SUSSEX COUNTY

Emergency Operations Plan

Emergency Operations Department
June 2017

PROMULGATION

The primary role of government is to provide for the welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency operations is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety are preserved.

Sussex County has updated its Emergency Operations Plan (herein referred to as SEOP) to ensure effective allocation of resources during an emergency to protect life, property and the environment. This plan supersedes any previous plans promulgated for this purpose.

The SEOP establishes the concepts and procedures, which represent a coordinated effort to manage potential disasters that could affect Sussex County. This plan is applicable to County Government and to other agencies engaged in, or in support of, emergency operations prior to, during, and after a naturally or technologically caused disaster, or war attack.

The SEOP is effective upon approval by the Sussex County Council and signing by the Council President.

COUNTY APPROVAL

Submitted By:

_____

Director, Sussex County Department of Emergency Preparedness   Date

Approved By:

_____

President, Sussex County Council   Date

_____

County Clerk   Date

APPROVAL AND IMPLEMENTATION

This plan supersedes the Sussex County Emergency Operation Plan dated January 2011.

All participating County departments are directed to cooperate with the implementation of the SEOP as a guide for disaster response activities and the assignment of responsibilities for various departments, agencies and personnel to ensure the most effective and timely response to any emergency that will occur within the County.

Upon initial approval of the SEOP by Sussex County Council, the Director of the Department of Emergency Preparedness shall insure prompt distribution of the plan to the following agencies and organizations:

Sussex County:
- County Council
- County Manager
- Emergency Operations Department

The Director of Emergency Operations shall ensure that all updates of this plan, approved by the County Council, are promptly distributed to the agencies and organizations listed.

Municipalities:
- Bethany Beach
- Bethel
- Blades
- Bridgeville
- Dagsboro
- Delmar
- Dewey Beach
- Ellendale
- Fenwick Island
- Frankford
- Georgetown
- Greenwood
- Henlopen Acres
- Laurel
- Lewes
- Milford
- Millsboro
- Millville
- Milton
- Ocean View
- Rehoboth Beach
- Seaford
- Selbyville
- Slaughter Beach
- South Bethany

Other Agencies:
- Department of Safety and Homeland Security
- Delaware Emergency Management Agency
- Delaware State University
- Delaware Tech
- University of Delaware
- Wilmington College
- Superintendents of Schools
- Branigan Library
- Delaware Association of Counties
- National Weather Service
- American Red Cross
- Delaware Department of Health Region 5

RECORD OF CHANGES

Change #	Date	Who Made the Change	Summary of the Change

Proposed changes to the SEOP should be submitted using **Attachment 5: Proposed Change to Emergency Operations Plan.**

RECORD OF DISTRIBUTION

Organization	Name of Receiving Personnel	Date of Delivery	Number of Copies Delivered	Signature

TABLE OF CONTENTS

INTRODUCTION

Sussex County is committed to the protection of life, the environment, and property. This Plan provides the basis for response and recovery operations in Sussex County, Delaware. The success of this Plan depends on the collaboration of the departments and agencies responsible for the development and maintenance of these plans and annexes.

Successful emergency planning utilizes a comprehensive approach to prepare for and plan for all-hazards. Sussex County is vulnerable to a variety of natural hazards including hurricanes, flooding, winter storms; technological hazards including power failures, hazardous materials incidents; and human-caused events such as disease pandemics and civil unrest. The threat of major disasters and events necessitates this Plan's all-hazards approach.

To respond effectively to any emergency of a size or complexity beyond the routine response system, it is critical that all Sussex County public officials, departments and agencies, non-governmental emergency organizations and the public understand their roles and responsibilities. These non-routine responsibilities begin when an incident is recognized and response ensues. As an incident develops and command organizes beyond the initial reactive phase of first responders the roles and responsibilities highlighted in this Plan become more critical.

State and local governments are charged with developing and maintaining current Emergency Operations Plans (SEOP) in order to be prepared for such events.

This SEOP serves as the baseline, by which Sussex County prepares for, mitigates against, responds to, and recovers from natural disasters/emergencies. It is the primary responsibility of the Sussex County Director of Emergency Operations Director to develop the County's SEOP, update the plan, and maintain a record of changes. This plan seeks to address the County emergency response procedures, roles and responsibilities of County departments, and other private organizations during emergencies/disasters.

The SEOP has supporting functional and hazard-specific annexes that describe emergency functions of the responsible departments, agencies, and organizations. A list of existing and planned annexes can be found in Section 15—List of Annexes.

PURPOSE

The SEOP is the centerpiece of a comprehensive emergency management program. The purpose of the Basic Plan is to establish the legal and organizational basis for operations in Sussex County to effectively respond to and recover from all-hazards disasters and/or emergency situations. This SEOP contains basic information that provides a framework for response to any disaster regardless of its size, scope or causes. The SEOP serves as the primary tool for the emergency management community to prepare for, respond to, and recover from disasters by coordinating existing Standard Operating Procedures/Guidance (SOPs/SOGs), defining disaster-specific procedures, and outlining roles and limitations.

Each SEOP component serves a specific purpose supporting the emergency management program.

SEOP Component	Purpose
Basic Plan	• Provides an overview of the jurisdiction's approach to emergency operations. • Explains emergency response policies. • Describes the response organization. • Assigns responsibilities. • Provides a solid foundation for development of functional annexes.
Emergency Support Functions	• Describe the emergency support functions that support emergency operations in Sussex County. • Provide checklist of activities for ESF leads.
Hazard-Specific Annexes	• Define specific hazards, their characteristics and impacts. • Identify which strategies and capabilities of the emergency management organization are called on during a response.

Table 1: SEOP Components

SCOPE

The Sussex County SEOP is an all-hazards plan that includes all personnel and equipment, which may be called upon to help facilitate a response to specific disasters and emergencies. The SEOP establishes an emergency organization and defines responsibilities for all staff and individuals (public and private) having roles in the phases of emergency management to include, emergency preparedness, response, recovery and/or mitigation in the County.

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

The County consists of the County's geographic boundaries, to include all residents, governmental entities and departments, businesses and non-profit organizations within the bounds of the County and/or those individuals and entities operating or transiting through the County.

The State contracts key services that have a direct bearing on the County's emergency management organization; specifically, debris monitoring. Close planning and coordination with these agencies and organizations is essential to the preparedness and response capabilities of the County.

During emergencies, the Director of Emergency Operations serves as the lead emergency management representative for the County. The County sends requests for additional support through the Delaware Emergency Management Agency (DEMA). If the needs cannot be fulfilled by DEMA the request will be sent on to the Federal level in accordance with NIMS.

This SEOP has been developed to provide guidance for Sussex County based on the following objectives:

- Establish the County's policy and procedures to respond to emergencies;
- Describe the County's emergency management organization;
- Identify the roles and responsibilities of County staff during an emergency;
- Identify lines of authorities and relationships; and
- Describe the County's EOC.

6.3 SITUATION OVERVIEW

Community Profile

Sussex County is full of history and tradition. Among its distinctions, Sussex County is the birthplace of the broiler chicken industry, and is Delaware's largest county in terms of geography, spanning 938 square miles.

Delaware history begins with Sussex County, as the town of Lewes was founded as a Dutch whaling colony in 1631. That first European settlement gives Lewes its claim to fame of being the 'First Town in the First State' and makes Sussex County the birthplace of what would become present-day Delaware.

Sussex County is named for the County of Sussex in England, which was the home of Colonial proprietor William Penn.

Today, Sussex County, Del., is diverse in both its riches and its lifestyles. It is home to numerous seaside resorts, small towns, industry, and agriculture. Along the coast, tourism is strong in the quaint and tony resort beach towns. Western Sussex County, meantime, is the backbone of Delaware's agriculture industry with more acres of arable land under cultivation than anywhere else in the state.

6.3.1 DEMOGRAPHICS

Sussex County Demographic Data	
Demographic	**Percentage/number**
Population Estimate	220,251
Number of Households	81,183

Sussex County Demographic Data	
Persons Per Household	2.52
Persons under 5 years old	5.2%
Persons under 18 years old	19.2%
Persons 65 years and older	25.8%
Persons of Caucasian Race	82.6%
Persons of African-American Race	12.7%
Persons of Hispanic or Latino Race	9.3%
Two or More Races	2.1%

Table 2: Demographics

6.3.2 HAZARD AND THREAT ANALYSIS SUMMARY

The Plan takes into account the increasing risks related to natural, technological, and human-caused hazards. The most prominent of the hazards impacting Sussex County are flood events, drought, and severe winter weather. A comprehensive listing of natural, technological, and human-caused hazards can be found in *Annex A - Mitigation*.

6.3.3 CAPABILITY ASSESSMENT

Sussex County follows the Emergency Response Cycle, which facilitates emergency planning and response on an all-hazards cyclical basis (versus strictly event specific plans). This methodology enables Sussex County to prevent, mitigate, prepare for, respond to, and recover from any threat.

Mitigation

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

- Eliminate hazards,
- Reduce the probability of hazards causing an emergency situation, or
- Minimize the consequences of unavoidable hazards.
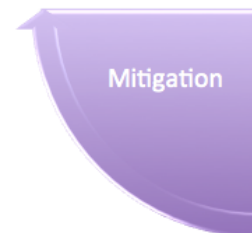
Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Mitigation is further developed in the County's *Multi-Jurisdictional All Hazard Mitigation Plan*.

Preparedness

Sussex County will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the Sussex County emergency management program are:
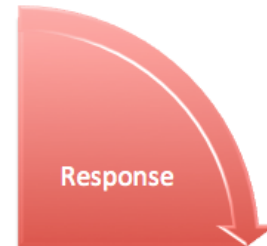
- Providing emergency equipment and facilities.
- Emergency planning, including maintaining this Plan, its annexes, and appropriate SOPs.

- Conducting or arranging appropriate training for emergency responders, emergency management personnel, other local officials, and volunteer groups who assist us during emergencies.
- Conducting periodic drills and exercises to test plans and training.

Response

Sussex County will respond to emergency situations effectively and efficiently. Not all response capabilities and capacities are the direct responsibility of the County. In those instances, the County provides support for a mission area owned by another jurisdiction (see Roles and Responsibilities). Response operations are intended to resolve an emergency situation while minimizing casualties and property damage. Primary response activities include:

- Public warning,
- Emergency medical services,
- Firefighting,
- Law enforcement operations,
- Evacuation,
- Coordination of shelter and mass care support (including pet sheltering and compliance with the Americans with Disabilities Act),
- Emergency public information,
- Search and rescue,
- Transportation, and
- Other associated functions.

Recovery

Sussex County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal state.

The Federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges.

The County will be prepared to coordinate with State and Federal agencies to facilitate individual and County assistance. This includes insuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

The County will conduct after-action reviews of response and develop improvement planning to increase operational effectiveness and promote effective reset to a steady state.

6.4 PLANNING ASSUMPTIONS

Incidents require local government to coordinate operations and/or resources and may:

- Require multiple agency response that may also exhaust local jurisdiction resources;
- Agencies/organizations participating will be responsible for initial response within their jurisdictional boundaries;
- Assistance from outside the affected jurisdiction will be needed for large-scale emergencies or disasters;
- Disaster assistance will be available from State, Federal, private and/or volunteer organizations should the County deplete its resources or require expertise which it does not presently have available;
- The respective participating entity is responsible for allocating equipment for emergency response within their boundaries;
- Individuals designated to be responsible for emergency response coordination or who may be assigned to the EOC will be familiar with the SEOP;
- The participating entities and jurisdiction officials as well as the response agencies'' personnel will be trained in ICS, NIMS, and in EOC management based on Homeland Security Presidential Directive-5 (HSPD-5) and according to the requirements of the U.S. Department of Homeland Security (DHS);
- The Sussex County EOC is sufficiently organized and equipped to coordinate emergency resources (which include telecommunications equipment and computer based management information systems);
- The SEOP was prepared in accordance with, and meets the guidelines set forth by the HSPD-5: Management of Domestic Incidents – NIMS, the National Response Framework (NRF), HSPD-8: National Preparedness, CPG 101, and the State of Delaware Emergency Operations Plan (DSEOP).

2.0 CONCEPT OF OPERATIONS (CONOPS)

The ultimate goals of the Sussex County emergency management program are to:

- Provide effective life safety measures, reduce property loss, and protect the environment;
- Provide for the rapid resumption of impacted businesses and community services;
- Provide inclusion emergency policies that ensure persons with disabilities can evacuate, use emergency transportation, stay in shelters and participate in emergency and disaster-related programs together with service animals; and
- Provide accurate documentation and records required for cost recovery efforts.

Sussex County's Department of Emergency Preparedness has the primary responsibility for emergency management activities within Sussex County. The initial emergency response will be handled by the Sussex County government. It is recognized that the nature of certain disaster agents does not allow for any warning or lead time prior to occurrence. When this happens, or when the duration of an incident is expected to be relatively short, the management of the emergency operations will be directed at or near the site. For emergencies for which there is lead-time or for disasters, which are expected to be lengthy in duration, management of operations will be from the Sussex County Emergency Operations Center (SEOC).

When an emergency exceeds the local government's capability to respond, assistance will be requested from surrounding jurisdictions, and state and federal government. In any case, incident command and response operations remain with the local jurisdiction.

7.1 IMPLEMENTATION OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

Sussex County has adopted the NIMS as its operating structure. The basic framework of NIMS incorporates the use of the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS). This SEOP is based on NIMS. Sussex County will implement the Incident Command System (ICS) for all Incidents and Events within the County. ICS will be used as a standardized systematic approach for the development of the Emergency Operations Plan (SEOP). ICS is required for all on-scene and Emergency Operations Center (EOC) activations under the all-hazards incident management approach.

Utilization of the ICS:

- Allows for the integration of facilities, equipment, personnel, procedures and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

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

needs. Intelligence and Investigations are an optional functional area that is activated on a case-by-case basis.

ICS will be implemented during all EOC activations.

7.2 INCIDENT RESPONSE LEVELS

Sussex County has five types of Incident Response Levels. Each level consists of a number of procedures to be followed by responsible parties. These procedures are described in detail in the *Response Annex*.

Incident Level	Incident/Situation	Type Definition	Minimum Staffing
Type 5	Vehicle fires, motor vehicle accidents, house fires, plumbing failure, individual medical issues.	Local resources at the scene are sufficient to coordinate and address all incident issues. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.	No SEOC Activation
Type 4	- Small (1-100 acre wildfire) - Extreme Weather/Storms - Hazardous Materials - Petroleum Releases - Notification of Potential Flooding - Rail and Highway Transportation Emergencies - Water/Well Shutdown - Individual Human or Animal Biological Incident - Emergency Communication Outage w/o backup - Mass Household Utilities Outage - Airplane crash	The incident is limited to one operational period, or information is limited or does not support the need to open the SEOC to provide coordination of resources.	Key staffs given incident information and put on standby. Key staff includes: Emergency Manager; County Administrator; Asst. County Administrators; PH Duty Officer; PCSO; Communications/Public Information Officer

Type 3	• Earthquake • Mass Fatality • Localized Flooding • Wildland Fire local resources • Extreme weather/storms • Hazardous materials • Petroleum releases • Tire fire • Rail and highway transportation emergencies • Airplane crash • Expanded human or animal biological incident • Emergency Communication Outage without backup • Mass Household Utilities Outage • Local Municipality SEOC Activation	The incident may extend into multiple operational periods, but only require a limited and targeted SEOC staffing response due to the scope and nature of the incident. Local/County/State Declaration	Notification of key staff as in Type 4. Partial or Virtual Level II SEOC activation: Key staff and some or all of the Command and General staff positions may be activated as well as Division/Group Supervisor and/or Unit Leader level positions.
Type 2	• Earthquake • Mass Fatality • Regional Flooding • Extreme Weather/Storms • Hazardous Materials with Evacuations • Wildland Fire Type I Urban Interface FMAG • Rail and Highway Transportation Emergency with evacuation • Terrorism • Mass Biological Incident • Radiological Dispersion Device (RDD) Detonation • Emergency Communication	The incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. The incident may require the response of resources out of the area, including state resources. County/State declarations are in place. Possible FEMA declaration. National Media Event.	Notification of key staff as in Type 4. Full Level III SEOC Activation: All of the Command and General Staff positions are activated.

	Outage without backup • Mass Household Utilities Outage • Local Municipality EOC Activation		
Type 1	• Earthquake • Mass Fatality • Dam/Flood Retarding Structure Failure • Mass Flooding • Extreme Weather/Storms • Hazardous Materials • Wildland Fires • Rail and Highway Transportation Emergencies • Terrorism • Regional Mass Biological Incident • Radiological Dispersion Device (RDD) Detonation • Local Municipality EOC Activation	This type of incident is most complex, requiring both state and national resources to safely and effectively manage and operate. Presidential Declaration. Large Media Event.	Notification of key staffs as in Type 4. Full Level III SEOC Activation: All Command and General Staff positions are activated and County Board of Supervisors.

Table 3: Emergency Response Levels

7.3 AUTHORITY TO ACTIVATE THE SEOP

The County Administrator is the constituted legal authority for initiating this SEOP. The SEOP can also be activated by the Director of Emergency Operations.

7.4 DECLARATION OF A STATE OF EMERGENCY

The County Administrator has the authority to request a State of Emergency be declared by the Governor for Sussex County.

7.5 REQUEST FOR STATE ASSISTANCE/RECOMMENDATION FOR STATE DECLARATION OF EMERGENCY

The County Administrator may order a State of Emergency for Sussex County if the situation is beyond the capability and resources of the County to control. The County Administrator is responsible for notifying the DEMA Director and the Delaware State Emergency Operations Center that a situation exists which may require the proclamation of a State of Emergency.

7.6 EOC ACTIVATION

The Emergency Operations Center (EOC) is an essential tool for successful response and recovery operations. With decision and policy makers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished, minimizing duplication of efforts.

The County Administrator, and/or their designee may activate the EOC if the following conditions exist:
- There is an imminent threat to public safety or health on a large scale.
- A multidepartment or agency/County response is required to resolve or recover from the emergency or disaster event.
- The local emergency ordinances are implemented to control the major emergency or disaster event.

The Emergency Operations Department has the authority for the overall operation of the SEOC. Departments, divisions, and other agencies will perform emergency activities as closely related as possible to those they perform routinely and are responsible for fulfilling their obligations as presented in the annexes to this basic plan.

The SEOC has a primary and secondary location:
- Primary SEOC: Located 21811 Rudder Lane, Georgetown, Delaware
- Primary Alternate SEOC: Mobile Command Post at 21303 Rudder Lane, Georgetown, Delaware
- Secondary Alternate SEOC: Located at the State EOC on 165 Brick Store Landing Road, Smyrna, Delaware

The SEOC can be activated both virtually and physically on-site. For virtual activations, the mobile command center is used.

Detailed procedures that should be taken during an EOC activation can be found in the Response Annex.

7.7 SEOC ACTIVATION LEVELS

Depending on the nature and the scope of the emergency, the Sussex County Emergency Operations Center may be activated to 1 to 4 level of activation that range from 4 (lowest) to 1 (highest, most complex). With regard to who is physically present in the SEOC, the nature and the scope of the incident will determine who should be in the SEOC.

SEOC Activation Levels

Level 4 (Local Incident Monitoring Level): Triggered by weather advisories, security advisories, possible impending events, and significant local, national, and international events. Activities include situation analysis, notification, resource coordination, and may include warning, public information and other emergency functions. An example would be the issuance of a National Weather Service forecast for a snowstorm in the next 24 hours.

Level 3 (SEOC Monitoring Level): Conduct staffing availability check. Implement visitor escort procedures and lockdown SEOC front door.

Using the various sources of information available, the Emergency Management staff shall take prudent preliminary steps to initiate the alert of other staff and to get the SEOC ready for operational use. Those efforts shall also be coordinated with the senior officials of the jurisdictions, any other departments needed, and support organizations whose services and resources could make them a part of any projected emergency response.

Level 2 (Emergency Operations Level): All events and criteria of Level 3 plus multiple or major events; the receipt of a request for emergency support or assistance; local disaster or emergency declaration; the need for extended coordination of state support in an emergency. Activities include notification of agency representatives and activation of relevant agencies, complete SEOC lockdown, and preparation for extended operations.

The second level shall result in a partial or full activation of the SEOC. Once activated, it would be used as a unified coordination site for senior management representatives from the departments involved in the incident response.

Level 1 (Disaster Operations Level): All events and criteria of Level 2 plus request for issuance of a State or Federal Emergency or Disaster Declaration. An event is occurring or imminent that has exceeded the capabilities of the Sussex County EOD; Event has significant regional and/or federal involvement; or issuance of a specific Homeland Security Red Alert advisory for Delaware, to prepare for incoming federal resources.

Notification of a Level 1 Activation shall be made, at the earliest practical time, to the State EOC. Full activation of all SEOC staff is required.

SEOC Deactivation – The SEOC will be deactivated or the activation level will be lowered when events orState support of an incident have lessened.

8.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Sussex County has the overall responsibility to provide an effective emergency response in the County. The County uses NIMS for incident management. This emergency management system provides for on-scene management of an incident and also provides the coordination of response activities between the County and other jurisdictions.

Sussex County's emergency management structure and organization covers all emergency management phases – preparedness, response, mitigation, and recovery.

8.1 SUSSEX COUNTY EMERGENCY PREPAREDNESS STRUCTURE

Sussex County's emergency management operation is grounded in ICS principles. It includes Command and General Staff positions.

The Command Staff consists of:

- **Executive Policy Group (County Administrator, Deputy County Administrator, etc.):** The Executive Policy Group consists of County department heads and County leadership. They oversee and participate in emergency decisionmaking and issue appropriate emergency proclamations, resolutions, and executive orders.
- **Director of Emergency Operations:** The Director of Emergency Operations plans and directs the disaster response, provides disaster preparedness training, and prepares emergency plans and procedures for emergencies.
- **Public Information Officer:** Provides routine and emergency public information to the citizens of Sussex County via the local media or social media.
- **Legal Officer:** Provides legal advice on all aspects of County involvement during an emergency.
- **Liaison Officer:** Serves as the point of contact for assisting and coordinating activities between the IC/UC and various agencies and groups.
- **Safety Officer:** Develops and recommends measures to the EOC Manager for assuring personnel health and safety and to assess and/or anticipate hazardous and unsafe situations.
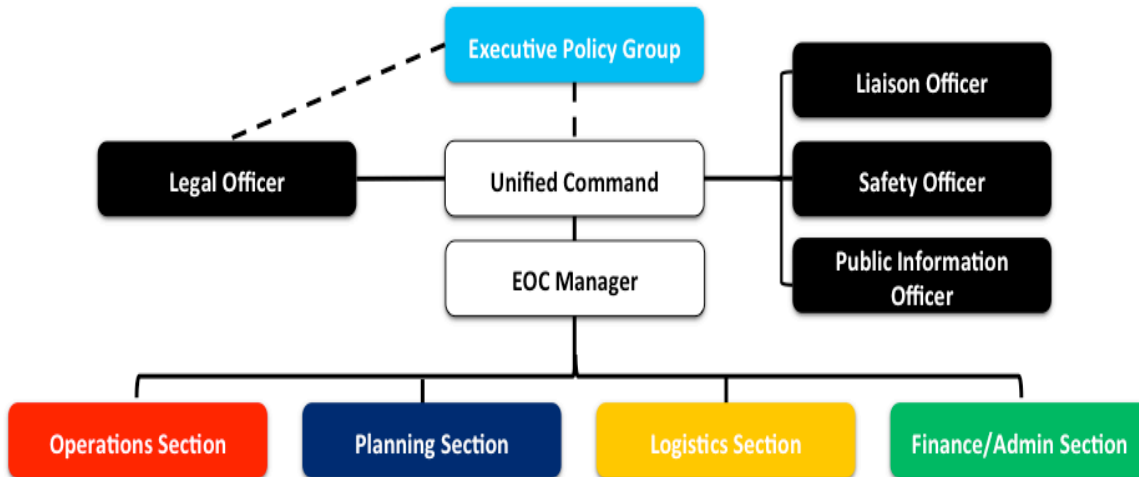
The Sussex County General Staff include four traditional ICS sections: Operations, Planning, Logistics, and Finance/Administration. Under each ICS section, operational responsibilities are divided into functional areas. Each functional area represents a group of missions with related capabilities and capacities directly related to emergency response operations.

Detailed descriptions of these functional areas, including the roles and responsibilities of the agencies assigned to execute these mission areas can be found in *Annex C - Response.*
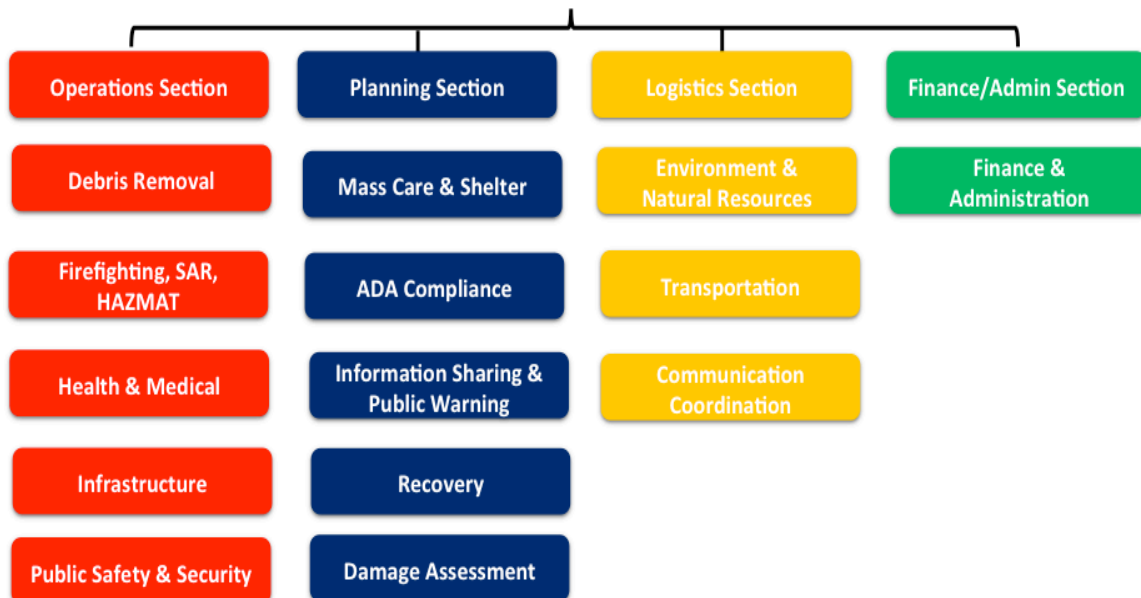
For each Functional Area, there is an agency that has the lead role in executing the missions, and maintaining the capabilities and capacities, of that functional area. Other agencies will provide support, either with personnel, material, or other resources for the successful execution of response missions.

For this EOP, most of those agencies are Sussex County Departments. There will be some functions, however, that are the responsibility the State of Delaware, or other agencies. It is possible that not all of these agencies will be represented in the Sussex County EOC during disaster response.

8.2 ASSIGNMENT OF RESPONSIBILITIES

To ensure the most effective use of the services and functions of existing offices, departments and other agencies within County for emergency operations, selected departments and agencies as well as specific personnel have been assigned emergency management responsibilities in this plan.

Executive Policy Group
- ❐ Convene at the SEOC or a nearby location.
- ❐ Help determine what positions need to be filled at the EOC.
- ❐ Make policy level decisions.
- ❐ Develop the strategic policy and direction for recovery and resumption of normal operations.
- ❐ Review public information statements and releases.

Director of Emergency Operations
- ❐ Determine the appropriate level of activation based on situation.
- ❐ Mobilize appropriate personnel for the initial activation of the EOC.
- ❐ Respond immediately to EOC site and determine operational status.
- ❐ Obtain briefing from any sources that are available.
- ❐ Ensure the EOC is properly set up and ready for operations.
- ❐ Ensure that an EOC organization and staffing chart is posted and completed.
- ❐ Monitor general staff activities to ensure that all appropriate actions are being taken.
- ❐ In coordination with the PIO, conduct news conferences and review media releases for final approval.
- ❐ Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- ❐ Establish initial strategic objectives for the EOC.
- ❐ Prepare EOC objectives for the initial Action Planning Meeting.
- ❐ Convene the initial Action Planning meeting.
- ❐ Once the Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.
- ❐ Conduct periodic briefings with general staff to ensure strategic objectives are current and appropriate.
- ❐ Brief your relief at shift change.
- ❐ Authorize the demobilization of sections.

Public Information Officer
- ❐ Determine expectations of Executive Policy Group/Director of Emergency Director regarding gathering and disseminating of information.
- ❐ Review available documentation (i.e. Incident Action Plan, strategy objectives, etc.).
- ❐ Participate in briefings/meetings.
- ❐ Assist with post-incident information strategy and procedure.
- ❐ Document all media contacts.
- ❐ Take photographs and video of the incident and related activities.
- ❐ Prepare and disseminate information internally and externally regarding the incident.
- ❐ Prepare briefing materials for VIP visits and assist with planning, coordination, and logistics for visits.

- ☐ Be alert to rumors and take appropriate action.
- ☐ Arrange and schedule media interviews.
- ☐ Assist in the preparation of the Demobilization plan.

Liaison Officer
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Assemble incident information for use in briefings and filling requests.
- ☐ Assemble agency information for use in answering requests and resolving problems.
- ☐ Within the first operational period after check-in, obtain incident information from the Incident Commander, resource unit, and situation unit.
- ☐ Conduct briefings at predetermined times and locations with assisting, cooperating, and non-governmental agencies prior to each operational period.
- ☐ Complete ICS Form 214 for each operational period.
- ☐ Keep cooperating and assisting agencies informed of planning actions.
- ☐ Respond to requests for information and resolve problems.
- ☐ Supply cooperating and assisting agencies with demobilization information at least one operational period prior to demobilization.

Legal Officer
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Collect information from outgoing Legal Officer prior to your arrival.
- ☐ Assist in the composition of a disaster declaration.
- ☐ Familiarize yourself with the SEOP.
- ☐ Provide interpretation, at the Director of Emergency Operations' request regarding the EOC's action under various state and local disaster ordinances, statutes, and regulations.
- ☐ Provide verbal legal opinion when requested.
- ☐ Review press releases and/or statements prior to their release to the public.
- ☐ Maintain ICS Form 214, Unit Log.

Safety Officer
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Collect information from outgoing Operations Section Chief prior to your arrival.
- ☐ Plan and activate section and units within the section that need to be activated.
- ☐ Recognize potentially hazardous situations.
- ☐ Prepare and present a safety briefing.
- ☐ Make sure EOC personnel are provided adequate rest.
- ☐ Distribute accident investigation reports and initiate follow-up action.
- ☐ Communicate to incident personnel any change in weather conditions during the operational period.
- ☐ Develop or implement a safety action plan.
- ☐ Monitor food and sanitation conditions.
- ☐ Inspect incident facilities as appropriate.
- ☐ Monitor incident personnel for general welfare.

EOC Manager
- ☐ Assess incident situation.
- ☐ Activate elements of the EOC organization as appropriate.
- ☐ Conduct initial briefing for Command and General staff.
- ☐ Ensure planning meetings are conducted.
- ☐ Approve and authorize implementation of the Incident Action Plan.
- ☐ Determine information needs and inform command personnel of needs.
- ☐ Coordinate staff activity.
- ☐ Management incident operations.
- ☐ Approve requests for additional resources and/or the release of resources.
- ☐ Authorize the release of information to the news media.
- ☐ Approve plan for demobilization.

Operations Section Chief
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Collect information from outgoing Operations Section Chief prior to your arrival.
- ☐ Plan and activate section and units within the section that need to be activated.
- ☐ Identify kind, type and number of resources required to achieve objectives.
- ☐ Supervise and adjust operations organization and tactics as needed, based on changes in incident situation and resource status.
- ☐ Evaluate resource status and tactical needs to determine if resource assignments are appropriate.
- ☐ Interact and coordinate with all other command staff, general staff, and appropriate Unit Leaders.
- ☐ Ensure effective use and coordination of all assigned resources.
- ☐ Coordinate with on the ground responders (e.g. law enforcement, public health, fire).
- ☐ Prepare for and participate in strategy meetings.
- ☐ Participate in the preparation of the IAP.
- ☐ Report special events.
- ☐ Complete and submit ICS 214, Unit Log to the Documentation Unit.
- ☐ Assist in the design and development of the Incident Demobilization Plan.

Planning Section Chief
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Collect information from outgoing Planning Section Chief prior to your arrival.
- ☐ Plan and activate section and units within the section that need to be activated.
- ☐ Establish priorities and coordinate units within the section.
- ☐ Ensure an incident summary e.g. ICS Form 209 is completed within established timeframes.
- ☐ Ensure that all personnel and equipment time records legible ICS Form 214 Unit Log containing pertinent information for each operational period.
- ☐ Establish and maintain incident planning cycle.
- ☐ Ensure planning staff completes required elements of the IAP within required timeframes.
- ☐ Ensure the incident strategic plan is appropriate.

Logistics Section Chief
- ☐ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ☐ Collect information from outgoing Logistics Section Chief prior to your arrival.

- ❏ Plan and activate section and units within the section that need to be activated.
- ❏ Determine logistics section current capabilities and limitations (i.e. ordering timeline, available equipment, resources on hand, facilities capabilities, etc.).
- ❏ Interact and coordinate with all command and general staff.
- ❏ Coordinate with unit leaders and provide Planning Section Chief a list of excess personnel, contact equipment, crews, miscellaneous personnel and other resources.
- ❏ Complete ICS Form 214, Unit Log.
- ❏ Ensure all personnel and equipment time records are complete and have been submitted to the Time Unit Leader/Equipment Time Recorder.
- ❏ Participate in the preparation of the IAP.
- ❏ Assist in development, approval, and implementation of Demobilization Plan and/or Transition Plan.
- ❏ Act as the authorized representative of local agency specific contracts.

Finance/Administration Section Chief
- ❏ Gather information necessary to assess incident assignment and determine immediate needs and actions.
- ❏ Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- ❏ Collect information from outgoing Finance/Admin Section Chief prior to your arrival.
- ❏ Plan and activate section and units within the section that need to be activated.
- ❏ Provide initial operating instructions to section personnel.
- ❏ Ensure reports and forms are complete, accurate, and timely.
- ❏ Maintain Unit Log, ICS 214
- ❏ Ensure all financial documents are completed and submitted in a timely manner.
    - o Pay documents
    - o Injury reports
    - o Procurement documents
    - o Property damage reports
    - o Commissary accountability
    - o Claim documents
- ❏ Consolidate incident financial package.
- ❏ Provide financial summary information on the current incident.
- ❏ Participate in the preparation of the IAP.
- ❏ Assist in the development and approval of the Incident Demobilization Plan.

8.3 FUNCTIONAL AREA/EMERGENCY SUPPORT FUNCTION CROSSWALK

These tables provide a quick reference to show the alignment of the Sussex County Functional Areas to Emergency Support Functions (ESFs). This information will help assist outside response personnel in understanding where they best fit into Sussex County's organizational construct.

Operations					
Functional Area	Debris Removal	Firefighting, SAR, HazMat	Health and Medical	Infrastructure	Public Safety and Security
ESF	ESF 3, ESF 7	ESF 4, ESF 9, ESF 10	ESF 8	ESF 12	ESF 5, ESF 13
Planning					
Functional Area	Mass Care and Shelter	ADA Compliance	Information Sharing and	Recovery	Damage Assessment

			Public Warning		
ESF	ESF 6	ESF 5	ESF 5, ESF 15	ESF 5	ESF 3, ESF 5
Logistics					
Functional Area	Environment and Natural Resources	Transportation	Communication Coordination		
ESF	ESF 11	ESF 1	ESF 2, ESF 15		
Finance and Administration					
Functional Area	Finance and Admin				
ESF	ESF 7				

Table 4: Functional Area/ESF Crosswalk

8.4 LINE OF SUCCESSION

All levels of government are required to provide for the continuity of government in the event that current officials are unable to carry out their responsibilities. Sussex County has provided for a line of succession to the County Administrator position in the event of a major emergency.

Should the County Administrator be unavailable or unable to serve, the positions identified in *Table 5*, in order, shall act as the County Administrator, with all the powers and authorities of the County Administrator. Alternates shall only be empowered to exercise the powers and authorities of the County Administrator, if the County Administrator and the alternates identified previously in the successive order are absent or otherwise unable to serve. The individual who serves as acting County Administrator shall have the County Administrator's authority and powers and will serve until the County Administrator is again able to serve.

Order of Succession	Title
1	County Administrator
2	Deputy County Administrator
3	County Council President
4	Director of Emergency Operations

Table 5: Order of Succession

In order to ensure continuity in operations of County departments and agencies during a period of emergency resulting from disaster (natural, man-made or national security); a line of succession, and the extent, limits and cessation of the successor's powers will be specified in each department's or agency's annex or standing operating procedures.

8.5 MUTUAL AID AGREEMENTS

During an emergency, Sussex County may need to activate mutual aid and shared resources quickly. Emergency assistance may be made available from neighboring jurisdictions in accordance with mutual aid agreements. Emergency resources may be sent from Sussex County to assist adjoining jurisdictions. Such assistance will be in accordance with existing mutual aid agreements or, in the absence of official agreements, directed by the County Administrator or, in

their absence, the Deputy County Administrator when it is determined that such assistance is necessary and feasible.

In the event an emergency situation exceeds local emergency response capabilities, outside assistance is available through mutual support agreements with nearby jurisdictions and volunteer emergency organizations, or through Delaware's Statewide Mutual Aid Compact. For assistance beyond tactical mutual aid (i.e. that which might be used in everyday incidents), a local emergency must be declared and local resources fully committed, with anticipated or actual unmet needs, before state and federal assistance is requested. The SEOC coordinates the request for outside assistance.

9.0 DIRECTION, CONTROL, AND COORDINATION

The County Administrator, the Director of Emergency Operations and the County's SEOP provides the structure, based upon NIMS, for implementing county-level policy and operational coordination for domestic incident response. The response structure can be partially or fully implemented in response to a potential/actual threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources needed, and a level of coordination appropriate to each incident.

9.1 ON-SCENE INCIDENT COMMAND AND MANAGEMENT

The on-scene Incident Commander is responsible for all response activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. When multiple command authorities are involved, the incident may be led by a unified command comprised of officials who have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance, or agreement. The unified command provides direct, on-scene control of tactical operations. At the tactical level, on-scene incident command and management organization are located at an Incident Command Post (ICP), which is typically comprised of local and mutual aid responders.

9.2 SUSSEX EMERGENCY OPERATIONS CENTER (SEOC)

The Sussex County Emergency Operations Center serves as the central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management functions at a strategic level during an emergency.

9.3 EOC SUPPORT OF FIELD OPERATIONS

The SEOC is the coordination point between on-scene incident command and the County during an emergency. If the incident response in the field exceeds the capabilities of the first responders the SEOC can be used as a means of acquiring resources to support incident response. Additionally, those in the field will continue to update the SEOC throughout the incident to keep them aware of the situation on the ground.

9.4 CONTROL OF RESPONSE ASSETS

During an incident response assets are requested via WebEOC. Sussex County departments are responsible for maintaining a current inventory and current information on their shareable resources. A paper list of local resources is maintained in the SEOC.

Following the request of a resource, if the resource is available, it should be tracked throughout its deployment. The Logistics Section is responsible for tracking deployed response assets throughout response and recovery. Resources that are not available within Sussex County can be requested through the State.

10.0 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

10.1 INFORMATION COLLECTION

Sussex County and nongovernmental organizations report threats, incidents, and potential incidents using established communications and reporting channels. Once a threat of incident has occurred, the Director of Emergency Operations will inform the local government through the County Administrator. The Director of Emergency Operations and the County Administrator will make an initial determination to initiate the coordination of information sharing and incident management activities.

If the incident necessitates the opening of the SEOC, the SEOC will serve as the hub of information collection, analysis and dissemination of information relating to an incident or event. During an event or incident information will be collected using a variety of methods. A detailed description of how communications will be handled in the SEOC can be found in the Response Annex.

10.2 INFORMATION ANALYSIS

Each incident has critical or essential information that should be shared during operations called Essential Elements of Information (EEIs). EEIs include:
- Lifesaving needs including evacuation and search and rescue,
- Information on critical infrastructure including determining the status of transportation, utilities, communication systems, and fuel and water supplies
- Gathering information on critical facilities including determining the status of police and fire stations, medical providers, water and sewer treatment facilities, and media outlets
- Information on the risk of damage to the community from imminent hazards
- Information on the number of individuals who have been displaced because of the incident.

10.3 SITUATION REPORTS

Throughout the incident, Sussex County will keep the State informed of the ongoing situation through a variety of methods. Sussex County will provide a situation report during conference calls and meetings, via email, and VTC.

10.4 INFORMATION DISSEMINATION

Timely communication amongst first responders and County officials working within the SEOC is critical during an event. The County has a wide variety of emergency communications equipment available to communicate internally and externally including, radio, pagers, telephones, cellphones, fax machines, emails, etc.

During emergencies and disasters the public needs detailed information regarding protective actions, which need to be taken to minimize the loss of life and property. Every effort should be made to provide emergency information through conventional news media sources, social media sites (e.g. Facebook and Twitter) and the County's Web page, as well as a community outreach

program of public education for responding to, recovering from and mitigating hazards that pose a threat to a community to ensure necessary protective measures can be employed.

11.0 COMMUNICATIONS

First responders will maintain operational communication throughout incident response and recovery operations using their communication centers and radio channels. All functions operating outside of the SEOC will maintain contact with the SEOC through redundant communications such as telephone, radio, fax, or WebEOC. All staff operating within the SEOC are responsible for bringing their County-issued technology including laptops, iPads, portable radio, HAM radio, charger, batteries, headsets, and cellular phones.

Sussex County's SEOC integrates into the larger emergency management network at the state-level by using WebEOC and telephone communications with regional liaisons. If Sussex County needs to communicate with Federal partners, communication will first come from state partners at the Delaware Emergency Operations Center. Emergency communications are described in detail in the EOC Management and Operations Annex.

11.1 PUBLIC INFORMATION OFFICER

The Public Information Officer ensures that information coming from Sussex County during an emergency is timely and reliable. PIOs get their message out by communicating directly with the public, working through the traditional news media and through social media. PIOs serve an important role in communicating routine emergency information during non-emergency times and emergency public information during an incident.

11.2 EXTERNAL COMMUNICATIONS

Sussex County communicates with the public and stakeholders during an emergency or incident using social media, the local news, the State's reverse 911 system, and Integrated Public Alert and Warning System (IPAWS).

During an incident rumors may begin spreading regarding the incident or the incident response. Sussex County monitors local media and social media to identify rumors and address them as needed throughout the response.

11.3 JOINT INFORMATION CENTER (JIC)

The JIC is a physical location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support. The JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation. The JIC will normally be collocated with EOC. JIC procedures are found in *Annex C – Response.*

12.0 ADMINISTRATION, FINANCE, AND LOGISTICS

12.1 ADMINISTRATION
In an incident, Sussex County staff will fulfill roles within the Finance and Administration and Logistics Section of the SEOC. The Finance Director or a representative from the Finance Department will serve as the Lead Department for the Finance and Administration Section.

EOC staff will serve as a lead department for the Logistics Section and County facilities will serve as supporting department.

Documentation is a key administrative process that must be used by Sussex County to document the response to and recovery from a disaster. During an incident, Sussex County personnel working the incident will document the actions taken during and after the emergency by recording their actions into WebEOC. Documenting actions taken during response and recovery is essential for creating historical records of incident, applying for recovery costs, addressing any insurance needs, and developing future mitigation strategies. A final report of the overall emergency operations will be maintained in the Emergency Operations Department. Records retention will conform to Delaware's record retention schedule.

At a minimum, the Sussex County EOC will maintain the following types of reports:
- Damage Assessment sheets
- Incident Action Reports

Detailed procedures for the Administration section can be found in *Annex C – Response*.

12.2 AFTER ACTION REPORTING
After each activation of the EOC and any major disaster response an After Action Report (AAR) should be developed. An After Action Report results from an administrative process used by Sussex County to review and discuss the response in order to identify strengths and weaknesses in the emergency management and response program. The AAR should:
- Review actions taken;
- Identify equipment shortcomings;
- Improve operational readiness;
- Highlight strengths/initiatives; and
- Identify areas for improvement.

12.3 FINANCIAL MANAGEMENT
The EOC Finance & Administration Section manages all financial, administrative and cost analysis aspects of an emergency. Initially, this work may be done in the EOC, but in later stages of the emergency this function may be accomplished at alternate locations and/or concurrently within the bounds of normal operating procedures.

Disaster-related expenditures and obligations of state agencies, local jurisdictions and organizations may be reimbursed under a number of federal programs (i.e. Small Business Administration (SBA), worker's compensation, etc.). The federal government may authorize

reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

All County departments, agencies, jurisdictions, etc. participating in emergency operations must maintain detailed records of their time, materials, equipment, and contractual costs throughout the response and recovery period to be eligible for reimbursement of those expenses. Financial reports and records relating to claims made by applicant for assistance shall be retained for no less than five years and shall be made available for inspection and audit by DEMA and Auditor General. Records of expenditures shall be maintained on all purchases to serve as documentation for reimbursement purposes.

The procedures for the Finance and Administration Section are detailed in the Response Annex.

12.4 LOGISTICS

Risk analysis and capabilities assessments help Sussex County identify what resources are needed for a response to a defined hazard. Based on past incident critiques, Sussex County has worked to identify and procure additional resources to improve capability for future events.

During an incident and throughout recovery, the Logistics Section will provide guidance for coordinating resources needed to support the incident. Each Department or agency will be responsible for the mobilization of appropriate personnel to perform the necessary functions prior to, during, and following a disaster. With sufficient lead-time, resources will be obtained and ensured to be in a state of readiness prior to the arrival of the disaster agent. The overall coordination of resources will be ensured among County departments, other jurisdictions, and private agencies.

When local resources are not sufficient, the County Administrator or their designee may request assistance from voluntary and private sector groups via mutual aid agreements, MOUs, and through working directly with the private resources. The County Administrator or their designee may request assistance from the State of Delaware via telephone or radio, through DEMA. Should the assistance needed be beyond the capabilities of Sussex County and the State of Delaware, the Director of DEMA will request such assistance from the Federal Emergency Management Agency. Purchasing resources for an incident response is done by the Finance Director as needed throughout the incident response.

Additional information regarding the Logistics Section and logistics as whole for an incident can be found in *Annex C – Response*.

13.0 PLAN DEVELOPMENT AND MAINTENANCE

13.1 PLAN MAINTENANCE

The Sussex County OEM is responsible for the overall development and maintenance of the SEOP. The Director of Emergency Operations will ensure the SEOP is reviewed and updated by each involved department, division, and agency. It should be updated based on lessons learned and republished following an actual or threatened emergency situation. Sussex County OEM will have the SEOP readopted every four (4) years by the County Administration. Guidance and assistance is provided by the Delaware Emergency Management Agency.

The SEOP should be reviewed and tested annually for the purpose of correcting deficiencies identified through actual emergency response operations, drills, exercises, and through changes in local government structure, technological changes, etc. Plan updates will be documented on the Record of Changes at the beginning of the plan.

13.2 EXERCISES

Trained and knowledgeable personnel are essential for the prompt and proper execution of the Sussex County Emergency Operations Plan. The Director of Emergency Operations will ensure all response personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the Sussex County SEOP. All personnel will be provided with the necessary training to execute those responsibilities in an effective and responsible manner.

The Sussex County Emergency Operations Department and the Local Emergency Planning Committee (LEPC) are responsible for preparing the schedule to exercise the SEOP. The Emergency Operations Department and the LEPC will conduct exercises in accordance with the DEMA Exercise Plan, and will submit the exercise to the Director of DEMA.

Sussex County will conduct an annual review of training and the exercise plan to ensure compliance with the HSEEP and that it is relevant to all County needs. The LEPC will conduct an annual Training and Exercise workshop. This workshop will produce a yearly calendar of exercises. All exercises must be HSEEP compliant in order to receive Federal grant money.

13.3 TRAINING

Training will be based on federal and state guidance. Instructors may be selected from Sussex County government officials and staff, state and federal governments, private industry, the military, and volunteer groups trained in emergency management. All training and exercises conducted in Sussex County will be documented. Training needs will be identified and records maintained for all personnel assigned emergency response duties in a disaster.

Each Sussex County staff person with an ICS assignment has responsibility for a specific Hazard, Support, or Recovery Annex or has Hazard specific plans should train and exercise their Annex every three (3) years and report to the Director of Emergency Operations the "Lessons Learned" and provide an After Action Report (AAR) for review.

Required training requirements for the County, City, and NGO personnel as identified in Table 6 below.

NIMS Training Guidelines	
Audience	Required Training
County, City, and Non-governmental personnel to include: • Entry-level first responders and disaster workers • Emergency Medical Service personnel • Firefighters • Hospital staff • Law enforcement personnel • Public health personnel • Public works/utility personnel • Skilled support personnel • Other emergency management response, support, volunteer personnel at all levels	FEMA IS-700: NIMS, An Introduction ICS-100: Introduction to ICS or equivalent
County, City, and Non-governmental personnel to include: • First line supervisors • Single resource leaders • Field supervisors • Emergency management and response personnel that require a higher level of ICS/NIMS Training	FEMA IS-700: NIMS, An Introduction ICS-100: Introduction to ICS or equivalent ICS-200: Basic ICS or equivalent
County, City, and Non-governmental personnel to include: • Middle Management • Strike and task force or unit team leaders • Division/group supervisors • Branch directors • Multi-agency coordination system/emergency operations center staff	FEMA IS-700: NIMS, An Introduction FEMA IS-800: National Response Framework ICS-100: Introduction to ICS or equivalent ICS-200: Basic ICS or equivalent ICS-300: Intermediate ICS or equivalent
County, City, and County, City, and Non-governmental personnel to include: **Non-governmental personnel to include:** • Command and General Staff • Select Dept. Heads with multi-agency coordination system responsibilities • Area commanders • Emergency Managers	FEMA IS-700: NIMS, An Introduction FEMA IS-800: National Response Framework ICS-100: Introduction to ICS or equivalent ICS-200: Basic ICS or equivalent ICS-300: Intermediate ICS or equivalent ICS-400: Advanced ICS or equivalent

- Multi-agency coordination system/emergency operations center managers

Table 6: NIMS Training Guidelines

Corrective Actions

After Action Reports (AARs) are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed, these issues need to be identified and documented. The Sussex County Emergency Operations Department will coordinate AARs, as appropriate, and provide documentation, disseminations, and archiving of findings. The results of the AAR will be provided to DEM for documenting, tracking, and corrective action processes. Through a collaborative and objective process with incident organizations a corrective action plan will be developed and established for further incident/event response, mitigation, strategies/actions, and corrective action plans. Corrective actions will be taken directly from the AAR process and associated documents.

The Emergency Management Coordinator will develop, plan, and conduct at least one tabletop, functional, and/or full-scale exercises annually. These exercises will be designed to not only test the Sussex County SEOP, but to train all appropriate officials and personnel, and to improve the overall emergency response organization and capability of Sussex County. Quasi-public and volunteer groups and/or agencies will be encouraged to participate. Exercises will be conducted in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). Sussex County may also participate in regional HSEEP exercises, as appropriate.

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

14.0 AUTHORITIES AND REFERENCES

The following provides emergency authorities for conducting and/or supporting emergency operations:

Sussex County
- Sussex County Emergency Operations Plan and supporting annexes
- Sussex County Continuity of Operations Plan

Delaware
- Delaware Code
- The Code of Sussex County Delaware
- State of Delaware Emergency Operations Plan (DEOP)

Federal
- Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide (CPG) 101, Version 2.0 (November 2010)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelter (November 2010)
- A Whole Community Approach to Emergency Management: Principles, Themes and Pathways for Action (December 2011)
- Disability, Access and Functional Needs Emergency Management Planning Guidance (June 2015)
- Americans with Disabilities Act (1990)
- ADA Amendments Act (2008), P.L. 110-325, and those associated with them
- Rehabilitation Act (1973), Sections 501, 503, 504 and 508
- Older Americans Act (1965), Title III
- Emergency Management Assistance Compact (EMAC) (1996)
- Executive Order 13407 - Public Alert and Warning System
- 1995 Presidential Memorandum "Emergency Alert System (EAS) Statement of Requirements"
- Civil Defense Act
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, et seq., as amended
- Homeland Security Presidential Directive 5, Management of Domestic Incidents (February 2003)
- Homeland Security Presidential Directive 8, National Preparedness (December 2003)
- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency (October 2007)
- Post Katrina Emergency Management Reform Act of 2006
- National Response Framework (As revised)
- National Incident Management System (NIMS)
- Presidential Decision Directive (PDD) 39 (*U.S. Policy on Counterterrorism*) and 62 (*Combating Terrorism*): terrorism investigations delegated to U.S. Dept. of Justice/FBI

15.0 LIST OF ANNEXES

While the Basic Plan covers general emergency policy and doctrine, many functions require more specific guidance. The following annexes fill these needs.

Annex Title	Completion Date	Annex Description
Annex 1: Response Annex	June 2017	The Response Annex details the response procedures taken by Sussex County following an incident.
Annex 2: Preparedness Annex	June 2017	The Preparedness Annex highlights the activities taken by Sussex County to build a better prepared and resilient community.
Annex 3: Recovery Annex	June 2017	The Recovery Annex describes the actions that will be taken following an incident in the recovery phase to include mitigation strategies, Disaster Recovery Centers, Individual Assistance, Public Assistance, and basic recovery operations in the County.
Annex 4: Mitigation Annex	June 2017	The Mitigation Annex describes the threats and hazards that impact Sussex County and the ways Sussex County is mitigating against those hazards.

Table 9: Annexes

Attachment 1: Acronyms and Glossary of Terms

Acronym	Definition
CERT	Community Emergency Response Team
CONOPS	Concept of Operations
COOP	Continuity of Government
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
SEOP	Emergency Operations Plan
FCC	Federal Communications Commission
HSPD-5	Homeland Security Policy Directive – 5
IA	Individual Assistance
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MACS	Multiagency Coordination Systems
NIMS	National Incident Management System
NRF	National Response Framework
PA	Public Assistance
PIO	Public Information Officer
SOG	Standard Operating Guide
SOP	Standard Operating Procedure

Attachment 2: Definitions

Words, phrases, abbreviations, and acronyms relevant to emergency management should be defined. Many terms in emergency management have special meanings, so it is important to establish precise definitions. Such definitions allow the users of the EOP to share an understanding of the EOP.

AMERICAN RED CROSS: The American Red Cross is a humanitarian organization, led by Volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

BIOLOGICAL AGENT: (A) Living organisms, or the materials derived from them, which cause disease in, or harm, humans, animals, or plants, or cause deterioration of material. Biological agents may be found as liquid droplets, aerosols, or dry powders. A biological agent can be adapted and used as a terrorist weapon, such as anthrax, tularemia, cholera, encephalitis, plague, and botulism. There are three different types of biological agents: bacteria, viruses, and toxins; (B) Microorganisms or toxins from living organisms that have infectious or non-infectious properties which produce lethal or serious effects in plants and animals (FBI).

BLISTER AGENT: A chemical agent, also call a vesicant, which causes severe blistering and burns to the eyes, skin, and tissues of the respiratory tract. Exposure is through liquid or vapor contact. Also referred to as mustard agents; examples include mustard and lewisite.

BLOOD AGENT: A chemical agent that interferes with the ability of blood to transport oxygen and causes asphyxiation. These substances injure a person by interfering with cell respiration (the exchange of oxygen and carbon dioxide between blood tissues). Common examples are hydrogen cyanide and cyanogens chloride.

CHEMICAL AGENT: Solids, liquids, or gases that have chemical properties that produce lethal or serious effects in plants and animals (FBI). There are five classes of chemical agents, all of which produce incapacitation, serious injury, or death: (1) nerve agents, (2) blister agents, (3) blood agents, (4) chocking agents, and (5) irritating agents. A chemical substance used in military operations is intended to kill, seriously injure, or incapacitate people through its physiological effects.

CHEMICAL ASPHYXIANT: Referred to as blood poisons, these are compounds that interrupt the flow of oxygen in the blood or the tissues in three ways: (1) They react more readily than oxygen with the blood. Carbon monoxide is the best-know example. (2) They liberate the hemoglobin from red blood cells, resulting in a lack of transport for oxygen. Hydrazine is one such asphyxiant. (3) They cause a malfunction in the oxygen carrying ability of the red blood cells. Benzene and toluene are two of these.

CHIEF ELECTED OFFICIAL (CEO): The official of the community who is charged with authority to implement and administer laws, ordinances, and regulations for the community. He or she may be a mayor, city manager, etc.

CHOCKING AGENT: A chemical agent that causes physical injury to the lungs. In extreme cases, membranes swell and lungs become filled with liquid, which can result in asphyxiation resembling drowning. Death results from lack of oxygen; hence, the victim is "chocked." Common examples are chlorine and phosgene.

COMMUNITY EMERGENCY RESPONSE TEAM (CERT): A program that helps train people to be better prepared to respond to emergency situations in their communities. CERT members give critical support to first responders in emergencies, provide immediate assistance to victims, organize spontaneous volunteers at a disaster site, and collect disaster intelligence to support first responder efforts.

CONSEQUENCE MANAGEMENT: As described in PDD-39, consequence management is the response to the disaster, and focuses on alleviating damage, loss, hardship, or suffering. The Federal Emergency Management Agency (FEMA) has the lead in consequence management.

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

COORDINATING AGENCY / DEPARTMENT: The County or State department or agency assigned primary responsibility to facilitate and coordinate a specific function.

CORROSIVE MATERIALS: One type of chemical agent that can cause chemical harm at an incident scene. They are liquids or solids causing visible destruction or irreversible alternations in human skin tissue at the site of contact.

CRISIS MANAGEMENT: As described in PDD-39, crisis management is the law enforcement response, and focuses on the criminal aspects of the incident. The Federal Bureau of Investigation (FBI) has the lead in crisis management.

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

DECONTAMINATION: The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

DIRECTED EVACUATION: This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals must evacuate in accordance with the instructions of local officials.

DISASTER: A dangerous event that causes significant human and economic loss and demands a crisis response beyond the scope of any single agency or service, such as the fire or police department. Disasters are distinguished from emergencies by the greater level of response required. Disaster may require resources beyond those available locally.

DISASTER FIELD OFFICE (DFO): The office established in or near the designated area of a Presidential-declared major disaster to support federal and state response and recovery operations. The DFO houses the FCO and ERT, and where possible, the SCO and support staff.

DISASTER - MAN-MADE: A disaster caused by acts of man including, but not limited to, an act of war, terrorism, chemical spill or release, or power shortages that require assistance from outside the local political subdivision.

DISASTER RECOVERY CENTER (DRC): Places established in the area of a Presidential declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRCs are staffed by local, state and federal agency representatives, as well as staff from volunteer organizations (e.g., the American Red Cross.)

DISASTER – NATURAL: Any natural catastrophe, including, but not limited to, a tornado, severe storm, high water, flood waters, wind-driven water, earthquake, landslide, mudslide, snowstorm, or drought which causes damage of sufficient severity and magnitude to warrant hazard mitigation or the use of resources of the federal government, or the state and political subdivisions thereof to alleviate the damage, loss, hardship or suffering caused thereby.

DOSE RATE: The amount of ionizing radiation that an individual would absorb per unit of time.

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

DOSIMETER: An instrument for measuring and registering total accumulated exposure to ionizing radiation.

ELECTROMAGNETIC PULSE: A sharp pulse of energy radiated instantaneously by a nuclear detonation that may affect or damage electronic components and equipment.

EMERGENCY: While an emergency may have been devastating, it is a dangerous event that may result in a request for State or Federal assistance.

"EMERGENCY" AS PROCLAIMED BY THE COUNTY BOARD CHAIRMAN / CITY MAYOR: Whenever, in the opinion of the County Board Chairman or City Mayor, the safety of Sussex County and its citizens requires the exercise of extreme measures due to an impending or actual disaster, he may declare an emergency to exist in the state, or any part of the state, in order to aid individuals and local government.

EMERGENCY ALERT SYSTEM (EAS): A digital technology (voice/text) communications system consisting of broadcast stations and interconnecting facilities authorized by the Federal

Communication Commission. The system provides the President and other national, state, and local officials the means to broadcast emergency information to the public before, during, and after disasters.

EMERGENCY ENVRONMENTAL HEALTH SERVICES: Services required to correct or improve damaging environmental health effects on humans, including inspection for food contamination, inspection for water contamination, and vector control; providing for sewage and solid waste inspection and disposal; cleanup and disposal of hazardous materials; and sanitation inspection for emergency shelter facilities.

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

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

EMERGENCY MORTUARY SERVICES: Services required to assure adequate death investigation, identification, and disposition of bodies, removal, temporary storage, and transportation or bodies to temporary morgue facilities; notification of next of kin; and coordination of mortuary services and burial of unclaimed bodies.

EMERGENCY OPERATIONS CENTER (EOC): A centralized facility to be utilized by the County for direction, control and coordination in an emergency or disaster.

EMERGENCY OPERATIONS PLAN (EOP): An EOP is a document that: (1) assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency; (2) sets forth lines of authority and organizational relationships, and shows all actions will be coordinated; (3) describes how people and property will be protected in emergencies and disasters; (4) identifies personnel, equipment, facilities, supplies, and other resources available for use during response and recovery operations; and (5) identifies steps to address mitigation concerns during response and recovery activities.

EMERGENCY PERIOD: The period of time immediately before, and/or immediately after the impact of a catastrophe when severe threats exist to human life, animals, other private and public property and/or the environment.

EMERGENCY PLANNING ZONES (EPZ): Areas around a facility for which planning is needed to ensure prompt and effective actions are taken to protect the health and safety of the public if an accident occurs. The REP Program and CSEPP use the EPZ concept.

EMERGENCY RESPONSE TEAM (ERT): An interagency team consisting of the lead representative from each federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The ERT may be expanded by the FCO to include designated representatives of other federal departments and agencies as needed. The ERT usually consists of regional-level staff.

EMERGENCY RESPONSE TEAM ADVANCE ELEMENT (ERT- A): For federal disaster response and recovery activities under the Stafford Act, the portion of the ERT that is first deployed to the field to respond to a disaster incident. The ERT-A is the nucleus of the full ERT.

EMERGENCY RESPONSE TEAM NATIONAL (ERT- N): An ERT that has been established and rostered for deployment to catastrophic disasters where the resources of the FEMA Region have been, or are expected to be, overwhelmed. Three ERT-Ns have been established.

EMERGENCY SUPPORT FUNCTION (ESF): A functional area of response activity established to facilitate the delivery of Federal and State assistance required to the County during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety.

EXPLOSIVES: As defined by the U.S. Department of Transportation, "a substance fitting into one of these two categories: (1) any substance or article, including a device, designed to function by explosion; or (2) any substance or article, including a device, which, by chemical reaction within itself, can function in a similar manner even if not designed to function by explosion.

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

EXPOSURE RATE (RADIOLOGICAL): The amount of ionizing radiation to which an individual would be exposed or which he or she would receive per unit of time.

FEDERAL COORDINATING OFFICER (FCO): The person appointed by the President of the United States to operate under the Federal Emergency Management Agency Regional Administrator to coordinate federal assistance in a declared major disaster area under the provisions of Public Law 93-288.

FIELD ASSESSMENT TEAM (FAST): A small team of pre-identified technical experts that conduct an assessment of response need (not a PDA) immediately following a disaster. The experts are drawn from FEMA, other agencies and organizations—such as the U.S. Public Health Service, U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, and the American Red Cross— and the affected States(s). All FAST operations are joint federal/state efforts.

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

GAMMA RADIATION: Gamma rays are high-energy, ionizing radiation that travel at the speed of light and have great penetrating power. They can cause skin burns, severely injure internal organs, and have long-term physiological effects.

GEDAPER: An acronym used to describe an incident analysis process. The steps of the process include: (1) gathering information; (2) estimating course and harm; (3) determining strategic goals; (4) assessing tactical options and resources; (5) planning and implementing actions; (6) evaluating; and (7) reviewing.

GOVERNOR'S AUTHORIZED REPRESENTATIVE (GAR): The person appointed by the Governor of Delaware in the Federal/State Disaster Assistance Agreement as his authorized representative to act in cooperation with the Federal Coordinating Officer.

HAZARDOUS MATERIAL: Any substance or material that when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

HAZARD MITIGATION: Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

HIGH-HAZARD AREAS: Geographic locations that for planning purposes have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident, etc.) resulting in vast property damage and loss of life.

IMMEDIATE RESPONSE ZONE (IRZ): A circular zone ranging from 10 to 15 km (6 to 9 miles) from the potential chemical event source, depending on the stockpile location on-post. Emergency response plans developed for the IRZ must provide for the most rapid and effective protective actions possible, since the IRZ will have the highest concentrati4on of agent and the least amount of warning time.

INCENDIARY DEVICE: Any mechanical, electrical, or chemical device used intentionally to initiate combustion and start a fire.

INCIDENT COMMAND SYSTEM (ICS): A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan manageable span of control, designated incident facilities, and comprehensive resource management.

INDIVIDUAL ASSISTANCE: Disaster assistance available for affected individuals, families and businesses following a Presidential disaster declaration. Assistance may be provided in the form of low-interest loans, cash grants, housing assistance, unemployment benefits and other forms.

INGESTION PATHWAY (50-MILE EPZ) REP PROGRAM: A circular geographic zone (with a 50-mile radius centered at the nuclear power plant) for which plans are developed to protect the public from the ingestion of water or foods contaminated as the result of a nuclear power plant accident.

IRRITATING AGENT: A chemical agent, also known as riot control agents or tear gas, which causes respiratory distress and tearing, designed to incapacitate. Common examples include chloropicrin, MACE, tear gas, pepper spray, and dibenzoxazepine.

JOINT FIELD OFFICE (JFO): The office established in or near the designated area to support Federal and State response and recovery operations. The JFO houses the FCO and the Emergency Response Team (ERT), and where possible, the State Coordinating Officer (SCO) and support staff.

JOINT INFORMATION CENTER (JIC): The primary field location for the coordination of Federal, State and local media relations, located in or near the JFO.

JOINT INFORMATION SYSTEM (JIS): Under the Federal Response Framework, connection of public affairs personnel, decision-makers, and news centers by electronic mail, fax, and telephone when a single federal-state-local JIC is not a viable option.

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

MASS CARE CENTER: A place selected locally by the private volunteer groups to provide care for individuals dislocated during the emergency period. Services provided are lodging, feeding, registration, first aid and other social services.

MAJOR DISASTER: Any hurricane, tornado, storm, flood, high water, wind-driven water, earthquake, volcanic eruption, landslide, snow storm, explosion, or other catastrophe in any part of the United States that, in the determination of the United States, causes damage of sufficient severity and magnitude as to warrant major disaster assistance under Public Law 93-288 above and beyond emergency services by the federal government, to supplement the efforts and available resources of the state, local governments and disaster relief organizations in alleviation of the damage, loss, hardship, or suffering caused thereby.

NATIONAL WARNING SYSTEM (NAWAS): A protected full-time voice communications system that provides warning information throughout the nation.

NERVE AGENT: A substance that interferes with the central nervous system. Exposure is primarily through contact with the liquid (skin and eyes) and secondarily through inhalation of the vapor.

Three distinct symptoms associated with nerve agents are pinpoint pupils, an extreme headache, and severe tightness in the chest. Examples of nerve agents are sarin, Soman, tabun, and VX gas.

NUCLEAR INCIDENT: An event in which a nuclear agent is used as a terrorist weapon. There are two fundamentally

PLAN OF ACTION: A written document that consolidates all of the operational actions to be taken by various personnel in order to stabilize the incident.

PLUME EXPOSURE PATHWAY (10-MILE EPZ) REP PROGRAM: A circular geographic zone (with a 10-mile radius centered at the nuclear power plant) for which plans are developed to protect the public against exposure to radiation emanating from a radioactive plume caused as a result of an accident at the nuclear power plant.

PRECAUTIONARY ZONE (PZ): The outermost portion of the EPZ for Chemical Stockpile Emergency Preparedness Program (CSEPP), extending from the PAZ outer boundary to a distance where the risk of adverse impacts to humans is negligible. Because of the increased warning and response time available for implementation of response actions in the PZ, detailed local emergency planning is not required, although consequences management planning may be appropriate.

PRELIMINARY DAMAGE ASSESSMENT (PDA): A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the state as a basis for the Governor's request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor's request. PDA's are made by at least one state and one federal representative. A local government representative familiar with the extent and location of damage in the community often participates; other state and federal agencies and volunteer relief organizations also may be asked to participate, as need.

PRESIDENTIAL DECISION DIRECTIVE 39 (PDD-39, JUNE 1995): U.S. Policy on Counterterrorism, directed a number of measures to reduce the Nation's vulnerability to terrorism, to deter and respond to terrorist acts, and to strengthen capabilities to prevent and manage the consequences of terrorist use of nuclear, biological, and chemical weapons.

PROTECTIVE ACTION ZONE (PAZ): An area that extends beyond the area to approximately 16 to 50 km (10 to 30 miles) from the stockpile location. The PAZ is that area where public protective actions may still be necessary in case of an accidental release of chemical agent, but where the available warning and response time is such that most people could evacuate. However, other responses (e.g., sheltering) may be appropriate for institutions and special populations that could not evacuate within the available time

PUBLIC ASSITANCE: Disaster relief from a Presidential Declare Disaster through which the federal government supplements the efforts of state and local governments to return the disaster area to pre-disaster conditions. These efforts primarily address the repair and restoration of public facilities, infrastructure, or services which have been damaged or destroyed.

PUBLIC FACILITY: Any flood control, navigation, irrigation, reclamation, public power, sewage treatment and collection, water supply and distribution, watershed development, or airport facility, any non-federal aid street, road or highway and any other public building, structure or system.

PUBLIC INFORMATION OFFICER (PIO): A federal, state, or local government official responsible for preparing and coordinating the dissemination of emergency public information.
RADIATION (NUCLEAR): There are three types of nuclear radiation: (1) alpha, (2) beta, and (3) gamma.

RADIATION SICKNESS: The process characterizing the sickness known as radiation injury, resulting from excessive exposure of the whole body to ionizing radiation.

RADIOLOGICAL MONITORING: The process of locating and measuring radiation by means of survey instruments that can detect and measure (as exposure rates) ionizing radiation.

RADIOLOGICAL DISPERSAL DEVICE (RDD): A conventional explosive which incorporates nuclear materials.

RECOVERY PERIOD: That period of time subsequent to an emergency when economic recovery from disaster damage takes place, including the use of any available county, state, federal government and private resources.

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

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

RESPONSE: Activities to address the immediate and short-term effects of an emergency or disaster.

ROBERT T. STAFFORD DISASTER RELIEF AND EMERGENCY ASSISTANCE ACT: Authorizes the federal government to respond to disasters and emergencies in order to help state and local governments save lives, and to protect public health, safety, and property.

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

SHELTER IN PLACE: Remaining inside a protected area and out of danger during an emergency or disaster.

SHIELDING: One of the three components of TDS; refers to maintaining significant physical barriers between you and the hazard. Examples include vehicles, buildings, walls, and PPE.

SIGNIFICANT EVENTS: All hazardous material releases of any size and type, earthquakes, fires involving large buildings or facilities and large grass or wild fires, explosions, bomb threats, terrorist/civil disturbance, aircraft crash, natural disaster, utility disruption, dam breach, technological/man-made incident, search and rescue, structural collapse, and any other incident that poses significant consequences to the jurisdiction.

SIGNIFICANT THREAT: The confirmed presence of an explosive device or WMD capable of causing a significant destructive event, prior to actual injury or property loss (FBI).

SPONTANEOUS EVACUATION: Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel is unorganized and unsupervised.

STANDARD OPERATING GUIDELINE (SOG): A set of instructions developed for individual organizations which constitute a directive for implementation of operational objectives in a step by-step manner. SOGs supplement the SEOP by providing guidance on how tasks and objectives may be carried out.

STANDARD OPERATING PROCEDURE (SOP): A set of specific instructions developed for individual organizations which constitute a directive for implementation of specific operational objectives in a defined step-by-step process of implementation. SOPs supplement all hazard emergency operations plans by detailing and specifying how responsibilities assigned by the SEOP are to be carried out.

STATE COORDINATING OFFICER (SCO): The person appointed by the Governor to coordinate state, commonwealth, or territorial response and recovery activities with FRP-related activities of the Federal Government, in cooperation with the Federal Coordinating Officer.

STATE EOP: The state EOP is the framework within which local EOP's are created and through which the federal government becomes involved. The states play three roles: (1) they assist local jurisdictions whose capabilities are overwhelmed by and emergency; (2) they themselves respond first to certain emergencies; and (3) they work with the federal government when federal assistance is necessary.

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

SUPPORT AGENCY: A state or volunteer agency designated to assist a specific state coordinating agency with available resources, capabilities, or expertise in support of ESF response operations.

TECHNICAL OPERATIONS: Includes operations to identify, assess, dismantle, transfer, dispose, and decontaminate personnel and property exposed to explosive ordnance or NBC/WMD material.

TERRORISM: Defined by the Federal Bureau of Investigation (FBI) as "the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives." This definition includes three elements: (1) terrorist activities are illegal and involve the use of force; (2) the actions are intended to intimidate or coerce; and (3) the actions are committed in support of political or social objectives. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").

TERRORISM INCIDENT: Defined as the act associated with Terrorism. Categories include Chemical (including explosive devices), Biological (including infectious and noninfectious organisms), Nuclear (including contamination and weapons) and Electronic (including interference with telephone systems, computers, etc.).

TIME: One of the three components of TDS; refers to the amount of time a responder should be exposed to an incident. It is recommended that one spend the shortest amount of time possible in the hazard area.

TIME, DISTANCE, AND SHIELDING (TDS): Three types of protective measures commonly associated with hazardous materials training.

TOXIC MATERIALS: A type of chemical that can cause chemical harm at an incident scene. They produce harmful effects depending on the concentration of the materials and the length of exposure to them. An individual can have chronic or acute exposures to toxic materials.

TRACEM: The acronym used to identify the six types of harm one may encounter at a terrorist incident: Thermal, Radioactive, Asphyxiation, Chemical, Etiological, and Mechanical.

VESICANTS: Chemical agents, also called blister agents, which cause severe burns to eyes, skin, and tissues of the respiratory tract. Also referred to as mustard agents, examples include mustard and lewisite.

VIRUS: The simplest type of microorganisms, lacking a system for their own metabolism. They depend on living cells to multiply and cannot live long outside of a host. Types of viruses are smallpox, Ebola, Marburg, and Lassa fever.

VOLUNTEER EVACUATION: The warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future

VOLUNTEER SERVICE ORGANIZATION: Any organization which is non-government, nonprofit whose primary mission is to provide humanitarian support in times of need using public donated funds and volunteer personnel resources with or without a formal declaration of an emergency. (i.e.: American Red Cross, The Salvation Army, etc. WARNING: The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (e.g., severe storm

warning, tornado warning, tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

WATCH: Indication by the National Weather Service that, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood watch, severe thunderstorm watch, tornado watch, tropical storm watch).

WEAPONS OF MASS DESTRUCTION (WMD): A) Any destructive device as defined in section 921 of this title, (which reads) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one quarter ounce, mine or device similar to the above; B) poison gas; C) any weapon involving a disease organism; or D) any weapon that is designed to release radiation or radioactivity at a level dangerous to human live (18 U.S.C., Section 2332a).

Attachment 3: Succession of Authority

Continuity of Government is critical to the successful execution of emergency operations. The Director of Emergency Operations or, in his/her absence, the Emergency Management Coordinator, with support from designated local officials, will exercise direction and control from the EOC during disaster operations.

Therefore, the following lines of succession are specified in anticipation of any contingency, which might result in the unavailability of the ranking member of the response hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

Department Name	Order of Succession
Emergency Operations	1. Deputy Emergency Management Director 2.
Law Enforcement	Orders of succession per internal protocols.
Social Services	Orders of succession per internal protocols.
Public Utilities	Orders of succession per internal protocols.
Public Works	Orders of succession per internal protocols.
Fire Chiefs	Orders of succession per internal protocols.
Local Health Director	Orders of succession per internal protocols.

Attachment 4: Declaration of Local Emergency

WHEREAS, the Director of Emergency Management of Sussex County, Delaware does hereby find:

1. That due to _____, (INCIDENT or EVENT) Sussex County is facing/faced dangerous conditions;
2. That due to the _____, (INCIDENT or EVENT) a condition of extreme peril of life and property necessitates/necessitated the proclamation of the existence of a local emergency;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that an emergency does now/or did exists throughout said Sussex County, Delaware; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said emergency, the powers, functions, and duties of the Department of Emergency Management of Sussex County, Delaware shall be/were those prescribed by State Law and the Ordinances, Resolutions, and approved plans of Sussex County in order to mitigate the effects of said emergency.

_____
Date

_____

Attest: _____

Attachment 5: Proposed Change to Emergency Operations Plan

Proposed Change to Emergency Operations Plan

Submitted By: _____   **Date:** _____

Department: _____

Phone: _____

SEOP Section:

Proposed Change:

Reason for Change:

Send to: Sussex County Emergency Preparedness Director

SUSSEX COUNTY

Emergency Operations Plan
Annex A - Mitigation

Emergency Operations Department
July 2017

TABLE OF CONTENTS

INTRODUCTION

The Sussex County Hazard Mitigation Annex aims to reduce death, injuries, and property losses caused by natural or manmade hazards in Sussex County. This Annex identifies hazards based on the history of disasters identified in the Sussex County Hazard Mitigation Plan and lists goals, objectives, strategies, and actions for reducing future losses.

COMMUNITY PROFILE

Sussex County is the largest County in Delaware encompassing 1,196 square miles. The majority of Delaware beaches are located in the eastern portion of the state. Adjacent Counties are Kent County, Delaware to the north; Cape May County, New Jersey to the northeast; Worcester County, Maryland to the south; Dorchester County, Maryland to the southwest; Wicomico County, Maryland to the southwest; and Caroline County, Maryland to the northwest.

According to the 2010 Census, the County population is 197,145 residents. There are three major north-south highways within Sussex; US Route 13 in the west, US Route 113 in the middle, and State Route 1 along the coast.

Agriculture and commercial fishing drive Sussex County. The predominant economic industry in the state is agriculture with the largest poultry production in the United States. Most of the land is rural, but there are a few large population centers.

THREATS/HAZARDS

The Sussex County Multijurisdictional All-Hazard Mitigation Plan identified twelve (12) natural and three (3) human-caused hazards that have the greatest potential to adversely impact the people, environment, economy, and property of Sussex County. These hazards include:

- Flood (Riverine and Coastal)
- Severe Thunderstorm Wind
- Tropical Storm Wind
- Drought
- Winter Storms
- Tornado
- Hail
- Earthquake
- Dam/Levee Failure
- Terrorism
- Hazardous Materials
- Energy Pipeline Failure

HAZARD MITIGATION STRATEGIES

The broad goals of the Sussex County Multijurisdictional All-Hazard Mitigation Plan are as follows:

- **Goal 1:** Sussex County and participating municipalities will continue to adopt enhanced stormwater management practices.

- **Goal 2:** Sussex County and participating municipalities will continue to adopt and enforce codes and regulations designed to reduce the impact of natural hazards.
- **Goal 3:** Sussex County and participating municipalities will continue to retrofit and protect critical facilities and infrastructure from natural hazards.
- **Goal 4:** Sussex County and participating municipalities will continue to enhance education and outreach strategies to improve the dissemination of information to the public regarding hazards, including the steps that can be taken to reduce their impact.
- **Goal 5:** Sussex County and participating municipalities will continue to improve pre-event planning and preparedness activities.
- **Goal 6:** Sussex County and participating municipalities will continue to identify and implement sound hazard mitigation projects.

Sussex County and its municipalities have identified several hazard mitigation actions that would benefit the County.

Public Awareness

- Develop an *All-Hazards* public education and outreach program for hazard mitigation and preparedness,
- Initiate a public awareness program to broadcast on local TV/radio for hazard safety,
- Conduct evacuation exercises with and for local Office of Emergency Management (Sussex County Emergency Operations) personnel and private citizens,
- Conduct yearly workshops related to FEMA hazard mitigation grant programs, including the Flood Mitigation Assistance (FMA) Grant Program, Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM) Grant Program, Severe Repetitive Loss (SRL) grant program, and Repetitive Flood Claims (RFC) Grant Program, with a focus on those aspects available to private firms and property owners, and
- Educate the public through Delaware Emergency Management Agency (DEMA) outreach programs and hazard mitigation workshops.

Flood Mitigation Actions

- Retrofit structures prone to flooding,
- Elevate structures that are in flood prone areas,
- Buyout/ acquisition of structures to reduce loss of property,
- Mitigate reconstruction to allow demolition or reconstruction of structures when traditional elevation cannot be implemented,
- Dry and wet flood-proofing to prevent or provide resistance to damage,
- Improve drainage capacity around roads and low-lying areas,
- Provide generators to critical facilities.

Wind Retrofitting

- Install hurricane shutters, roof tie-downs, and other storm protection features,
- Bury electric power lines to avoid tree limbs falling on them or from wind damage.

Early Warning Signs
- Couple a flood threat recognition system with emergency response plans,
- Develop a comprehensive education and outreach program with critical emergency information.

Earthquakes
- Mitigate future exposure to risk by enforcing appropriate building codes on renovations or reconstructions.

Dam and Levee Failure
- Educational Outreach: Develop and conduct educational outreach programs on the associated risks that close proximity to dams and levees presents,
- Building Codes: Adopt building codes using a flood protection elevation, which is based on dam or levee failure water levels,
- Warning Systems: Install warning systems to prevent loss of life in the event of a dam or levee failure,
- Land Use: Avoid construction in areas located within a dam or levee high velocity inundation zone, and
- Inundation Studies: Conduct detailed studies to identify the inundation areas including potential water velocity and height.

Wildfires
- **Educational Outreach:** Develop and conduct educational outreach programs on wildfire prevention including training on fire safe building for contractors and homeowners,
- **Retrofitting:** Retrofit existing buildings to reduce their vulnerability to wildfires. Potential measures include covering roof vents with wire mesh to prevent entry of embers or flaming debris and replacing flammable roof materials such as wood or certain types of shingles. Fire resistant roofing materials include various tiles, fiberglass shingles, and single ply membranes,
- **Safety Zones:** Create safety zones around structures by reducing or eliminating brush, trees and vegetation around a home or facility. FEMA recommends using a 30' safety zone, including keeping grass below 2" tall and clearing all fallen leaves and branches promptly, and
- **Fire Breaks:** Plan roads and trails to serve a dual function as firebreaks. Firebreaks are areas of inflammable materials, which create a fuel break and do not allow fires to spread.

CURRENT HAZARD MITIGATION PROGRAMS (FUNDED/UNFUNDED)

For current hazard mitigation programs see the *Sussex County Multi-Jurisdictional All Hazard Mitigation Plan.*

CONCEPT OF OPERATIONS

This Annex is not intended to describe in detail all aspects of the Sussex County Mitigation program, but recognizes that hazard mitigation objectives are a priority and requires all departments to collaborate to identify and implement risk reduction measures. Sussex County implements and evaluates hazard mitigation efforts, such as floodplain management, building and fire inspections, and regular enforcement of laws and ordinances. The County will continue to identify actions that may be taken to eliminate or reduce the impacts of disasters and undergo long-term mitigation planning. The State's Hazard Mitigation Officer (SHMO) may provide information to assist the County in their mitigation efforts.

The Director of Sussex County Emergency Operations is responsible for coordinating mitigation activities with County Departments. In addition, the Director of Sussex County Emergency Operations works with state and federal agencies on mitigation issues that are appropriate for the County. The mitigation planning and implementation process is intended to facilitate the identification and implementation of appropriate mitigation action. This process, in turn, facilitates the development of joint objectives with state and federal partners.

Coordination, technical assistance, and guidance to help achieve risk reduction objectives can be requested from the State of Delaware.

OVERVIEW OF THE MITIGATION PROCESS

The Sussex County Hazard Mitigation Steering Committee (HMSC) identifies areas of vulnerability and problems intrinsic to different types of hazards. The Committee develops and updates the local Hazard Analysis, which prioritizes mitigation and preparedness needs based on vulnerability and risk. The Committee develops a county-specific strategy (separate from the State Hazard Mitigation Strategy) that defines specific mitigation measures to address the needs identified in the Hazard Analysis. This includes actions that need to be taken, who will take them, the projected costs, and how they will be funded. Once projects have been selected, the County will use a variety of funding sources to implement the measures identified. Through the implementation process, the County will monitor and evaluate the effectiveness of the implemented measures and repeat the mitigation process.

PRE-INCIDENT AND POST-INCIDENT RELATIONSHIPS

Hazard mitigation consists of actions taken to prevent or reduce the impact from known hazards. New hazards may be discovered as a result of an incident. Mitigation activities can be initiated at any time, but are classified as either pre-incident or post-incident actions. These actions are not mutually exclusive and will be merged into a coordinated, continuous mitigation process.

Pre-Incident Mitigation

Pre-Incident Mitigation Activities take place prior to the occurrence of an emergency situation. This time frame provides a more relaxed atmosphere for the development and implementation of long-term, multi-hazard oriented mitigation measures. This time frame is preferred and is the most appropriate for reducing risks and potential damages.

Post-Incident Mitigation

Post-Incident Mitigation Activities that take place after an emergency situation has occurred and has adversely affected the County. These activities are in response to and are too late to prevent or reduce impacts already suffered. Heightened hazard awareness and a desire for speedy recovery provide an emphasis for conducting mitigation activities during this time frame. Mitigation opportunities can be identified and implemented which can be very effective in reducing potential damages from future incidents.

OPERATIONS OF THE HAZARD MITIGATION STEERING COMMITTEE

The Sussex County Hazard Mitigation Steering Committee (HMSC), assembled by the Sussex County Emergency Operations Center and DEMA Natural Hazards Section, reviews previous hazard mitigation planning initiatives, develops mitigation strategies, and administers the strategy implementation plan. The members of the HMSC and the Hazard Mitigation Working Group (HMWG) provide expertise and perspective to all aspects of the planning process including land-use planning, building codes, transportation, and infrastructure. Representation includes members from the local government, law enforcement, fire service, licensing & inspections, emergency management community, state agencies, public works, emergency medical professionals, building officials, and private industry.

The HMSC works closely with the HMWG to complete necessary tasks throughout the hazard mitigation planning process and serve as representatives for their community.

Members of the Sussex County Hazard Mitigation Steering Committee

- Director of Sussex County Emergency Operations
- Assistant Director of Sussex County Emergency Operations
- GIS Specialist
- State Mitigation Planner

General Responsibilities

- Identify ways to prevent or reduce the impacts of newly discovered hazards,
- Maintain hazard mitigation as an ongoing element of the emergency management program,
- Initiate mitigation activities at any time as appropriate and as needed to assist the community.

Pre-Incident Responsibilities

- Implement long-term, multi-hazard oriented mitigation measures at the most appropriate time for reducing risks and potential damages,
- Discuss plans and engineering designs with County Departments to implement long-term improvements. These efforts will be geared to minimize the effects of disasters on public and private facilities necessary for public health and safety,
- Schedule HMSC meetings on a regular basis for the purpose of developing mitigation projects, prioritizing existing projects, and updating/maintaining the hazard analysis,

- Provide vulnerability and risk data to decision makers and emergency responders to increase awareness of potential impacts and risks for identified sections being affected.

Post-Incident Responsibilities

- Conduct initial site and area surveys to identify the scope and extent of damages to establish benchmarks to verify and validate results of damage assessment tool,
- Evaluate the effectiveness of previously implemented mitigation actions,
- Use the HMSC to assess county facilities damaged by the disaster and identify mitigation opportunities to prevent future damage,
- Seek funding assistance for mitigation projects,
- Implement funds from the Hazard Mitigation Grant Program (HMGP),
- Receive and utilize Public Assistance Funding to support mitigation projects,
- Review and develop ordinances, building codes and develop standards to minimize the occurrence and impact of an incident or event.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

ORGANIZATION

Hazard mitigation requires coordination across a variety of County Departments. The emergency management function will oversee the emergency management and hazard mitigation program. The Director of Emergency Operations will serve as the local mitigation projects officer for Sussex County and is responsible for coordinating with the HMSC and HMWG.

ASSIGNMENT OF RESPONSIBILITIES

Emergency Operations Department

- Review and monitor mitigation projects and initiatives,
- Prepare and update the Sussex County Emergency Operations Plan (EOP),
- Coordinate all County Departments during an emergency or disaster,
- Serve as a conduit of information and ensure the most efficient use of resources,
- Provide communications, coordination of military support, law enforcement, and other duties as outlined in the EOP,
- Coordinate with Delaware State Police and DelDOT for the provision of traffic control at key intersections to facilitate an efficient evacuation,
- Identify potential mitigation projects that will reduce future damage and expenditures of disaster recovery funds,
- In coordination with GIS, prepare maps of public facilities showing repetitive loss, historical flooding, Hazardous Material sites, and other information.

Community Development and Housing Department

- Apply for and manage grants to assist with hazard mitigation,
- Establish project funding priorities and apply for state and federal funding sources.

Information Technology Department

- Protect the County's important digital records, computer network, and data base systems during a disaster event,
- In coordination with the Emergency Operations Department, prepare maps of public facilities showing repetitive loss, historical flooding and Hazardous Material sites, flood zone maps, and other information.

County Assessment Department

- Provide damage assessment and permit processing of reconstruction.

Building Code Department

- Inspect current and potential properties,
- Enforce adopted County codes.

Volunteer Fire Departments

- Communicate crucial impact/damage information to the County's EOC following an incident or event,
- Conduct preliminary damage assessments.

Facilities Management Department

- Board up windows at critical facilities in the County.

Planning and Zoning Department

- Manage the Flood Plain Management program for the County,
- Coordinate with the Conservation District, DENREC, and DelDOT for storm water management plan compliance with approved plans,
- Assist the Conservation District, DENREC, and DelDOT with the development of storm water management strategies,
- Work with other agencies/department to support projects that impact the County

DENREC

- Monitor beach erosion.

DIRECTION AND CONTROL

The Sussex County Emergency Operations Department will coordinate the appropriate hazard mitigation efforts through various County Departments. Each department will be responsible for implementing those mitigation efforts that have been approved within their area of responsibility.

The HMSC will identify all hazards with the potential to impact the County and will assign a rating to the list of hazards. Based on the risk assessment, the HMSC will develop a series of goals and objectives and over the course of five years the HMSC will monitor and make revisions to the Hazard Mitigation Plan.

Hazard Mitigation activities are dynamic and require ongoing measures to maintain an effective mitigation management program. Details about the County's readiness actions in regards to mitigation can be found in the *Sussex County Multijurisdictional All-Hazard Mitigation Plan*.

ADMINISTRATION AND SUPPORT

6.1 RECORDS AND REPORTS

The Sussex County Historic Preservation Department in coordination with the Sussex County Emergency Operation Department will oversee and maintain records related to previous incidents and disasters, and ensure they are readily available upon request from the State.

The County Council Clerk maintains all documents relating to curfews, waivers, and emergency declarations at the County Administration Building with electronic copies online.

6.2 RELEASE AND DISTRIBUTION OF INFORMATION

The HMSC will document mitigation needs, recommendations for actions, and progress on mitigation activities to reduce future impacts in the disaster area. The Federal Emergency Management Agency (FEMA) provides guidance for these reports through Delaware Emergency Management Agency after a Presidential Declaration of Disaster.

MAINTENANCE AND REVIEW

The Director of Emergency Operations is responsible for monitoring the Sussex County Multijurisdictional All-Hazards Mitigation Plan and making updates to this Annex as needed. This Annex can be revised at any point in time if necessary during the cycle. The Emergency Operations Department is responsible for monitoring hazard mitigation projects and their effectiveness.

SUSSEX COUNTY

Emergency Operations Plan
Annex B - Preparedness

Emergency Operations Department
June 2017

TABLE OF CONTENTS

INTRODUCTION

The Sussex County Emergency Operations Plan Base Plan and Response Annex contains detailed departmental emergency responsibilities and tasks. All departments within Sussex County with emergency/disaster responsibilities will need to educate, train, and equip their personnel to ensure that planned responsibilities are executed promptly and appropriately.

Sussex County is responsible for educating the public on preparedness to reduce the impacts of disasters and emergencies on the community. Local preparedness programs should include:

- Public Outreach
- Training and Exercises
- Capability-based Planning

PREPAREDNESS ACTIVITIES

GENERAL PREPAREDNESS ACTIVITIES

Sussex County takes an active role in emergency preparedness. Sussex County conducts a number of preparedness activities each year to ensure the County is prepared for all-hazards. Some of these activities include:

- Continue engaging and developing of the Community Emergency Response Team (CERT).
- Engage specific community groups to conduct outreach to vulnerable populations.
- Disseminate public outreach materials including presentations to community groups, mail-outs, and seminars to encourage citizens to prepare for a disaster.
- Encourage critical facilities to develop and maintain response and recovery plans.
- Conduct disaster drills and exercises.

SPECIFIC PREPAREDNESS ACTIVITIES

- Conduct annual 9-1-1 day at the Emergency Operations Center to engage the public with all emergency services and preparedness activities.
- Implement Smart911, which includes citizen identification of family members, medical conditions, pets, special, access, and functional needs. This system greatly enhances response and reduces assessment time on-scene.
- Utilize the PulsePoint smartphone application to enable the public to provide assistance during sudden cardiac arrest incidents until help arrives.
- Continue issuing annual hurricane press releases.
- The Safety and Security Department works with all Sussex County departments to review and update individual departmental emergency and safety plans, conduct training, and provide technical assistance where needed.

CAPABILITY- BASED PLANNING AND PREPAREDNESS

Sussex County uses the National Response Framework (NRF) to foster unity of effort in emergency operations planning. Planning is an ongoing process that reflects the information and understanding of the County at the time of writing. Plans are subject to revision based on new information and lessons learned.

Planning in Sussex County will be done with involvement from the whole community, including the private sector, nonprofits, and all levels of government in accordance with the Comprehensive Preparedness Guide (CPG) 101.

Capabilities-based Planning

1. Capabilities-based planning is a form of all-hazards planning. It addresses the uncertainty of the number and type of hazards or threats Sussex County may encounter by using a wide range of possible scenarios.

2. The Federal Emergency Management Agency (FEMA) has identified 32 Core Capabilities in the National Preparedness Goal. These Core Capabilities are intended to assist stakeholders with their roles in the Goal *(See Figure 1 on the following page)*. The Core Capabilities extend across five mission areas. Some capabilities fall under multiple mission areas.

Prevention	Protection	Mitigation	Response	Recovery
Planning, Public Information and Warning, and Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Program and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-Scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

GENERAL TRAINING

The Emergency Operations Department is the primary department responsible for training and promoting disaster preparedness among the public. All County employees must take ICS 100, 200, 700, and 800 and familiarize themselves with the County's Emergency Operations Plan. Sussex County Department Directors are required to take additional preparedness training.

State and Federal agencies offer a variety of training and education programs available to local government. Training opportunities are provided, coordinated by the Delaware Emergency Management Agency (DEMA) and the Federal Emergency Management Agency (FEMA), and include:

- Emergency Management training and education programs for first responders, emergency workers, emergency managers, public/private officials, and others.
- Preparedness information/programs for the general public.

EXERCISES

Exercise Schedule

Exercise are conducted on a 1-year cycle to determine if plans and procedures are operationally sound and to meet mandated requirements. The Exercise Plan provides specific exercise schedule details; however, at least one evaluated exercise should be planned per County fiscal year.

Department Participation

All departments with emergency responsibilities should participate to the fullest extent possible in the scheduled exercises. When department or function-specific drills are conducted, only the departments responsible for those functions will participate.

Program Components

Seminars: Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.

Workshops: Workshops involve more participant interactions than a seminar and more focus is placed on achieving or building a product. Products produced from a workshop can include new standard operating procedures (SOPs), emergency operations plans, continuity of operations plans, or mutual aid agreements.

Tabletops: A tabletop exercise (TTX) is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident.

Games: A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

Drills: A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills.

Functional: Functional Exercises (FEs) are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

Full-Scale: Full-Scale Exercises (FSE) are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Sussex County will follow a building block approach in its emergency exercise program as illustrated below.
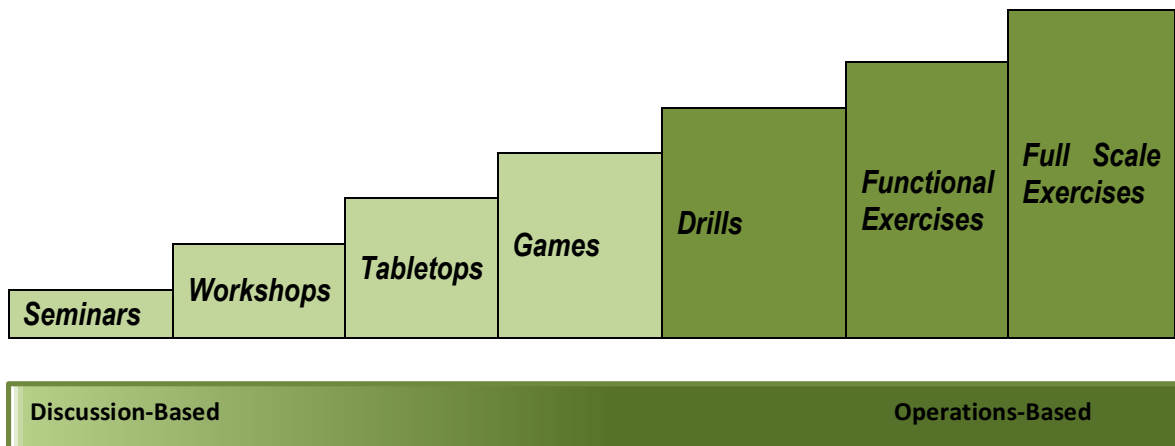
Exercise Evaluation and Improvement Planning:

Each exercise is subject to critique to assess the results and areas for improvement identified. An After Action Report will be completed for each exercise to objectively identify strengths and areas for improvement. Through this process, individual departments may be given corrective actions which they are responsible for carrying out over the course of a designated time period.

ROLE OF THE PUBLIC

The citizens of the Sussex County play a key role in the County's overall preparedness strategy. To best prepare the citizens of Sussex County, the County encourages its residents to take the following actions:

1. **Know the risks and danger signs.** The first step in citizen preparedness is being aware of the threats and hazards that are facing the community. Once you identify the risks and hazards facing your community begin reducing your risk (i.e. purchasing a NOAA weather radio).

2. **Prepare a disaster supply kit.** During an emergency, people may need to leave home quickly or you may need to shelter-in-place for an extended period of time. It's important to have a disaster supply kit available. The following is a list of some items that should be included in an emergency preparedness kit:

   ❒ Water, one gallon of water per person per day for at least three days, for drinking and sanitation
   ❒ Food, at least a three-day supply of non-perishable food
   ❒ Battery-powered or hand crank radio and a NOAA Weather Radio with tone alert and extra batteries for both
   ❒ Flashlight and extra batteries
   ❒ First aid kit
   ❒ Whistle to signal for help
   ❒ Dust mask to help filter contaminated air and plastic sheeting and duct tape to shelter-in-place
   ❒ Moist towelettes, garbage bags and plastic ties for personal sanitation
   ❒ Wrench or pliers to turn off utilities
   ❒ Manual can opener for food
   ❒ Local maps
   ❒ Cell phone with chargers, inverter or solar charger
   ❒ Important documents (insurance, identification, prescriptions, etc.)

3. **Establish an out-of-state contact.** By choosing an out-of-state contact and sharing their phone number with everyone in the immediate family, everyone can check in with that person and re-establish family communication. Phones are sometimes able to call out of an impacted area when overloaded cell phone towers prevent local calls.

4. **Make a family plan.** Family members may not be together when disaster strikes so it is important to consider a variety of situations and plan ahead. Plans should address methods for getting alerts/warnings, safe locations inside and outside your home, emergency contact numbers, and meetup locations near and away from the home.

PUBLIC AWARENESS AND EDUCATION

Sussex County will continue engaging the community in preparedness by conducting preparedness outreach programming. The Emergency Operations Department will work with community groups and civic groups to provide training on how to develop/improve their individual and organizational plans.

Public education materials are available upon request, as time and resources permit, to all segments of the community. Sussex County is committed to continue raising awareness of local hazards and providing the community with information on how to safely respond to those hazards.

Sussex County values local businesses and will engage the private sector in developing business continuity plans. The County will also work with the private sector to develop a private sector working group to support disaster response through pre-established partnerships. In support of community recovery, the County will aid critical facilities in reestablishing business following a disaster.

SUSSEX COUNTY

Emergency Operations Plan
Annex C - Response

Emergency Operations Department
June 2017

TABLE OF CONTENTS

INTRODUCTION

Emergency Management in Sussex County consists of government, nonprofit, and business organizations into a single focused response. The ultimate goal of the Sussex County Emergency Operations Department is to save lives, protect property, and the environment, and minimize economic loss from the disaster or the emergency.

PURPOSE

The purpose of the Response Annex is to describe how emergencies will be managed within Sussex County and to describe the organization and operation of Sussex County's EOC and its role in supporting emergency response efforts.

SCOPE

This Annex supports the overall management of incident response activities within Sussex County. This Annex provides the core management and administrative functions in support of the EOC. Additional information and checklist can be found in Attachments to this Annex. This information is cross-referenced throughout the SEOP, where applicable.

OBJECTIVES

1. Provide centralized coordination of response activities.
2. Describe the functional responsibilities under NIMS and the Sussex County Emergency Management structure.

WHOLE COMMUNITY APPROACH

Effective emergency management outcomes depend on the engagement of the whole community. The three main whole community principles include:

- Understand and meet the actual needs of the whole community;
- Engage and empower all parts of the community; and
- Strengthen what works well in communities on a daily basis.

Sussex County must call on its "whole community" to engage, participate, and take ownership of the collective preparedness and resiliency efforts. Sussex County has broadened its commitment to the whole community by including an ADA Compliance position under the Planning Section.

CONCEPT OF OPERATIONS

When an emergency occurs within Sussex County, the on-scene response is led by first responders and incident commanders in the field and supported, when needed, by the SEOC. In major disasters, the response phase includes the assembly and allocation of all needed local resources. Over time, Sussex County may need to support recovery actions at the same time as the response. Recovery information can be found in Annex D.

COORDINATION

The Emergency Operations Department is responsible for coordinating overall emergency activities of Sussex County including core management and administrative functions in support of emergency operations. Sussex County is considered one of Delaware's four "Operational Areas", meaning it is responsible for coordinating the emergency management activities within Sussex's jurisdiction, to include cities and other subordinate jurisdictions inside the County.

Situational awareness of threats or an incident will be done through the Sussex County Emergency Operations Center (SEOC), as deemed necessary by County officials and the Director of Emergency Operations.

PRIORITIES

1. Provide effective life safety measures, reduce property loss, and protect the environment;

2. Provide for the rapid resumption of impacted businesses and community services;

3. Provide inclusion emergency policies that ensure persons with disabilities can evacuate, use emergency transportation, stay in shelters and participate in emergency and disaster-related programs together with service animals; and

4. Provide accurate documentation and records required for cost recovery efforts.

SUSSEX COUNTY EOC

The SCEOC provides a central location of authority and information for the County and allows for face-to-face coordination among the personnel who direct local services in response to a disaster. It is imperative that during a disaster event key decision makers are located in the same location or are readily accessible.

Activation of the SCEOC will be phased in accordance with the Incident Type and Levels as defined in the Basic Plan. The County Administrator and/or the Sussex County Director of Emergency Operations may activate the EOC. The overall operation of the SCEOC is done by the Sussex County Emergency Operations Department. After the decision has been made to activate the SEOC the following actions should be taken:

- Make the necessary notifications to:
    - Responding agencies and departments
    - County Administrator
    - County Council
    - Delaware Emergency Management Agency (DEMA)
    - Sussex County Public Information Officer
- Test all EOC technology and communications functionality and equipment

- Develop Incident Action Plan (IAP) based on operational needs
- Establish ICS structure, staffing, and rotations for the EOC

The SEOC is located at 21811 Rudder Lane, Georgetown, Delaware. Alternate SEOCs are located at Mobile Command Post at 21303 Rudder Lane, Georgetown, Delaware and the State EOC at 165 Brick Store Landing Road, Smyrna, Delaware. The Director of Emergency Operations will develop the criteria for transfer of control from the Primary to the alternate SEOC(s) and will develop appropriate procedures for staffing and operating the alternate SEOC consistent with plans to continue operations.

When activated the SEOC shall be under the direction of the Director of Emergency Operations. The Director of Emergency Operations or their designee will serve as the EOC Director and shall coordinate activities within the EOC in accordance with established policies and procedures.

In the event of a Presidentially Declared Disaster within Sussex County, a Joint Field Office (JFO) will be established by the State as the headquarters for Delaware Emergency Management Agency (DEMA) and FEMA recovery personnel. Emergency Management (ESF #5) will establish communications with the JFO in order to ensure federal, state and local coordination of disaster operations, direction and information. Typically, the JFO is co-located at DEMA.

LOCAL STATE OF EMERGENCY

The County Administrator or his authorized representative has the authority to declare a local State of Emergency.

GOVERNOR DECLARED STATE OF EMERGENCY

If an incident exceeds the capabilities of Sussex County, the County Administrator and/or the Director of Emergency Operations can request that the Delaware Emergency Management Agency requests a State of Emergency by the Governor. The State of Emergency authorizes the National Guard.

MUTUAL AID

Mutual aid agreements, memoranda of agreements (MAA), and memoranda of understanding (MOUs) are an important component of emergency management. A number of mutual aid agreements are available to Sussex County in the event local resources are not sufficient to support response efforts. The *Intrastate Mutual Aid Compact* and the *Emergency Management Assistance Compact*, also known as EMAC, are two examples of mutual aid agreements.

Mutual aid requests are made via the County Administrator or the Sussex County Director of Emergency Operations to the respective entity at the local or State level. Requests that are submitted through the State will go through the State EOC's Logistics or Operations Section.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Sussex County Director of Emergency Operations will direct Sussex's County's emergency management organization. In this role, the Director provides overall management and policy direction of mitigation, preparedness, response, and recovery operations in Sussex County.

In the event of an actual or pending emergency event, the Director of Emergency Operations has the authority to proclaim an emergency for Sussex County and direct all EOC activity and designate resources to support the event. In an emergency, the emergency management organization will be activated to support response operations.

NIMS/ICS will be used as the organizational structure to manage the SEOC's response activities for the purpose of enhancing the ability to interface with the emergency response agencies that routinely use ICS and the various Incident Command Posts (ICPs) that may be established in the field or at other remote sites during the incident.

Staff are responsible for being familiar with and using the National Incident Management System (NIMS) and Incident Command System (ICS) procedures and Forms, and use and complete as required.

ORGANIZATION

The SEOC is organized around ICS principles. The five major functions in ICS management structure include:

Command

The EOC command staff consists of the Director of Emergency Operations, the Emergency Management Coordinator, Policy Group, Liaison Officer, and the Public Information Officer (PIO)/ Joint Information Center (JIC). Some of the primary responsibilities of the Command Section include:

- Manage EOC functions and coordinate the overall response/recovery effort, including prioritizing, objective setting, decision-making, coordination, tasking, and conflict resolution within Gloucester's EOC.
- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and managing of claims.
- Promptly and effectively interact

Operations

The Operations Section consists of all the departments and agencies that are responsible for public safety, environmental protection and restoration, and carrying out response activities. These departments and agencies will receive and evaluate requests for assistance and resources, established priorities, and relay operational status and information to Command.

This Section should coordinate field operations and serve as a conduit for information flowing between the field and the EOC. Some general responsibilities include:

- Assure safety of tactical operations.
- Manage tactical operations.
- Assist in the development of the operations portion of the IAP.
- Supervise the execution of operations portions of the IAP.
- Request additional resources to support tactical operations.
- Approve the release of resources from active operations assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with the Incident Command, subordinate Operations personnel, and other agencies involved in the incident.

Planning

The Planning Section gathers, analyzes, evaluates, and disseminates information and makes recommendations to the EOC Manager. The Planning Section sets the operational tempo in the EOC through the planning process. This section uses the FEMA Planning "P" to develop the Incident Action Plan for the next operational period. Some general roles of those individuals in the Planning Section include:

- Establish overarching objectives.
- Develop strategies based on incident objectives
- Develop and issue assignments, plans, procedures, and protocols.
- Establish specific, measureable objectives for various incident management functional activities and direct efforts to attain them, in support of defined strategies.
- Document results to measure performance and facilitate corrective action.
- Develop an Incident Action Plan (IAP).
- Conduct and facilitate planning meetings.
- Compile and display incident status information.
- Establish information requirements and reporting schedules for EOC staff.
- Determine the need for specialized resources.
- Establish specialized data collection systems as necessary.
- Report significant changes in incident status.
- Oversee the preparation of the Demobilization Plan.

Logistics

The Logistics Section coordinates the procurement and provision of emergency resource and support for the response and recovery operations being conducted in the field as well as those in the EOC. The Logistics Section is responsible from the procurement of personnel and equipment necessary for the management of, and recovery from, the emergency. This includes working with nongovernmental partners and managing private sector contracts for things such as debris monitoring and management.

The Logistics Section is broken into three branches: Services Branch, Infrastructure Branch, and the Support Branch. General responsibilities include:

- Provide facilities, transportation, communications, supplies, equipment maintenance and fueling, food services, medical services, and all off-incident resources.
- Manage all incident logistics.
- Provide logistical input to the IAP.
- Brief Logistics Staff as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
- Ensure and oversee the development of the communications, medical, and traffic plans as required.
- Oversee demobilization of the Logistics Section and associated resources.

Finance and Administration

The Finance and Administration Section is responsible for all finance, emergency funding, and cost accountability functions for the County during an emergency. This Section works closely with the Logistics Section to ensure proper documentation of human, equipment, and other resources, as well as procurement processes. Some general responsibilities of the Finance and Administration Section include:

- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Ensure compensation and claims functions are being addressed relative to the incident.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.
- Determine the need to set up and operate an incident commissary.
- Meet with assisting and cooperating agency representatives as needed.
- Maintain daily contact with agency(s) headquarters on finance matters.
- Ensure that personnel time records are completed accurately and transmitted to home agencies.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues.
- Provide input to the IAP.

Unified Command

In the event an incident requires more than one person with the role of incident commander a Unified Command (UC) structure should be put in place. Incidents requiring a UC normally involve multiple jurisdiction or agencies. Under the UC model, Incident Commanders should be co-located or closely coordinated to ensure effective communications throughout the operation.

ASSIGNMENT OF RESPONSIBILITIES

The initial responsibility for responding to an emergency or an incident falls on volunteer fire/EMS companies and Sussex County government. Pursuant to state law, the lead responsibility belongs to the County Council President.

The overall responsibilities of the EOC leadership and management positions in the Sussex County EOC are listed below. In accordance with NIMS, it is noted that not all positions may be activated at the same time. A detailed list of responsibilities can be found in the *SEOP Base Plan, Assignment of Responsibilities section.*

SUPPORT FUNCTIONS

Functional areas may be selectively activated for EOC operations. Resources are coordinated through functional areas and can assist with mass evacuation, sheltering, and other emergency management functions.

For each Functional Area, there is an agency that has the lead role in executing the missions, and maintaining the capabilities and capacities, of that functional area. Other agencies will provide support, either with personnel, material, or other resources for the successful execution of response missions.

Most of those functional areas are led by Sussex County departments. There will be some functions; however, that are the responsibility of the State of Delaware, or other agencies.

EMERGENCY RESPONSE ACTIONS

The EOC directs local response activities to address the short-term effects of an incident. These activities include the immediate needs to preserve life, property, and protect the environment, and meet basic human needs, and maintain the social, economic, and political structure of the community.

Maintaining situational awareness and a common operating picture are key to the EOC's ability to assess the situation as it unfolds. Prompt and accurate information from the field using designated communication channels (radio, WebEOC, telephone, etc.) will help the EOC provide accurate and accessible information to decision makers.

Response actions during an incident may include:

- Ensuring public safety;
- Managing evacuation and transportation;
- Overseeing Emergency public information;
- Coordinating/ Supporting Search and rescue;
- Deploying advance teams to assess the severity of impact and expedite the delivery of state resources;
- Establishing mass care facilities, including shelters and feeding operations;
- Establishing Family Assistance Centers;
- Providing public health and medical services;
- Clearing debris and/or the restoring critical infrastructure; and
- Controlling, containing, and removing environmental contamination.

DIRECTION, CONTROL, AND COORDINATION

The Sussex County Emergency Operations Center (SEOC) shall serve as the central location for interagency coordination of public works activities unless otherwise announced. The supporting agencies/departments designated to work in the SEOC will coordinate the use of resources and interface with other agencies, in support of the primary agency.

The Sussex County Director of Emergency Operations will develop the criteria for transfer of control from the Primary to the alternate SEOC(s) and will develop appropriate procedures for staffing and operating the alternate SEOC consistent with plans to continue operations.

In the event that any department director is unable to perform their prescribed duties, line of succession will be in accordance with each department's line of succession. For additional information see the *SEOP Base Plan*.

DIRECTION OF RESPONSE

The EOC directs local response activities to address the short-term effects of an incident. These activities include the immediate needs to preserve life, property, and protect the environment, and meet basic human needs, and maintain the social, economic, and political structure of the community.

Maintaining situational awareness and a common operating picture are key to the EOC's ability to assess the situation as it unfolds. Prompt and accurate information from the field using designated communication channels (radio, WebEOC, telephone, etc.) will help the EOC provide accurate and accessible information to decision makers.

Response actions during an incident may include:

- Public safety;
- Evacuation and transportation management;
- Emergency public information;
- Search and rescue;
- Deployment of advance teams to assess the severity of impact and expedite the delivery of state resources;
- Establishment of mass care facilities, including shelters and feeding operations;
- Establishment of Family Assistance Centers;
- Provision of public health and medical services;
- Debris clearance and/or the restoration of critical infrastructure; and
- Control, containment, and removal of environmental contamination.

AUTHORITY TO TERMINATE ACTIONS AND DEACTIVATE THE EOC

During the incident or event requiring EOC Activation, the **Planning Section Chief** will monitor the incident/event activities and make recommendations to the Director of Emergency Operations regarding the status of positions not being used in the EOC. Positions staffed during initial activation that are not being utilized may be reassigned to other positions needing assistance in the EOC, shelter(s), Volunteer Reception Center, Family Assistance & Reunification Center or demobilized. These personnel will be checked out of the EOC and if safe, may be return to normal

duty. The decision to fill the position during the next operational period will be made by the Director of Emergency Operations and/or Deputy Director, and the prospective Section Chief.

The *ICS Form – 221 Demobilization Checkout* Form must be completed by the **Planning Section**, and records reflecting the employee's time logged, tracked and documentation submitted.

As the incident transitions from Response Operations to Recovery Operations**,** the Director of Emergency Operations and/or Deputy Directors may decide that only a few support personnel may be needed and the EOC can be returned to Routine Operations. The EOC staff activated for the incident/event may be demobilized and returned to their normal operational assignments.

The Sussex County Director of Emergency Operations will close the incident and keep a record of the incident on file at the EOC. The Director will ensure the EOC is refurbished, supplies replaced and other equipment returned to storage. The Emergency Operations Department is responsible for the collection of data, information, and maps to develop in the After-Action-Report (AAR) for the incident. The AAR will be submitted to DEMA via WebEOC. From the AAR, the Director of Emergency Operations will brief the Sussex County Administrator and departments on any areas of improvement to the EOP or EOC and corrective actions that may be needed to aid in future activations and responses.

INFORMATION COLLECTION AND DISSEMINATION

ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

During an incident information collection is key. Personnel working in the EOC should focus on Essential Elements of Information such as:

- Information on lifesaving needs including evacuation and search and rescue.
- Information on critical infrastructure including determining the status of transportation, utilities, communication systems, and fuel and water supplies.
- Information on critical facilities including determining the status of police and fire stations, medical providers, water and sewage treatment facilities, and media outlets.
- Information on the risk of damage to the community
- Information on the number of individuals who have been displaced because of the event and the estimated extent of damage to their dwellings.

INFORMATION SHARING AND DISSEMINATION

The SEOC will serve as the central information gathering and dissemination center and will serve as the link between the State EOC and the local government. As information is received, the Planning Section is responsible for collecting, evaluating, and disseminating information. If damage assessments are being completed in response to an incident, information will be feed back into the SEOC for review. Once reviewed this information will be sent on to the State EOC to assist in the declaration process.

Situation reports will be provided to the State EOC at the end of every operation period, which is established or modified based on operation need. Situation reports should include information on:

- Weather report
- EOC Activation Status
- Emergency Orders
- Roads/bridges status
- Damage reports
- Assistance requested

RESOURCE REQUESTS

During normal operations, it is the responsibility of each County department to develop and maintain a comprehensive resource inventory system to manage resource commitment, mobilization and deployment. When the Sussex County Emergency Operations Center (SEOC) is activated all resources from various County departments will be coordinated through the SEOC, in order to manage the situation effectively and efficiently.

Each agency or department that responds to the SEOC should bring a resource inventory that includes:

- Available personnel;
- Available equipment;

- Automobiles with public address systems;
- Applicable vans, buses, trucks, ambulances, and other transportation equipment; and
- Any other supplies or equipment that may be useful.

The resource list should also be available on the computer database or from a file in the SEOC administrative office.

Throughout the duration of an incident resource requests from the affected jurisdiction will be made via the SEOC. Resource requests will be coordinated by the Operations and Logistics Section during an incident. As resources are assigned to support the emergency they will be tracked by the Logistics Section and by the Planning Section. Records of resources that have been deployed to support the incident will be maintained throughout the incident. In some cases, resources will need to be prioritized. Some considerations when prioritizing resources include:

- Overarching priorities of the incident response
- Priorities for that operational period
- Input from the field

If resources cannot be obtained locally or through mutual aid agreements, the SEOC will contact the State EOC for support. Use of the Delaware National Guard (DNG) resources must be authorized by the Governor. A Delaware State Emergency must be declared in order to activate the DNG for disaster operations. A request for this resource would be made through the Director of DEMA

BRIEFINGS & MEETINGS

Incident Briefing/EOC Briefing and Initial Command Meeting

The Incident Briefing marks the transition of an incident response from reactive management to a proactive phase. During this meeting, the Incident Commander and/or Director of Emergency Operations (Unified Command for Expanded Scope Incidents) will brief any on-coming or transitioning staff about current response actions, resources on- order, and/or a current situational assessment. The Command/ EOC meeting brings together the leadership of key response elements the Command and General Staff, and allows the on-coming Command and General Staff positions to be briefed on incident parameters as they are known at that time. The IC or Director of Emergency Operations determines that formal incident planning is warranted, the command sets initial incident objectives and the planning cycle process begins. The Sussex County IC/UC remains the primary authority for command and management of the incident in Sussex County.

Incident Action Plan

Incident Action Plans ensure that everyone is working in concert towards the same goals set for that operational period by providing all incident supervisory personnel with direction for actions to be taken during the operational period identified in the plan.

The IAP should include the following pieces of information:

- Overall incident objectives and priorities (ICS Form 201);
- Primary strategies for achieving objectives (with alternatives listed);
- General tactics for selected strategies;

- Types and quantities of resources assigned;
- Tactical organization (can be organized geographically or functionally);
- Organization List/Chart (ICS Form 203);
- Assignment List (ICS Form 204);
- Communications Plan (ICS Form 205);
- Logistics Plan (ICS Form 206);
- Safety Message (ICS Form 215A); and
- Supporting documentation: Maps of the impacted areas, timeline of events, timeline of meetings, traffic plans, and weather report.

PUBLIC INFORMATION/JOINT INFORMATION CENTER

Having an informed community is key to making a more resilient County. Prior to an emergency or incident, Sussex County informs the public about emergencies using press releases, social media, the Delaware Emergency Notification System (DENS) and the National Emergency Alert System (EAS). Public awareness and education prior to an incident is crucial to successful public information during an event. Sussex County will take steps to ensure information is not only available in English for residents who may not be English speaking or may require additional assistance such as Braille.

During SEOC operations, the individual to fulfill the functions of the PIO will be designated at the discretion of the Director of Emergency Operations based on the situation and as conditions warrant. The Public Information Officer (PIO) will ensure that neighborhoods and communities are provided timely and accurate information concerning the event to alleviate fears and concerns, control rumors and prepare residents for any necessary protective actions. This messaging should include media forms, social media, internet and the community notification telephone system. Special attention should be given to special needs populations, elderly, and non-English speaking residents. A list of media contacts can be found on Attachment 1: Media Resources.

During SEOC operations, the designated PIO will provide emergency information to the media, including the Emergency Alert System (in accordance with the Emergency Alert System for Delaware Plan), through periodic contacts and/or scheduled briefing. All public information releases will be prepared by the PIO, verified by the SEOC command staff and approved by the Director of Emergency Operations before being released to the media.

The primary system for public warning and emergency protective action information is the Delaware Emergency Notification System (DENS). This system allows local 911 centers and emergency managers the ability to send messages to a specific street, neighborhood or larger areas during an event.

The issuance of emergency-related public information statements when the SEOC is not activated will be handled as follows:

- For disasters which impact relatively small areas of the County, the on-scene authority (Fire Office-In-Charge or police commander) will issue these statements.
- For emergencies involving radioactive releases from nuclear power plants or hazardous substances with the State or Federal Emergency Response Team in command of the

incident, the County functions in a support role to the State. Public information announcement responsibilities then rest with the State.

RUMOR CONTROL

As the disaster conditions warrant, rumor control number(s) and media contact number(s) will be designated specifically for that disaster. Inquiries from the public and media which cannot be satisfied by rumor control personnel will be directed to the PIO in charge of the rumor control/media contact operations.

JOINT INFORMATION CENTER

The Joint Information Center or JIC is facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. The JIC will be co-located with the SCEOC during an incident. If the incident is large enough, the JIC will be established by DEMA with virtual participation from the Sussex County Public Information Officer.

In addition to the JIS and JIC, information may be provided to or from one or more disaster sites for information, education and media and public education through one or more of the following resources, cable channels and/or satellite uplink operations, special publications, radio feeds, special projects such as teleconferencing, as well as interagency photo and video documentation utilized as shared resources with agencies of government, and the media. The merits of each and/or all of this information gathering and delivery sources will be evaluated, based on need, and procedures to acquire and use each or all sources, used as applicable and necessary.

COMMUNICATIONS

Communications and information management systems are an integral part of emergency management. The Emergency Operations Center maintains and provides an efficient 24-hour, 7-day-a-week computer-aided 911 Emergency Reporting Center for receiving requests from the public for Emergency Response Services and for the Dispatching of Police, Fire and/or Emergency Medical Paramedic Services. The Delaware State Police SusCom (Sussex Communications) section dispatches for Delaware State Police units and all municipal police units in Sussex County except Seaford and Rehoboth Beach. The Fire and Ambulance Call Board section dispatches all Fire Companies and EMS detachments in Sussex County except Seaford and Rehoboth Beach.

There are eight Paramedic stations strategically located throughout Sussex County:

- Medic 101- East Washington Street, Lincoln, DE
- Medic 102- 11111 Sycamore Road Laurel, DE
- Medic 103/ Special Operations- 27517 Hodges Lane, Ste O-2 Dagsboro, DE
- Medic 104 and 100- 18385 Olde Coach Drive Rehoboth, DE
- Medic 105- 336663 South Coastal Lane Frankford, DE
- Medic 106- 31282 Indian Mission Road Millsboro, DE
- Medic 107- 9262 Public Safety Way Bridgeville, DE
- Medic 108- 8 Mulberry Lane Georgetown, DE
- Medic 200- 25560 Brickyard Road Unit 14-R3 Seaford, DE
- Stockley Center on Rt. 113
- Five Points, Rt. 1
- Seaford, Rt.13 and CR 481
- Proposed Station in Lincoln/Ellendale area

As the scope or impact of a potential or actual disaster/emergency changes, these communication resources shall be integrated into the total emergency management communications system. The focus for such integration and coordination shall be the State EOC.

NOTIFICATION AND WARNING

Timely, detailed, and accurate information is critical for an effective response to an emergency. Any news of an actual or potential disaster - even an anonymous call – is normally sufficient to initiate response. Notification of all disasters affecting Sussex County will be directed to the on-call staff person (alternately the Chief or Deputy Chief Dispatcher) of the Fire and Ambulance Call Board Section of the Center.

County response agencies must receive immediate notification whenever an emergency poses a significant threat to public health, safety, and welfare or to the environment. The more severe the incident, the more intensely higher levels of government will be involved. The office receiving notification of a disaster or emergency shall immediately notify the OEM and the County Administrator. The emergency situation shall then be conveyed to all departmental and agency heads. This information is maintained by the Dispatch Center in the CAD system.

If the threat is credible or an incident has occurred, the County Administrator will call together such County department heads and other County officials and external agency representatives as deemed necessary to handle the incident and will brief them on the situation. The County Administrator will activate this plan and/or order such steps to be taken as may be appropriate for the situation. Following the briefing, all department heads and other persons involved will review their responsibilities outlined in this Emergency Operations Plan and their respective annexes and/or emergency operations procedures (departmental, technical and emergency plans). Department heads will brief their personnel on their responsibilities and then make preparations for the mobilization.

NON-EMERGENCY EXTERNAL COMMUNICATIONS

The ongoing day-to-day educational program to increase public awareness concerning possible hazards and proper response to same is accomplished by fulfilling requests from the public for prepared printed booklets and pamphlets, referring inquiries to the appropriate agency and/or conducting presentations.

SEOC COMMUNICATIONS

Communications from the Sussex County Emergency Operations Center (SEOC) to field and response forces will be accomplished by established message procedures, radio, and/or telephone contact with the appropriate agency. Field forces not dispatched by the Center will maintain their own communication network for receiving instructions from and providing status reports to their SEOC representatives.

Communications from SEOC to adjacent jurisdictions will be accomplished by telephone. An alternative method of communications is the radio monitors connecting fire dispatch centers of the various jurisdictions. The latter means of communications will be coordinated through the Chief Dispatcher or his/her designee.

SEOC to State EOC communications will be accomplished by telephone, cell phone, fax, and email. Alternative means of communications include civil defense, police, fire, and/or National Warning System (NAWAS) radios located at the SEOC.

SEOC to support facilities, such as the Emergency Alert System (EAS), hospitals and shelters, will be accomplished by utilizing telephones to the degree possible. Alternative means of communications include Red Cross and Civil Defense radios coordinated through the Chief Dispatcher or his designee. Radio Amateur Emergency Service (RACES) members may also be deployed by an Activation Order to establish communications between the SEOC and as outlined in the Sussex County RACES Operation Plan and supporting documents. The Office of the Sussex County RACES Radio Officer shall be the point of contact (POC) for the utilization of the Amateur Radio Resource in Sussex County. During an activation order amateur radio operators, registered by the Sussex County RACES, may provide as needed alternative communication services in support of the SEOC response.

An event log will be kept by those assigned to the SEOC, recording the date, time, and status of all messages. Messages from the SEOC will be action documents (orders) to operating departments for coordinated Sussex County Emergency Response. All incoming messages are to be treated with the utmost urgency and are to be followed to their conclusion. The messages are to be posted with date and time.

ADMINISTRATION, FINANCE, AND LOGISTICS

EXPENDITURES

The message log will become a primary legal document and will be used for accounting and disbursement, and for future training. The Log will also be used to substantiate:

1. Record, report preparation and retention.
2. Communications needs and systems.
3. Accounting and reimbursement procedures.
4. Training requirements.
5. Agreements of understanding with private organizations.
6. Mutual aid agreements with neighboring jurisdictions.

DOCUMENTATION AND RECORDS RETENTION

When the SEOC is activated the distribution, reporting, and retention of all data will be through the SEOC. It will be the primary point from which and through which all data to, from, and through Sussex County responding departments will be made.

The following chart lists the essential records and reports before, during, and after an emergency:

Reports	Records	Responsibility	Frequency of Reporting	File Depository
Expenditures and obligations of response agencies to the SEOC		Emergency Response Agencies	Daily during emergency	SEOC,
Daily situation, resource consumption, and shortfall to State EOC		SEOC, Local Emergency Management	Daily during emergency	State EOC
Emergency Management Agency reports on status of mass care services from volunteer agencies or others		SEOC, Local Emergency Management	Daily during emergency	State EOC
	Mutual Aid Agreements	Local Emergency Management	At expiration or change	SEOC

	Computer database of all available resources	Local Emergency Management	As needed	SEOC

LOGISTICS

Resource Management during all phases of emergency management is the overall responsibility of the Director of Sussex County Emergency Operations Center, who with the input from appropriate county officials, will delegate primary responsibility for all resource coordination to the Finance Office. The SEOC shall serve as the central location for interagency coordination of public works activities unless otherwise announced.

ANNEX DEVELOPMENT AND MAINTENANCE

This Annex is a supplement to the Sussex County EOP. As such, the policies, procedures, and practices outlined in the SEOP govern this Annex. Annexes to the SEOP Basic Plan are designed to allow for adaptation to changes in policy, doctrine, processes and to the specifics of various hazards, which can occur frequently. As such, they do not require additional approval.

In accordance with mandates set forth within Sussex County's approved and promulgated SEOP Basic Plan, Sussex County will coordinate the maintenance and update of this Annex on an ongoing annual basis, and at a minimum, in cycle with revisions to the Basic Plan (noted as every three (3) years).

Updates to this Annex can be made before such time for multiple reasons, including but not limited to changes in policy/procedure, improvements and recommendations based on real world events, exercises, etc.

Recommended changes should be submitted to the Director of Emergency Operations at jthomas@sussexcountyde.gov.

Attachment 1: Media Resources

RADIO STATIONS

Station	City	Emergency Alert System	Frequency	Telephone	Contact
WGMD	Rehoboth Beach		92.7 (FM)	(302) 945-2050	news@wgmd.com
WSCL	Salisbury		89.5 (FM)	(410) 543-6895	dpr@salisbury.edu
WWFG	Salisbury		99.9 (FM)	(410) 742-1923	
WXDE	Milford		105.9 (FM)	(302) 422-7575	news@delaware1059.com
WNCL	Milford		101.3 (FM)	(302) 422-7575	
WAFL	Milford		97.7 (FM)	(302) 422-7575	
WQHQ	Salisbury		104.7 (FM)	(410) 742-1923	
WDOV	Dover		1410 (AM)	(302) 678-5300	
WDEL	Wilmington		101.7 (FM) 1150 (AM)	(302) 478-8898	wdelnews@wdel.com
WILM	Wilmington		1450 (AM)	(302) 674-4441	newsroom@wilm.com
WJKI-WXSH	Georgetown		103.5 (FM) 106.1 (FM)	(302) 858-5118	kevin@thevoiceradionetwork.com
WKDB	Georgetown		95.3 (FM)	(302) 858-5119	kevin@thevoiceradionetwork.com
WDDE	Dover		91.1 (FM)	(302) 857-7198	news@delawarefirst.org
WZBH	Salisbury		93.5 (FM)	(410) 202-8102	
WKNZ	Milford		88.7 (FM)	(302) 422-6909	info@887thebridge.com
WBOC	Salisbury		102.5 (FM)	(410) 749-1111	news@wboc.com

1 EAS: Emergency Alert System
* Primary EAS feed for State of Delaware

TELEVISION STATIONS

Station	City	EAS	Frequency	Hours	Telephone	Contact
WHYY	Wilmington		TV 12	24/7	(302) 888-1200	newsroom@whyy.org
WBOC	Salisbury		TV 16	24/7	(410) 749-1111	news@wboc.com
WMDT	Salisbury		TV 47	24/7	(410) 742-4747	newsroom@wmdt.com
WRDE	Lewes		TV 31	24/7	(302) 227-9733	news@wrde.com

NEWSPAPERS

Publication	Local Area Circulation	Location	Contact
Associated Press	Statewide/Regional	Dover	rchase@ap.org
Cape Gazette	Lewes-Rehoboth Beach-Dewey Beach-Milton-Georgetown	Lewes	(302) 645-7700 newsroom@capegazette.com
Coastal Point	Bethany Beach-Ocean View-Millville-Fenwick Island-Selbyville	Ocean View	(302) 539-1788 darin.mccann@coastalpoint.com
The Daily Times	Western-Central Sussex	Salisbury	(410) 749-7171 newshub@delmarvanow.com
Delaware Coast Press	Lewes-Rehoboth Beach-Dewey Beach-Milton-Georgetown	Bethany Beach	(302) 537-1881 newshub@delmarvanow.com
Delaware State News	Statewide	Dover	(302) 674-3600 newsroom@newszap.com
Delaware Wave	Bethany Beach-Ocean View-Millville-Fenwick Island-Selbyville	Bethany Beach	(302) 537-1881 newshub@delmarvanow.com
hoy en Delaware	Statewide	Georgetown	(302) 854-0240 news@hoyendelaware.com
Laurel/Seaford Star	Laurel-Delmar-Seaford-Bridgeville-Greenwood	Laurel/Seaford	(302) 629-9788 publisher@seafordstar.com
Milford Beacon	Milford-Ellendale-Slaughter Beach	Dover	(302) 678-3616
Milford Chronicle	Milford-Ellendale-Slaughter Beach	Milford	mc@newszap.com

| Publication	Local Area Circulation	Location	Contact
The News Journal	Statewide	Wilmington/New Castle	(302) 324-2500 newsdesk@delawareonline.com
Sussex Living (Sussex Countian)	Millsboro-Dagsboro-Selbyville-Ocean View-Milford	Dover	(302) 678-3616
Sussex Post	Countywide	Milford	sussexpost@newszap.com

Attachment 2: Planning "P"

PLANNING OVERVIEW

The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.

At this point, a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.
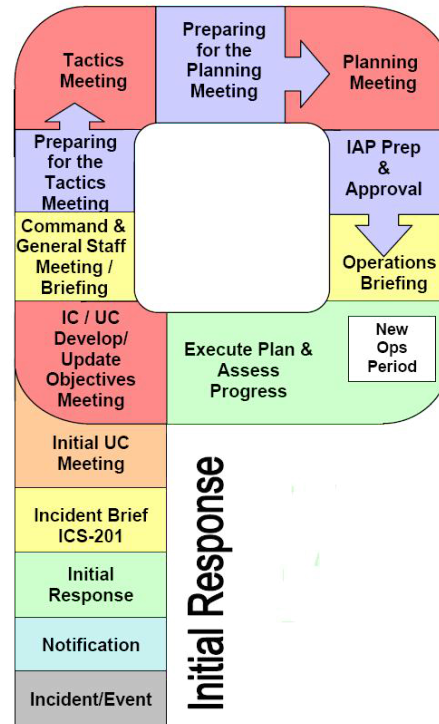
INITIAL RESPONSE

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.
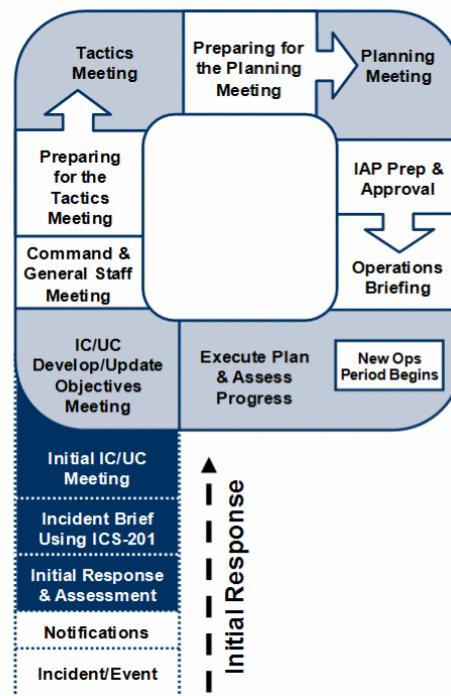
THE START OF EACH PLANNING CYCLE

IC/UC Objectives Meeting: The Incident Command/Unified Command establish incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.
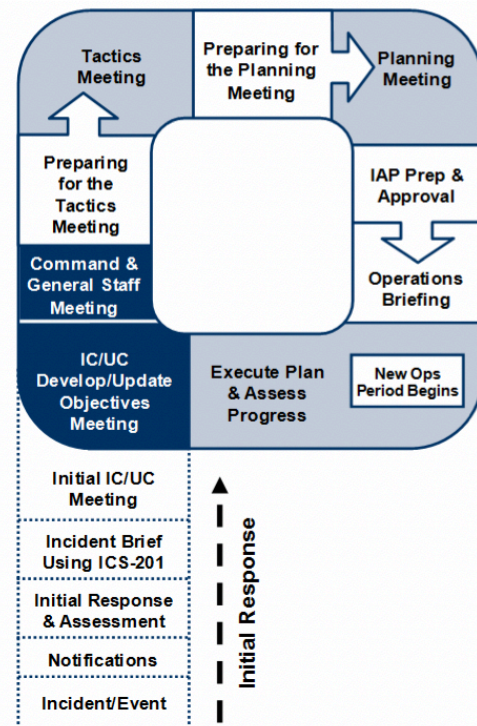

PREPARING FOR AND CONDUCTING THE TACTICS MEETING

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting. The ICS Forms 215, Operational Planning Worksheet, and 215A, Incident Safety Analysis, are used to document the Tactics Meeting. Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type,
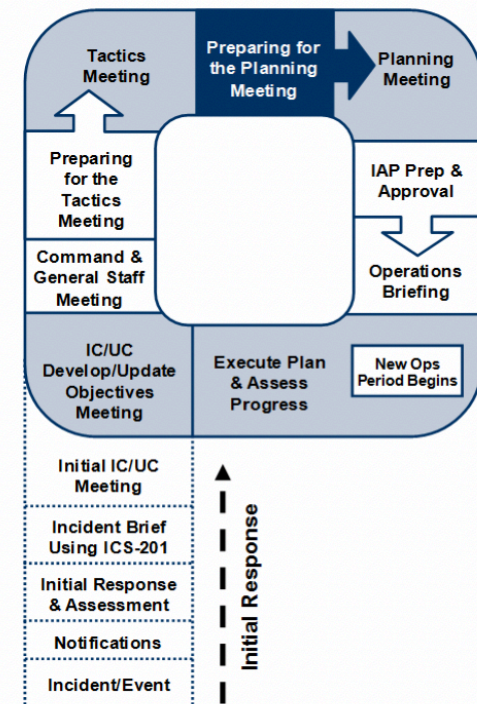
and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.

PREPARING FOR THE PLANNING MEETING

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

- Review the ICS Form 215 developed in the Tactics Meeting.
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

PLANNING MEETING

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.
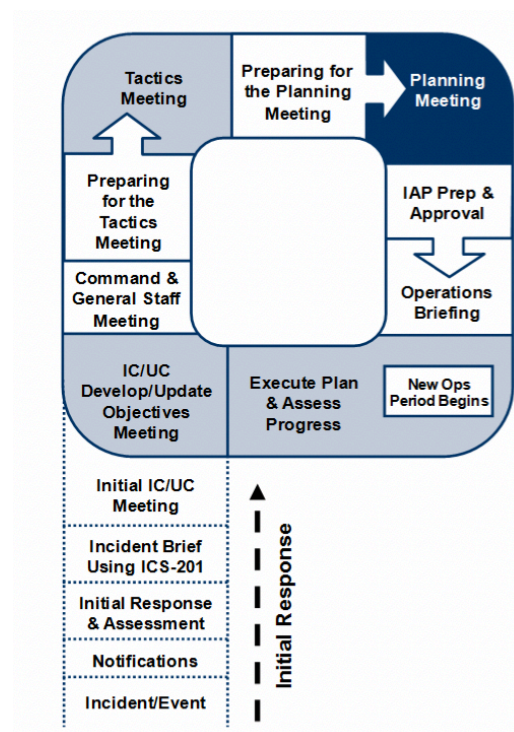
IAP PREPARATION AND APPROVAL

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process as highlighted above.

Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response.
- The incident continues into the next Operational Period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A Hazmat incident is involved (required).
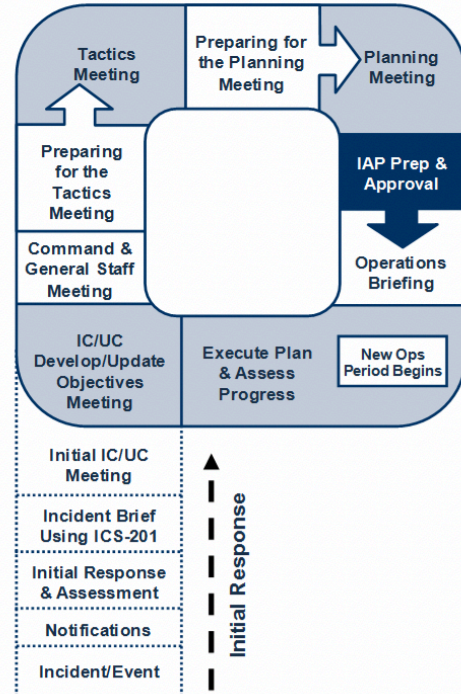
OPERATIONS PERIOD BRIEFING

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
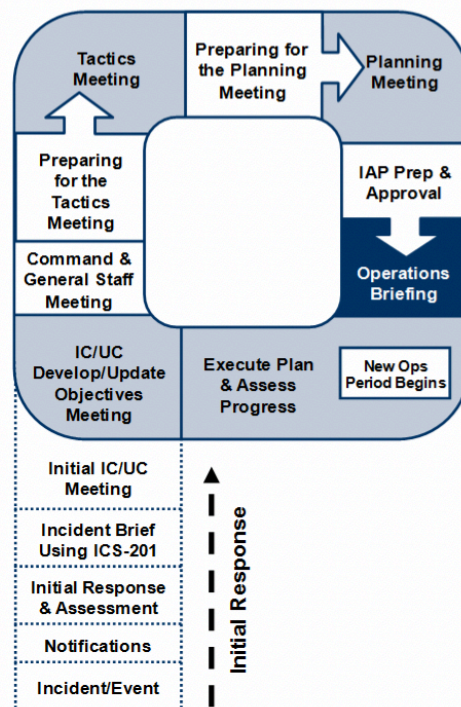
EXECUTE PLAN AND ASSESS PROGRESS

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.
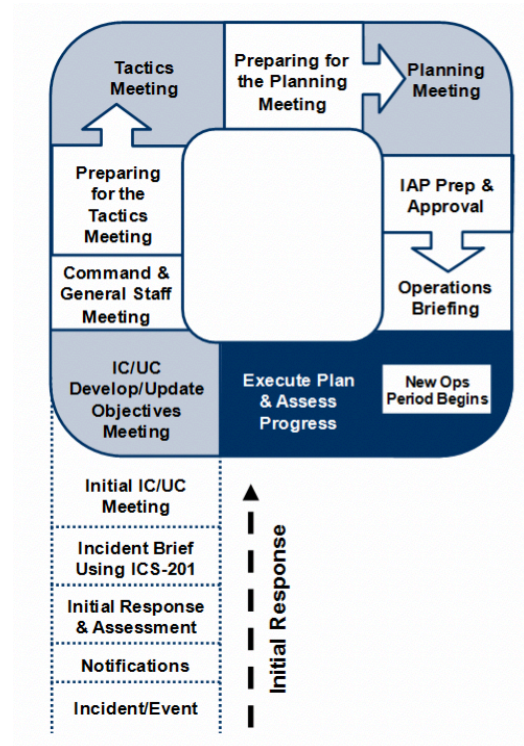
SUSSEX COUNTY

Emergency Operations Plan
Annex D - Recovery

Emergency Operations Department
June 2017

TABLE OF CONTENTS

INTRODUCTION

This Annex provides:

- *Guidance on how to initiate recovery operations as soon as an event is anticipated within Sussex County.*
- *A framework that will guide organizational recovery activities in emergencies or disasters.*
- *Guiding principles of interagency and community-wide cooperation to enhance recovery operations.*

Each Department and applicable partners should become familiar with this Plan to ensure efficient and effective execution of emergency responsibilities. This document will continue to be evaluated, updated and refined to meet the changing needs of the County. The Sussex County Emergency Operations Department will update and maintain this Plan. They will work with Departments and applicable partners in continuing to enhance recovery operations.

PURPOSE

The purpose of this Recovery Annex is to provide a framework for Sussex County to effectively implement recovery strategies after an incident or disaster to restore normalcy, build resiliency, and protect the County financially. This Plan is consistent with the National Incident Management System (NIMS) and the National Disaster Recovery Framework (NDRF).

This Plan is applicable to all departments, agencies, organizations, and personnel with recovery support function responsibilities. This Plan addresses each phase of recovery; however, the concepts and processes included will apply more completely toward incidents, which have received a State and/or Federal disaster declaration.

SCOPE

This Annex is intended to address recovery from a disaster. A disaster is an incident that surpasses the County's ability to respond to or recover from without additional assistance. This Recovery Annex will provide a framework for adapting the County's organizational structure and maximizing capabilities to recover from disasters faster and more efficiently.

Emergency Management Phases

This Annex applies to four phases of emergency preparedness: preparedness, response (when appropriate), recovery, and mitigation operations during local, State, and Presidentially declared emergencies or disasters. This Plan applies to all public, private, and nongovernmental organizations (NGOs) with operational responsibilities for recovery in Sussex County. This Annex will be applied early in the response phase for no-notice events and pre-event for events with notice prior to improve recovery time and reduce expenses. Response operations may still be occurring when this Plan is initiated.

RECOVERY PRIORITIES

*The following **rank-ordered** priorities are intended to provide guidance for prioritizing actions and undertaking investments by Sussex County's Emergency Operations Department during recovery and restoration.*

The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Rather, they are intended to help guide such real-world decisions in the wake of a disaster. Note that the below priorities are not intended to be exclusive of one another- they are intended to provide a relative framework for the design and implementation of recovery programs; direction of recovery actions; and allocation of limited resources:

1. Address life-safety concerns.

2. Provide for basic needs including public safety/security, health, and social/human services needs.

3. Protect property and maintain economic stability.

4. Respect personal liberties, legal protections, and privacy safeguards.

5. Maintain standards of fairness, individual rights, and community interests.

6. Support general well-being and address intangible social/personal impacts.

7. Protect and restore both natural and cultural resources.

AUTHORITIES AND REFERENCES

Federal

- *The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended*
- *The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act)*
- *The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302*
- *"Emergency Services and Assistance," Code of Federal Regulations, Title 44*
- *Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003*
- *National Response Framework (NRF), January 2008.*
- *National Preparedness Goal, September 2011*
- *National Incident Management System (NIMS), February 2008*
- *National Disaster Recovery Framework (NDRF), September 2011*
- *Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011*
- *Sandy Recovery Improvement Act (SRIA) of 2013*
- *Disaster Relief Appropriations Act, 2013*

State

- *Delaware Emergency Operations Plan (DEOP)*
- *Title 20, Military and Civil Defense, Chapter 31. Emergency Management, Subchapter II. Delaware Emergency Management Agency*

Local

- *Sussex County Emergency Operations Plan*
- *The Sussex County Code*

CONCEPT OF OPERATIONS

All County departments, supporting agencies, and partners will have assignments throughout the recovery phase, in addition to their normal, day-to-day duties. As the Sussex County Emergency Operations Center (EOC) and response operations transition to recovery, staff with recovery mission assignments will be identified. Sussex County will outline how the current operations will transition to recovery operations. These assignments usually parallel or complement normal duties. The assignments of each department and agency are listed in the "Organization" section of this plan.

Recovery procedures, training, and education for recovery assignments need to be accomplished before an event and should be refreshed yearly. Each department, supporting agency, and community partner is responsible for developing and maintaining its own procedures, training, and education. Education should include details of how personnel should perform the recovery assignments outlined in this plan.

Sussex County will be responsible for organizing, coordinating, and advancing recovery at the local level. During recovery operations, Sussex County staff may be assigned specific positions in a recovery organization structure, or they may be given mission assignments by the Recovery organization. The County will also utilize a wide array of established relationships (both within and outside of government) at the County, regional, state, and Federal level.

ACTIVATION AND IMPLEMENTATION OF THE RECOVERY PLAN

The transition from Response to Recovery is a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. If the scope of the disaster dictates, a separate recovery organization will be established to manage recovery operations. This will begin as the Community Recovery Branch of the EOC, but may grow to become the recovery organization. During the response phase, the Director of Emergency Operations will decide when to transfer direction and control of recovery operations to the Local Disaster Recovery Manager and recovery organization based on the circumstances of the disaster.

Recovery may begin while response is still ongoing, meaning the EOP and the Recovery Plan may be executed simultaneously. At some point during the incident, there will be a moment of formal transition from response to recovery at which point ultimate authority is transferred from the Director of Emergency Operations to the Local Disaster Recovery Manager, the recovery organization, and the RSFs. Prior to this formal transition, information will be shared amongst response and recovery partners to ensure a common operating picture and a better team effort.

RECOVERY GOVERNANCE AND COMMAND

Governing Authorities

The Sussex County Director of Emergency Operations maintains full authority to direct recovery activities as well as pass laws and ordinances that promote the County's recovery.

The Sussex County Council has the legal authority to declare a local emergency. During an emergency, the Director of Emergency Operations and/or their designee will oversee the EOC.

Local Disaster Recovery Manager

The Local Disaster Recovery Manager (LDRM) is appointed by the County Administrator and/or the Sussex County Director of Emergency Operations. He/she serves as the lead for coordination and command of all local recovery efforts. The LDRM will oversee the Sussex County recovery organization. The LDRM, in coordination with the Director of Emergency Operations, may activate other County resources as needed to support recovery.

The LDRM will serve for a period of time determined by the recovery efforts and dictated by the County Administrator and/or the Sussex County Director of Emergency Operations or designee. This individual will be dedicated to the recovery effort and may be unable to perform duties related to their permanent job/home department until released from duty by the County Administrator and/or the Sussex County Director of Emergency Operations. The LDRM may be a full-time appointment.

Specific skill sets and credentials of the individual designated as the LDRM will depend on the needs presented by the incident. Some skills include:

- *Ability to navigate political environments at the County and State level.*
- *Ability to quickly comprehend the complexity of local, State, Federal, and NGO roles in recovery.*
- *Authority to make/recommend time-sensitive financial decisions.*
- *Understanding of historical and geographical influences in the county and its environment.*

The LDRM is Sussex County's primary point-of-contact for disaster recovery programming, organization, implementation, and coordinating with the State of Delaware and the federal government. The LDRM is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC). The LDRM, in consultation with the County Administrator or their designee, can appoint a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.

In a significant event, the County may consider hiring a consultant to serve as LDRM or LDRM.

Recovery Policy Advisor Group

The Executive Policy Group will transition to the Recovery Policy Advisory Group during recovery operations. This group includes County department heads, County leadership, and any other designees identified as needed. The Group will advise the LDRM and others in the recovery organization regarding general direction, overarching policy guidance, and general prioritization for the County's recovery activities. The Recovery Policy Advisory Group will have no authority to speak for the County, to encumber funds, or to make commitments binding for the County. Its purpose will be to provide advice on disaster recovery policy.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

RECOVERY ORGANIZATION

The recovery organization incorporate the LDRM (see above), leaders of the recovery effort, command staff, and general staff positions as deemed necessary. Command and General Staff may be detailed to the Recovery organization full or part-time, depending on the situation.

The cost of recovery organization staff and recovery tasks will be borne by the County unless such costs are eligible for reimbursement under Federal or state programs, or if other funding mechanisms are identified by the County.

The recovery organization structure will be consistent with the principles of ICS. This generally means:

- *It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort.*
- *Only positions that are needed will be filled.*
- *Each activated position will be filled by whoever has the right skillset and experience at that time.*
- *Tasks assigned to positions that are not filled will revert up the chain of command to that position's supervisor.*
- *The staffing, scale, and structure of the recovery organization may expand, change, or contract over time based on the situation.*
- *No single supervisor will directly oversee more than seven staff ("span of control").*
- *Each individual in the recovery organization will report directly to only one supervisor ("unity of command").*

RECOVERY ORGANIZATION ACTIVITIES

Sussex County will follow the National Disaster Recovery Framework to ensure a more effective recovery. The NDRF illustrates recovery as a fluid process that begins with preparedness and can extend for months or years. Each phase requires a unique set of considerations for the recovery organization to consider.
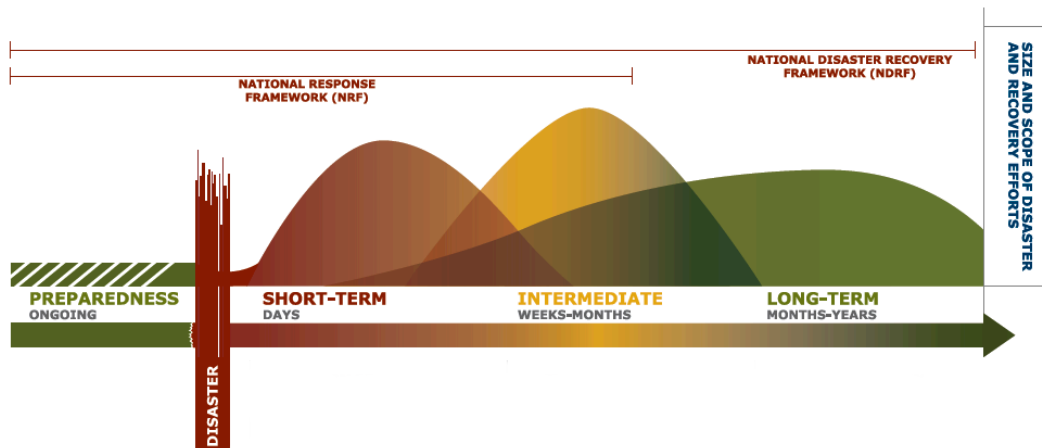
Preparedness Activities

- ☐ *Review responsibilities and authorities with legal counsel to ensure existing laws/ordinances ensure the health, safety and welfare of citizens following a disaster (e.g., protective measures, access restrictions, reentry policies, curfews, price controls, public nuisance and other emergency rules of operation etc.).*
- ☐ *Build and maintain a disaster recovery organization.*
- ☐ *Develop and maintain memorandums of agreements (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, and NGOs.*
- ☐ *Conduct pre-disaster preparedness exercises to test and improve capabilities.*
- ☐ *Identify potential candidates to serve as the LDRM.*
- ☐ *Determine surge requirements for resource management and personnel.*
- ☐ *Develop agreements that will supplement existing staff.*
- ☐ *Pre-identify services to meet the emotional and health care needs of citizens (both adults and children) in the event of a disaster.*
- ☐ *Develop pre-scripted public information messages that can be used to deliver information about recovery efforts in the County.*
- ☐ *Build and maintain relationships with private sector partners who can provide critical services for recovery such as financing, grocery, pharmacy, transportation, etc.*
- ☐ *Develop a mechanism for communicating with the private sector following an emergency or disaster.*
- ☐ *Inventory resources, capabilities, and current contracts for recovery operations.*
- ☐ *Understand local, State and Federal regulations/legislation that will create potential support or barriers for local recovery efforts.*
- ☐ *Identify a contractor to handle Public Assistance and Public Assistance close out.*
- ☐ *Validate and reassess locations in the County for a Disaster Recovery Center (DRC).*
- ☐ *Ensure that current plans, policies, and procedures include information on aiding those with disabilities, functional, and access needs during recovery operations.*
- ☐ *Review existing financial system policies, procedures, and supporting infrastructure to ensure effective documentation and tracking of disaster costs being generated by all departments as soon as response and recovery activities are initiated (e.g., personnel, equipment, supplies, contract services, travel etc.)*
- ☐ *Facilitate the sorting, retrieving, and packaging of disaster finance information and for cost reimbursement purposes.*
- ☐ *Develop/provide the necessary pre-event and Just-In-Time training to ensure effective and timely implementation of disaster recovery plans.*
- ☐ *Identify staff to support local damage assessment teams and provide the appropriate training to prepare teams.*
- ☐ *Pre-establish local debris monitoring and management contracts to address debris removal needs in a timely and effective manner.*

Short-term Recovery Activities

Short-term Recovery overlaps both the response and intermediate recovery actions.

- ☐ *Assess and develop a strategy for post-disaster short-, interim-, and long-term disaster recovery damages/impacts/needs of affected communities.*

- ❒ *Coordinate re-entry with municipalities, DelDOT, Delaware State Police, and Delaware National Guard.*
- ❒ *Extend and expand emergency services as needed to support the recovery mission.*
- ❒ *Provide emergency and temporary medical care and establish surveillance protocols as needed.*
- ❒ *Engage residents with disabilities, functional, and access needs to ensure that critical needs are being addressed.*
- ❒ *Ensure the provision of counseling and behavioral health services to impacted populations through the Sussex County Health Department.*
- ❒ *Initiate the damage assessment process, including informal "windshield assessments" as well as formal assessments of facilities.*
- ❒ *Initiate actions for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.*
- ❒ *Work with the Delaware Department of Transportation (DDOT) to identify primary transportation routes that need to be cleared of debris.*
- ❒ *Assess infrastructure damages and work to establish temporary or interim infrastructure to support local business reopening*
- ❒ *Review and brief department staff on disaster assistance available under the Stafford Act, Small Business Administration (SBA), and other applicable disaster assistance programs. Explain associated program requirements relating to cost reimbursement, documentation, and procurement.*
- ❒ *Maintain contact with utility providers to determine when major utilities will be restored.*
- ❒ *Work with the business community to monitor which ones have reopened.*
- ❒ *Request outside assistance as necessary.*
- ❒ *Monitor recovery operations to ensure compliance with all applicable laws, regulations, policies, and programmatic requirements.*
- ❒ *Document and track all expenditures during the recovery process.*

Intermediate Recovery Activities

In this phase, vital services have been restored, but the community has not returned to "normal."

- ❒ *Aid the affected population with financial assistance concerning property repairs and other aspects of case management through local assistance centers (crisis counseling, transportation, etc.).*
- ❒ *Coordinate with housing authorities, housing associations, and other housing stakeholders to determine potential locations for the temporary placement of residents.*
- ❒ *Develop transportation restoration and rebuilding plans for increased resiliency.*
- ❒ *Ensure that environmental and historical preservation laws and executive orders are met.*
- ❒ *Utilize the Recovery organization to review the community's rebuilding and resiliency goals.*
- ❒ *Ensure that all new construction done by volunteers meets building codes.*
- ❒ *Through Disaster Recovery Centers (DRCs), conduct community outreach and education to inform the public of mitigation opportunities to increase community resilience.*
- ❒ *Provide businesses with recovery and mitigation resources.*

Long-term Recovery Activities

Long-term recovery consists of those activities and ongoing projects that return a community to a sense of "normalcy."

- ❏ *Conduct ongoing monitoring of acute and chronic effects to the environment as a result of the long-term implications.*
- ❏ *Re-establish public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base.*
- ❏ *Prioritize long-term services required for at-risk populations, including social, medical and mental/behavioral health needs.*
- ❏ *Remediate areas where hazardous material releases have occurred.*
- ❏ *Transition remaining sheltered and interim housing populations to permanent housing.*
- ❏ *Identify mitigation initiatives following long-term recovery.*
- ❏ *Update community-based resource directories to reflect changes and newly discovered resources for future preparedness planning.*

ASSIGNMENT OF RESPONSIBILITIES

Emergency Management Director and Deputy Director

- *Ensure that all members of the recovery coordinating structure are aware of their roles and responsibilities during recovery operations.*
- *Engage the faith-based and volunteer community before disaster strikes and incorporating them into the recovery structure.*
- *Incorporate critical mitigation, resilience, sustainability and accessibility building measures into the recovery plans and efforts.*
- *Ensure that planning efforts are inclusive of those with disabilities, and access and functional needs.*
- *Keep the public informed of the recovery process and remain transparent.*
- *Communicate the importance of administrative and documentation requirements that will be necessary in the event of a Presidentially declared disaster.*
- *Make recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.*

EOC Policy Group

- *Direct all recovery policy decisions.*
- *Assist the Emergency Management Director in developing strategic goals for recovery operations in the County.*
- *Assume the role of the Recovery Policy Advisory Board during recovery operations.*

EOC Manager

- *Facilitate the development of recovery goals.*
- *Serve as a liaison between the Director of Emergency Management and the EOC staff.*

- *Serve as the primary liaison to other outside emergency management agencies to keep them informed on the ongoing recovery operations.*

Liaison Officer
- *Serve as the point of contact for representatives of assisting and cooperating agencies and organization.*
- *Support incoming staff assigned to Recovery Support Functions (RSFs).*
- *Coordinate intergovernmental/inter-department deployments to support recovery efforts.*
- *Interact with representatives from local, state, and Federal agencies that are supporting or providing direct assistance to the recovery effort.*

Legal Advisor
- *Provide counsel to the RSFs on the legal implications of operational mission assignment and develop any special legislation or orders that support the overall Recovery mission.*
- *Provide guidance on recovery goals, objectives or tactics that may be impacted by statutes, or regulations.*
- *Advise the RSFs on other legal matters, as requested.*
- *Coordinate with the Public Information Officer (PIO) to review press releases and public statements for legal implications, and provide revised language as needed.*

Public Information Officer
- *Serve as the official spokesperson for the Sussex County during recovery.*
- *Respond to all media and general public inquiries.*
- *Maintain the appropriate flow of information about recovery operations to the media for public dissemination through public information releases via multiple channels.*
- *Identify alternate means of communication in the event traditional methods and alternate formats for communication are insufficient because of utility outages or the communicated needs of people with special need and/or disabilities.*
- *Develop a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the recovery unit and the public.*
- *Identify communications tools, outlets, and messaging to ensure a coordinated approach to public information.*

Safety Officer
- *Monitor and assess hazardous and unsafe working situations, and develop methods for assuring personnel safety throughout recovery.*
- *Collect and compile all risk information associated with the execution of recovery mission assignments.*
- *Help develop the safety messaging for recovery operations.*

Operations Section Chief

- *Execute the mission of the recovery with the RSFs.*
- *Activate and deactivate RSFs as needed for recovery operations.*
- *Oversee the RSFs throughout the recovery mission.*
- *Determine resource needs for managing the County's recovery activities.*
- *Participate in damage and impact assessments with other recovery partners.*
- *Ensure inclusiveness in the community recovery process, including persons with disabilities and limited English proficiency.*
- *Communicate recovery priorities to local, State and Federal governments and other recovery stakeholders and supporters.*
- *Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely and well-executed recovery.*
- *Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.*

Planning Section Chief

- *Collect, evaluate, disseminate, and document information about recovery operations and status of resources.*
- *Develop Incident Action Plan for recovery operations.*
- *Compile and report on damage assessment data using the Initial Damage Assessment Report Form.*
- *Develop recovery plans using the Recovery "R".*
- *Monitor and document decision-making and action planning around recovery to ensure it is fair and equitable.*
- *Organize recovery planning processes, which includes individuals with disabilities and others with access issues, seniors and members of underserved communities, to fully engage constituents' input; lead the development of the community's recovery visions, priorities, resources, capability and capacity.*
- *Coordinate the development of the recovery effort After Action Report (AAR).*
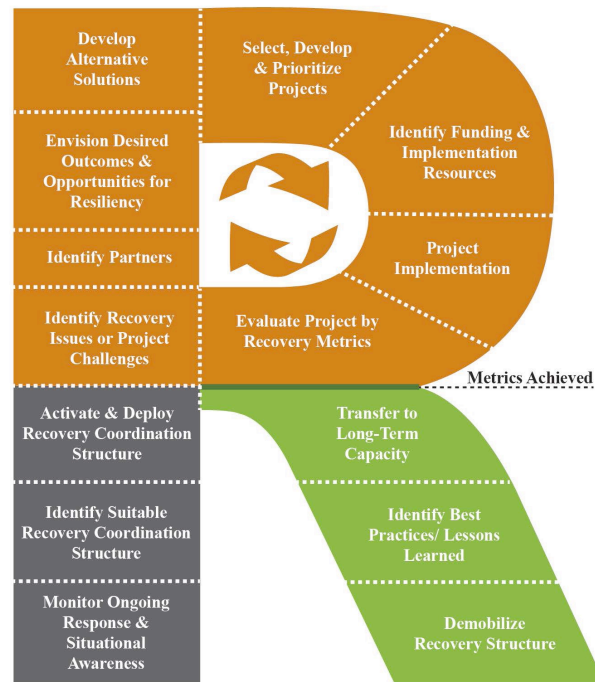
Logistics Section Chief

- *Provide all support needs to aid in the community's recovery and order all resources as requested by those dealing with the recovery.*
- *Help identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications and information technical support throughout the recovery.*
- *Establish, support, and maintain any physical sites that are established.*

Finance/Admin Section Chief

- *Process vouchers, timesheets, and paystubs.*
- *Approve vehicles and lodging for staff who may need it.*
- *Provide training on and issue purchasing cards to staff and secure advances when necessary.*
- *Track and coordinate payment for recovery supplies and services.*
- *Maintain expenditure records for federal recovery programs.*

RECOVERY SUPPORT FUNCTIONS

Recovery Support Function (RSF) Branches may be established within the Operations Section at the discretion of the Operations Section Chief. The recovery objectives will in large part be accomplished by staff at this level, working out of existing county departments or in private or non-profit sector organizations, under the direction and coordination of the recover organization staff, RSFs or Recovery Policy Advisory Board.

The RSF Branches identified in this Plan are consistent with the Federal National Disaster Recovery Framework (NDRF). Depending on the scale of the incident and on recovery objectives, RSFs will include a variety of pre-identified Departments and partner agencies.

Depending on the scope and scale of the incident, only those RSF Branches determined to be necessary will be activated. RSF Leads, as designated by the incident, may remain in their home Department or Office or be detailed part- or full-time from their home Department or Office to the temporary recovery organization, depending on the scope and scale of the incident.

The RSF Branches are:

- *Community Planning and Capacity Building;*
- *Economic Recovery;*
- *Fiscal Recovery;*
- *Health and Social Services;*
- *Housing;*
- *Infrastructure Systems; and*
- *Natural and Cultural Resources.*

RSF LEADS

Depending on the scale of the incident, the RSFs may need to designate an RSF Lead. Each RSF Lead will serve as the primary agent to accomplish their assigned objectives within the Recovery organization. The RSF Lead will coordinate activities, resources, and identification of recovery needs within their Branch. RSF Leads are not expected to have all necessary assets, expertise, or capabilities internally; however, they are responsible for requesting, tasking, coordinating, and supporting the activities of supporting Departments and partners to accomplish assigned objectives. The RSF Leads will also coordinate with other elements of the Recovery organization through the Recovery Action Planning cycle.

Each RSF Lead will be responsible for educating supporting Departments and partners and their representative staff to the Recovery organization on Plan activation and transition from response to recovery operations. The RSF Leads will provide an initial transition briefing specific to the roles and responsibilities of their individual Branch.

SUPPORTING DEPARTMENTS AND PARTNERS

Each RSF may have supporting Departments and partners. These Departments and partners offer specific capabilities or resources that are available to support the RSF Lead in executing assigned Recovery organization objectives. Supporting Departments and partners may provide information, advice, counsel, operational support, and coordination. Departments and partners include non-profit organizations, private sector firms, community groups, state and federal agencies, and other organizations external to County government.

ADDITIONAL AND EXTERNAL RESOURCES

RSF Leads through the Operations Section Chief may request additional or external resources. The Operations Section Chief will, in cooperation with the Logistics and Finance/Admin Sections, coordinate with the larger emergency management structure to identify additional volunteer, mutual aid, and/or contracted resources.

If the need for contractor support is identified, those individuals and organizations will be managed through the established Recovery organizational structure in a way that will not compromise civil authority. Contracts will be administered by the respective contracting department, and responsibility for contractor performance will be managed by the County department under which the contractor is mobilized.

DIRECTION, CONTROL, AND COORDINATION

Sussex County will provide the primary direction, control, and coordination function for short-term recovery activities following a disaster. The primary activities and functions of local government during this phase will continue to be supported by a declaration of local emergency which provides the legal basis for necessary emergency operations.

DAMAGE ASSESSMENT

Rapid Needs Assessment

A rapid needs assessment may be the first estimation of damages sustained by the community following an event. The assessment will identify the boundaries of the disaster area(s), access points to the disaster area(s) and casualty information. This assessment provides a quick glimpse as to whether or not State and/or Federal assistance is warranted and to what extent resources are needed.

Initial Damage Assessment (IDA)

IDA can be broken into four phases:

1. ***Collection:** The County will collect damage information from public facilities and residences using a hotline or other identified method appropriate for the situation. The caller's name, address, and damages will be recorded. Public facility and residential damage information should be reported separately.*

2. ***Assessment:** Once a list of addresses has been collected, a team will go out to confirm and further define the extent of damage at each location. Damaged areas not previously reported may be identified during this process and should be recorded as well.*

3. ***Analysis:** Once all the data is collected, Emergency Management should work with the LDRM and Recovery organization to identify problem areas in the County and provide demographic information related to those areas.*

4. ***Reporting:** Within 72 hours of the event, Sussex County will provide a Cumulative Local Initial Damage Assessment Report (IDA) via WebEOC to DEMA summarizing damage to homes, businesses, and public infrastructure. Often, this information is used by the County to request a Preliminary Damage Assessment (PDA) from the State.*

Note: Sussex County utilizes the damage assessment forms from the FEMA Preliminary Damage Assessment for Individual Assistance Operations Manual (9327.2-PR) in concert with the GEOCOVE ARM360 Damage Assessment Software.

Preliminary Damage Assessment

- *Prior to the conduct of a Preliminary Damage Assessment, DEMA will confirm the information captured in the Initial Damage Assessment is complete and consistent with the programmatic assessment criteria prior to requesting a Joint Federal and State Preliminary Damage Assessment.*
- *Once the request for a Joint PDA is made, the State of Delaware will provide IDA data to the FEMA Regional Recovery Division. FEMA and DEMA will then discuss the information submitted, determine team requirements, and schedule a PDA briefing.*

- *DEMA will work with Sussex County to schedule field assessments.*
- *The damage assessment field team will include one representative from the Federal Government, one state representative, and a local representative who is familiar with the extent and location of damage in the area.*
- *PDAs are intended to validate the information captured in the IDA.*
- *PDA Teams should start with the most heavily damaged areas, both residential and public infrastructure.*
- *Once the Joint PDA has been completed, the state will review the validated information and make a recommendation to the Governor on the need to request a Stafford Act declaration. This may be developed for one or both of the FEMA Recovery programs- Public Assistance (PA) or Individual Assistance (IA).*
- *If the County or the state decides that it does not want to request Stafford Act assistance, the information collected during the PDA process can be used to request assistance from entities like the U.S. Small Business Administration.*

PUBLIC ASSISTANCE

FEMA's Public Assistance Program (PA) is designed to provide supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

The Federal share of assistance is no less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub-grantees (eligible applicants). In Delaware, the County or local jurisdiction is responsible for the 25 percent, based on the Commission on Local Governments Economic Index stress factor for individual localities.

It is important to note that volunteer utilization, if properly documented, can potentially provide up to 100% of the local match. Volunteer management becomes an important component of every focus area in this exercise. Also, a claim must be filed with any insurance the County carries prior to applying for Federal monies. The steps on the following pageare necessary for local participation in the Public Assistance program:

1. *Preliminary Damage Assessment*
2. *Governor's Request*
3. *Declaration*
4. *Applicant's Briefing*
5. *Request for Public Assistance*
6. *Kickoff Meeting*
7. *Project Formulation*
8. *Project Review*
9. *Project Funding*
10. *Program Closeout*

If these steps are completed, in accordance with FEMA guidance, The County may be approved for funding from FEMA's Public Assistance Program (PA).

- *Requests for Public Assistance must be filed with the State within 30 days from the date of the federal declaration designating the areas as eligible for PA.*
- *Program funds can be used to assist with debris removal, restoration of public infrastructure, and emergency protective measures.*
- *The County is responsible for:*
  - *Educating at least one staff member on the PA process.*
  - *Executing the local debris management plan.*
  - *Ensuring that all publicly owned government facilities are covered by the County insurance policy.*
  - *Assisting in Project Worksheet generation.*
  - *Attending applicant briefing meetings*
  - *Completing and submitting "Requests for Public Assistance" forms.*
  - *Sending a representative to the Kick-Off Meeting.*

INDIVIDUAL ASSISTANCE

Unlike the Public Assistance Program, there is not a set threshold that must be met to be eligible for Individual Assistance. However, the amount and severity of the damage, frequency of disasters in the area, economic impact, socioeconomic data of the area, and insurance coverage for the damaged structures are all taken into consideration when requesting a disaster declaration. Once the President signs a disaster declaration, it is crucial that affected individuals and businesses are made aware of available financial assistance. Press releases and outreach efforts should provide detailed instructions such as how to apply and the types of information/documentation individuals should be prepared to provide.

The Individual Assistance Program is the main program within the Individual and Households Program (IHP). This program also includes housing assistance for repairs to damaged homes, as

well as the replacement of essential goods and services such as vehicles, essential appliances, and child care through the Other Needs Assistance (ONA) category.

IHP provides financial aid or direct services to those who have necessary expenses and serious needs if they are **unable to meet the needs through other means (i.e. insurance)**. The IHP assistance maximum is adjusted each year and there are limits for some specific forms of IHP assistance. Flood insurance may be required.

The two categories of assistance available through IHP are Housing Assistance and Other Needs Assistance. Housing Assistance is provided to households to assist with disaster recovery. The first grant program a household may be eligible for is for housing needs and can be awarded for the following purposes:

- *Temporary Housing*
- *Lodging Expenses Reimbursement*
- *Repair*
- *Replacement*
- *Permanent or Semi-Permanent Housing Construction*

DEMA partners with the Delaware Department of Health and Social Services for FEMA's Other Needs Assistance program. This program has a required state share. Additional financial assistance may be available for necessary expenses and serious needs caused by the disaster. This includes:

- *Non-SBA Dependent*
    - *Disaster-related childcare expenses.*
    - *Disaster-related medical and dental expenses.*
    - *Disaster-related funeral and burial expenses.*
- *SBA Dependent (loan eligibility must be determined. If eligible for an SBA loan, the household must apply for a loan to cover these other needs).*
    - *Disaster-related damages to essential household items (room furnishings, appliances); clothing; tools (specialized or protective clothing and equipment) required for your job; necessary educational materials (computers, school books, supplies).*
    - *Fuels for primary heat source (heating oil, gas).*
    - *Clean-up items (wet/dry vacuum, dehumidifier).*
    - *Disaster-related damage to an essential vehicle.*
    - *Moving and storage expenses related to the disaster (moving and storing property to avoid additional disaster damage while disaster-related repairs are being made to the home).*
    - *Other necessary expenses or serious needs as determined by FEMA.*
    - *Other expenses that are authorized by law.*

FEMA offers additional grants to states to support local recovery efforts. Planning and training needs to be continually delivered for these Community Services Programs to be effective. These grant programs include:

- **Crisis Counseling Assistance and Training Program (CCP):** FEMA implements the CCP to fund mental health assistance and training activities in Presidentially declared major disaster areas. The Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Mental Health Services (CMHS) - Emergency Mental Health and Traumatic Stress Services Branch (EMHTSSB) works with FEMA through an interagency agreement to provide technical assistance, consultation, mental health personnel, grant administration, program oversight, and training for State and local personnel. The the CCP's mission is to assist individuals and communities in recovering from the effects of natural and human-caused disasters by providing community-based outreach and psycho-educational services.

- **Disaster Case Management Program (DCMP):** DCMP provides funding and technical assistance to ensure the delivery of holistic services to disaster survivors. The DCMP enables a whole community approach through funding support to voluntary, faith-based and nonprofit organizations.

- **Disaster Unemployment Assistance (DUA):** FEMA implements the program through an Interagency Agreement with the U.S. Department of Labor. The DUA program provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of a major disaster and who are not eligible for regular unemployment insurance benefits.

- **Disaster Legal Services:** FEMA provides free legal assistance to disaster survivors through an agreement between FEMA and the Young Lawyers Division of the American Bar Association. Legal advice is limited to cases that will not produce a fee. Cases that may generate a fee are turned over to the local lawyer referral service

DISASTER RECOVERY CENTERS (DRCS)

Sussex County will work to establish locations for a DRC following a disaster. The County will maintain a desk at the DRC to answer questions and concerns by citizens and to better coordinate individual assistance programs and issues with state and federal officials.

DEBRIS MANAGEMENT

Debris Management is the coordination of debris removal, collection, and disposal following a disaster. Debris Management is essential to mitigate potential threats to the health, safety, and welfare of the impacted citizens; expedite recovery efforts in the impacted area; and address any threat of significant damage to improved public or private property.

DelDOT is responsible for debris management and removal in Delaware and will coordinate with Sussex County Emergency Operations for debris removal sites.

DEMA, DelDOT, and FEMA coordinate the technical and financial assistance to support debris management operations of eligible applicants at the state and local level.

Debris Management support entails removing debris from public property and rights-of-way, enabling vehicle access and reinstituting traffic patterns, minimizing health risks that might result from disaster debris, and disposing of debris in the most efficient, effective, and permissible manner

Debris removal and management also supports the damage assessment process as well as providing critical and emergency services to the community.

- *It is important to be aware of the logistical and environmental challenges of debris collection. Debris should be separated into different types, including household waste, hazardous materials (paint, chemicals, etc.), organic/vegetative debris, appliances, and other types. Not all debris can be collected at large debris sites.*
- *DelDOT is responsible for coordinating debris removal operations involving property under its authority as well as from private property when deemed in the public's interest at the request of the Sussex County Emergency Operations Department.*

COMMUNICATIONS

During recovery operations, communication between Sussex County departments and their partners will be crucial. Teams working outside of the EOC to conduct recovery operations will maintain communication with the EOC using telephones, email, or WebEOC.

INTERNAL COMMUNICATIONS

Sussex County will be responsible for the organization and structure of internal communications (i.e., among the recovery stakeholders). This function may address key issues such as:

- *Communication activities that will be needed and who will be responsible for those activities.*
- *Effective communication with elected officials.*
- *Methods of sharing information, including management of sensitive issues.*
- *Resource levels that may be needed.*

Internal communications methods will include the following:

- *WebEOC;*
- *Telephone;*
- *Radios;*
- *E-Mail; and*
- *SMS text messages.*

The County recognizes that sufficient communications will not always be available and that no-tech, low-tech, and high-tech communications strategies may need to be implemented.

EXTERNAL COMMUNICATIONS

Sussex County will take the lead role for the coordination and dissemination of recovery information to County residents. Information will be shared with the other local, Regional, and State PIOs to ensure consistent messaging. Social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats to ensure that the entire affected population receives sufficient content and detail.

Methods used to communicate with and disseminate information to the public will include:

- *Radio;*
- *Television;*
- *Social Media;*
- *Flyers; and*
- *Word of mouth.*

ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION AND FINANCE

It is paramount that detailed records are kept and backed up with documentation that supports the incurred disaster event-related cost. Costs that should be tracked include but are not limited to personnel hours, supplies, materials, equipment, and expendable resources (such as fuel). This detailed cost-tracking approach is necessary for obtaining State and/or Federal disaster declarations, reimbursements, and payments for staff and projects during recovery. Each program should be reviewed carefully to determine eligibility of damages and expenses.

Qualifying for and obtaining assistance from the State and Federal government relates directly to the approach and details of cost tracking. The County may need to modify existing accounting systems and develop documentation protocols that can meet both ongoing operational requirements and provide sufficient documentation to justify claims for FEMA and insurance.

Departments and agencies should employ their own internal process for recording and documenting expenditures throughout the incident. All recovery-related records must be kept for a minimum of five years following the last action on the disaster application. All department/agency cost tracking processes must be consistent with the jurisdiction's overall disaster recovery policy and procedures.

Financial personnel will gather ICS 214 forms regularly throughout the event to determine total expenses incurred by the County and the daily "burn rate."

DOCUMENTATION

At a minimum, Sussex County should maintain the following documentation to ensure maximum reimbursement and financial assistance:

- *Equipment cards;*
- *Journal vouchers;*
- *Material requisitions;*
- *Purchase orders;*
- *Timesheets; and*
- *Warrants.*

Sussex County must include the following documentation when making a formal request for assistance or reimbursement:

- *Copy of the local proclamation (if required);*
- *Initial damage estimate for debris removal, emergency work, and repairing or replacing damaged facilities (note: the cost of compliance with building codes for new construction, repair and restoration should also be documented);*
- *Written request/resolution by a designated official;*
- *Type of disaster;*
- *Date of occurrence and whether the situation is continuing;*

- *Areas affected; and*
- *Type of assistance needed.*

DEACTIVATION/DEMOBILIZATION

Recovery staff and assets may be deactivated and/or returned to normal operations at the discretion of the LDRM in coordination with the County Administrator. This determination may be based on completion of operational objectives, the ability to accomplished objectives without support or coordination from the Recovery organization, or the County's return to a "new normal."

After the Recovery organization is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Community Recovery Plan will revert to a designated Lead Agency and/or be transferred (by incorporation) to non-disaster planning and implementation mechanisms.

Overall deactivation of the Plan and demobilization of the Recovery organization will be at the discretion of the County Administrator, advised by the LDRM and the Recovery Policy Advisory Board.

PLAN MAINTENANCE, TRAINING, AND EXERCISE

PLAN MAINTENANCE

Sussex County will regularly review and update the Sussex County Recovery Annex and its attachments. Changes will be made to the Recovery Annex and its attachments, as warranted, and major revisions will be published when required or on an annual basis. Records of changes and distribution will be maintained through Sussex County Emergency Operations Department. These changes will be coordinated, as necessary, among the County, other jurisdictions, and the State.

This Plan should be activated at least once a year in the form of an exercise of a simulated emergency, regardless of actual events, in order to provide practical controlled experience to those who have recovery responsibilities. An AAR will be conducted, as deemed necessary, following exercises and actual events.

TRAINING

Specific County agency and allied non-governmental organizational staff will receive training relating to their responsibilities under the Plan. Sussex County Emergency Operations Department will coordinate recovery training and will identify additional technical assistance or subject matter expertise to assist. Agencies and organizations with responsibilities identified in the Plan should ensure that they are incorporated into their organization's regular emergency management training.

Specific training may include, but not be limited to, the following:

- *Use of Public Assistance, Individual Assistance, Small Business Administration (SBA), Community Development Block Grant (CDBG), and other disaster grants and loans;*
- *Hazard mitigation construction techniques and Hazard Mitigation Grant Program (HMGP) grant guidelines;*
- *Expedited permitting procedures;*
- *Position-specific Incident Command System (ICS) training, including special considerations for recovery;*
- *Substantial damage determination procedures;*
- *Disaster housing assistance programs and local temporary housing plans;*
- *Business continuity planning and business assistance programs;*
- *Transition from the Emergency Operations Plan (EOP) to the Recovery Plan;*
- *Organization of recovery activities under the Recovery Plan;*
- *Establishment and operation of the Recovery organization; and*
- *Roles and responsibilities under the Recovery Plan.*

EXERCISES

Recovery exercises will be incorporated into the Sussex County long-term exercise planning cycle. Whenever possible, recovery exercises will include partners from all aspects of the recovery process.

Attachment 1: Recovery Support Functions

Sussex County will be divided into Recovery Support Functions (RSFs) following an incident to address the core capabilities as identified in the Recovery Mission Area. Each RSF will ensure that recovery is addressed from a comprehensive and organized methodology.

RECOVERY SUPPORT FUNCTIONS ASSIGNMENT OF RESPONSIBILITIES

Recovery Support Functions (RSFs) group types of recovery activities and responsibilities that County departments are likely to need following a disaster.

RSF 1: Community Planning and Capacity Building

The Community Planning and Capacity Building RSF is responsible for engaging the whole community and implementing recovery operations.

Responsible Entities: *Sussex County Emergency Operations, Sussex County Community Development Department, Sussex County Administrator, Sussex County Council, Sussex County Economic Development, and Sussex County Planning and Zoning.*

Preparedness Activities

- *Build and maintain a recovery organization that will support local recovery efforts following a disaster or emergency.*
- *Integrate mitigation, recovery and other pre-disaster plans and activities into existing County and State community-wide planning and development activities, such as comprehensive plans, land use plans, economic development plans, affordable housing plans, zoning ordinances and other development regulations.*
- *Coordinate educational and cross-training opportunities for key participants in community recovery planning and capacity support including, but not limited to: emergency managers; board of supervisors; planning, economic development and other local officials; and nonprofit and private sector partners for recovery.*
- *Maintain pre-disaster maps, photos and other documents for County buildings, infrastructure, facilities, parks, etc.*
- *Train employees on how to conduct and document an impact assessment.*
- *Determine and assess support services available through both public and private resources.*
- *Prepare ordinances and/or legislation that provide for the deferral of locally-generated and State-imposed development and building permit fees, subject to fee schedule and backed by liens and assessments, taking into account the possibility of sliding fee scales based on factors such as differential damage levels and/or revenue potential and including appeal criteria for hardship situations.*
- *Identify and prioritize County government essential functions.*
- *Be familiar with the authority, situation, and procedures for issuing a Local Emergency Declaration, and for requesting through the County a State of Emergency proclamation.*
- *Provide education and training opportunities for County entities engaged in community recovery activities.*

Recovery Operations

- *Communicate recovery plans early to key policymakers, elected officials, and the public, including providing information about the status of reconstructions and rebuilding processes and plans.*
- *Identify and prioritize at-risk populations for reunification and restoration of services, including persons with disabilities and other with access and functional needs.*
- *Maintain robust and accessible communications throughout the recovery process with all partners to ensure ongoing dialogue and information sharing.*
- *Develop applicable policies and procedures to assist in the recovery process.*
- *Extend the State of Emergency if needed to assist in recovery operations.*
- *Determine the need to set up Points of Distribution (PODs).*
- *Maintain consistent counts of injuries and fatalities.*
- *Determine what infrastructure and essential services are required to continue or reestablish critical government services.*

RSF 2: Economic Recovery

The Economic Recovery RSF is responsible for working with community leadership to director long-term economic recovery efforts. This RSF encourages reinvestment into the community and facilitates private sector lending and borrowing.

Responsible Entities: *Sussex County Emergency Operations, Sussex County Administrator, Sussex County Economic Development, and the Sussex County Finance Department*

Preparedness Activities

- *Address weaknesses and threats in the local economy.*
- *Prepare County Continuity of Operations Plans (COOP) to ensure continuity of county operations.*
- *Identify any statutory, regulatory or policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery.*
- *Leverage mitigation programs to create strong communities resilient to disasters.*
- *Work with State and local officials to implement disaster resistant building codes, incentivize business and individual pre-disaster mitigation, and manage preparedness activities.*
- *Determine a screening process for getting essential business owners (pharmaceutical, grocery, etc.) special access cards to re-enter the community following a disaster.*
- *Maintain a list of local businesses and associations as well as points of contact.*
- *Identify essential businesses that should receive priority for reopening that are necessary for other businesses to open.*
- *Seek innovative solutions to address preparedness, mitigation, and resilience issues before a disaster strikes including comprehensive land use policy.*
- *Devise a communication strategy between local government and the local business community on how you will communicate during a disaster.*

- *Encourage and educate local businesses on how to develop a Continuity of Operations Plan (COOP).*

<u>*Recovery Activities*</u>

- *Work with law enforcement to get essential employees through the barricades so they can return to work.*
- *Consider waiving curfews for businesses to replenish store supplies at night.*
- *Determine compromised business areas in coordination with police operations.*
- *Work with the business community to determine which have re-opened for business.*
- *Pursue Federal and other assistance sources for businesses impacted by the event.*
- *Schedule public meetings that explain economic redevelopment plans, activities, and priorities.*
- *Develop pre-scripted messaging encouraging businesses to return to the area if possible.*
- *Incorporate mitigation measures into redevelopment following a disaster to build the community back stronger to minimize future risk.*
- *Assist the private sector with developing business continuity plans and industry cooperative agreements to ensure resiliency and redundant approaches to bringing resources into the impacted areas.*
- *Stress supply chain management as an element of private sector continuity planning.*
- *Conduct an economic impact assessment to assess both physical damages and economic damage to industry and the local economy.*
- *Facilitate the reestablishment of essential commercial services (food, pharmaceutical, banks, fuel, etc.) and necessary utilities in locations near population concentrations.*
- *Consider establishing a business recovery center to help local companies get assistance to reopen or stay open.*
- *Work with the chamber of commerce to provide relevant, timely information on response and recovery efforts through their business networks.*

RSF 3: Fiscal Recovery

The Fiscal Recovery RSF aids in the progression from direct Federal financial assistance to community self-sustainment.

Responsible Entities: *Sussex County Administrator, Sussex County Economic Development Department, and Sussex County Finance Department*

<u>*Preparedness Activities*</u>

- *Establish and maintain a system to identify and compile incident costs for State and Federal reimbursements.*
- *Participate in disaster assistance training.*
- *Familiarize RSF members with the authorities, work eligibility, cost eligibility, application procedures, and FEMA project worksheet.*
- *Establish accounting and documentation procedures for recovery activities.*
- *Review the County's insurance policies and programs.*

- *Set up rules in local policies and procedures identifying persons/positions and their authorities to make expenditures.*
- *Establish pre-approved emergency contracts that can be implemented as needed, not as a result of a local proclamation.*

<u>*Recovery Activities*</u>

- *Maintain reliable and accessible communications throughout the recovery process between State and Federal Government and all other partners to ensure ongoing dialogue and information sharing.*
- *Ensure the procurement of outside resources or use of contractors to assist with recovery operations is compliant with County finance and procurement processes.*

RSF 4: Health and Social Services

The Health and Social Services RSF will help restore and improve health and social services amongst governmental, private and nonprofit providers to promote resilience, health, independence, and well-being of the whole community.

Responsible Entities: *Delaware Department of Health and Social Services and the American Red Cross*

<u>*Preparedness Activities*</u>

- *Inventory shelter supplies to ensure they are sufficient for shelter operations in the County.*
- *Develop and distribute public education information concerning the use of untreated water, contaminated food, and other unsanitary practices following a disaster.*
- *Develop strategies to address recovery issues for health, behavioral health and social services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, and people with limited English proficiency and underserved populations.*
- *Coordinate with the ARC and regional partners for shelter supply totals and shelter trainings.*
- *Participate in annual shelter training and exercises.*

<u>*Recovery Activities*</u>

- *Develop an initial public health hazard assessment.*
- *Identify alternate housing options if housing is not available for returning residents with access and functional needs.*
- *Set up first aid stations as needed to support residents returning to the area.*
- *Set up alternate care sites if the hospital is damaged.*
- *Determine if water is safe for drinking and issue boil water notices as appropriate.*
- *Health PIO should provide action items for residents of the County regarding health issues.*
- *Bring in disaster behavioral health specialists as appropriate for the incident.*
- *Work to get shelters closed and schools reopened as quickly as possible.*
- *Monitor for high-risk infectious disease areas.*

- *Provide crisis counseling for disaster victims and first responders.*
- *Reconnect displaced populations with essential health and social services.*
- *Protect the health of the population and response and recovery workers from the longer-term effects of a post-disaster environment.*

RSF 5: Housing

The Housing RSF is responsible for implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Responsible Entities: *Sussex County Emergency Operations, Sussex County Community Development Housing, Sussex County Planning and Zoning, and the Delaware Housing Authority*

<u>Preparedness Activities</u>

- *Develop a housing recovery strategy for the County.*
- *Establish standards, codes, ordinances, and permit requirements that will apply to replacement housing.*
- *Work with other County departments to determine potential sites that could serve as interim housing locations.*
- *Encourage residents to review their insurance policies to see if alternate living expenses are covered, and to determine if they carry replacement value coverage.*
- *Identify strategies and options that address a broad range of disaster housing issues such as those dealing with planning, zoning, design, production, logistics, codes and financing.*
- *Build accessibility, resilience, sustainability and mitigation measures into identified housing recovery strategies.*

<u>Recovery Operations</u>

- *Transitional from Shelter to Interim Housing*
  - *Preparedness*
    - *Incorporate faith-based and other nonprofit organizations to help homeowners rebuild when possible.*
    - *Integrate the private sector into planning activities to help communicate priorities and direction for the jurisdiction. Consider coordinating with property owners to establish post-disaster lease agreements at a lower rate.*
    - *Develop relationships with rental companies to develop strategies for communicating with seasonal residents.*
  - *Recovery*
    - *Identify available permanent housing solutions as soon as possible to keep from moving people from shelter to interim housing to short-term housing to permanent housing.*
    - *Keep shelters open until those who remain have secured other types of interim housing options.*
    - *Tag residential structures for habitability.*

- *Interim Housing*
  - ○ *Preparedness*
    - ▪ *Complete an inventory of possible temporary housing sites including open spaces, schools, etc., and the capabilities and features of each possible temporary housing site and update regularly.*
    - ▪ *Identify and implement housing to rebuild and renew the community, since interim-housing decisions can have a profound impact on the direction and character of permanent housing.*
  - ○ *Recovery*
    - ▪ *Consider use of open spaces in parks that already have sewer and water infrastructure in place.*
    - ▪ *Identify temporary large group housing to facilitate rapid closure of emergency shelters.*
    - ▪ *Implement the process and procedures of developing a nontraditional shelter site after an event.*
- *Permanent Housing*
  - ○ *Preparedness*
    - ▪ *Consider the development of a reconstruction task force to oversee the strategic approach for permanent housing.*
    - ▪ *Use pre-established housing codes to determine minimal habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event.*
    - ▪ *Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement-housing program.*
    - ▪ *New housing must consider community services and the key players for this need to be identified and coordinated with beforehand for requirements and considerations.*
    - ▪ *People with disabilities and other access and functional needs should be included as an integral part of the planning process.*
  - ○ *Recovery*
    - ▪ *Develop long-term housing and relocation strategies; including available and affordable housing.*
    - ▪ *Maximize available housing stock through contact with local property management companies by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by property owners.*
- *Building, Permitting, Inspections, and Building Codes*
  - ○ *Preparedness*
    - ▪ *Address regulatory and statutory challenges that may occur as a result of the disaster.*
    - ▪ *Determine criteria for assessing the condition of damaged structures for the jurisdiction prior to a disaster.*

- Identify and plan for central coordination of inspections by all required agencies.
- Identify emergency permitting requirements for movement of temporary housing solutions, such as travel trailers.
  - o Recovery
    - As appropriate, relax or waive local laws, regulations, or building codes to help return residents to homes that may have slight and no-life threatening damages.
    - Consider relocating residential zones if severe damage to infrastructure exists in highly hazardous locations, Damage to potable water, sewer, and flood control infrastructure can weaken a community's ability to recover and affect decisions on and timing of housing restoration or replacement.
    - Shift to inspections focused on safety versus compliance to expedite return to damaged homes.

RSF 6: Infrastructure Systems

The Infrastructure Systems RSF helps to efficiently restore infrastructure systems and services to support a viable, sustainable community, and improve resilience to and protection from future hazards.

Responsible Entities: Sussex County Emergency Operations Department, Delmarva Power, Delaware Electric Cooperative, Sussex County Engineering Department, Sussex County GIS Division, Sussex County Information Technology Department, Sussex County Facilities Management Department, Sussex County Building Code Department

Preparedness Activities

- Identify relevant statutory and/or regulatory programs, potential capabilities and/or limiting factors pertaining to recovery support for infrastructure systems.
- Develop private-public partnerships to facilitate coordination and information sharing among all levels of government and private sector owners and operators of critical infrastructure.
- Encourage businesses to develop business continuity of operations and restoration plans that take into account worker safety and potential worker availability.
- Develop a pre-disaster inventory of critical facilities and include photos of the facility.
- Work with partners to identify critical facilities and ensure considerations are made to reduce risk pre- and post-disaster.
- Develop a restoration plan to restore County utility services, streets, sewage, and solid waste disposal.
- Develop a resource inventory of qualified and trained personnel: engineers, architects, building officials, and building inspectors.
- Establish policies for the occupation of damaged structures.
- Establish and maintain mutual aid agreements with inspector and personnel to assist with post-disaster permitting and plan review.

- *Determine how permits will be issued following a disaster (types of permits, conditions under which permits will be issued, location for issuing permits, etc.)*
- *Coordinate animal control and dead animal disposal.*
- *Develop and maintain a debris management plan.*

Recovery Operations

- *Conduct emergency road clearing, search and rescue, and assess utilities infrastructure.*
- *Conduct debris clearing, removal, and disposal operations*
- *Conduct debris-monitoring operations to ensure compliance with applicable federal guidelines and to assure maximum federal cost reimbursement.*
- *Determine if water and sewer systems are still functioning.*
- *Provide the public information on any water restrictions that might result from the incident.*
- *Compile information on roads that are blocked and impassable.*
- *Conduct initial damage assessments of homes, businesses, and public structures.*
- *Provide initial damage assessment information to Command and PIO staff.*
- *Conduct public facility inspections within 7-10 days.*
- *Assign law enforcement officers to secure damaged buildings or utilize mutual aid resources.*
- *Return sewer and water plants to working order as soon as possible.*
- *Determine the need for outside assistance and contractual support.*
- *Set a firm schedule and sequenced time structure for future infrastructure recovery projects.*

RSF 7: Natural and Cultural Resources

The Natural and Cultural Resources RSF helps to protect natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities in compliance with appropriate environmental and cultural resource laws.

Responsible Entities: *Sussex County Environmental Services Division, Sussex County Historic Preservation Department, Sussex County Planning and Zoning Department*

Preparedness Activities

- *Pre-identify sites for emergency housing i.e. parks, schools, private retail space, etc.*
- *Identify historic buildings and sites.*
- *Work with preservation groups to identify funding sources available for repair work on historic buildings.*
- *Determine if the County would be able to modify or waive permits and fees for repair of historic buildings.*
- *Decide if County needs to modify zoning requirements to facilitate repair of historic buildings.*

Recovery Operations

- *Repair and restore waterways, parks, and land conservation area.*
- *Protect any threatened or endangered wildlife.*
- *Identify opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.*
- *Address government policy and department program issues, gaps and inconsistencies related to natural and cultural resource issues*
- *Help the local community leverage opportunities inherent in recovery to mitigate impacts on environmental or cultural resources.*

Attachment 2: Recovery Checklists

SHORT-TERM RECOVERY CHECKLIST

The initial actions for short-term recovery center on accurate situational awareness and getting the recovery group organized. When there is a disaster event that is of such a magnitude that coordination efforts will be needed for recovery, implement the following actions:

- ❑ *Fully activate the LDRM and the Recovery organization.*

- ❑ *Develop a strategy for post-disaster short, interim and long-term disaster recovery damages/impacts/needs of affected communities.*

- ❑ *Have County departments collect information on their ability to sustain agency operations.*

- ❑ *Collect information on damages, duration and impact from the following:*

  - • *Utility Providers*

  - • *Social, medical and health services*

  - • *Transportation routes and services*

  - • *Debris issues*

  - • *Sussex County Government Operations*

  - • *Private sector retail and wholesale providers*

  - • *Schools*

  - • *Others*

- ❑ *Work with DDOT to have debris cleared from primary transportation routes.*

- ❑ *Work with the business community to determine which have re-opened for business. Develop information for the public on the recovery process and progress.*

- ❑ *Reach out to members of the community with access and functional needs to make sure critical needs are being met.*

- ❑ *Coordinate with other local jurisdictions and the State on their recovery efforts.*

- ❑ *Begin developing a plan to transition from response to recovery when emergency lifesaving activities wind down.*

LONG-TERM RECOVERY CHECKLIST

As emergency issues are resolved and the community works to return to the new post disaster "normal", the general priority is to continue accurate situational awareness and to sustain the recovery group operations. As the community transitions to long term recovery, implement the following actions:

❑ *Ensure enough people and the right Departments are assigned to Recovery Support Functions.*

❑ *Continue to collect information on progress, duration, and impact of the following:*

- *Utility Providers*

- *Social, medical, and health services*

- *Transportation route and services*

- *Debris issues*

- *Government operations*

- *Private sector retail and wholesale providers*

- *Schools*

- *Others*

❑ *Assist the affected population with financial assistance concerning property repairs.*

❑ *Determine potential locations for temporary placement of residents.*

❑ *Continue to coordinate with adjacent counties and the State.*

❑ *Seek regional coordination and solutions where appropriate.*

❑ *Facilitate public involvement in the recovery process.*

❑ *Develop public/private partnerships to strengthen recovery efforts.*

❑ *Refer to Mitigation Plans for ways to build resiliency.*

❑ *Continue to provide information for the public on the recovery process.*

❑ *Prioritize long-term services for at-risk populations.*

Attachment 3: Preliminary Damage Assessment Checklist

- ❑ *Establish a local damage assessment team and assign roles.*

- ❑ *Familiarize the team with risk and vulnerability assessment data in the County.*

- ❑ *Determine functional roles and responsibilities of County personnel assisting in the damage assessment process.*

- ❑ *Identify resources necessary to conduct local damage assessment.*

- ❑ *Identify damage assessment zones.*

- ❑ *Establish local, defined standards for damage assessment (i.e. 4-point scale).*

- ❑ *Train and exercise the damage assessment process.*

- ❑ *Create and maintain a list of potential Public Assistance/Infrastructure applicants.*

- ❑ *Train Applicants on damage assessment procedures and forms*

- ❑ *Collect damage information including:*

    - *Stafford Act*
    - *Federal Disaster Preparedness and Response Act of 1993*
    - *Post-Katrina Emergency Management Reform Act (PKEMRA)*
    - *Current Administrator Orders*
    - *Regulations, policies, and procedures governing Federal disaster assistance programs*

- ❑ *Collect damage information from Rapid Needs Assessment reports.*

- ❑ *Determine if the damage warrants a joint PDA.*

- ❑ *Collect supplies and contact information including:*

    - *Review information and handout with PDA team members*

    - *Make necessary travel and lodging arrangements*

    - *Contact individuals who will be conducting the assessment*

    - *Identify potential Public Assistance/Infrastructure damages*

    - *Initiate Project Worksheets (PWs)*

    - *Capture Applicant damages, narratives, and impact statements*

    - *Determine County threshold (Population x CPI factor) = County Disaster Threshold*

- ❑ *Collate damage data for the County.*

- ❑ *Update existing Damage Assessment information as new information becomes available.*

- *If damage threshold meets FEMA threshold, ensure the Delaware Emergency Management Agency (DEMA) requests a Joint Preliminary Damage Assessment (JPDA).*

- *Provide a representative to join the JPDA team.*

- *If a declaration is received, the County Emergency Manager must inform applicants of the Applicant Briefing schedule.*

- *A County representative should plan to attend the Applicant briefings.*

Attachment 4: Public Assistance Project Categories

CATEGORY A: DEBRIS REMOVAL

FEMA can assist you with funding for the clearance, removal, and/ or disposal of items such as trees, woody debris, sand, mud, silt, gravel, damaged building components and contents, wreckage produced during the conduct of emergency work, and other disaster-related debris. For debris removal to be eligible, the work must be necessary to:

- *Eliminate an immediate threat to lives or public health and safety*
- *Eliminate immediate threats of significant damage to improved public or private property when the measures are cost effective*
- *Ensure the economic recovery of the affected community to the benefit of the community-at-large*
- *Mitigate the risk to life and property by removing substantially damaged structures as needed to convert property acquired using FEMA hazard mitigation program funds to uses compatible with open space, recreation, and wetland management practices*

Debris removal is the responsibility of government agencies. If necessary, your FEMA PAC Crew Leader can advise you on the few situations in which debris removal by PNP organizations may be eligible.

CATEGORY B: EMERGENCY PROTECTIVE MEASURES

FEMA can also help pay for actions taken by the community (almost always government agencies) before, during, and after a disaster to save lives, protect public health and safety, and prevent damage to improved public and private property. Examples of measures that may be eligible include:

- *Warning of risks and hazards*
- *Search and rescue*
- *Emergency evacuations*
- *Emergency mass care*
- *Rescue, evacuation, transportation, care, shelter, and essential needs for humans affected by the outbreak and spread of an influenza pandemic*
- *Protection for an eligible facility*
- *Security in the disaster area*
- *Provision of food, water, ice, and other essential items at central distribution points*
- *Temporary generators for facilities that provide health and safety services*
- *Rescue, care, shelter, and essential needs for household pets and service animals if claimed by a State or local government*
- *Temporary facilities for schools and essential community services*
- *Emergency operations centers to coordinate and direct the response to a disaster*
- *Demolition and removal of public and private buildings and structures that pose an immediate threat to the safety of the general public*

- *Removal of health and safety hazards*
- *Construction of emergency protection measures to protect lives or improved property (for example, temporary levees)*
- *Emergency measures to prevent further damage to an otherwise eligible facility (for example, boarding windows)*
- *Restoration of access*
- *Inspections if necessary to determine whether structures pose an immediate threat to public health or safety*

CATEGORIES C-G: PERMANENT WORK

FEMA can also help pay to restore facilities through repair or restoration to pre-disaster design, function, and capacity in accordance with codes or standards.

- ***Roads and Bridges (Category C):*** *Roads (paved, gravel, and dirt) are eligible for permanent repair or replacement, unless they are Federal Aid roads (which are supported by the FHWA). Eligible work includes repair to surfaces, bases, shoulders, ditches, culverts, low water crossings, and other features, such as guardrails. Repairs necessary as the result of normal deterioration, such as alligator cracking or rotted timbers, are considered pre-disaster damage and not eligible. Eligible work for bridges includes decking and pavement, piers, girders, abutments, slope protection, and approaches.*

- ***Water Control Facilities (Category D):*** *Permanent repairs are not eligible for flood control works and federally funded shore protective devices since the primary authority for the restoration of those facilities is with the U.S. Army Corps of Engineers and the National Resources Conservation Service. But FEMA can help with permanent repairs for other water control facilities, such as those that were built for channel alignment, recreation, navigation, land reclamation, maintenance of fish and wildlife habitat, interior drainage, irrigation, and erosion prevention. (See APPENDIX A for special requirements for PNP irrigation facilities.)*

- ***Buildings and Equipment (Category E):*** *Buildings, structural components, interior systems (e.g., electrical and mechanical systems), building contents, vehicles, and equipment are eligible for repair or replacement. Replacement of pre-disaster quantities of consumable supplies and inventory, the replacement of library books and publications, and the stabilization (but not re-creation from original sources) of damaged files are also eligible. If disaster-related mud, silt, or other accumulated debris does not pose an immediate threat but its removal is necessary to restore the building, its removal is eligible as permanent work; if it does pose an immediate threat, the disaster-related work will fall under Category A (Debris Removal).*

- ***Utilities (Category F):*** *The repair or restoration of utilities is also eligible. Utilities include:*
  - *Water treatment plants and delivery systems*
  - *Power generation and distribution facilities, including natural gas systems, wind turbines, generators, substations, and power lines*
  - *Sewage collection systems and treatment plants*
  - *Communications*

The County and local municipalities are responsible for determining the extent of damage to utility systems. General surveys to look for damage are not eligible, but if you discover damage, the inspection of the damaged section is eligible.

Any increased operating expenses resulting from the disaster or lost revenue are not eligible; however, the cost of establishing temporary emergency utility services in the event of a shut-down may be eligible as emergency work.

- **Parks, Recreational Areas, and Other Facilities (Category G):** *Publicly owned facilities in this category are generally eligible. They include:*
    - *Playground and picnic equipment*
    - *Swimming pools, golf courses, and tennis courts*
    - *Piers*
    - *Some beaches (you will need to work with your FEMA Project*
    - *Specialist to determine if yours meet the criteria for assistance)*
    - *Mass transit facilities, such as rail systems*
    - *Facilities that do not fit in Categories C-F, such as fish hatcheries*
    - *Supporting facilities (e.g., roads, buildings, and utilities) that are located in parks and recreational areas, subject to the eligibility criteria for Categories C, D, E, and F*

Natural features, such as the banks of streams, are not facilities and are not eligible for repair. In addition, the replacement of trees, shrubs, and other ground cover is not eligible for any facility in any category of work. This means that replacement of grass and sod (including for recreational and sports areas) generally is not eligible for the Public Assistance Program. The one exception is grass or sod required as part of another measure to stabilize a slope and minimize erosion.

Recreational areas owned by PNP organizations are not eligible for assistance.

- **Fire Management (Category H):** *Fire Management Assistance declarations are approved by FEMA's Recovery Directorate Assistant Administrator, or his/her designee, in response to a State's request for fire management assistance. FEMA's Fire Management Assistance Grant Program is authorized by the Stafford Act and is available to States, local governments, and Indian Tribal governments. It is intended to aid with the mitigation, management, and control of fires burning on publicly- or privately-owned forests or grasslands that would threaten such destruction as would constitute a major disaster. The grants cover fire-related activities, such as firefighting and support services, pre-positioning Federal, out-of-state, and international resources for up to 21 days, evacuations, sheltering, traffic control, emergency operations centers, and temporary repairs of damage caused by firefighting activities. More information on the grants can be obtained at www.fema.gov/government/grant/fmagp/index.*