managing volunteers. Parties that must communicate include the following:

- Within the jurisdiction, there must be communications between the VRC and the Emergency Operations Center (EOC). Typically these will be located some distance apart.
- The VRC will need to communicate directly with other government agencies and NGOs regarding their needs for volunteers and any related issues.
- There should be communication between all cities and the Operational Area in regard to coordination between VRCs activated in various jurisdictions.

In the event that direct communications via telephone is not possible, the VRC will employ other methods of communication, for example:

- Fax
- E-mail
- Digital and voice radios
- Amateur radio operators
- Other radio services
- Runners

A Resource Directory with agency names and contact information will enhance the ability to communicate and should be prepared in advance.

Mutual Aid

Gadsden/Etowah County Emergency Management Agency may request mutual aid from other jurisdictions for staffing and other resources to assist with volunteer management operations. Requests should be channeled through the EOC in accordance with this jurisdiction's mutual aid policies and procedures.

Risk Management

███
██. [72]The VRC staff uses the Volunteer Intake Form to gather enough information to make an appropriate referral. The VRC does not verify the identity or licenses of, conduct background checks on, or perform other screening of a volunteer it refers to another organization; those tasks are the responsibility of the receiving organization.

Responsibility for any volunteers working under the auspices of a jurisdiction are subject to that jurisdiction. Therefore the role of the VRC is critical for managing certain inherent risks. Potential volunteers should first be screened for suitability. Professional license verification and Department of Justice background checks may be necessary for some functions or roles.

Safety is an important component of risk management. Safety of all workers, volunteers and others at the VRC must be addressed. The responsibility for safety will depend on the VRC's relationship to the EOC. A government-run VRC that reports to the EOC may request assistance from the EOC's Safety Officer. A VRC run by an NGO must provide its own Safety Officer. In either case, the Safety Officer must examine the facility to be used for unsafe or unsanitary conditions and should address any that exist before the VRC is open to the public.

Security is another component of risk management. The level of security in the VRC may vary depending on the type of disaster and other factors. At a minimum, all entering the VRC should be asked to sign in and out. A safe place for staff to store personal belongings should be made available. Security of equipment, supplies and other resources should also be addressed.

Due consideration must be given to the reduction and/or management of stress in the disaster work environment. Stress is an unavoidable component of disaster work. A plan that addresses staff work schedules, breaks, and accessibility to mental health services and Critical Incident Stress Debriefing should be implemented.

Public Information

Dissemination of information to the public near the onset of a disaster about volunteer opportunities and procedures is critical to successful management of volunteers. In the absence of such messages, people may converge at inappropriate sites and/or engage in activities that

---

[72] Redacted under Freedom of Information Act Exemption 4

place themselves and others at risk. Public information messages may not entirely prevent such behavior but can provide an extremely useful service to those who wish to be helpful (see Attachment I for press release template).

Once the VRC infrastructure is in place, a release should be distributed to the media in coordination with the Public Information Officer for the incident (see Attachment I for Press Release template). It is recommended that the organizational infrastructure be in place before sending out the first release.

Demobilization

As the level of volunteer activity decreases, those in charge of the VRC should prepare to demobilize. An effort should be made to address all outstanding issues and transfer any unresolved issues to the appropriate staff or department within the jurisdiction. Lessons learned regarding volunteer management should be captured through debriefing of the VRC's lead staff and preparation of an after-action report. The lessons learned should be reviewed and evaluated for possible changes to the spontaneous volunteer management plan.

A plan for recognizing volunteers (at a minimum, those who rendered services to the jurisdiction but ideally all who came forward to help the community) should be developed in advance and executed as part of the demobilization process. See Attachment J for a list of volunteer recognition ideas.

SECTION 4 – ADMINISTRATIVE PRACTICES

Standardization

The procedures, materials and forms developed for this plan are based on tested plans and best practices from a variety of sources. Use of standardized methods and tools facilitates mutual aid. The local jurisdiction may adapt the plan elements to suit local conditions.

Finance

Those responsible for staffing the VRC must track all expenses. This is necessary in order to document costs and account for funds expended in order to maximize any reimbursement that may become available.

Technology

The predominant use of technology within the VRC will be for computerized input and storage of information about spontaneous volunteers. Two simple reasons for creating a volunteer database:

- A computerized system enables summaries to be created, for example, a daily count of volunteers interviewed and referred. These can be useful for final reports and also for keeping the media informed.

- A computerized system enables VRC staff to search the database for volunteers with particular skills or days/times of availability. For example, three days into the disaster, one could search for people who listed carpentry, building and related skills in order to identify potential candidates for damage assessment teams.

The database format should be designed in advance and should mirror the volunteer intake form that is being used. A separate database file should be established for each disaster at the time of the VRC activation. A simple Excel spreadsheet can do the job.

Confidentiality and privacy of information are important concerns when developing and using a database. The VRC will adhere to the jurisdiction's policies on these issues.

Highly efficient manual systems that serve the same purpose as computerized systems can and should be developed to allow for events where electricity is not readily available.

Staffing the VRC

In large-scale disasters, or disasters that attract a large number of volunteers, it may be necessary to increase the number of staff of the VRC. Ideally, individuals and groups would be assigned and trained in advance. But new staff can also be brought in at the time of the disaster, if necessary. The following are possible resources:

- *Other employees of the jurisdiction.* The ideal employees to staff the VRC include the following:
  - volunteer managers
  - those who work in Personnel/Human Resources
  - those who, regardless of department, possess good customer service skills, interact regularly with the public, can make quick decisions and exercise good judgment, and are able to work well under stress and in fast-paced, changing environments

- *Employees of other jurisdictions.* Request mutual aid assistance from other jurisdictions only after fully utilizing your own resources.

- *Spontaneous volunteers who have contacted the VRC.* Most people who have some basic skills can be taught to interview other volunteers or to take on other VRC tasks fairly quickly. VRC staff should look for volunteer managers, people with interviewing skills, those who work in the personnel/human resources field, social workers, teachers, trainers, etc.

- *Unaffiliated service program groups.* Some of their members may be available for 1-3 weeks or longer. Establishing a relationship with one or more service program groups in advance of the disaster would expedite the process.

- *CERT team members and EMA volunteers.* Typically CERT and EMA activities would take place in the early response phase, leaving members then available for other assignments.

New staff should be appropriately screened and will require orientation, training for their specific tasks, and supervision. Where feasible, have new staff work side-by-side with experienced staff until they have gained proficiency and confidence in carrying out their assignment.

Policies should be established at the outset regarding hours of work, required breaks, shift schedules and other personnel-type issues for all workers in the VRC, both employees and volunteers. Establish some form of identification from the outset for VRC staff – vests, shirts, hats, identification badges, etc. – that will indicate to the public their role at the VRC.

SECTION 5 – AUTHORITIES AND REFERENCES

Authorities

Etowah County Commission Resolution of May 22, 1962 and March 1984

Gadsden Code of Ordinances, Chapter 9, and Ordinance 03/10/84, March 1984

Etowah County Commission Resolution of May 19, 1987 and June 1987 (Title III)

Alabama Constitution

CFR, Title 44, Part 200 et. seq.

Code of Alabama, Title 29, Chapter 3, known as the "Interim Succession Act, Act 875."

Code of Alabama, Title 31, Chapter 9, Section 6 (31-9-6) known as "Alabama Emergency Management Act of 1955; Act 47."

Code of Alabama (2016), Title 13A, Chapter 10, Article 7, known as the "Anti-terrorism Act of 2002."

Federal Bureau of Investigation – Concepts of Operation National Response Framework.

Presidential Decision Directive #39, U.S. Policy on Counter-terrorism.

Presidential Decision Directive #62, Protection Against Unconventional Threats to the Homeland and Americans Overseas dated May 22, 1998.

Public Law 93-288 as amended by Public Law 100-107, Robert T. Stafford Disaster Relief and Emergency Assistance Act in this plan known as the "Stafford Act."

Public Law 107-9: Animal Disease Risk Assessment, Prevention and Control Act of 2001, May 24, 2001.

Robert T. Stafford Disaster and Relief and Emergency Assistance Act, Public Law 93-288, as amended (42 U.S.C. 5121 et seq.).

3. Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act (1974).

4. Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended (August 2016).

U.S.D.A. National Emergency Response to a Highly Contagious Animal Disease
(Executive Summary) March 30, 2001.

References

CA Department of Fish and Game Office of Spill Prevention and Response, *Volunteer Management Annex for Area Contingency Plan* and *Volunteer Management Annex Template for Local Government Spill Plans, 2002*

CA Governor's Office of Emergency Services, *State Donations Management Plan (draft), 2002*

CA Governor's Office of Emergency Services, *They Will Come: Post-Disaster Volunteers and Local Governments, 2001*

Federal Emergency Management Authority, *Volunteer and Donations Management Support Annex (draft), National Response Plan, 2004*

Florida Commission on Community Service, *Unaffiliated Volunteers in Response and Recovery, 2001*

Ready to Respond, *Volunteer Center Emergency Response Plan Template, 2003*

The Volunteerism Project, *Getting Ready for Disaster Volunteers: A Guide for Community-Based Organizations, revised March 2001*

POSITION CHECKLISTS FOR VOLUNTEER MANAGEMENT

Checklist 1 – Volunteer Management Coordinator

Checklist 2 – VRC Manager

Checklist 3 – Receptionist

Checklist 4 – Interviewer

Checklist 5 – Registrar

Checklist 6 – Volunteer Opportunities Coordinator

Checklist 7 – Data Coordinator

Checklist 8 – Training Officer

CHECKLIST 1

Volunteer Management Coordinator

Reports to: Personnel Unit, Logistics Section, EOC

General Duties
• Establish and maintain communications with or relocate to EOC
• Establish and maintain communications with VRC Manager
• Relay requests for volunteers from jurisdiction's departments to VRC ☐ Relay requests for resources from VRC to Logistics Section

Action Checklist
❑ Read the entire Action Checklist.
❑ Identify yourself as the Volunteer Management Coordinator by putting on the appropriate vest with your title.
❑ Initiate an event log of activities, beginning with notification of the emergency.
❑ Obtain a status briefing from the Personnel Unit Leader. Determine if local emergency has been declared and what are anticipated needs for volunteers.
❑ Establish communication with the VRC Manager and brief on the situation.
❑ When VRC activation is needed, determine which VRC mode/s is/are most appropriate (walk-in center, phone bank, online process).
❑ Determine from VRC Manager what resources are needed to initiate VRC operations and relay requests to Logistics Section.
❑ Determine needs of all EOC sections and branches for volunteers and relay requests to the VRC.
❑ Ensure that volunteers are being properly registered as Disaster Service Workers (DSWs).
❑ Ensure that appropriate forms are being used in the EOC and the VRC.
❑ Monitor resource needs for sustaining VRC operations and relay requests to Logistics Section.
❑ Assist VRC Manager with demobilization process.
❑ Maintain all required records and documentation to support the history of the emergency.

VRC Manager

Reports to: Volunteer Management Coordinator, Logistics Section, EOC

General Duties
- Secure and open the facility for the VRC
- Manage VRC set-up, operations and demobilization
- Request staffing and other resources for VRC operations
- Assign and supervise lead VRC staff
- Coordinate press inquiries regarding volunteers with jurisdiction's PIO
- Maintain close communications with the EOC's Volunteer Management Coordinator

Action Checklist – VRC Set-up
- ❏ Read the entire Action Checklist.
- ❏ Identify yourself as the VRC Manager by putting on the [insert identification method] with your title.
- ❏ Initiate an event log of activities, beginning with notification of the emergency.
- ❏ Choose a site for the VRC; a large indoor room with tables and chairs is ideal.
- ❏ Verify that the structural integrity of the building has been determined by the EOC. Request a site inspection from the EOC if necessary.
- ❏ Determine if power, phone service, water, etc., are available. ❏ Request assistance from the EOC's Safety Officer to ensure a safe, secure and sanitary site.
- ❏ Request needed resources from EOC, including food and water for staff, phone lines and/or electronic communications equipment, and assignment of amateur radio operator backup to VRC if phone lines are down.
- ❏ Obtain Emergency Volunteer Center Supply Kit (see Attachment G for a list of Supply Kit contents).
- ❏ Arrange room to allow for foot traffic; establish waiting area near Reception Station.
- ❏ Designate stations; clearly mark signs for each station.
- ❏ Post VRC signs in visible locations on the outside of the building.
- ❏ Designate a separate area or room for training and orientation, if possible.
- ❏ Establish mode of communication with the EOC. If you will be using the jurisdiction's registered radio amateur unit, ensure enough operators are assigned to cover all shifts for the entire time of operations. Utilize early volunteers as runners to deliver messages to the EOC, if necessary.
- ❏ Maintain all required records and documentation to support the history of the emergency.

Action Checklist – VRC
Management ❏ Read the entire
Action Checklist.
- ❏ Determine staffing levels. If possible assign at least two people to each station and more if necessary. When assigning more than one person to a station, designate a lead staff to be in charge.
- ❏ Note that Safety Officer and Training Officer in most cases are not full-time jobs and can be assigned to other staff.

- ❑ Forecast personnel needs and request extra staff if needed.
- ❑ Assign early volunteers to provide refreshments and support in the waiting area near Reception Station.
- ❑ Determine hours of operation for the public.
- ❑ Set staffing shifts. The recommended maximum shift for any employee or volunteer is eight hours. Decisions regarding overtime work (beyond 8 hours a day or 40 hours per week) for jurisdiction employees should be coordinated with Personnel in the Logistics Section of the EOC.
- ❑ Plan breaks according to jurisdiction guidelines.
- ❑ Schedule brief meetings at beginning and end of day before/after opening the doors to the public to address operational issues and update staff on disaster situation.
- ❑ Overlap shifts to help with the transition of information and updates at each station.
- ❑ Frequently rotate staff through the most stressful positions, e.g., Receptionist
- ❑ If at all possible, designate a break/rest area away from the public to provide a resting area for staff, with water and healthy foods if possible.
- ❑ Encourage VRC staff to monitor stress levels, watch for burnout and promote breaks among one another whenever possible.

Action Checklist – VRC
Demobilization ❑ Read the entire
Action Checklist.
- ❑ Start planning for demobilization when beginning VRC operations.
- ❑ Work with EOC's Finance/Administration Section to make sure VRC staffing and operations cost tracking follow FEMA guidelines.
- ❑ Determine if and when to transition intake and placement activities to another entity.
- ❑ Set a day and time for demobilization and announce to all staff and volunteers.
- ❑ If needed, provide critical incident stress debriefing services from professional mental health counselors for VRC staff and volunteers.
- ❑ Prepare a brief report on intake and placement statistics for the EOC and your own records.
- ❑ Meet with Volunteer Management Liaison to coordinate transition to **countywide operations**, if applicable.
- ❑ Determine where to transition remaining volunteer activities within the jurisdiction (e.g., Volunteer Services, Human Resources).
- ❑ Resolve or refer outstanding issues.
- ❑ Working with designated PIO, notify local media, emergency services officials and community regarding the deactivation of the VRC.
- ❑ Thank volunteers who contributed to VRC operations and/or response efforts in the community. Consider also recognizing volunteers after the event (e.g., phone call, letter from the mayor, an article or ad publishing their names in a local newspaper, gift of commemorative item).

Receptionist

Reports to:

General Duties
- Establish and manage Reception Station
- Greet visitors and field inquiries
- Distribute forms to potential volunteers
- Direct people with non-volunteer related inquiries to the appropriate source
- Post urgent volunteer needs

Action Checklist
- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Receptionist by putting on the nametag with your title.
- ❑ Create a Community Resources and Referral list for directing non-volunteer related inquiries, e.g., where to donate, where to get help. Update information daily or as new information becomes available.
- ❑ Determine where donations are going in your community; consult with your EOC or review jurisdiction's policy on donations management. ❑ Systematically determine each person's need as soon as they arrive at the VRC.
- ❑ Refer those with non-volunteer related inquiries to the appropriate agency or organization.
- ❑ Refer representatives of agencies or departments that need volunteers to the Volunteer Opportunities Desk.
- ❑ Give those who wish to volunteer, including spontaneous volunteers and unaffiliated service program members, a brief explanation of how the VRC works and a *Disaster Volunteer Intake and Referral Form* (Attachment A) to fill out in the waiting area.
- ❑ Once they have completed the Disaster Volunteer Intake Form, direct the potential volunteer to the Intake and Referral Station or back to the waiting area, as necessary.
- ❑ If there are large numbers of people in the waiting area, field questions regarding the status of their application. Stay in close contact with the VRC Manager to keep updated on the availability of positions.
- ❑ If there is a need to recruit for a particular skill, post signs in the waiting area or near the Reception Station, as directed by the VRC Manager.
- ❑ Supervise greeters and refreshment servers to make sure they are giving out accurate information to the public.
- ❑ During a large-scale activation, activity at this station can be intense and prone to causing staff burnout. Enforce breaks and rotate new staff into this station as frequently as possible.

Interviewer

Reports to:

General Duties
- Establish and manage the Intake and Referral Station
- Conduct a brief interview with each prospective volunteer
- Refer volunteer to an appropriate opportunity
- Confirm that volunteer has filled out all the required paperwork
- Register volunteers who are placed with the jurisdiction

Action Checklist
- ❏ Read the entire Action Checklist.
- ❏ Identify yourself as the Interviewer by putting on the nametag with your title.
- ❏ Initiate an event log of activities, beginning with notification of the emergency.
- ❏ Make sure the *Disaster Volunteer Intake and Referral Form* (Attachment A) is filled out correctly. Assist prospective volunteer, if necessary.
- ❏ Conduct a brief interview utilizing the *Volunteer Interview Guide* (Attachment H).
- ❏ Review with volunteer:
    - priority skills and abilities
    - whether or not they are 18 years of age
    - physical limitations
    - language skills ▪ availability
- ❏ Assess volunteer's priority skills, review options and match volunteer with most appropriate opportunity.
- ❏ Briefly explain assignment to volunteer.
- ❏ Note referral(s) on *Disaster Volunteer Intake and Referral Form* (Attachment A).
- ❏ If possible, give volunteer a photocopy of Disaster Volunteer Intake Form. If not possible, retain original form.
- ❏ If volunteer is being referred to a position with the jurisdiction, send volunteer to the Government Registration Unit.
- ❏ If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to him or her and consult with the VRC Manager.
- ❏ Document any notes, questions or concerns you have about the volunteer in the Registration Station logbook.
- ❏ If unable to place volunteer at that time, explain situation and give them an idea of when you will call back or when they can check back with you.
- ❏ If volunteer is offering resources, determine resource availability and conditions of use. ❏ Refer volunteer resources to appropriate agency, organization or field site.

Registrar

Reports to:

General Duties
- Establish and manage the Volunteer Registration Station.
- Register volunteers as Disaster Service Worker (DSW) volunteers
- Ensure completion of required paperwork and administration of Loyalty Oath

Action Checklist
- ❑ Obtain completed Disaster Volunteer Intake Forms from Intake and Referral Station.
- ❑ Confirm that the position within the jurisdiction to which the volunteer was referred is still available.
- ❑ Conduct a brief secondary interview of volunteer, utilizing the *Volunteer Interview Guide* (see Attachment H), with questions relevant to the position.
- ❑ If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to them and consult with the VRC Manager.
- ❑ Instruct the volunteer to fill out the *Disaster Service Worker Registration Form* (Attachment B); note position placement on that form.
- ❑ Administer (or have authorized staff administer) the Loyalty Oath.
- ❑ Complete any other necessary paperwork required for your jurisdiction to utilize the volunteer. ❑ Instruct volunteer on next steps:

  - Where and when to report for orientation and/or training
  - Who within local jurisdiction will be their supervisor
  - Give volunteer any necessary safety information, timecards, etc., pursuant to jurisdiction's volunteer management policies and procedures

- ❑ Periodically notify Volunteer Data Coordinator of placements completed. ❑ Maintain completed DSW forms and file with the appropriate authority.

Volunteer Opportunities Coordinator

Reports to: VRC Manager

General Duties
- Establish and manage the Volunteer Opportunities Desk
- Serve as liaison to the jurisdiction's departments and NGOs that need volunteers
- Relay volunteer requests to VRC Interviewers
- Supervise Data Coordinator
- Assist NGOs and departments with disaster volunteer management issues

Action Checklist
- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Volunteer Opportunities Coordinator by putting on the nametag with your title.
- ❑ Ask the Reception Station to direct requests for volunteers from agencies to your station.
- ❑ Ensure that messages from the EOC regarding requests for volunteers from the jurisdiction reach you.
- ❑ Assist agency or department representatives with completion of *Disaster Volunteer Request Forms* (Attachment C) for volunteers.
- ❑ Number Disaster Volunteer Request Forms sequentially in the order received.
- ❑ Send information regarding volunteer requests to VRC Interview Station as soon as they have been received.
- ❑ Forward completed Disaster Volunteer Request Forms to the Data Coordinator.
- ❑ Alert VRC Interview Station if there is an urgent need for people with particular skills such as interpreters or nurses. Also notify VRC Manager so special recruitment procedures can be considered.
- ❑ Confirm that each outside agency understands that disaster volunteers must register with that agency for insurance and liability purposes.
- ❑ When notified by Data Coordinator than an opportunity appears to have been filled, notify requesting agency to determine whether enough volunteers have responded or whether the job should remain open.
- ❑ Inform Interviewers when a job has closed.
- ❑ Confirm that each department within the jurisdiction understands the need to follow Disaster Service Worker policies and procedures.
- ❑ Link agencies and departments that have disaster volunteer management needs with available resources (many agencies may not have developed procedures for working with disaster volunteers and may need some assistance and guidance).
- ❑ In the early stages of the disaster, contact agencies by any means possible to identify volunteer opportunities. Outreach to agencies can be conducted any time this station is not busy with immediate incoming requests. As communications become available, Volunteer Opportunities staff can utilize phone, fax, the Internet and runners with cellular phones to determine needs.

Data Coordinator

Reports to: Volunteer Opportunities Coordinator

General Duties
- Establish and manage Data Coordination Desk
- Enter/manage data on volunteers
- Enter/manage data on agency requests
- Establish and manage tracking process for volunteer needs and placements

Action Checklist
- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Volunteer Data Coordinator by putting on the nametag with your title.
- ❑ Collect completed Disaster Volunteer Intake Forms (Attachment A) from Interviewers Station. Sort into piles, one for referred volunteers, one for pending. Return pending forms to Interviewers Station for follow-up.
- ❑ Devise a manual or computerized system for recording number of volunteers referred to each volunteer opportunity.
- ❑ If a manual system is utilized, hold this information for future database entry.
- ❑ If database capabilities exist, input all volunteer information from Disaster Volunteer Intake Forms.
- ❑ Inform Volunteer Opportunities Coordinator immediately when it appears enough volunteers have been referred to a particular job.
- ❑ Assist Volunteer Opportunities Coordinator by entering data on agency requests.
- ❑ Run daily report on number of volunteers processed, number of volunteer referred and to which agencies, and any other pertinent data.
- ❑ When VRC is demobilized, retain forms for the jurisdiction.

Training Officer

Reports to: VRC Manager

General Duties
- Plan orientation and training for new staff
- Execute training as often as needed
- Maintain records on who was trained, when and on what

Action Checklist
- Read the entire Action Checklist.
- Identify yourself as the Training Officer by putting on the nametag with your title.
- Coordinate orientation/training schedule with VRC Manager.
- Plan orientation and training for new VRC staff.
- Include safety information in curriculum.
- Update orientation and training curriculum as needs, policies or procedures change.
- Issue ID badges to new VRC staff.
- Create new file for each VRC staff volunteer.
- File volunteer's pink copy of Disaster Volunteer Intake Form with training record. ▪ Assign new volunteers to a supervisor.
- Address re-training as needed.

Attachments

Attachment A   **Disaster Volunteer Intake and Referral Form (VRC Form 1)**: The initial document used to record volunteer skills, availability, etc., and the basis for referring volunteers to appropriate opportunities. It can be adapted for local use.

Attachment B   **Disaster Volunteer Request Form (VRC Form 3)**: For use by agencies and/or internal departments to request volunteer assistance from the VRC. It identifies each volunteer opportunity by title, brief description, type of work, hours needed, and other pertinent details.

Attachment C   **Sample Disaster Volunteer Position Description (VRC Form 4)**: Suggested format for internal use by any agency for designing and defining volunteer opportunities.
It is beneficial to create as many of these as possible prior to a disaster.

Attachment D   **Volunteer Time Sheet (VRC Form 5)**: To be utilized at the VRC for tracking staff volunteers hours. Can also be used at other locations where volunteers are working. Designed for logging in multiple volunteers on a daily basis.

Attachment E   **VRC Layout**: A basic layout for setting up stations at the VRC. It can be adapted to accommodate room size, configuration and other constraints.

Attachment F   **VRC Supply Kit:** A list of suggested supplies for the VRC. It is recommended that an VRC Supply Kit be stocked and stored at each facility that could serve as an VRC for the jurisdiction in the event of a disaster.

Attachment G   **Disaster Volunteer Interview Guide**: A list of suggested questions for interviewing volunteers.

Attachment H   **Emergency Volunteer Center Press Release**: A template that can be used to announce opening of the VRC in a disaster. Be sure to coordinate with your local PIO any information released to the press.

Attachment I   **Sample Outline for Orienting New VRC Staff:** A list of topics that should be covered when orienting new volunteers who will be helping in the VRC.

Attachment J   **50 Ways to Recognize Disaster Volunteers**: Suggestions for showing appreciation to volunteers during and after disaster operations.

Attachment K   **Glossary:** List and definitions of commonly used terms in disaster volunteer management.

Attachment L   **Typical Jobs for Spontaneous Volunteers:** A list and brief descriptions of activities that can be performed by volunteers with a minimum of training.

Emergency Volunteer Center

Disaster Volunteer Intake and Referral Form

PLEASE PRINT

Name:	First	Middle	Last	Date	

Street Address		City	State	Zip	Occupation

Primary Phone	Cell Phone	Pager	E-mail Address

List age if under 18*	Any Physical Limitations?

*Minors who wish to register to volunteer must be accompanied by parent

If you are with a group, please specify name of group

Availability: Please indicate when you are available. (Check all boxes that apply.)

	M	T	W	Thu	F	Sa	Su
Morning							
Afternoon							
Evening							

Length of Time available (e.g., 1 week, 1 month, open)

Geographic Area: Please indicate the geographic area(s) where you can volunteer. (Choose all that apply.)

0 [insert geog. subdivision   0   0

0

                                   0   0

Skills: Please indicate the skills you possess or tasks for which you are qualified (choose all that apply):

Disaster Skills		Office Skills		People Skills		Manual Skills	
0	CERT*	0	Message Runner	0	Language (specify below)	0	Care & Shelter
0	Safety Assessment	0	Accounting	0	Child Care	0	Heavy Labor
0	Medical: First Aid, MD, RN, EMT, NP (circle one)	0	Answering Phones	0	Animal Care	0	Driver (list classes below)
0	Shelter Assistant	0	Data Entry	0	Medical	0	Carpentry
0	Traffic/Crowd Control	0	General Clerical	0	Counselor	0	Plumber
0	Radio Communications	0	Computer Systems	0	Special Populations (seniors, disabled)	0	Electrician
0	HAM Radio License			0	Interviewer/Customer Service	0	Debris Removal
0 Other (specify below)				0	Legal	0	Food Prep/Service

*Community Emergency Response Team

Please list licenses, special certifications, languages or other specifics on skills checked above:

Special Equipment/Vehicles/Resources you can offer:

Volunteer Signature (if in person): _____

VRC Interviewer:	Location Referred to:	Contact Person:	Phone #-
Interviewer Comments:			Date Referred:
Data Entry Date: /	by:		

Attachment A

Disaster Volunteer Request Form

PLEASE PRINT   Date _____

Requesting Organization _____ Contact Person _____

Phone: Day _____ Evening _____ Fax _____

Address _____ City _____ Zip _____

Volunteer Position Categories (please select all that apply):

O	Medical	O	Message Runner	O	Language (specify below)	O	Care & Shelter
O	Communications	O	Accounting	O	Child Care	O	Heavy Labor
O	Traffic/Crowd Control	O	Answering Phones	O	Animal Care	O	Driver (list classes below)
O		O	Data Entry	O	Medical	O	Carpentry
O		O	General Clerical	O	Counselor	O	Plumber
O		O	**Computer Systems**	O	**Special Populations (seniors, disabled)**	O	**Electrician**
				O	**Interviewer/Customer Service**	O	**Debris Removal**
				O	**Legal**	O	**Food Prep/Service**

Position Title:

_____

Volunteer Position Description (describe tasks/duties):

_____

_____

Desired Skills/Qualifications (include language skills needed):

_____

_____

Physical Requirements of Position:

Hours/Days Needed:

_____

Expected Duration:
Work Location:
Is site handicapped accessible? ☐ Yes ☐ No
Work site contact   Work site phone
How should volunteer make contact (phone site, phone office, go to site, etc.)

Special instructions, clothing, equipment or other necessities
 Number of volunteers needed

VRC Use Only:	Job Number _____
Information taken by _____	Data Entry Date _____

Attachment B

Sample Disaster Volunteer Position Description

Volunteer Position Title:	Sandbagging Assistant
Department:	Public Works
Supervisor:	Director of Public Works or as assigned
Site/Work Location:	City Corporation Yard, or various as assigned
DSW Classification:	Laborer
Time/Shift Commitment:	2-6 hours as assigned
Tasks/Duties:	Assist Public Works staff with filling and loading sandbags for flood control efforts within the city.
Desired Skills/Qualifications:	Must be able to lift 50 pounds Good physical health Ability to work in a team environment Able to follow specific instructions
Training Required:	Procedural training for filling sandbags will be required for this position
Safety Training Conducted by:	Public Works Staff

Attachment C
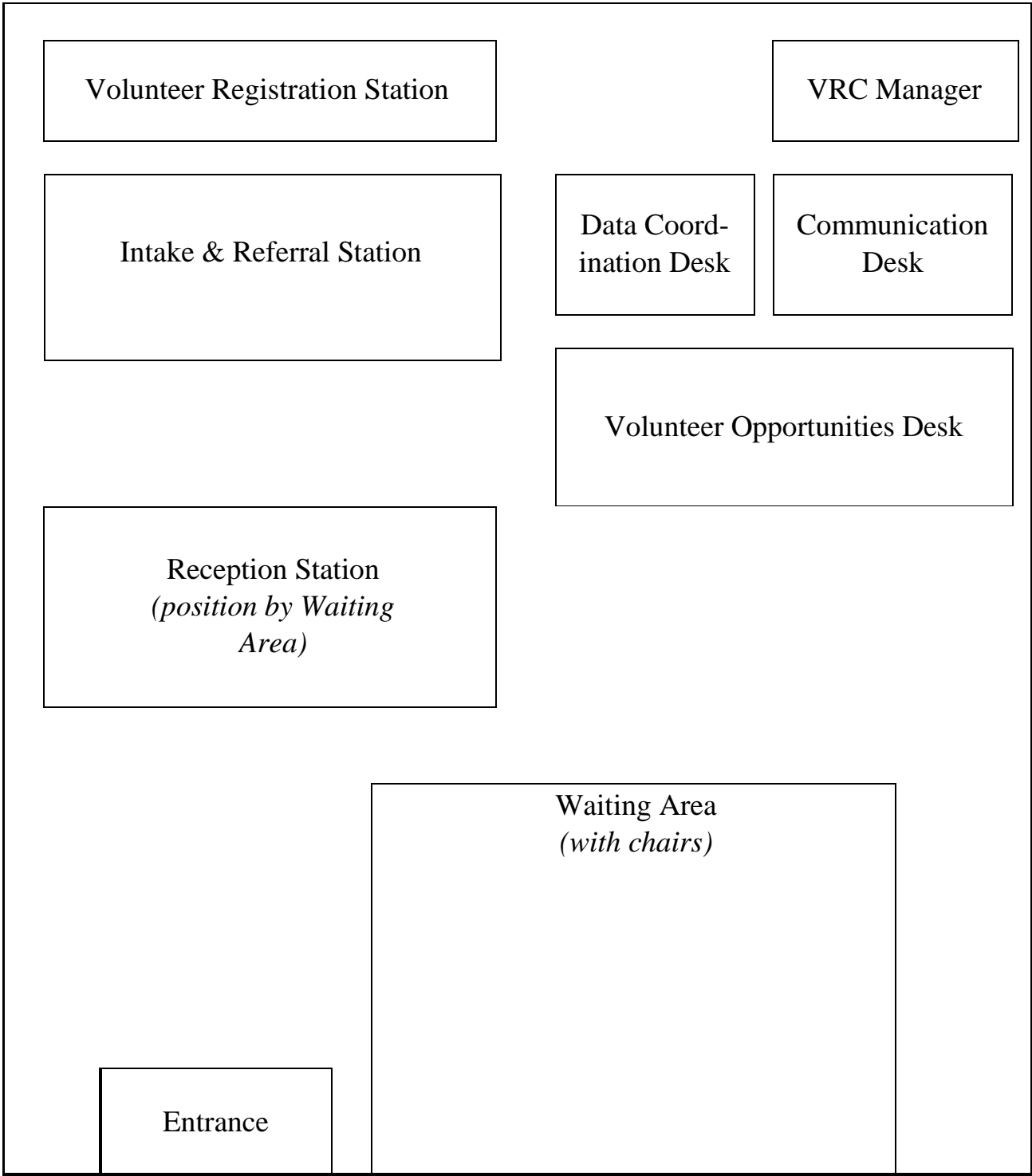
Disaster Volunteer Time Sheet

Site Location:

PLEASE PRINT

Name	Time		Time		Total	Assignment	Supervisor (Full Name)	Initials*
	In	Out	In	Out				
1 .								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								
18.								

*Your initials here are verification of time worked by volunteer and nature of volunteer's assignment.

Emergency Volunteer Center Layout

Volunteer Registration Station	VRC Manager

Intake & Referral Station	Data Coord-ination Desk	Communication Desk

Volunteer Opportunities Desk

Reception Station
(position by Waiting Area)

Waiting Area
(with chairs)

Entrance

Attachment E

Volunteer Center Supply Kit

These supplies are for activation of the Emergency Volunteer Center. Adapt as necessary to supplies already stocked in the jurisdiction (e.g., first aid, equipment).

Forms, Maps, Signs, etc:

o VRC plan
o Disaster Volunteer Intake and Referral
  Forms
o Disaster Service Worker Registration

  Forms
o Disaster Volunteer Request Forms
o Disaster Volunteer Time Sheets
o Disaster Volunteer Position Description
  Forms
o Street maps of city

0 Thomas Guide for county
0 Pre-printed VRC signs
0 Pre-printed VRC signs with directional
  arrows
0 Pre-printed 8xlO signs for identifying the
  different stations
0 Cones
0 Vests, hats, shirts, badges or preprinted
  name tags to identify VRC staff

Office Supplies:

o Large Post-It flipcharts
o Poster board and/or cardboard and large
  marker pens
o Clipboards (3)
o Dry erase board and dry erase pens
o Eraser
o Paper
o R5 cards (pack of 100) and file box
o File folders and labels (I dozen)
o Accordion or portable file box
o Spiral notebooks (6)
o Envelopes
o Highlighter pens

0 Pens & pencils (2 dozen each)
0 Pencil sharpener
0 Tape (masking, scotch & duct)
0 Stapler and staples
0 Scissors
0 Paper clips
0 Push pins, etc.
0 Post-Its
0 I Post-It fax pad
0 Disposable
0 Supplies for Spontaneous Volunteer ID
0 Badges (TBD)

Equipment & Supplies:

o Fax machine
o Laptop computer
o Cell phones

0 Phones
0 Copy machine
0 Large taTp for outdoor set-up

Preparedness Items (can be in a separate kit or with above supplies):

o First aid kit o
Flashlights o
Portable radio

o Water o Lightsticks o
Disposable wipes o
Emergency blankets

Disaster Volunteer Interview Guide

Possible questions for interviewing disaster volunteers:

1. Why have you decided to volunteer?

2. What skills do you have which may be useful as a disaster volunteer?

3. Are you prepared to work in a possibly stressful, unfamiliar situation? (If applicable)

4. Do you speak any language other than English?

5. What type of volunteer work would you like to do?

6. Have you ever volunteered in a disaster situation before?

7. When, and for how long, are you available to volunteer?

8. Do you prefer to work alone, with a partner, or in a group?

9. Do you have your own transportation?

10. Do you have any questions about volunteering?

11. Are you under 18?

Emergency Volunteer Center Press Release

Be sure to coordinate the release of information to the press and the public with the Public Information Officer for your jurisdiction

73

###

Sample Outline for Orienting New Volunteer Staff

- Welcome and introductions
- Brief description of disaster, VRC's mission, role, and how volunteers fit in
- Expectations of volunteers
- Shift length
- Rest periods
- Call if can't come in
- Signing in and out
- Wearing identification (name tags, etc.)
- Responding to questions from media and citizens while on the job
- Use of vehicle on job
- Other policies and procedures
- Safety information and instructions
- Procedure and form for reporting an accident
- Housekeeping items
- Refreshments available (free?)
- Meals provided, if any
- Location of staff support/rest area
- Restrooms (is key needed?)
- Job details (if appropriate)
- Confirm assignment and supervisor
- Instructions on how to do particular job (if applicable)
- Guided tour of VRC

Thank volunteers for helping!

50 Ways to Recognize Disaster Volunteers

1. Listen to them.
2. Allow time to talk.
3. Smile.
4. Ask for their suggestions.
5. Act on their ideas whenever possible.
6. Provide debriefing opportunities.
7. Provide child care.
8. Make good job matches.
9. Say "Thank you!"
10. Give them a pat on the back.

11. Don't turn them away.
12. Give them added responsibility and promotions.
13. Provide job references.
14. Maintain safe working conditions.
15. Provide orientation.
16. Provide name tags.
    Show length of service with "service stripes"-dots or ribbons on name tags.
17. Assign color-coded name tags to work teams.

18. Honor their preferences.
19. Send letters of appreciation to their employers.
20. Laugh often and loudly.
21. Write them thank-you notes.

22. Send "thank you" notes to their families.
23. Provide them with official identification.
24. Solicit feedback from them.

25. Facilitate gripe sessions.
26. Provide daily newsletters.
27. Enforce breaks.
28. Host a recognition event.
29. Provide a message board.
30. Post their accomplishments in a visible location.
31. Be creative in developing jobs.
32. Keep challenging them.
33. Feed the press good news about their good work.
34. Offer beverages, healthy snacks, meals.
35. Sponsor a reunion.
36. Ask for a report.
37. Call them by name.
38. Be a volunteer advocate.
39. Respect individual needs.
40. Provide good training.
41. Give them stuff-T-shirts, caps, buttons, plaques, patches, certificates.
42. Give special awards for extraordinary achievements.
43. Plan, plan, plan to make their volunteer experience run smoothly.

44. Honor exceptional work teams.

Courtesy of Esther O'Donald, Santa Cruz County Office of Emergency Services/revised 2001

Glossary

(ACS) Auxiliary Communications Service - Volunteer specialists provide emergency administrative, logistical and tactical communications to the sponsoring government. The ACS can serve as the RACES during national emergencies. (See **www.acs.oes.ca.izov** for model ACS plan.)

(ARES) Amateur Radio Emergency Service - A service within the American Radio Relay
League (ARRL), a private organization with a long history of training for emergency communications. Under certain conditions may serve as an ACS or RACES unit. (See www.acs.oes.gov.)

(DSW Volunteer) Disaster Service Worker Volunteer- Any person registered with an accredited Disaster Council for the purpose of engaging in disaster service without pay or other consideration.

(EMO) Emergency Management Organization - City/county staff assigned to the EOC to manage the response to a local disaster or emergency.

(EOC) Emergency Operations Center - The headquarters where emergency operations are managed by city/county staff assigned to fill roles in the Incident Command Structure.

(EOP) Emergency Operations Plan - A plan that describes principles, policies and methods to be applied in carrying out emergency operations and rendering mutual aid during emergencies.

(FEMA) Federal Emergency Management Agency - Agency of the US government tasked with disaster mitigation, preparedness, response and recovery planning. FEKA, bears responsibility for distributing federal relief funds to qualified applicants and allocating national resources to relief efforts.

(ICS) Incident Command System - The Incident Command System is a key component of the State of California's Standardized Emergency Management System (SEMS). ICS allows agencies throughout California to communicate using common terminology and operating procedures. ICS clearly defines staff roles, responsibilities, and lines of communication.

(POC) Point of Contact - A designated person or agency to contact regarding a specific issue or topic.

(RACES) Radio Amateur Civil Emergency Service - A communications service provided by amateur radio volunteers to city/county EOCs, hospitals and other locations during a disaster. RACES volunteers are registered as DSW volunteers and must be activated by local government.

(VRC) Emergency Volunteer Center- A walk-in center, phone bank or other means of referring the public to disaster volunteer opportunities. Can be administered by local government, an Operational Area or non-governmental organization.

Typical Jobs for Spontaneous Volunteers

Clean-up/Inside: pick up and dispose of debris, clean furnishings and equipment, replace library books and other fallen items, do maintenance and janitorial work

Clean-up/Outside: clear roads blocked by toppled trees, remove and haul away fallen brick and other debris from sidewalks and roadways, shovel mud, fill sandbags

Clerical Support: assist with range of clerical duties including copying, faxing, mailing, acknowledging donations

Damage Assessment: go door to door in a designated area, observing and noting exterior damage

Data Entry: enter information on computer databases

Donated Items: staff designated collection and distribution

sites, inventory goods

Drivers: transport people to work sites, deliver goods, drive courier routes

Food Preparation Crews: cook hot food, prepare cold food (sandwiches, etc.), serve food and beverages at fixed and mobile sites

Greeters/Receptionists: greet public, give information, refer to appropriate worker or location

Interpreters: assist in a wide variety of settings, wherever and whenever bilingual workers are unavailable

Phone Bank Workers: answer phones, provide information, make referrals

Researchers: call or visit agencies/work sites to assess needs and report back

Runners: take messages between agencies, work sites, command centers

Security: check IDs at entrances and exits to facilities where security is vital to safe, smooth operations

Sorters/Packers/Loaders: sort, pack and/or load goods (food, clothing, etc.)

Training: those with detailed knowledge of subject area and proven training ability, train other volunteers

Contact List for Disaster Volunteer Management*

Use the following list as a guide for developing a contact list for your jurisdiction. List names, titles and contact information for key government representatives. Also list agencies and organizations that may need volunteers, as well as those that may be able to provide resources to the VRC. Include name of agency or organization, contact name and contact information.

Type of Resource	Name/Title	Contact Information
Government Resources		
VRCs		
EOC		
Disaster Groups		
Interagency disaster groups		
VOAD (Voluntary Organizations Active in Disaster)		
Faith-Based Groups		
Congregations		
Non-Governmental Organizations		
Food Bank		
Humane Society		
Information and Referral Agencies/2-1-1		
Salvation Army		
Others as appropriate (mental health, housing, homeless, etc.)		
Service Clubs (Rotary, Lions, etc.)		
Businessesl Corporations		

*For more comprehensive information regarding community resources, contact your local information and referral organization.