



Virginia Beach Department of Emergency Medical Services



# EMERGENCY OPERATIONS PLAN

## PURPOSE

To outline measures for preparation and response to disasters and significant incidents which significantly impact routine operations.

## SCOPE

This plan applies to all Virginia Beach Department of EMS (DEMS) personnel. Attempting to provide direction for all contingencies is impossible. For situations not covered by this plan, the officer-in-charge of each unit shall take appropriate action(s) or refer the matter to a higher authority, if the situation permits.

## DEFINITION OF DISASTER

Disasters may be either anticipated (i.e., hurricanes and winter storms) or unanticipated (i.e., tornados and WMD events). For the purpose of this plan, a disaster is a large-scale event or a combination of lesser events occurring simultaneously, whether natural or man-made, which significantly impact the economy, social structure or system of government services in the city. Examples include, but are not limited to: hurricanes, tornados, civil disturbances, WMD events, winter storms, and "northeasters." The essence of a disaster is that DEMS and other city agencies may be unable to meet service demands under normal operating procedures.

## ASSUMPTIONS

1. DEMS will work within existing city and departmental policy to the extent possible during emergency situations. It is understood that situations may dictate actions outside of current policy. Actions so taken are expected to meet the overall departmental vision toward safe, effective, legal, and efficient service delivery.
2. DEMS personnel should strive to continually maintain high levels of readiness. While some disasters/major incidents permit advanced warning and preparation efforts, other disasters provide for little or no forewarning of their occurrence. Subsequently, while the use of this policy will largely be based upon the threat of hurricanes, DEMS personnel shall adopt an all-hazards approach to disaster preparedness.
3. Officers are expected to exercise independent decision-making in the event of a total failure of communication systems.

4. DEMS will gauge the needs for additional staffing and the activation of personnel based upon the perceived threat and the staffing needs of the city. Staffing decisions will be based upon facts, potential conditions, National Weather Service advisories, Police intelligence, credible threats, etc. DEMS will not automatically change staffing requirements for National Weather Service watch, advisory or warning levels, nor when the Department of Homeland Security changes the Terrorism Threat Level.
5. At some point during a disaster, normal emergency response procedures will be untenable. The EMS Command Duty Officer or the Deputy Chief of Operations (or his designee) shall determine at which point modified response protocols will be enacted and when emergency response should be temporarily curtailed or halted due to environmental conditions making travel and operations unacceptably unsafe.
6. Response to any disaster will not be the responsibility of a single-department. All city departments, offices, and agencies have an integral role to play in overall planning, preparation, response, and recovery.
7. As a guiding planning principle, in the event of a disaster the city and DEMS should expect to function without outside aid for at least three days. After 72 hours, state and federal resources may become available. While in some disasters state and federal aid may be available sooner, disasters impacting large regions or multiple states may slow the response of resources external to the city government.
8. The majority of our facilities are joint EMS and Fire stations. We can anticipate that above normal levels of both EMS and Fire Department personnel will be operating out of these stations. At present, there are no plans to stage other city, state, federal or private resources in the stations; this may change during each incident.
9. DEMS shall not be expected to provide the workers of other agencies with food or water. However, coordination or resources among the occupants of each individual station is encouraged.
10. DEMS personnel will utilize sleeping quarters and dayroom facilities normally utilized by EMS crews. It is not expected that additional space will be required for EMS personnel nor is it expected that other local agency personnel will be housed in EMS spaces. It is possible that assisting personnel from outside agencies may be assigned to DEMS facilities during the recovery phase.
11. The city has guidelines for the authorization of purchases by city members. Even during a disaster, only those members who have been authorized by the city to approve purchases may do so.

## **PREPARATION AND PLANNING FUNCTIONS**

### **TRAINING**

Supervisors shall encourage that all new DEMS members, career and volunteer, to complete the following Emergency Management Institute (EMI) on-line courses:

- Are You Ready? An In-depth Guide to Citizen Preparedness (IS-22)
- Principles of Emergency Management (IS-230)

It is recommended that all DEMS Chief Officers complete the following EMI on-line courses within one year of being promoted or hired:

- Emergency Planning (IS-235)

- Role of the Emergency Operations Center (IS-275)

## **PERSONAL PREPAREDNESS**

As all DEMS members are subject to work during any disaster, it is recommended that all personnel plan for the possibility of their absence from home during an event. It is recommended that this be completed during normal operating conditions. It is the member's responsibility to monitor events and make necessary adjustments to their personal and family preparations. Each member must recognize the potential for his recall to work for extended periods. Considerations for such a plan include, but are not limited to:

- Arranging for the sheltering of immediate family members
- Emergency travel routes
- Emergency contact information
- Maintaining supplies in the home (food, cooking supplies, flashlights, etc)
- Maintaining items necessary to secure personal property
- Maintaining supplies for use during a recall
- Maintaining supplies in-station for unforeseen events

There are Web sites and pamphlets offering specific information on emergency preparedness to the general public, including those of the Virginia Beach Department of EMS, FEMA, Virginia Department of Emergency Management, and the Red Cross. Members are urged to take advantage of these information resources to prepare their families. Appendix B provides an Individual Readiness Checklist.

Members should plan on providing sufficient food, water, and personal items to sustain themselves for at least 72 hours. Under disaster conditions, DEMS shall attempt to provide food, water, and miscellaneous items to those members who are in need, but there is no guarantee as to the quantities that will be available or the time frame when supplies can be delivered.

All career uniform and non-uniformed personnel are classified as Alpha 1 employees under the City's Municipal Operations and Staffing Policy and are therefore required to report for duty regardless of the City's operational condition. Volunteer members are also considered essential and should participate to the greatest extent possible.

## **STATION PREPAREDNESS PLANNING**

Each station and office shall develop a site-specific disaster preparedness plan. The development of station plans shall be the responsibility of the squad commanders, facilitated by the supervising Assistant Chiefs. Squad commanders should be familiar with co-located VBFD station plans. Development of office plans shall be the responsibility of the Deputy Chiefs for their assigned program areas. Development of DEMS station (i.e. Station 15) plans shall be the responsibility of the Division Chief of Field Services.

The station disaster preparedness plan should include, but not be restricted to, the following issues (see Appendix C Station Disaster Preparation Planning Guide):

- Evaluation of emergency generator capabilities
- Identification of specific fuel needs and the identification of the closest fueling sites
- Identification of station operational staffing capability based on vehicle characteristics
- Designated sleeping areas
- Potential issues with overhead lines
- Identification of major target hazards in the first-due area

- Evaluation of alternative water supply (i.e., water heater)
- Evaluation of HVAC capabilities
- Discussions on creation of snow porches
- Designation of in-station decontamination and PPE drying areas
- Designated tornado safe sites
- Identified needs to control parking inside and outside the station
- Evaluate the potential for housing long-term (24+ hours) relocation of DEMS personnel from stations that have been evacuated
- Identification of alternative hygiene facilities (means and site)
- Identification of station evacuation preparations
- Designated office space
- Designated storage areas for personal disaster kits
- Planned station evacuation procedures
- Options for adding additional units into the station, if possible
- Identified sites to post special instructions for civilians in case the station is emptied

## **AUTOMOTIVE SERVICES AND EQUIPMENT**

All operational vehicles should be maintained in a constant state of readiness. In the event of a projected period of severe weather, squad commanders shall ensure that all vehicles are fully fueled and all fluid levels checked. Gasoline powered equipment should be topped off and tested. Spare fuel tanks will be filled.

## **STAFFING**

For purposes of planning sleeping arrangements, station space, and cleaning supplies, all stations shall base estimated numbers on at least twice the daily staffing level. This projection should include staffing of all assigned special operations vehicles. The following additional staffing options will be addressed, as needed:

- Stations housing EMS Field Supervisors increase estimated staffing by 1 per shift to account for a Chief's Aide
- Stations housing special operations apparatus should assume full staffing for these vehicles

## **STATION SUPPLIES AND EQUIPMENT**

### **Cleaning and EMS Supplies**

EMS Stations will ensure cleaning, sanitary and medical supplies are inventoried at one and one-half times normal level from June 1 through November 30. For joint Fire and EMS facilities, squad commanders should coordinate with the company officers to the greatest extent possible for maintenance of sanitary and cleaning supplies levels. The primary contact is the C Shift Company Officer.

The Logistics Brigade Chief will inventory the EOC medical kit, deployable radio kits and disaster office supplies annually during the month of June.

### **Water**

During a recall, personnel are responsible for acquiring their own individual water supply. For stations with coolers, water jugs and other containers suitable for storing drinking water, these containers should

be cleaned and prepared for service prior to June 1 annually. These should be filled in the event of an impending hurricane.

In an unanticipated severe weather emergency, if necessary, the VBFD Company Officer (squad commanders for rescue squad-owned stations) will have the power (gas/electricity) secured to the hot water heater. He will also ensure that the water flow in and out of the heater has been secured. This will be done to provide an emergency cache of water, if needed. This water supply shall be secured until the quality of city water has been determined to be safe.

### **Generator Fuel Storage Levels**

Fuel storage tanks will be filled and maintained at not less than 50% capacity for the entirety of the hurricane season. Generators should be tested on a regular basis.

### **WEATHER INFORMATION**

While DEMS shall attempt to provide weather information on a regular basis, personnel should become familiar with sources of reliable weather-related information. Information from the Wakefield Office of the National Weather Service can be accessed at the following site: <http://www.nws.noaa.gov>.

## **CONTINUITY OF OPERATIONS**

DEMS will maintain normal services to the greatest degree possible during a disaster or prior to an impending storm. Once the City shifts to an emergency operations condition, administrative and training functions may be scaled back or halted. The logistics of preparing the administrative offices for severe weather as well as the conversion of training facilities to support disaster coordination functions may impact our normal personnel routine.

### **Line of Succession**

The Line of Succession for EMS Chief Officers is as follows:

- Chief
- Deputy Chiefs
- Division Chiefs (Prior to an anticipated event or absence, the Chief or Deputy Chief will designate the Division Chief to assume succession functions. In event of a catastrophic situation when both the Chief and Deputy Chief are unavailable, the Division Chief line of succession will be based on senior tenure with DEMS)

When directed by the Chief, the Deputy Chief of Operations shall coordinate staff assignments across divisional lines for emergency management/disaster response duties.

### **Loss of EMS Headquarters Facility**

#### **Administration and Associated Functions**

In the event of an impending storm, the Deputy Chief responsible for Administration or his designee will initiate preparations to minimize critical equipment and records damage. For severe events, consider relocation of some lap top computers, portable ID machine, ID supplies and projectors to a secure location for storage. Personnel and other critical files should be protected from water as feasible. At a minimum, all computer files should be backed up to a removable disk to be stored at an offsite location.

For continuity of operations in the event of loss of the EMS Administration Office, administrative staff and functions will relocate to the Thalia EMS Station until the building can be restored. In the event both facilities are unusable, the EMS Chief or his designee will coordinate with the Squad Commander of the Virginia Beach Rescue Squad to request utilization of EMS Station #8 as the temporary relocation site for DEMS administrative staff and functions until a suitable alternative can be arranged by the City. Either location will require support from the Communication and Information Technology (COMIT) Department in order to establish member computer access. Long-term use of Station 8 will require installation of City computers and connections. Existing DEMS laptop computers will be used as much as possible.

## Training and Associated Functions

In the event of an impending storm, the Deputy Chief of Operations or his designee will initiate preparations to minimize critical equipment and records damage. If severe damage is expected, and the facility is to be evacuated, a copy of the master class schedule, laptop computers, portable projectors and the network file server should be relocated to a secure site. Critical files should be removed as feasible. At a minimum, all computer files should be backed up to a removable disk to be stored at an offsite location. Consideration should be given to removing other capital equipment (i.e. monitors, manikins, etc) to more secure locations.

For continuity of operations in the event of loss of the EMS Training facilities, training staff and functions will relocate to the Fire Training Center. In the event both facilities are unusable, staff and class activities will be distributed to EMS stations or other City facilities. Any loss of the EMS Training facilities will require staff to find multiple alternate classroom locations. Possible sites include Libraries, Human Resources Training Room, Rescue Stations (1, 8, 14, and 22) and Law Enforcement Training Academy. The Brigade Chief of Training will assign a staff member to serve as the classroom coordinator. A priority list of replacement manikins, simulators, etc. should be developed as soon as possible, so loaners or replacements can be obtained promptly.

## Loss of Individual Station

In the event of damage to an individual station which renders that facility unusable, the Deputy Chief of Operations or his designee will identify a neighboring station for initial relocation in conjunction with the Fire Department. The appropriate Assistant Chief(s) will facilitate temporary vehicle loans from other rescue squads if needed. For long-term relocation scenarios, additional coordination will be needed between the rescue squad, DEMS, VBFD and the City to house that squad until the primary facility is returned to service.

## OPERATIONAL CONDITIONS

The department will institute a condition status mechanism to allow department members to better understand the manner of operations under which the organization will function during a disaster. The Chief or his designee shall determine the department's condition status. It will be the responsibility of the Brigade Chiefs to alert their stations to changes in the current condition status. The Division Chief of Administration shall alert personnel assigned to the EMS Headquarters, and the Division Chief of Training shall alert all personnel assigned to the Training Division. Notification will be disseminated by radio, phone, voice, or pager, indicating the current condition and any special information that may need to be reported.

Conditions may be upgraded rapidly based upon many factors. While anticipated disasters may proceed through a sequential progression, an unanticipated disaster may place the city and DEMS directly into Condition Four or Five, requiring members to work in an unstable, unprepared environment in which there has been insufficient time to adequately prepare and position resources. Under such circumstances, all

members shall be expected to work in a safe and professional manner until an effective city and department command structure can be established and the event is stabilized.

Depending on the circumstances, the EMS Chief or his designee may elect to call back to duty some or all Chief Officers during Condition Two or Condition Three. These callbacks may be for:

- Planning meetings
- Function augmentation
- Line-of-succession placement
- Rotating operational, work or planning periods
- EOC operations
- ECC liaison operations

DEMS has established the following operational conditions as a guidepost for organizational operations during a disaster. They are aligned with the city conditions of readiness. While, in general, the city shall determine the operational readiness condition, in the event of an unanticipated disaster the EMS Chief or his designee may raise the operational readiness of DEMS above that of the remainder of city government.

- *Condition One:* Normal Operating Conditions
- *Condition Two:* Developing Situation (no modification to daily operations)
- *Condition Three:* Increased Readiness (moderate adjustments to daily operations; pre-impact operations)
- *Condition Four:* Response
- *Condition Five:* Recovery
- *Condition Six:* Return to Normal Operations

Specific actions to be taken during each condition are noted later in this policy.

## **RESPONSE AND RECOVERY OPERATIONS**

### **ACCOUNTABILITY**

During any disaster, DEMS shall monitor the locations and status of all on duty personnel.

### **RECALL**

At some point during a disaster, the EMS Chief or his designee may approve of a recall. The recall may be partial or total. A partial recall may be limited to the recall of personnel needed to supplant normal staffing or to fill certain specialized roles. This should not impact shift cycles. In such instances, the placement of recalled personnel shall be made by the EMS Chief or his designee.

In the event of an anticipated disaster, the EMS Chief or his designee may approve the recall of an entire shift. In such cases, with two complete shifts on-duty, DEMS will probably have an "on-duty" shift and a "stand down shift."

In the event of a full recall, the Division Chief of Field Services or his designee shall determine the most appropriate means of shift rotation. One option would be to divide all operational personnel into two separate shifts, ALPHA and BRAVO. Another option would be to increase daytime staffing with two full shifts of personnel working 0700-1900 and one shift working 1900-0700, meeting the expected needs for typical post-impact and recovery periods. The final shift structure for career personnel will be based on the availability of rescue squad personnel and any needs to augment rescue squad staffing.

It is the responsibility of every department member to monitor storm development during hurricane season. When authorities have determined that our area should monitor a storm's progress, members should immediately prepare for the possibility of the storm's influence upon the area in the days to come. EMS Operations will constantly monitor the storm's approach. A final determination for call back will ideally be made within eight hours of the storm striking the city. If some employees are not called back by that time, they should periodically make contact with their supervisor or station following the storm's departure to better determine their need/ability to return to duty.

## **STAND DOWN**

During long-term disaster operations, crews may be placed on rotating shifts that include a stand down period. During that period, personnel are expected to take appropriate action to ensure they are mentally, physically, and emotionally prepared for their next duty period. The on-duty officers are responsible for ensuring that stand down personnel are not working during their stand down period to an extent that would hinder their ability to function safely during duty periods.

The senior DEMS/rescue squad officer at each location shall ensure sufficient beds or cots are available to support assigned personnel. During each stand down period, the senior officer will ensure that bunks are assigned to each member of the stand down crew. Those personnel on the stand down crew shall have first call for beds. Generally speaking, those members not on stand down may use unassigned bunks as they become available, but should not expect to have one assigned for their use.

## **EVACUEES**

Fire-EMS stations are not designated as shelters. No authorization will be granted to any citizen or family member to obtain shelter in a Fire-EMS facility without the permission of an EMS Deputy Chief or above.

Temporary shelter in a Fire-EMS facility may be authorized if, in the opinion of the officer-in-charge, refusal to grant refuge in the facility would place the individual(s) in immediate jeopardy. Should this occur in a joint use facility, the squad commander should ensure that Fire company officer is notified. The Command Duty Officer will be notified as soon as possible. For Stations 1, 8 and 14, the squad commander or senior officer present shall notify their EMS shift supervisor. At the earliest safe opportunity, the evacuees will be relocated or directed to an appropriate shelter. While in-station, they shall be in the charge of the senior station officer.

## **KNOTTS ISLAND STATION 15 RELOCATION**

During a major storm which requires evacuation of Knotts Island, NC, Virginia Beach may be asked to host personnel from Currituck EMS. Currituck crews will provide their own supplies. Virginia Beach EMS personnel assigned to Station 6 during a storm will consult with their EMS shift supervisor and will coordinate with the Fire company officer to arrange for bunk space and parking. The Currituck ambulance can be placed inside only if vacant bay space is available.

# **GENERAL RESPONSIBILITIES OF PERSONNEL DURING A RECALL**

## **ALL MEMBERS**

During the approach of an anticipated disaster, it is recommended that all off-duty personnel take the necessary precautions to protect their families and property as quickly as possible. A personnel recall may be initiated at any time. While DEMS recommends that members monitor media sources for continued updates, this shall not be standby time under city policy.

Unless otherwise directed, during a recall all personnel shall report to their normal duty assignment. If they cannot make it to their normal duty assignment, they are to report to the closest DEMS facility. If they cannot make it to any DEMS facility in a safe and timely manner, they are to contact their supervisor for further direction.

During the approach of an anticipated disaster, if conditions permit, on-duty personnel may be provided an opportunity to be relieved from duty to secure homes and family or to make additional personal preparations. The decision to do this shall be made by the EMS Chief or his designee. As recalled personnel arrive, the Command Duty Officer may release on-duty personnel to attend to their families/property. The length of time each member shall be permitted to be off-duty shall be determined by the Command Duty Officer. For career personnel, this shall be a period of liberal leave usage and members shall be required to submit appropriate leave cards and have sufficient leave (i.e., annual, compensatory, flexible) accrued for this purpose. Members may utilize trades for this time, based upon DEMS policy. Such trades may not be made with those off-duty members who have just been recalled to duty.

Based upon the needs of the incident, Medics, Captains, and Brigade Chiefs may be assigned to staff support positions for the duration of the event. Such assignments will be based upon need, experience, and the DEMS goal of developing members through the assignment of special duties.

## **COMMAND DUTY OFFICER**

Following a recall, the on-duty Command Duty Officer shall assume on-site operational control of citywide EMS resources, including oversight of personnel recalled to duty. This function shall be rotated on a schedule to be established by the Deputy Chief of Operations.

The Command Duty Officer responsibilities shall include, but not be limited to:

- Monitor the situation(s) and implement modified responses as necessary
- Ensure adequate staffing of all units/stations
- Consult with Assistant Chiefs and Squad Commanders to assure they are carrying out their responsibilities, offering help when needed or requested
- Maintaining necessary and appropriate communications with the EMS command and EOC staff.

## **VOLUNTEER ASSISTANT CHIEFS**

Volunteer Assistant Chiefs will serve as liaisons between the Deputy Chief of Operations and the individual rescue squads/special operations teams. With implementation of this emergency operations plan, all Assistant Chiefs will report directly to the Deputy Chief of Operations. Some Assistant Chiefs may need to assume additional areas of oversight to backfill colleagues who may not be available to respond. Assistant Chiefs will assist will ensure the readiness of their squads/teams in terms of both equipment and staffing.

## **SQUAD COMMANDERS**

The Squad Commander or his designee shall assume operational and administrative control of the EMS personnel at the station. This function may be rotated by operational period in coordination with the Assistant Chief. Some responsibilities of the Squad Commanders shall be transferred to a Facility Manager, if those positions are filled during the event. The responsibilities of the Squad Commander shall include, but not be limited to:

- Coordinate with the VBFD company officer
- Implementing station-specific disaster preparation plans
- Acquiring disaster-related supplies as needed and if available
- Documenting the on-duty times of personnel recalled to duty in a station log
- Maintaining necessary and appropriate communications with the supervising DEMS Chief Officer.

## **FACILITY MANAGERS**

During a large-scale, long-term event, the EOC may appoint Facility Managers for each station. The Facility Managers shall be DEMS or FIRE personnel who temporarily assume all administrative responsibility for the station. They shall not respond to emergency incidents. If no Facility Manager has been appointed, these responsibilities remain with the on-duty officer. Their responsibilities may include, but not be limited to, the following:

- Monitoring station security
- Monitoring station health and safety issues
- Maintaining station logs
- Monitoring weather radio
- Maintaining station accountability system
- Monitoring emergency generator and utilities
- Ensure radio watch is maintained if alarm system fails
- Monitor parking issues
- Assignment of sleeping areas
- Station liaison with outside agencies using DEMS facilities
- Point-of-contact for civilians coming into DEMS facilities
- Other duties as assigned or needed

## **STAFF PERSONNEL**

In the absence of direct contact from a supervising officer, all members scheduled to work are expected to report to their normal work location on the regularly scheduled time. This provision applies to Essential and Modified Working Conditions as defined by City of Virginia Beach Policy. The Deputy Chief of Administration or his designee will provide guidance to individual supervisors when this requirement may be relaxed.

Some staff personnel will continue to provide routine administrative functions throughout the event. Most personnel will be reassigned to support staff or operations roles. The specific assignments will be made as soon as possible, but it is impossible to identify them clearly before a disaster. Since staff personnel who hold medical certifications may be assigned to ambulances they should dress appropriately when coming to work during inclement weather or have immediate access to such attire.

Recruit career medics still assigned to training will be assigned, as appropriate, during the recall of personnel. Depending on their certifications and previous experience, they may be assigned to operational units with the approval of the Deputy Chief of Operations or his designee. Failing that, they may be used in administrative and logistics functions.

## **DIVISION CHIEFS**

It is anticipated that all Chief Officers will be assigned duties. These include, but are not limited to, staffing the EOC, EMSCC or Command Duty Officer position. They should continue their normal functions until directed otherwise.

## **COMMAND AND CONTROL POSITIONS**

### **EOC POSITIONS**

#### **EOC AND EMSCC POSITIONS – GENERAL**

DEMS will attempt to rotate assignments to the EMSCC and the EOC EMS Desk periodically, ensuring that all officers are familiar with general staff, operational, ECC, and EOC functions. All officers should pursue additional training and experience opportunities to better prepare for disaster management situations.

### **EOC**

The EOC EMS Desk shall be staffed by an officer at all times. During severe incidents this will typically be a chief officer. Another officer (typically a Captain) and a support staff member will be assigned when needed (see Appendix F: Optimum Structure of an EOC EMS Desk Supporting a Fully-Staffed City EOC). Their role is to act as the interface between the EOC and EMSCC, if the EMSCC is not activated then their role is to interface between the EOC and the Command Duty Officer. They are also tasked with maintaining accountability for DEMS personnel assigned to the EOC and the ECC Liaison position. All requests for local mutual aid, statewide mutual aid, and significant assistance from other agencies shall be funneled through the EOC EMS Desk to the EMSCC or Command Duty Officer.

A medic or officer may be assigned as the Emergency Communications Center (ECC) Liaison. This member will act as the interface between the EOC desk and the EMS dispatch position. Their role will include, but not be limited to, screening calls and modifying responses as appropriate. This position reports to the EOC Desk officer.

If there are two shifts assigned to the EOC, the shift assigned to the daytime period<sup>1</sup> shall be the ORANGE shift and those assigned to the evening period shall be the BLUE shift. The radio call sign shall be "EOC EMS DESK." All operations communications to the EOC from the field shall be made through the EMSCC, if activated, and through the Command Duty Officer if the EMSCC is not activated.

### **EMSCC**

An EMSCC may be established to better coordinate departmental activities. This may be done as a standalone module at the EMS Headquarters, or as a dual role for EOC personnel. If the EMSCC is not activated, the Deputy Chief of Operations or his designees may assume any or all EMSCC functions. The Command Duty Officer is the default Chief Officer to assume EMSCC functions should there be no activation.

DEMS shall activate any operational and administrative positions in the EMSCC as required for the situation. Staffing may include personnel to assist with planning and documentation. If two shifts are

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<sup>1</sup> Operational and planning periods will be established by the EOC or EMSCC. Periods may differ during unanticipated events. Anticipated hurricane landfall may also impact operational periods.

required, the shift assigned to the daytime period shall be the ORANGE shift and those assigned to the evening period shall be the BLUE shift.

All communications between operational units and the EMSCC shall be channeled through Command Duty Officer or appropriate Shift Supervisor.

Facilities coordination shall be conducted via the Facility Unit of the EMSCC or EOC.

The following are potential EMSCC positions identified in this policy.

1. Operations Section Chief: Deputy Chief or Division Chief
  - a. Ops Aide: Paramedic or Captain
2. Planning Section Chief: Division Chief or Brigade Chief
  - a. Resources Unit: Administrative Specialist or Administrative Technician
  - b. Documentation Unit: Public Safety Analyst or Administrative Specialist
3. Logistics Section Chief: Division Chief, Brigade Chief or Captain
  - a. Runner/Driver: Paramedic
4. Facility Support: Support Staff Member
5. Chief's Aides: Due to anticipated extra demands for communications and decision-making, DEMS may assign personnel in the form of an aide to assist the Command Duty Officer and other key officers. Chief's aides are medics assigned to specific officers providing operational and administrative assistance as necessary. Their radio call sign shall be the radio identification of their officer and the letter "D" (example: Brigade 1-D). During anticipated emergencies, the approval to assign aides will rest with the Deputy Chief of Operation or his designee.

For hurricanes, the Documentation Unit will most likely be activated prior to establishment of the EOC or EMSCC. Initial work will be done at the EMS Headquarters with a transition to the EMSCC or EOC at the direction of the EMS Deputy Chief of Operations. Some members may work with the Documentation Unit prior to landfall, but will be shifted to other EOC or EMSCC functions as the storm gets closer.

## **EMS OPERATIONS CHIEF**

The EOC or EMSCC may not be activated for every incident. However, there are still times when enhanced operational oversight is necessary. In these situations a Deputy or Division Chief will be assigned as the EMS Operations Officer. He/she will operate from EMS Headquarters, EMS Station #15 or another office where there is access to radios, computers and status boards. The EMS Operations Chief will monitor the overall situation in the field and coordinate with other officers to support logistics and staffing requirements in the field. If necessary, the EMS Operations Chief will assume control of street activities freeing the Command Duty Officer and the other field supervisors for direct response to field situations.

In the event the EMSCC is not activated, the EMS Operations Chief and EOC desk will coordinate to assume the functions of the EMSCC.

## **FIELD SUPERVISORS**

During actual and anticipated disaster events, one Command Duty Officer and at least two EMS Shift Supervisors shall be assigned (EMS Chief 10, and EMS-1 and EMS-2). Preference is to ensure the staffing of a third shift supervisor (EMS-3) as well.

The Command Duty Officer and the other supervisors shall work with the EMS Operations Chief or EMSCC to arrange shared duty responsibilities. To the greatest extent possible, these officers will continue response for incident management, personnel injury documentation, bloodborne pathogen

exposure documentation, etc. Squad commanders and volunteer Assistant Chiefs will also be charged with assisting as much as feasible.

## **MEDICALLY FRIENDLY SHELTER**

When activated, EMS personnel will be assigned to the Medically Friendly Shelter (MFS). Details regarding staffing and duties can be found in the MFS Operational Plan.

## **SHELTER LIAISON**

Based on staffing availability, a Shelter Liaison Officer may be assigned to a particular shelter for the express purpose of maintaining dedicated shelter space for EMS members and their immediate family. This officer will coordinate with shelter staff to support to the entire EMS “family” located with this shelter. This service will reduce the anxiety placed on EMS providers who are required to continue providing emergency response during the state of emergency knowing their family is being watched over by an EMS staff member. Duties of assigned staff will include:

- Establish liaison with main shelter staff to arrange space for EMS families.
- Maintain regular contact with the EMS EOC desk.
- Facilitate welfare checks and communications between shelter residents and their family members in the field.

The liaison officer will not be responsible for acting as a caretaker/guardian for family members in the shelter. Each member should provide for their own supplies.

## **OPERATIONAL CONDITION-SPECIFIC RESPONSIBILITIES**

### **GENERAL NOTE ON CONDITIONS**

Severe weather incidents and planned major events allow for a planned escalation in operating conditions. Unplanned incidents may force the department to jump to a higher level condition. Often the situation will dictate a modified readiness condition that blends the actions of multiple levels. The conditions listed below are designed as a template for organizationally ramping up response during a disaster.

### **CONDITION ONE: NORMAL OPERATING CONDITIONS**

1. DEMS recommends that all members, uniformed and non-uniformed, develop and maintain plans for personal and family preparation.
2. Stations and offices shall develop plans to prepare their sites for the impact of a disaster, reviewing them annually. This shall be completed by July 1 of each year. The Squad Commander shall be responsible for facilitating the process, assisted as needed by other station officers.

### **CONDITION TWO: DEVELOPING SITUATION**

1. For escalating storm watch/warning situations, initiate the steps outlined in APPENDIX J (Approaching Hurricane Guidelines) or APPENDIX K (Winter Storm Guidelines)
2. Initiate action planning and reporting on 24-hours cycles (i.e. 0800-0800). This shall be done with the understanding that these periods are subject to change as conditions change. At this stage, the action planning shall be carried out by the Deputy Chief of Operations or his designee.
3. All personnel are encouraged to monitor weather/news reports.
4. All personnel are encouraged to conduct last minute checks of their personal and family preparations.
5. Squad Commanders and Assistant Chiefs are to begin maintaining an event file in-station, maintaining a copy of e-mails, phone messages, etc., related to the incident.
6. Squad Commanders will initiate Station Disaster Checklist (Appendix D).
7. Special Operations personnel initiate conditional readiness test for all response equipment (boats, extrication tools, MCI trucks, etc.)
8. Chief Officers should meet to discuss the current situation and begin developing operational objectives as needs dictate.

### **CONDITION THREE: INCREASED READINESS<sup>2</sup>**

1. Either the EMS Operations Office or initial EMSCC may be staffed in a limited fashion. Staffing assignments for the entire EMSCC and all support roles shall be made, published, and disseminated to the department early during Condition Three.
  - a. EMS Operations Chief to consider:
    - 1) Possible creation of Task Forces, based upon the event
    - 2) Development of plans for recall of personnel (limited or full)
    - 3) Cancellation of leave, if necessary
    - 4) Activate additional EMS supervisors if not already staffed
2. City EOC may be staffed during this time. Initially, the position may be staffed in a limited fashion. Staffing assignments for the EOC EMS Desk and all support roles shall be made, published, and disseminated to the department early during Condition Three.
3. Initiate operational and planning cycles and meetings.
  - a. The development of operational plans and briefs shall be carried out by the Plans Chief.
  - b. Operational cycles will be 12-hours (i.e. 0800-2000) or 24-hours ( i.e. 0800-0800), to be determined by the EMS Chief or the City's Director of Emergency Management. Shift rotations may not necessarily align with these cycles.
  - c. Planning cycles will align with the operational cycles.

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<sup>2</sup> During an event with a lengthy approach period, such as a hurricane, the tasks noted in Condition Three may take place over several days, with implementation of each step being undertaken as necessary.

- d. Briefings will be held at EMS Headquarters at the beginning of each operational period until the EMS Chief or his designee determine that the EMSCC should be staffed. Once (if) the EMSCC is staffed, briefings shall be held at the EMSCC.
  - 1) The Command Duty Officer and an EOC EMS Desk representative should attend the planning meetings, if possible. If not, the EMSCC shall ensure that the EOC EMS Desk and operational supervisors are contacted prior to the planning meeting to get their input and after the meeting to be briefed on new information and plans.
  - 2) EOC EMS Desk will ensure ECC Liaison is updated on planning information.
- e. Begin Situation Status reporting
  - 1) On-duty Squad Commanders or their designees shall submit their Situation Status Report to their Assistant Chief or designee a minimum of two hours prior to the end of the planning period.
  - 2) All assigned Chief Officer positions shall provide Situation Status Reports to the EMSCC (or EOC if the EMSCC is not activated) a minimum of one hour prior to the end of the planning cycle.
- 4. Finalize preparations and emergency plans review.
  - a. All on-duty personnel shall conduct last minute checks of in-station preparations, ensuring new personnel and relief members are familiar with the site's disaster plan.
  - b. For anticipated disasters, on-duty personnel should complete Anticipated Disaster Checklists (see Appendix D), with one copy to be maintained in station for the event file and one copy forwarded to their Assistant Chief.
  - c. On-duty personnel should make arrangements for any last minute purchases to enhance their personal disaster preparedness.
  - d. Normal program activities such as maintenance, training, and non-event related committee meetings shall be cancelled.
- 5. DEMS inland water boats deployed to remote sites, as appropriate.
- 6. Large in-water boats to be secured, as appropriate, in coordination with Automotive Services.
- 7. Consider activating the EMSCC.
- 8. The responsible Division Chief to meet with Virginia Beach Lifesaving Service manager to coordinate beach coverage.
- 9. Begin use of Unit Logs for all stations, vehicles, and personnel.
- 10. During the early hours of the approach of the event, personal calls are to be limited to two minutes.
- 11. During the early stages of any disaster, it is presumed that all DEMS communications systems shall be working normally. Should they fail, DEMS personnel are expected to use back-up procedures for radio failure.
- 12. At the recommendation of the EMS Chief or his designee, the Medical Director, at his discretion, may issue an Open Protocol Order. The EMS Chief or his designee will transmit an Open Protocol

Order to all personnel. Issuance of an Open Protocol Order will allow currently certified providers operating under general supervision of the Operational Medical Director of the Department of Emergency Medical Services to perform medical techniques to the highest certified medical trained level as outlined by the Tidewater Emergency Medical Services Council Regional Medical Protocol Manual without prior Medical Control permission. This order does not allow for deviation from the Regional Medical Protocol Manual, only the relaxation of contacting medical control prior to performing authorized medical techniques.

### 13. Response Issues

- a. Response priorities will be developed by the EMSCC (or the Command Duty Officer if the EMSCC is not activated) based upon the type and severity of the event and will be communicated to all personnel in the most efficient manner possible. This will be done to ensure our apparatus and personnel assist and respond to the greatest need created by the event and are not over committed to low priority incidents such as wires down/trees down/water leaks. Coordination will be ensured with the FDCC, EMS EOC Desk, and Police. The EMS Deputy Chief of Operations shall be notified in the event of any significant limitation in responses.
- b. The decision to alter the normal response matrix will be made by the Operations Chief at the EMSCC or the Command Duty Officer if the EMSCC is not activated. Safety considerations to be taken into account should include, but not be limited to:
  - 1) Excessive winds
  - 2) High water
  - 3) Civil disturbances
  - 4) Roadway debris
  - 5) Visibility deterioration
  - 6) Extremely hazardous driving conditions
  - 7) Chemical/radiation/bio-hazards

### 14. Recall/Callbacks

- a. All Alpha 1 members may be recalled to duty. Squad commanders should activate available volunteer personnel.
- b. All personnel should remain cognizant that recalls may be made during Condition Three. While they are encouraged to monitor the weather and news while off-duty, such monitoring shall be voluntary and not be considered Standby Duty.
- c. All vacation leave scheduled for the next 72 hours after the department goes to Condition Three may be canceled at the discretion of the EMS Chief or his designee. Those individuals in a leave category, including those out of town, must call the EMS EOC Desk to determine if their leave will be canceled. The EMS Chief or his designee may waive this requirement in cases of personal hardship. The EMS EOC Desk and EMSCC (or the Command Duty Officer if the EMSCC is not activated) will be notified when a waiver is granted.

## CONDITION FOUR: RESPONSE

During such times as actual hurricane or other disaster conditions exist, every attempt will be made by the EMS Department to continue its primary mission of protecting the lives of the citizens of Virginia Beach. It should be remembered that EMS personnel are subject to the same limitations as are members of the public. All attempts to deliver Emergency Medical and Rescue Service to the public during hurricane conditions should be tempered by safety.

1. Continue planning meetings and operational periods. Adjust operational period, if necessary.
2. Continue operations of EMSCC and EOC EMS Desk.
  - a. Begin preparing for post impact activities.
  - b. Begin planning for recovery operations.
3. During hurricanes, the EMSCC may order the following evacuations at some point during Condition Four, depending upon circumstances. Personnel in stations to be evacuated should be prepared to evacuate with little or no notice. Personnel in stations receiving evacuated workers shall be prepared to receive them.
  - Station 1 to Station 8 or assigned shelter
  - Station 22 to Station 8 or assigned shelter
  - Station 4 to Station 2 or assigned shelter
  - Station 17 to Station 21 or assigned shelter

If station evacuation becomes necessary, DEMS vehicles that are not moved should be disabled through removing the keys or disconnecting the batteries

4. EMSCC (or the Command Duty Officer if the EMSCC is not activated) shall stop all emergency response if conditions warrant.
  - a. Examples:
    - 1) Tornadoes sighted in immediate area of a station
    - 2) Large-scale civil disturbances
    - 3) Chemical clouds
    - 4) During WMD detonation/attack
    - 5) Hurricanes:
      - a) At the discretion of the EMSCC (or the Command Duty Officer if the EMSCC is not activated), departmental response shall cease if wind conditions make travel extremely hazardous.
      - b) When the announcement to cease response for hazardous wind conditions is made, units en route to or on the scene of an emergency shall continue their work until completed. If out of station and not on a call, units shall report back to their assigned stations as soon as possible.

- c) The EMSCC (or the Command Duty Officer if the EMSCC is not activated) shall order the cessation of vehicle travel as noted:
  - i. Small vehicles shall be ordered to cease travel when standing water, or sustained winds make further response unacceptably hazardous. This determination shall be made by the EMSCC Operations Chief (or the Command Duty Officer if the EMSCC is not activated), in consultation with the EOC. Response of small vehicles may cease prior to the cessation of response by large vehicles. This shall include: zone cars, command vehicles, and other light vehicles. Clearance to respond, after the ordered cessation of response, must be approved by the EMSCC on an individual basis.
  - ii. Large vehicles shall be ordered to cease travel when sustained winds make further response unacceptably hazardous. This determination shall be made by the EMSCC Operations Chief (or the Command Duty Officer if the EMSCC is not activated), in consultation with the EOC. Response of small vehicles may cease prior to the cessation of response by large vehicles. Clearance to respond, after the ordered cessation of response, must be approved by the EMSCC on an individual basis.
  - iii. Vehicle travel may be restricted or stopped by the EMSCC (or the Command Duty Officer if the EMSCC is not activated) based upon the recommendations of field supervisors reporting hazardous wind conditions.
  - iv. All emergency responses will cease when SUSTAINED winds reach 55 mph for the Virginia Beach area.
  - v. Changes in response limitations will be announced via radio and MDT.
  - vi. When responses cease, due to wind conditions, all apparatus will be driven "head first" into the stations causing the rear of the apparatus to be facing outwards, thus protecting the windshields.
  - vii. Specific roads, neighborhoods or areas may be excluded from vehicular response due to hazardous conditions such as standing water, ice or other hazards, unless otherwise directed by the EMSCC.
- 6) The determination for resuming responses will be made by the EMSCC (or the Command Duty Officer if the EMSCC is not activated), in consultation with the EOC.

5. Communications Check:

- a. Once the event has passed, the Command Duty Officer will initiate a duty unit roll call. The main 800 MHz trunking radio system will be used first to determine the capability of the system. The EMSCC (or the Command Duty Officer if the EMSCC is not activated) will coordinate a systematic test of the system and each station and its respective mobile and portable radios. If a user receives a long "out-of-range" tone, personnel should test their radios to determine which radios are capable of hitting the repeater system and which cannot. If all radios repeatedly get the out-of-range tone, it must be assumed the entire microwave system is down.
- b. The station telephone must be tested immediately following the event. If the telephone is operative, it is to be used for emergency communications only.
- c. If the DEMS experiences total communications failure and no radio or telephone communications are available, officers should use their initiative and judgment and begin post-impact operations. If available and practicable, a system of "runners" (using zone cars or utility vehicles) shall be

used to relay written messages. Each Assistant Chief or designee shall establish a system of "runners" to the EMSCC. The EMSCC will create a "runner" system between the EMSCC and the EOC.

- d. If appropriate and feasible, the DEMS will work with FIRE and COMIT to utilize the FEMA or NPSPAC communications system to establish an alternative radio network. Personnel should understand that this system does not have sufficient resources to provide all personnel a personal-issue radio. Radio traffic under these systems should be limited to essential messages only.
6. After the event has passed the area, post-event operations will begin as follows:
    - a. Accountability of Personnel: On-duty officers will take an accounting of all personnel in quarters.
    - b. Inspection of Facilities: Inspect the EMS facility, apparatus, and grounds for damage. Check for downed wires and other unsafe conditions. Remove any obstruction that may hamper response. (Do not remove any downed wires.)
    - c. Advise the EMSCC (or the Command Duty Officer if the EMSCC is not activated) of the condition of personnel, apparatus, and facility. Provide information on availability to respond.
  7. EMSCC shall:
    - a. Consider recall of additional personnel, if necessary.
    - b. Consider hold over of on-duty personnel, if necessary.
    - c. Adjust operational periods, if needed.
    - d. Initiate post event activities, i.e., Damage Assessment.
    - e. Continue cancellation of leave, if needed.
    - f. Reinstate emergency response when condition allows.
    - g. Begin recovery planning and operations.
    - h. Begin planning demobilization of personnel.

## **CONDITION FIVE: RECOVERY ACTIVITIES**

1. Continue planning meetings and operational periods; however, begin the process of returning to normal activities.
2. Continue operating EMSCC if activated; however, begin process of scaling down and shutting down of EMSCC when appropriate.
3. Continue operating EOC EMS Desk.
4. Begin collecting damage assessments and reports.
5. Evaluate personnel needs, callbacks, holdovers, and cancellation of leave.

- a. Begin demobilizing personnel, as appropriate.
  - b. Provide sufficient time to allow personnel to be prepared for their return to duty, if possible.
6. Consider the need for Critical Stress Debriefing.
  7. If applicable, terminate Open Protocol Order via radio and MDT.

## **CONDITION SIX: RETURN TO NORMAL OPERATIONS**

1. Shut down EMSCC.
  - a. Prior to shutting down the EMSCC, the Deputy Chief of Operations shall conduct an operational debriefing, asking:
    - 1) What went well?
    - 2) What did not go well?
    - 3) What issues should we examine in our post-event evaluation?
2. Discontinue operational periods.
3. Discontinue planning meetings.
4. Return to normal activities.
5. All damage noted to station facilities and equipment during the damage assessment, that has not yet been repaired, will be verified and any necessary work orders will be initiated.
6. Begin After Action Reporting

## **SPECIAL OPERATIONAL GUIDELINES**

During Condition Three, the following special guidelines shall be implemented and shall remain in effect until the DEMS reaches Condition Six:

1. Normal non-emergency program activity will cease, with the exception of apparatus check-off and station clean up. They shall be carried out at the beginning of each operational period.
2. To lessen the chance of illness, officers shall ensure that members undergo appropriate decontamination or undertake appropriate hygiene measures before eating.
3. Vehicles may not be moved through standing water until the officer has determined that the passage may be done safely. This may require checking the depth of standing water.
4. Officers should be wary about permitting members to work in areas with standing water. They should require the use of appropriate PPE and the continuous monitoring of water depth by members walking through standing water.
5. Standing water presents an especially hazardous environment for members. Members who have entered such environs should be fully decontaminated as soon as possible, but definitely at the end of their operational cycle. If full decontamination facilities are not readily available, PPE and

clothing should be washed in-station using the most appropriate means until access to a decontamination site may be made.

6. City policy prohibits the routine transportation of civilians in city vehicles. During a disaster, DEMS units may transport civilians out of hazardous areas to the nearest Fire-EMS station, shelter or medical facility if, in the opinion of the attendant-in-charge (AIC), leaving the person in place would place them at severe risk of life or health. In such instances, the AIC shall inform a Shift Supervisor of his plans and intended destination. This information shall be relayed to the PSCC, which may redirect the unit to another location.
7. Personnel are not to carry out unauthorized vehicle, equipment or structural repairs to city structures without permission of the EMSCC (or the Command Duty Officer if the EMSCC is not activated). Permission shall be granted based upon the perceived need and the known abilities of on-scene personnel. As appropriate, the EMSCC will coordinate this with the EOC.
8. Because there is the possibility that returning to a facility may be delayed due to heavy workload, breakdown, or environmental conditions, all members are encouraged to carry small emergency packs with them in their vehicles, including snacks, drinks, a change of clothing, and any miscellaneous items they deem necessary. The size of the emergency pack should be small enough that it can easily be carried in the vehicle.
9. Because of the possibility of eye injury from shattered glass and wind-borne debris during sustained winds of 35 mph or higher, all members shall wear eye protection both while in and outside vehicles.
10. Personal chainsaws and power tools may not be used by DEMS personnel during a disaster.

## **POST-IMPACT SURVEY**

When directed by the EMSCC, the officer-in-charge of each site shall conduct a survey of the immediate area surrounding the station and report to the EMSCC (or to the Command Duty Officer if the EMSCC is not activated).

Following that, each station shall conduct a survey of the first due area as outlined by the Damage Assessment Policy. Removal of trees from the roadway is not a primary DEMS responsibility. However, squad truck crews may assist Fire and Public Works personnel when safe. Attention should also be placed on sweeping debris from the road which may damage tires. Public Works has a plan designed to clear roadways - life safety needs first, followed by municipal services. This plan will affect departmental response capabilities. EMS squad trucks may be utilized to provide lighting for night-time debris clearing operations. No member may operate a chain saw unless they have completed a City-approved safety course.

Implement Damage Assessment Plan: Following the check of personnel, facilities, and equipment that indicates the station is available to provide service, the Damage Assessment Snapshot will be completed and the results will be forwarded to the EMSCC (or as directed at that time) as soon as possible. Once it has been determined that apparatus can travel in the area, a Disaster Assessment Survey Form will be completed on those areas/neighborhoods where destruction is significant. These forms will be forwarded to EMSCC.

Facility Survey: A priority for rescue personnel following the event is to verify ready access to high risk facilities such as nursing homes, senior apartments and hospitals. Damage to any such facility should be reported to the EMSCC (or as directed at that time). Crews may be assigned to visit key facilities designated by the EMSCC.

Field Operations: Damage may have created road conditions that could severely hamper response. Operational decisions must reflect this probability.

During these early periods, our focus must be toward providing the most assistance to the most people. Decisions must reflect this objective. Building collapse presents the possibility for trapped occupants. Identification of potential search sites is important. This information must be forwarded to the EMSCC office for assignment.

Travel: When traveling while conducting area surveys, minimal help is to be rendered to those on the roadside. Providing bandaging material and first aid is all that can be provided at this time. Life threatening conditions are the exception. Triage the need, report the condition, and move on through the survey assignment.

## **AFTER ACTION REPORTS AND CRITIQUE**

Subsequent to any disaster, the DEMS will complete an After Action Report (AAR). The following are the guidelines for AAR reporting.

### **GUIDELINES**

The Public Safety Analyst shall be assigned the responsibility for completing the AAR. Unit and Station Logs shall be submitted directly to the Chief of Operations. This shall be done within seven days (preferably sooner) after the EOC (or EMSCC) closes.

Officers/unit leaders shall report on the following matters via their chain of command. This shall be done within five days after the EMSCC closes. The report shall include the following:

- Overview of activities
- Description of significant events including injuries, damage to facilities and apparatus, and incident-related matters
- Comments on site preparation and planning
- Comments on communications
- Comments on city and DEMS policy
- Comments on command issues
- Comments on matters that went very well
- Comments on matters requiring improvement, with specific recommendations

The Public Safety Analyst will review the documents, conducting follow-up inquiries as necessary. The final AAR submission format shall include an overview of departmental preparations and response, an analysis of significant issues, an identification of noteworthy trends, and recommendations to improve the process in the future. This shall be completed within 30 days of the close of the EMSCC and submitted to the EMS Deputy Chief of Administration for approval prior to submission to the EMS Chief.

A critique may be conducted by the EMS Deputy Chief of Administration within 60 days of the close of the EMSCC. Based upon the After Action Report and the critique, a final report will be submitted to the EMS Chief within 90 days of the close of the EMSCC.

## **POLICY REVIEW**

Officers will review the Department's Disaster Preparedness Plan with their subordinates on or about May 1<sup>st</sup> of each year and will report completion to their supervising Chief Officer by May 15.

While subject to the existing policy review cycle, this policy shall also be reviewed after each disaster, permitting needed revisions to be made in a more timely fashion.

## **STRATEGIC EFFORTS TOWARDS DISASTER PREPAREDNESS**

Many recommendations for disaster preparedness involve a long-term DEMS commitment to the process and continuing efforts to address outstanding issues. To fulfill that need, DEMS may have an ad-hoc working group composed of the following people to review After Action Reports and to make recommendations to the Chief for inclusion in budgeting requests and purchasing plans:

- Deputy Chief of Operations (Chair)
- One additional Division Chief
- One Assistant Chief
- One Brigade Chief (of Special Operations)
- One Captain
- Two field personnel (career and/or volunteer)
- Public Safety Analyst

**ORDERED:**



**1/24/2017**

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EMS Chief

Date

## **APPENDICES**

- A - Station Disaster Capacities
- B - Individual Readiness Checklist
- C - Station Disaster Preparation Planning Guide
- D - Anticipated Disaster Checklist
- E - Automated Fueling Sites
- F - City of Virginia Beach Emergency Shelters
- G - Approaching Hurricane Guidelines
- H - Approaching Winter Storm Guidelines
- I - DEMS Documentation Plan
- J - Rapid Damage Assessment Plan
- K - Model Disaster Staffing Assignment Plan

**NOTE:** Appendices are living documents and are used for the purpose of planning prior to and during an event. They may be updated, as needed, without requiring changes to the core policy.

## APPENDIX A STATION DISASTER CAPACITIES

**Table 1: Vehicles Assigned**

STATION	VEHICLES ASSIGNED	COMMENTS
1	2 Ambulance, 1 Van, 1 Utility Truck, 1 MCI Truck	
2	3 Ambulance, 1 Zone Car*	
3	1 Ambulance	
4	2 Ambulance, 1 Gator/Cart	
5	2 Ambulance, 1 Gator/Cart	
6	2 Ambulance, 1 Zone Car (4x4)	
8	5 Ambulance, EMS2, 1 Zone Car	
9	4 Ambulance, 2 Zone Cars*	
10	1 Ambulance	
13	1 Ambulance	
14	5 Ambulance, 1 Squad, 1 Utility Truck (ALS), 1 Zone Cars, 1 Gator/Cart, MRT	
15	1 Zone Car*, EMS1	
16	4 Ambulance, 1 Squad, 1 Zone Car*	
17	3 Ambulance, 1 Utility Truck (4wd)	
19	1 Ambulance	
21	2 Ambulance, 1 MCI Truck, EMS3, 1 Zone Car*	
22	2 Ambulance, MRT	
EMS HQ	Command Duty Officer, 1 minivan, 1 utility truck (dually), 1 utility truck (4x4), 2 lifeguard trucks, 1 support sedan	Outside parking only

\*All zone cars normally parked outside.

**Table 2: Personnel Capacity**

<b>STATION</b>	<b>BUNKS</b>	<b>TYPICAL STAFFING LEVEL</b>	<b>PEAK DISASTER STAFFING LEVEL</b>	<b>COMMENTS</b>
<b>1</b>	11	2-3	4-6	
<b>2</b>	8	3-4	9-12	
<b>3</b>	3	2-3	2-3	
<b>4</b>	5	2-3	4-6	
<b>5</b>	4	2-3	2-3	
<b>6</b>	5	1-3	2-8	May include Currituck EMS
<b>8</b>	3	2-3	2-3	
<b>9</b>	8	3-4	9-13	
<b>10</b>	3	2-3	2-3	
<b>13</b>	0	2	2-3	
<b>14</b>	18	3-4	10-15	
<b>15</b>	5	4-5	5	
<b>16</b>	12	3-4	9-12	
<b>17</b>	7	2-3	4-6	
<b>19</b>	4	2-3	2-3	
<b>21</b>	6	2-3	5-7	
<b>22</b>	4	2-3	5-7	

## **APPENDIX B**

### **Individual Readiness Checklist**

Personnel reporting for duty during hurricane conditions are subject to remain on duty for extended periods of time. In addition to protective clothing and required uniforms, personnel should report for duty with a sufficient quantity of nonperishable food, clothing, and personal hygiene items to sustain them for a minimum of seventy-two (72) hours.

#### **Suggestion List:**

- Special diet foods for restricted diets
- Ready-to-eat canned foods; such as vegetables, soup, stew, fish, meat, fruits and fruit juices, Bread, crackers, cookies and other baked goods
- High energy food such as peanut butter, jelly, granola bars, dried fruits and nuts, trail mix, cheese spreads, and hard candy
- Condensed or long-storage milk
- Cash or travelers checks
- First Aid kit, including prescription medications and spare eyeglasses
- Battery operated radio with spare batteries
- Battery operated flashlights and lanterns with spare batteries and bulbs
- "Canned Heat" or camp stove
- Mosquito repellent
- Absorbent towels or rags
- Spare uniforms
- Spare underwear and socks
- Dry shoes
- Bedding
- Personal hygiene supplies

## APPENDIX C

### STATION DISASTER PREPARATION PLANNING GUIDE

Station: \_\_\_\_\_

Squad Commander: \_\_\_\_\_ Completed: \_\_\_\_/\_\_\_\_/\_\_\_\_

#### GENERAL GUIDELINES

- The Squad Commander, working with the B Shift Company Officer for each station and office shall develop a file on station disaster planning issues based upon this guide. The file shall be referred to as the station disaster plan.
  1. Develop a floor plan for the facility, indicating those items noted in this guide.
  2. Develop a site plan for the facility, indicating those items noted in this guide.
- The station disaster plan must be approved by all of the station officers.
- The Division Chief of Field Services is responsible for developing and maintaining station disaster plans for DEMS stations (i.e. Station #15).
- Copies of the station disaster plan must be forwarded to the Assistant Chief and the Deputy Chief of Operations.
- The station disaster plan must be reviewed by the station officers annually, prior to July 1.

#### Administration

1. Should certain areas be “off-limits” unless performing office work? (If so, include on floor plan.)
2. What would be the best place to post information and messages for all personnel in-station during a large-scale, long-term event where people will be in and out of the structures continually? (include on floor plan).

#### Evacuation Guidelines

1. Review evacuation guidelines.
2. If the station were to be evacuated, how will items be packed and transported?

#### Hygiene Facilities

1. If the sewage or water systems fail, what alternative toilet facilities are planned? (include on floor plan or site plan)
  - a. Include:
    - 1) Safety
    - 2) Lighting
    - 3) Privacy

- 4) Odor
- 5) Removal/storage of waste materials
2. What materials are needed for this alternative set-up?
  - a. Are they available?
3. If the city provides portable toilets, where should they be located? (include on site plan)
  - a. Consider
    - 1) Safety
    - 2) Lighting
    - 3) Privacy
    - 4) Odor
4. If your station experiences problems with a backflow of raw sewage, how can the back flow be temporarily stemmed/stopped?
5. If your facility is not so equipped, what is the nearest station with:
  - a. Washing machine that works off generator power
  - b. Dryer that works off generator power or gas
  - c. Water heater that works off generator power or gas
  - d. Full decontamination site
  - e. Oxygen filling site
6. If your station has trash cans instead of a dumpster, how will the cans be stored or secured? (include on site plan)
7. In the event of a long-term event, where will trash be stored? (include on site plan)

#### Overhead Lines

1. Are there overhead lines serving your facility? (include on site plan)
2. If yes, are they threatened by nearby branches/trees?
3. If yes, can they be dealt with prior to an anticipated emergency?

#### PPE

1. Where will PPE be stored when not in use? (include on floor plan if different from normal storage location)
2. Where will PPE be cleaned and dried? (include on floor plan)

#### Post-Event Disaster Survey

1. Create a list of sites, roads, and other areas that must be checked during any damage assessment.

#### Station Security

1. Does the station have electric door locks? (note on floor plan)
2. If yes, do they work off of emergency power?
3. If not, do they fail in the locked or unlocked position?
4. Can they be bypassed manually?
5. If necessary to secure facilities, what will be the designated security means of ingress/egress for the station? (include on floor plan)

### Staffing-Related Issues

1. Sleeping
  - a. How many beds and cots are needed according to the disaster planning staffing level guidelines?
  - b. How many beds and cots are available in-station?
  - c. If additional bedding is needed, where will it be located? (include in floor plan)
2. Parking
  - a. How many parking spaces are needed according to the disaster planning staffing level guidelines?
  - b. How many parking spaces are available?
  - c. What are plans to locate/create additional parking capacity? (include on site plan)

### Storage

1. Where will personnel store their personal disaster supplies? (include on floor plan)

### Supply Cache

1. Are adequate medical and station supplies available?

### Weather Issues

1. Temperatures, High
  - a. In the event of high temperatures, are there alternative means of cooling the station?
  - b. Do windows open? (include on floor plan)
  - c. Are fans available?
  - d. Other:
2. Temperatures, Low<sup>3</sup>
  - a. Identify the availability of portable heaters in case the station heating systems go off-line.
  - b. Can personnel create plans to develop a "snow porch" to lessen the loss of building heat. This can be done with salvage covers.
  - c. Consider station evacuation if all heating systems are unavailable for extended periods and the temperature inside a facility nears freezing.
  - d. Other:

### Water

1. If the event of an unanticipated emergency, can the water heater be used for an emergency water supply?
2. Can the power/gas be secured?
3. Can the inflow and outflow be secured?

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<sup>3</sup> Kerosene heaters, grills, and other carbon monoxide producing portable cooking and heating devices shall NOT be used inside EMS Department facilities.

4. Can the unit be drained in a controlled manner? If so, how? If not, what would be needed to do so?

#### Weather Radio

1. Identify location of weather radio work and determine if it is noticeable when activated.

#### Wind Protection

1. What would be the safest in-station locations for personnel in the event a tornado is sighted?
  - a. Are these locations marked? (If not, use some form of signage such as is included at the end of this appendix.)
2. For stations with bay doors on only one side (1, 4, 7, and 13), bay doors will be kept closed during hurricane force winds to prevent the wind from entering the bay and lifting the roof off the structure.
3. For stations with bay doors on both the front and rear of the bays, bay doors may be opened 1-2 feet at the bottom to permit air to travel through the structure, easing the wind load on the doors.
4. What materials would be needed to cover all windows with plywood? (include on site plan)
  - a. Number of panels
  - b. Size of panels
  - c. Hardware required
  - d. Work required to install

#### Other Items

Are there any other items (including the plywood and hardware identified in the section on wind protection) you believe should be acquired and stored in-station prior to a disaster? If so, compile a list including a brief justification and submit it with the station disaster plan.

**NOTE: This shall not be considered an equipment or supply request. These lists will be compiled and used to develop and support budget and grant requests related to disaster preparation OR to develop last-minute purchasing requests in the event of an anticipated disaster, if time, staffing, and funding permit.**

## APPENDIX D

### VIRGINIA BEACH EMS DEPARTMENT ANTICIPATED DISASTER CHECKLIST

Station/Shift: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Completed By: \_\_\_\_\_

#### Check off as appropriate:

- Police all grounds for loose materials, pick up, and secure any and all materials that could become flying missiles.
- Fill all apparatus fuel tanks and check the fuel supplies for all gasoline or diesel powered equipment. Ensure that all auxiliary fuel and fuel mix containers are filled.
- Check all diesel, gasoline, and other fuel storage tanks, arrange for refueling as needed.
- Begin event file.
- Begin Unit Logs.
- Check Station Disaster Cache, requesting needed supplies to Resource Management.
- Ensure all apparatus are fully equipped as standard inventory indicates.
- Ensure all Igloo type coolers, water jugs, and other available water containers are filled with clean drinking water.
- Prepare/secure any and all items/features that are peculiar to the individual facility against wind damage.
- Accurate, up-to-date records to be maintained at all facilities addressing such items as: Personnel duty times, damages, expenses incurred, calls for service, and other pertinent information.
- Implement station-specific disaster plans.

Additional Comments or Observations:

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(One copy for station event file. One copy to Assistant Chief.)

## APPENDIX E

### CITY OF VIRGINIA BEACH AUTOMATED FUELING SITES

AUTOMATED FUELING SITES	
Location Address	Fuel Type
4 <sup>th</sup> Precinct	Unleaded
Landfill #2 Jake Sears Road	Diesel
Station 16	Diesel
Euclid Fueling Facility	Unleaded & Diesel
City Garage	Unleaded & Diesel
Landstown Fueling Facility	Unleaded & Diesel
Pungo Mosquito Control / 1848 Pleasant Ridge Rd.	Unleaded & Diesel
Stations 3, 8, 17, 19, 22	Unleaded & Diesel

## APPENDIX F

### CITY OF VIRGINIA BEACH PRIMARY SHELTERS

Shelter	Address	Maximum Capacity
Birdneck Elementary	957 South Birdneck Road	900
Corporate Landing Middle	1597 Corporate Landing Parkway	1700
Cox High	2425 Shorehaven Drive	1900
Green Run High	1700 Dahlia Drive	1800
Landstown High	2001 Concert Drive	1800
Landstown Middle	2204 Recreation Drive	1000
Larkspur Middle	4696 Princess Anne Road	1700
Salem High	1993 Sun Devil Drive	1700
Salem Middle	2380 Lynnhaven Parkway	1800
Tallwood High	1668 Kempsville Road	1700

## APPENDIX H APPROACHING HURRICANE GUIDELINES

For the purposes of this plan, operational procedures and associated responsibilities are outlined accordingly. EMS providers at the following levels of an approaching hurricane will take the following action:

### A. Tropical Storm Watch

**Notification-** A statement will be transmitted over department radios and MDT s indicating that the National Weather Service has placed the City of Virginia Beach under a Tropical Storm Watch. Further department activities will reflect this level of preparedness. Upon the National Weather Service determining that the Hampton Roads area is under a Tropical Storm Watch, department members must begin plans to protect their families and private property. EMS Operations will evaluate recall procedures and develop possible plans for procedure implementation.

### B. Tropical Storm Warning

**Notification-** A statement will be transmitted over department radios and MDT s indicating that the City of Virginia Beach has been placed under a Tropical Storm Warning by the National Weather Service. Further department activities will reflect this level of preparedness. Upon the National Weather Service determining that the Hampton Roads area is under a Topical Storm Warning, Department members must finalize plans to protect their families and private property. EMS Operations will evaluate recall procedures and develop possible plans for procedure implementation.

#### Actions

- Contact Marine Rescue Team to determine if boats should be pulled out of water
- Fax to nursing facilities reminding them that 911 services do not include evacuations
- Update Hospital Phone List

### III. C. Hurricane Watch

**Notification** - A statement will be transmitted over department radios and MDTs indicating that the National Weather Service has placed the City of Virginia Beach under a **HURRICANE WATCH**. Further department activities will reflect this level of preparedness. Upon the National Weather Service determining that the Hampton Roads area is under a **HURRICANE WATCH**, department

members must finalize plans to protect their families and private property. EMS Operations will evaluate recall procedures and develop possible plans for procedure implementation.

### **Actions**

- Activate Documentation Team / Print new phone lists
- Determine Beach Status and advise EMS PIO
- Advise all Chief Officers, both on and off duty that they are required to be available. Department supervisors should contact all subordinates of current watch status and prepare for possible recall.
- Fax out to all Stations, Squad Commanders, and Brigade Commanders a Condition Warning Fact Sheet.
- All pertinent information and departmental directives will be issued from the EMS Chief or his designee.
- Contact supervising Chief Officers (or designees) to obtain assignments
- Fax out PSA on ventilators depend patients

## **D. Hurricane Warning**

**Notification** - A statement will be transmitted over department radios and MDTs indicating that the National Weather Service has placed the City of Virginia Beach under a **HURRICANE WARNING**. The following CONDITIONS will be provided to better determine the operational level under which the department will operate:

**Condition I**      Seventy-two hours or more before a possible land fall or significant hurricane effects on the city; possible wind speed/gusts up to 50-55 mph; no call back anticipated; leave may be canceled; no change in response procedures; little storm damage expected.

### **Actions**

- Obtain task force kits for shelters from storage
- Obtain readiness reports
- Personnel Assignments
- Test VHF /COR Radio System
- Verify hospital status and intentions

## **Condition II**

Thirty-six hours or more before a possible landfall or significant hurricane effects on the city; possible wind speed/gusts up to 70-80 mph; possible call back anticipated; leave may be canceled; response procedures altered; minor storm damage expected (Category 1-2 storm).

Members prepare station and selves for potential holdover. All EMS career personnel will consider themselves on **ALERT STATUS**, subject to recall, and prepare for the approaching storm. While under **ALERT STATUS**, all personnel will make themselves available for contact by telephone and for possible return to duty.

### **Actions**

- Activate Shelter Team/Shelter Liaison Officer / place kits
- Contact Public Works preposition points
- Consider activation of EMSCC
- Determine reassignment of EMS Vehicles
- Ensure PSAs are faxed out

## **Condition III**

Twenty-four hours or more before a possible landfall or significant hurricane effects on the city; possible wind speed/gusts up to 90-100 mph; partial to total call back expected; leave canceled; responses may be altered; major storm damage expected. (Category 2-3 storm).

VHF radios issued to shelters. All vacation leave scheduled for the next seventy- two hours after the area is placed under a HURRICANE WARNING may be canceled. Those individuals in this category must contact their supervising Chief Officer to find out if their leave is cancelled and if they are to return.

### **Actions**

- Ensure EMS desk at EOC is ready for service (including deployment of supplies, radios and medical gear)
- Ensure space for EMS vs. Fire Call backs
- Secure training van and all 4x4 trucks
- Secure Alpha II personnel for vans as needed
- Contact State EMS office to determine status of state disaster task forces
- Back-up file servers to disc and secure appropriately

- Consider removal of network file server and critical files
- Prepare EMS Administration Office for severe weather
  - Move laptops, projectors, ID machine and ID supplies to from exterior offices into interior rooms.
  - Remove documents from desktops and from around windows in exterior offices
  - Unplug all electrical devices
  - Close all office doors
- Prepare EMS Training Offices
  - Move laptops, projectors, ID machine and ID supplies to from exterior offices into interior rooms.
  - Remove documents from desktops and from around windows in exterior offices
  - Unplug all electrical devices
  - Cover furniture as feasible
  - Close all office doors

#### **Condition IV**

Twenty-four hours or LESS before a possible landfall; Wind speed/gusts exceeding 100 mph; Personnel Recall expected. Anticipate response changes; damage expected.

#### **Actions**

- Advise Department supervisors to contact their subordinates and advise them of the status upgrade and confirm assignments.
- Preparations for recall should be completed
- Contact OMD to determine Open Protocol Status
- Restrict POV response
- Change Office Phone messages
- EOC and EMSCC Activation – Secure all routine office functions
- Conduct Roll Call Personnel Accountability report within eight hours of landfall. Update regularly
- Activate VHF Radio system if necessary

## APPENDIX H APPROACHING WINTER STORM GUIDELINES

For the purposes of this plan, operational procedures and associated responsibilities are outlined accordingly. EMS providers at the following levels of an approaching winter storm will take the following action:

### A. Winter Storm Watch

**Notification** - A statement will be transmitted over department radios and MDTs indicating that the National Weather Service has placed the City of Virginia Beach under a **WINTER STORM WATCH**. Further department activities will reflect this level of preparedness. Upon the National Weather Service determining that the Hampton Roads area is under a **WINTER STORM WATCH**, department members must finalize plans to protect their families and private property. EMS Operations will evaluate recall procedures and develop possible plans for procedure implementation.

#### Actions

- Review and print new phone lists
- Inventory and make-ready all 4x4 vehicles
- Determine need to remove boats, and relocate vehicles
- Determine Beach Status and advise EMS PIO
- Advise all Chief Officers, both on and off duty that they are required to be available. Department supervisors should contact all subordinates of current watch status and prepare for possible recall.
- Fax out to all Stations, Squad Commanders, and Brigade Commanders a Condition Warning Fact Sheet.
- All pertinent information and departmental directives will be issued from the EMS Chief or his designee.
- Contact supervising Chief Officers (or designees) to obtain assignments
- Fax out PSA on ventilator and oxygen dependent patients

### B. Winter Storm Warning

**Notification-** A statement will be transmitted over department radios and MDTs indicating that the City of Virginia Beach has been placed under a Winter Storm Warning by the National Weather Service. Further department activities will reflect this level of preparedness. Upon the National Weather Service determining that the Hampton Roads area is under a Winter Storm Warning, Department members must finalize plans to protect their families and private property. EMS Operations will evaluate recall procedures and develop possible plans for procedure implementation.

### **Actions**

- Consider Callback of personnel and leave cancellation
- Ensure stations have snow shovels and ice-melt
- EMS Operations to make sure Stations 1, 8, 14 and 15 are on snow plow list
- Ensure Command Duty Officer and Shift Supervisors have 4x4 vehicle
- EMS Operations coordinate, reassign and deploy additional 4x4 vehicles as available
  - Implement restriction on sedan usage as necessary
- Personnel Assignments
- Verify hospital status
- Begin documentation
- Consider activation of EMSCC
- Ensure EMS desk at EOC is ready for service
- Ensure space for EMS call backs
- Attend all related briefings and meetings
- Bring in any outside items (as possible) at stations and EMS facilities

Depending on severity and potential impact (in consultation with the EMS Chief or his designee) consider the following additional actions:

- Implementation of EMS/ECCS liaison position
- Contact OMD to determine Open Protocol Status or delegation for such to the Command Duty Officer
- Change office phone messages
- EOC and EMSCC activation
- Prepare to support MFS

**APPENDIX I**

**Virginia Beach Department  
Of  
Emergency Medical Services**



**Documentation Plan**

**VIRGINIA  
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# The Material Record Summary Instructions

This form is used to record the costs of supplies and materials purchased in response to the disaster or used to repair damages caused by the disaster.

## Complete the record as follows:

- **Applicant Name:** Enter your organization's name.
- **Applicant's Project Number:** Enter the number you have assigned to this project.
- **FIPS #:** Enter the computer tracking number that FEMA assigns to your organization. Your Public Assistance Coordinator can tell you what it is if you don't know it.
- **Disaster Number:** Enter the declaration number for this disaster here. The public Assistance Coordinator can tell you what it is if you don't know it.
- **Invoice Number:** Enter the invoice number.
- **Date:** Enter the date on the invoice.
- **Vendor:** Enter the name of the supplier if the material was bought specifically as a result of the disaster.
- **Description:** Enter a brief description of the supplies or materials used or purchased.
- **Invoice Total:** Enter the total cost listed on the invoice.
- **Total Cost for Material:** Add the numbers in the Invoice Total block and enter the result here.

**Material Summary Record**  
(Instructions on Back of Form)

Applicant Name: Applicant's Project No.:
FIPS #:
Disaster Number: FEMA-      -DR-

<b>Invoice Number</b>	<b>Date</b>	<b>Vendor</b>	<b>Description</b>	<b>Total Cost \$</b>
<b>Total Cost for Material</b>				

# The Rented Equipment Summary Record Instructions

The form is used to record the costs of equipment that you had to rent or lease to respond to the disaster or to be used in making repairs to damages caused by the disaster.

## Complete the record as follows:

- **Applicant Name:** Enter your organization's name.
- **FIPS #:** Enter the computer tracking number that FEMA assigns to your organization. Your Public Assistance Coordinator can tell you what it is if you don't know it.
- **Disaster Number:** Enter the declaration number for this disaster here. The Public Assistance Coordinator can tell you what it is if you don't know it.
- **Project Number:** Enter your project Number.
- **Date:** enter the dates for each day the project was worked on.
- **Company:** Enter the name of the company that rented or leased the equipment to you.
- **Equipment Description:** Enter a brief description of the equipment that you leased or rented.
- **Hours Used:** Enter the number of hours that the equipment was used on the project.
- **Cost/Hour:** Enter the hourly rental or lease cost of the equipment. Indicate if the equipment was rented on a daily, weekly, or monthly rate, instead of an hourly rate.  
**Note: Determine that the rental rate is fair and reasonable and has not been raised to an unacceptable rate because of the disaster.**
- **Total Cost:** Enter the usage cost based on the renter's agreement.
- **Total Cost for Rented Equipment:** Add the numbers in the Total Cost blocks and enter the result here.

**Rented Equipment Summary Record**  
(Instructions on Back of Form)

Applicant Name:
FIPS #:
Disaster Number: FEMA-        -DR-

<b>Project Number</b>	<b>Date</b>	<b>Company</b>	<b>Equipment Description</b>	<b>Hours Used</b>	<b>Cost/ Hour</b>	<b>Total Cost \$</b>
<b>Total Cost for Rented Equipment</b>						

## Contract Work Summary Record Instructions

This form is used to record the costs of contracts that you awarded to respond to the disaster or to make repairs to damages caused by the disaster.

### Complete the record as follows:

- **Applicants Name:** Enter your organization's name.
- **Applicant's Project Number:** Enter the number your project number.
- **FIPS #:** Enter the computer tracking number that FEMA assigns to your organization. Your Public Assistance Coordinator can tell you what it is if you don't know it.
- **Disaster Number:** Enter the declaration number for this disaster here. The Public Assistance Coordinator can tell you what it is if you don't know it.
- **Invoice Number:** Enter the invoice number.
- **Date:** Enter the date on the invoice
- **Contractor:** Enter the name of the contractor receiving the contract.
- **Description of Work:** Enter a brief description of the work being performed.
- **Invoice Cost:** Enter the total dollar figure listed on the invoice for that site.
- **Total Cost for Contract Service (includes contract labor):** Add the numbers in the Invoice Cost column and enter the result here.

**Contract Work Summary Record**  
(Instructions on Back of Form)

<u>Applicant Name:</u> <u>Applicant's Project No.:</u>
<u>FIPS #:</u>
Disaster Number: FEMA- _____ -DR-

<u>Invoice Number</u>	<u>Date</u>	<u>Contractor</u>	<u>Description of Work</u>	<u>Invoice Cost</u>
<b><u>Total Cost for Contract Service (Includes Contract Labor)</u></b>				

# **Applicant Record-Keeping Forms and Instructions**

## **Introduction**

### **General**

It is essential that you accurately document the expenses incurred in disaster response and recovery. Accurate documentation will help you to:

- Recover all of your eligible costs.
- Have the information necessary to develop your disaster projects.
- Be ready for any state or federal audits or other program or financial reviews
- Have the information available, which the state and FEMA will need to see, to validate the accuracy of your small projects

There are many ways to maintain documentation of your records. What are important is that you have the necessary information, readily available, and that all this information is in a usable format. Your records must be compiled under the Project Number as shown on FEMA's Project Worksheet. The PAC will give the Project Number to you.

A set of five summary records has been developed to assist you to organize your project documentation. If you already have a system you want to use, you may do so, if it shows the information outlined above.

### **The summary records are:**

- A. Force Account Labor Summary Record-used to record your personnel cost.
- B. Force Account Equipment Summary Record-used to record your equipment use cost.
- C. Material Summary Record-used to record the supplies and materials that you take out of stock or purchase.
- D. Rented Equipment Summary Record-used to record the costs of rented or leased equipment.
- E. Contract Work Summary Record-used to record the costs or work that you have done by contract.

# Force Account Labor Summary Record

## Instructions

Force account is the term to refer to your own personnel and equipment. Keep the following points in mind when compiling force account labor information:

- Record regular and overtime hours separately.
- Record the benefits separately for regular and over hours. Most overtime hours include fewer benefits those regular hours.
- Attach a Fringe Benefit Rate Sheet giving a breakdown of what is included in your benefits, by percentages, e.g., social security-15.2%, worker's compensation-4.3%, insurance-18.5%, etc. You can use an average rate if you have different benefit rates for different employees.

### Complete the Record as Follows:

- **Applicant Name:** Enter your organization's name.
- **FIPS #:** Enter the computer tracking number that FEMA assigns to your organization. Your Public Assistance Coordinator can tell you what it is if you don't know it.
- **Disaster Number:** Enter the declaration number for this disaster here. The Public Assistance Coordinator can tell you what it is if you don't know it.
- **Project Number:** Enter your project number.
- **Employee Name:** Enter the names of each employee who worked on the project.
- **Title/Occupation:** Enter the title or occupation of each employee who worked project.
- **REG:** Enter the regular hours that each employee worked on the project.
- **OT:** Enter overtime hours that each employee worked on the project. **REMINDER: Only overtime is eligible for reimbursement for emergency work. Record both regular and overtime hours, so that personnel hours can be compared with equipment use hours, if necessary.**
- **Total HR:** Total the hours for each employee and enter the result in this block.
- **Rate/HR:** Enter each employee's hourly rate.
- **Benefits/HR:** Enter each employees hourly benefit rate. There should be different percentages for benefits pertaining to regular and overtime wages.
- **Total Rate/HR:** Add the employee's hourly rate in the Rate/HR block and the hourly benefits rate in the Benefits/HR block and enter the result here.
- **Total Cost:** Multiply the entries in the Total HR and Total Rate/HR blocks and enter the result here.
- **Total Cost for Force Account Labor Regular Time:** Add the entries in the Total Cost, REG block for each employee and enter the results here.

**Force Account Labor Summary Record**  
 (Instructions on Back of Form)

<u>Applicant Name:</u>
<u>FIPS #:</u>
<u>Disaster Number: FEMA-</u> _____ <u>-DR-</u>

<u>Project Number</u>		<u>Date</u>	<u>Date</u>	<u>Total Hr</u>	<u>Rate Hr</u>	<u>Benefits /Hr</u>	<u>Total Rate/ Hr</u>	<u>Total Cost\$</u>
<u>Employee Name</u>	<u>REG</u>							
<u>Title/Occupation</u>	<u>OT</u>							
<u>Employee Name</u>	<u>REG</u>							
<u>Title/Occupation</u>	<u>OT</u>							
<u>Employee Name</u>	<u>REG</u>							
<u>Title/Occupation</u>	<u>OT</u>							
<u>Employee Name</u>	<u>REG</u>							
<u>Title/Occupation</u>	<u>OT</u>							
<b><u>Total cost for Force Account Labor Regular Time</u></b>								\$
<b><u>Total cost for Force Account Labor Overtime</u></b>								\$

# Force Account Equipment Summary Record Instructions

Force account is the term to refer to your own personnel and equipment. Keep the following points in mind when compiling force account labor information:

## Complete the record as follows:

- **Applicant Name:** Enter your organization's name.
- **FIPS #:** Enter the computer tracking number that FEMA assigns to your organization. Your Public Assistance Coordinator can tell you what it is if you don't know it.
- **Disaster Number:** Enter the declaration number for this disaster here. The Public Assistance Coordinator can tell you what it is if you don't know it.
- **Project Number:** Enter your project number.
- **Date:** Enter the dates for each day the project was worked on.
- **FEMA Code:** Enter the FEMA cost code for the equipment.
- **Equipment Description:** Enter a brief description of the equipment, including the rated horsepower or capacity of the equipment. Be sure to include this information if you also use a trade name or common name to describe the equipment, e.g., Ditch Witch.
- **Operator:** Enter the equipment operator's name.
- **Hours Used:** Enter the hours the equipment was used on the project.
- **Cost/Hour:** Enter the hourly cost to use the equipment.
- **Total Cost:** Multiply the number in the Hours Used block by the number in the Cost/Hour block and enter the result here.
- **Total Cost for Force Account Equipment:** Add the numbers in the Total Cost blocks and enter the result here.



APPENDIX J

# Virginia Beach Department Of Emergency Medical Services



## Rapid Damage Assessment Plan

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## I. Purpose

To provide a rapid evaluation of infrastructure and vulnerabilities to determine the actual impact of an incident. After a disaster the best strategy may be to avoid defined commitment of any resources until an initial size-up can be completed and a basic strategy developed. The normal inclination is to commit to the first problem encountered; however, this tendency must be controlled if the overall goals are to be accomplished in a wide spread disaster. Only after an awareness of all the problems, which is the result of effective reporting from the entire area, can realistic priorities be established.

## II. Components

A. Report on the following to the shift supervisor:

- Injuries to personnel
- Damage to equipment
- Damage to the station

B. Survey immediate area and report to shift supervisor:

- Estimate of civilian injuries
- Immediate special hazards
- Any special needs
- Complete “snap shot” form and forward to POC TBD

C. Survey Target Hazards and/or patrol routes as directed by Command Duty Officer or designee. Report the following:

- Approximate number of injured civilians
- Buildings damaged
- Special hazards
- General area damage
- Target site assessments
- Estimation of severity of damage
- Special equipment that may be needed
- Places of public assembly (churches, halls, schools) may have become places of refuge. On-site check to determine if people are there and their condition.

- In cases where conditions (high water, trees, etc) prohibit on site inspection, a record log will be maintained. When conditions permit, these will be inspected.
- D. EMS1/2/3 report on the following to the EMSCC (or Command Duty Officer if the EMSCC is not activated):
- Injuries to EMS personnel
  - Damage to EMS stations
  - Damage to EMS equipment
  - Building damages
  - Approximate number of civilian injuries
  - Special hazards
  - Special equipment needs
- E. EMSCC (or Command Duty Officer if the EMSCC is not activated) report on the following to the EMS Deputy Chief of Operations or his designee:
- Overall injuries to EMS personnel
  - Overall damage to the EMS stations
  - Damage to EMS equipment and apparatus
  - Approximate number of civilian injuries
  - Special equipment needs
  - Special hazards
  - Whether or not additional personnel will be needed
  - Roadway access problems
- F. EMS Chief Report on the following to the Director of the Officer of Emergency Management:
- Overall injuries to EMS personnel
  - Overall damage to EMS stations
  - Overall damage to EMS apparatus and equipment
  - Approximate number of civilian injuries
  - Special equipment needs
  - Special hazards
  - Whether or not additional personnel will be needed
  - Roadway access problems

### **III. Procedures:**

1. The Department of Emergency Medical Services shall identify key facilities and resources that need to be assessed after a major event. Each of these facilities will be assigned to a patrol route.
2. Once the immediate threat of the incident has passed, an initial assessment will be made of squad facilities and equipment using the Squad Damage Report (Table 1) as a guide. Results of this survey will be reported to EMSCC.
3. EMS apparatus will be assigned to individual patrol routes as needed by EMSCC. For tracking purposes, each unit will be assigned a case number unique to its patrol assignment.
4. The patrol vehicle will proceed along its designated route reporting the conditions of structures and transportation systems. Target vulnerabilities will be assessed in accordance with the Rapid Assessment Patrol Instructions.
5. Assessment reports will be made to EMSCC. Information gathered will be used to identify operational priorities and determine resource needs.
6. Priority will be given to completing the patrol assignments. However, should significant life hazards be identified, EMSCC has the option of altering the route and/or mission.
7. In order to maintain an accurate program, all patrol routes and targeted vulnerabilities should be evaluated on an annual basis.

### **IV. Rapid Assessment Patrol**

1. When directed by EMSCC, patrol the designated route in accordance with the route plan (Table 4). Assess targeted vulnerability sites as indicated in the route plan.
2. Provide periodic reports of damage to structures and transportation systems using the scoring system provided in Table 2.
3. Evaluate target sites using the scoring system provided in Table 3.

4. Should the patrol route be blocked by debris, attempt to identify an alternate route. Report road blockages to EMSCC. When needed, the crew can conduct minor debris clearing, but the patrol should not be significantly delayed. EMS personnel will not remove downed wires.
5. If injured civilians are encountered, provide them with first aid supplies as feasible. If they are ambulatory, direct them to the nearest Casualty Collection Point (CCP). If transport is needed, advise EMSCC of the patient's location so an ambulance can be dispatched. Completion of the patrol route mission should only be abandoned in the face of a life-threatening emergency. Any deviations must be reported to EMSCC.
6. Upon completion of the patrol route, contact EMSCC for further instructions.

*Cautions:*

1. *Be aware of downed power lines and other electrical hazards.*
2. *Use caution when driving through debris to avoid damaging tires.*
3. *Avoid standing water.*

**Table 1 --SQUAD DAMAGE REPORT**

STATION: \_\_\_\_\_ REPORTED BY: \_\_\_\_\_ TIME: \_\_\_\_\_

ARE PERSONNEL INJURED? YES/NO (If yes, describe nature of injury and disposition) IS STATION HABITABLE? YES/NO

STATION EQUIPMENT	DAMAGE	DESCRIPTION OF DAMAGE
Bay Doors	Yes/No	
Roof	Yes/No	
Windows	Yes/No	
Doors	Yes/No	
Other	Yes/No	

UTILITIES	OPERATING	COMMENTS
Electricity	Yes/No	
Sewer	Yes/No	
Gas	Yes/No	
Other		

COMMUNICATIONS	OPERATING	COMMENTS
Telephone	Yes/No	
800 MHZ Base Station	Yes/No	
VHF Base Station	Yes/No	
KDT	Yes/No	

VEHICLE STATUS:

**Table 2--General Damage Assessment**

AREA: \_\_\_\_\_

Trees	Minor damage/many limbs down/many trees down
Utility Poles	No damage/wires down/poles down
Roadways	Clear/minor debris/heavy debris/impassable
Structures	No damage/minor damage/heavy damage/destroyed
Signage	Street signs intact/street signs missing
Power	Power available/power out
Casualties	No obvious injuries/minor injuries/serious injuries

**Table 3--Target Site Assessment**

SITE: \_\_\_\_\_

Who is staff contact person?	
Windows intact?	Yes/No
Structural damage?	Yes/No If yes, describe _____
Power?	Normal/Generator/None
Water Supply?	Yes/No
Phone Service?	Yes/No
Is anyone injured?	Yes/No If yes, how many? _____
Immediate transport needs?	Yes/No
Does facility require evacuation?	Yes/No
Does facility need outside support? (i.e. food, medications, oxygen, personnel, etc)	Yes/No If yes, what? _____ _____ _____

**Table 4 –Patrol/Transport Routes and Key Vulnerabilities:**

Route 1	Westminster Canterbury, Shore Drive to Old Donation Parkway
Route 2A	Bayside Health Care Center, Sentara Bayside Hospital Access, Haygood Road to I264
Route 2B	Oakdale Heights, Brighton Gardens, Heritage Hall, Diamond Springs Estates, Newtown Road to Sentara Leigh
Route 4	Bay Lake Retirement, Shore Drive to Haygood Road
Route 5	Hope Haven, Princess Anne Road to Sentara Princess Anne
Route 6	Princess Anne Road from Pungo to NC line
Route 8A	Access to VBGH, Virginia Beach Health Care, Windermere, Bay point Rehab, Atria Hilltop
Route 8B	First Colonial Inn, Silver Hills Retirement Center, Russell House, First Colonial Road to I264
Route 9A	Access to Sentara Leigh via Princess Anne Road,
Route 9B	Princess Anne Commons, Our Lady of Perpetual Help Nursing Home, Princess Anne Road to Sentara Princess Anne, Landstown Fuel Site
Route 9C	Marion Manner, Euclid Road Fuel Site, Witchduck Road to VBB, VBB to Newtown Road
Route 10	Beth Shalom Nursing Home & Towers, Jamestown Commons
Route 13	Route from Co13 across Pungo Ferry Bridge to Princess Anne Road
Route 14	Laskin Road Corridor to VBGH, First Colonial Road-Oceana Blvd to General Booth Blvd-General Booth to Rudee Inlet
Route 16A	Sentara Nursing Center, Lynn Shores Manor & Chateau, Luther Manor, Kings Grant Nursing Home, River Point Rehab, Bonney Road Retirement Apartments (name?)
Route 16B	Holland House, Rosemont to Holland Road, Holland Road to I264
Route 17	Roadway from Co17 to PA road
Route 19	Senior Apartments Lynnhaven and IRR, Oak Wood Nursing Home, Indian River Road to I64

Route 21	Atlantic Shores, Sullivan House, Sta21 to Oceana Blvd, Sta21 to Courthouse Complex
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# **EMS DEPARTMENT DAMAGE ASSESSMENT PLAN**

1. During a hurricane or other severe weather incident, continuously monitor the status of personnel, equipment, and the building.
2. As soon as conditions permit:
  - \* View the neighborhood around the facility from ground level.
  - \* Based on these observations, complete the damage assessment on the following page.
3. Estimate the number of feet of standing water in the area and enter on the line marked "Flooding."
4. Fill in the lines marked "Personnel," "Apparatus/Response Units," "Facility," "Access," and "Communication Equipment" following the instructions on the form.
5. Identify your reporting location on the appropriate line.
6. Reporting Procedures:
  - \* If radio communications are still operational, report the "Snapshot" information during the post-storm roll call.
  - \* If no radio communications are operational, report to the Brigade Chief by telephone.
  - \* If neither radio nor telephone communications are functional, send the information to the EMSCC by messenger.
7. If the report is relayed by radio or telephone, retain the "Snapshot" form with your station records.
8. Conduct follow-up assessment when ordered and again twenty-four hours later and report.

# EMS DAMAGE ASSESSMENT SNAPSHOT

Initial

Date:  
Update

Contacted By:

No Charge

Time:

Station Number:

Reporting Locations:

## DAMAGE TO STRUCTURES

Percent of Structures

- A. No Damage
- B. Minor - Building is damaged but inhabitable
- B. Major - Building not safely inhabitable
- C. Destroyed (not repairable)

(Report as letter followed by number - **example "A twenty, B seventy, C ten, D zero."**  
Total should equal 100)

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Personnel	1= no injuries; ____2=minor injuries 3=serious injuries; specify nature of injuries
Apparatus/Response Unit	1=all in service; 2=in service, need repairs; 3=out of service, specify unit/damage
Facility	1=minimum; 2=serious damage; 3=unstable
Access	1=clear; 2=minimal blockage; 3=major
Communication Equipment	1=telephone/base radio okay; 2=telephone okay/no base radio 3=base radio okay/no telephone 4=no base radio/no telephone)
Flooding	feet

# VIRGINIA BEACH EMERGENCY MEDICAL SERVICES AREA DISASTER ASSESSMENT SURVEY FORM

- Initial
- Update
- No Change

Unit Reporting  
Officer in Charge

Location  
Date  
Time

PERCENT OF DESTRUCTION

NONE	25%	50%	75%	100 %
25%				
50%				
75%				
100%				

Flooding      Feet

Civilians      (1=No injuries, 2=Minor injuries, 3=Serious)

Access      (1=Clear, 2=Minimum Blockage, 3=Major Blockage)

Places of Public Assembly

Name      (1=Not Occupied, 2=Occupied/No Injuries, 3=Occupied with injuries)

Damage      (1=No Damage, 2=Minimal Damage, 3=Major Damage)

Notes of Particular Importance

## APPENDIX K

### MODEL DISASTER STAFFING ASSIGNMENTS

#### STAFF ASSIGNMENTS – MODIFIED ACTIVATION

POSITION	TEAM #1	TEAM #2	COMMENTS
EOC Desk Officer			
EOC Support			
ECOMM Liaison			
Operations Chief			
EMS Chief 10			
EMS1			
EMS2			
EMS3			

#### STAFF ASSIGNMENTS – FULL ACTIVATION

POSITION	TEAM #1	TEAM #2	COMMENTS
EOC Desk Officer			
Asst EOC Desk Officer			
EOC Support			
ECOMM Liaison			
Shelter Staff			
Operations Chief			
Command Duty Officer			
Command Duty Officer Aide			
EMS1			
EMS2			
EMS3			
Planning Chief			
Resource Unit			
Documentation Unit			
Logistics Chief			