

Chester County Emergency Operations Plan

Section I – Basic Plan

February 2014

**Chester County Department of Emergency Services
601 Westtown Road, Suite 012
West Chester, PA 19380-0990**

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Foreword

This County Emergency Operations Plan (EOP) outlines how Chester County Government complies with and implements the requirement of the Pennsylvania Emergency Management Services Code to protect the lives and property of the citizens of the county. This County EOP serves as a bridge between municipal Emergency Operations Plans and the Pennsylvania State Emergency Operations Plan.

This County Plan is organized as follows and is published in four sections:

The **Basic Plan (Section I)** presents the planning assumptions, policies, and concept of operations that guide the responsibilities for emergency preparedness, prevention, response, recovery, and mitigation within Chester County.

Appendices cover other information such as authorities and references, terms and definitions, maps of the county, etc.

The **Emergency Support Function Annexes (Section II)** describe the mission, concept of operations, and responsibilities of the primary and support agencies involved in the implementation of their specific roles and responsibilities.

Functional Checklists (Section III) provides suggested tasks for each position within the Emergency Operations Center. The nature of an emergency does not allow for these checklists to be all encompassing; however these checklists are designed to provide some guidance as to the types of tasks that are to be completed by the various positions. The Functional Checklists have been categorized according to the Incident Command System (Policy Group, Command, Operations, Planning, Logistics, and Finance).

A **Notification and Resource Manual (Section IV)** contains lists of those resources, facilities, personnel, equipment, and supplies that are available to the County, along with contact information that will be needed to procure that resource for use during an emergency. Due to the regular changes of resource and contact information, this information is maintained electronically and not in hard copy format.

The Functional Checklists, and Notification and Resource Manual (NARM) are not subject to the Right-to-Know Law; therefore they are not for release to the public.

Related Supporting Plans (published separately) are various incident, hazard, or event specific plans. Not incorporating these plans directly into this EOP allows flexibility to incorporate site-specific plans as required by federal, Commonwealth regulations, or the county hazard vulnerability analysis.

Certification of Biennial Review

The Chester County Department of Emergency Services has reviewed this Emergency Operations Plan and hereby certifies the review.

Date	Signature

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Promulgation

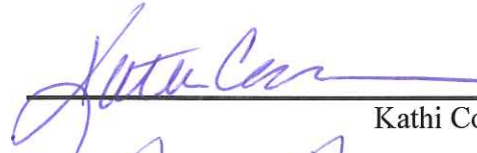
THIS PLAN IS PROMULGATED AS THE CHESTER COUNTY EMERGENCY OPERATIONS PLAN. THIS PLAN IS DESIGNED TO COMPLY WITH ALL APPLICABLE COMMONWEALTH AND COUNTY REGULATIONS AND PROVIDES THE POLICIES AND PROCEDURES TO BE FOLLOWED IN DEALING WITH EMERGENCIES, DISASTERS AND TERRORISM EVENTS.

THIS PLAN SUPERSEDES ALL PREVIOUS EMERGENCY OPERATIONS PLANS.


PROMULGATED THIS 3rd DAY OF April, 2014



Ryan Costello



Kathi Cozzone



Terence Farrell



Chief Clerk

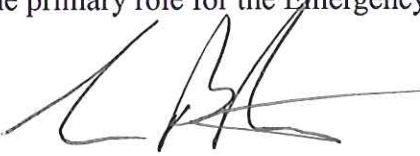
(OFFICIAL SEAL OF THE COUNTY OF CHESTER)



Edward J. Atkins
Director
Department of Emergency Services

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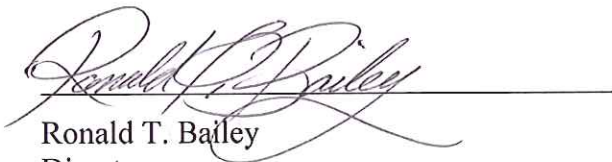
I certify that my department/organization is able to support the Chester County Basic Emergency Operations Plan. If needed, my department/organization will be able to provide staffing to fill the primary role for the Emergency Support Function(s) outlined in the plan.



Leo Pratte
Regional Director, Emergency Services
American Red Cross
Southeastern Pennsylvania

9/13/13

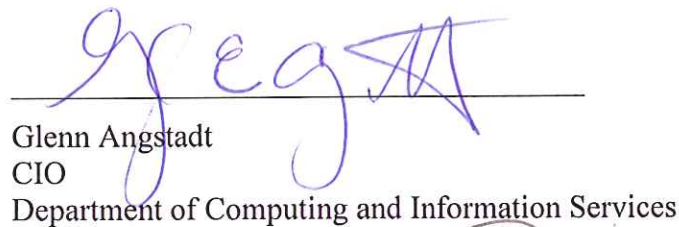
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Ronald T. Bailey
Director
Chester County Planning Commission

9/26/13

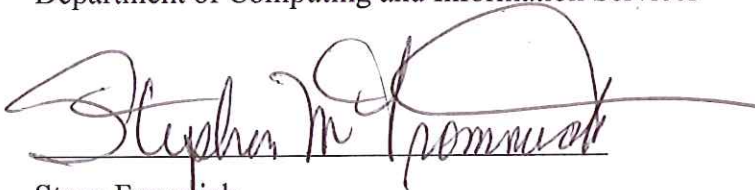
Date



Glenn Angstadt
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11/21/13

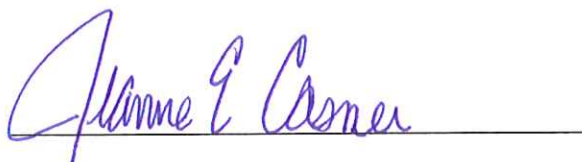
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Steve Frommick
Director
Department of Facilities

7/23/2013

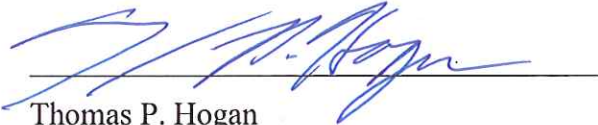
Date



Jeanne Casner
Director
Department of Health


11/15/2013

Date



Thomas P. Hogan
District Attorney

7/24/13
Date



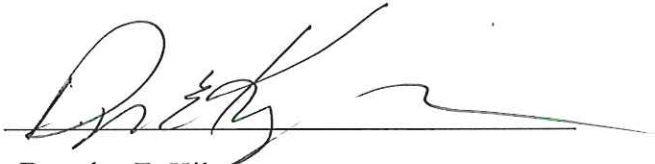
Greg Cary
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Leon Ressler
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Douglas E. Kilgore
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Other Sections of this Emergency Operations Plan (not for public release):

Section II: Emergency Support Function Annexes

Section III: Functional Checklists

Section IV: Notification and Resource Manual

Related Supporting Plans (Published Separately)

1. Chester County Air Crash Incident Management Plan (To Be Developed)
2. Chester County Alert & Warning Notification Plan (To Be Developed)
3. Chester County Biological Incident Management Plan (To Be Developed)
4. Chester County Catastrophic Incident Management Plan (To Be Developed)
5. Chester County Continuity of Operations Plan
6. Chester County Cyber Incident Management Plan (To Be Developed)
7. Chester County Debris Management Plan (To Be Developed)
8. Chester County Disaster Recovery Plan
9. Chester County Disaster Volunteer Assistance and Donations Management Plan (To Be Developed)
10. Chester County Emergency Alert System Plan
11. Chester County Emergency Fuel Management Plan (To Be Developed)
12. Chester County Hazard Mitigation Plan
13. Chester County Hazard Vulnerability Analysis
14. Chester County Heat Emergency Plan
15. Chester County Integrating and Coordinating Defense Support to Civil Authorities Plan (To Be Developed)
16. Chester County Logistics and Resource Management Plan (To Be Developed)
17. Chester County Mass Causality Response Plan
18. Chester County Mass Fatality Plan
19. Chester County Pandemic Plan (Under Development)
20. Chester County Severe Flooding Emergency Plan
21. Chester County Shelter/Mass Care Emergency Plan
22. Chester County Special Events Incident Management Plan (To Be Developed)
23. Chester County Strategic National Stockpile Plan
24. Chester County Terrorism Incident Management Plan (To Be Developed)
25. Chester County Watch Officer Standard Operations Procedures
26. Chester County Wind Emergency Plan
27. Chester County Winter Emergency Plan
28. Nuclear/Radiological Emergency Response Plans
29. Regional Hospital Disaster Plan
30. Regional Public Health Plan
31. Regional Transportation Emergency Plan
32. Emergency Action Plans for Hazard Potential Category 1 and 2 Dams
33. Off-Site Emergency Response Plans for Superfund Amendment and Reauthorization Act (SARA) facilities.

I. EXECUTIVE SUMMARY

This plan describes emergency response procedures for Chester County, Pennsylvania. It reflects the structure of emergency management throughout the Commonwealth of Pennsylvania and the nation. The structure is based on the National Incident Management System (NIMS), which includes prescribed incident command structures that will be used by local emergency responders. This plan serves as an emergency management link between local municipalities and state government while incorporating the federal organizational concepts of the National Response Framework (NRF).

This plan employs a functional, all-hazards approach that manages the assistance the County is likely to need or provide by defining 15 Emergency Support Functions (ESFs). The ESFs will be supported by logistics, planning and finance sections. The plan is laid out in four sections, as outlined below. All sections are published separately to allow the portions that may contain personal or sensitive information to be kept confidential.

Section I – Basic Plan

- The Basic Plan describes procedures and principles for organizing emergency response throughout the county. It contains overarching structures and assigns responsibilities to various organizations in the county.
- A listing of Related Supporting Plans that:
 - depend on this plan for assignment of responsibilities and operational principles and may supplement this plan during specific emergencies
 - because of regulatory requirements or the specific nature of the hazards they address, should stand alone
 - are published separately, and incorporated into this plan by reference
 - in some cases contain personal or sensitive information and are exempted from the provision of the Right-to-Know Law, and from release to the general public
- Appendices that provide additional information (definitions, maps, etc.) that will be helpful during emergency response.

Section II – Emergency Support Function Annexes

- ESF Annexes that describe the 15 Emergency Support Functions and how they will be accomplished. The following is a summary of the 15 Emergency Support Functions:
 1. *Transportation*: Coordinate transportation resources and infrastructure.
 2. *Communications*: Coordinate all forms of communication and Information Technology (IT) resources.
 3. *Public Works & Engineering*: Coordinate engineering and heavy equipment support, oversee debris removal and management.
 4. *Firefighting*: Coordinate and assist local firefighting efforts.
 5. *Emergency Management*: Coordinate countywide emergency response functions; collect/share/analyze/disseminate information.

6. *Mass Care, Shelter, & Human Services*: Coordinate shelter and feeding operations. Coordinate emergency assistance and other human services to victims.
7. *Logistics Management and Resource Support*: Coordinate facilities, equipment, supplies, resources; track resources. Arrange for the reception and distribution of goods.
8. *Public Health & Medical Services*: Coordinate medical care, public and crisis counseling and mortuary services.
9. *Search & Rescue*: Coordinate search and rescue missions including: water, technical, urban, wilderness and underground.
10. *Oil & Hazardous Materials Response*: Respond/assist in incidents involving the release of hazardous materials that may harm humans or the environment.
11. *Agriculture & Natural Resources*: Coordinate bulk food supplies; coordinate the monitoring of animal feed and food production facilities and the health of livestock and food crops; coordinate the protection of natural, cultural and historic resources.
12. *Energy*: Monitor and coordinate the maintenance and restoration of the supply of energy and energy distribution infrastructure.
13. *Public Safety & Security*: Coordinate physical security for citizens and their property; suppress criminal activity.
14. *Long Term Community Recovery and Mitigation*: Coordinate the protection and restoration of human services, infrastructure and business environment in the disaster areas.
15. *External Affairs*: Provide information to the public through direct means and through the public media. Manage Public Inquires and community outreach.

Section III – Functional Checklists

- Functional Checklists that outline suggested actions to be taken for each position in the Emergency Operations Center (EOC).

Section IV – Notification and Resource Manual

- The Notification and Resource Manual that contains the information on where to find the electronically stored lists of those resources, facilities, personnel, equipment and supplies that are available to the County, along with contact information that will be needed to procure that resource for use during an emergency.

II. PURPOSE AND SCOPE

A. Purpose

The purpose of this plan is to establish a comprehensive, countywide, all-hazards approach to incident management across a spectrum of activities including prevention, preparedness, response, and recovery. This plan provides the framework for interaction with municipal governments; the private sector; and nongovernmental organizations in the context of incident prevention, preparedness, response, and recovery activities. It describes capabilities and resources to help protect from natural, human-caused, and technological hazards; saves lives; protect public health, safety, property, and the environment; and reduce adverse psychological consequences and disruptions. This plan serves to satisfy the requirements of the Pennsylvania Emergency Management Services Code (Title 35). Finally, this plan serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement incident management activities and assistance in the context of specific types of incidents.

B. Scope

This plan addresses incidents or events that threaten to or do cause damage of sufficient severity and magnitude within the geographic boundaries of Chester County, Pennsylvania that exceed the capabilities of local municipalities. This plan applies to all County departments and responding agencies. This plan also applies to responding agencies that are providing requested mutual-aid assistance.

C. Policies

The Chester County Department of Emergency Services adheres to policies established by the Chester County Board of Commissioners.

Supplemental policies and procedures are promulgated by the Director of Emergency Services as well as by other County Department Directors as appropriate.

Top priorities for incident management are to:

- Save lives and protect the health and safety of the public, responders, and recovery workers;
- Ensure security of the county;
- Prevent an imminent incident, including acts of terrorism, from occurring;
- Protect and restore critical infrastructure and key resources;
- Conduct law enforcement investigations to resolve the incident, apprehend the perpetrators, and collect and preserve evidence for prosecution and/or attribution;
- Protect property and mitigate the damage and impact to individuals, communities, economy, and the environment; and
- Facilitate recovery of individuals, families, businesses, governments, and the environment.

Hazard specific plans will be developed for the hazards that occur most frequently within the County or have the largest potential impact. A plan will not be developed for every hazard outlined in the County's Hazard Vulnerability Assessment.

III. SITUATION AND ASSUMPTIONS

A. Situation

1) Chester County Location and Description

Chester County is located in the southeastern portion of Pennsylvania and encompasses a land area of 762 square miles. According to the United States Census Bureau, in 2010 the population of Chester County was 498,886. West Chester Borough, the county seat, is located in the southeast/central portion of Chester County. Approximately 209 square miles of the county is wooded, 297 square miles is agricultural, 131 square miles is residential, 96 square miles is non-residential and 26 square miles is vacant/water. There are 1,022 miles of Commonwealth and federal highways and 2,530 miles of secondary and municipal roads in the county. The County is comprised of 73 municipalities (1 city, 57 townships and 15 boroughs) and 14 School Districts. Chester County includes or is affected by all of the critical infrastructure sectors as outlined in the Department of Homeland Security's National Infrastructure Protection Plan.

2) Chester County Capabilities and Resources

Chester County operates a 9-1-1 Operations Center and an Emergency Operations Center (EOC). The 9-1-1 Center and the EOC have access to the listings of resources available from county assets as well as resources available from the municipalities and private sector. Backup facilities for both the 9-1-1 Operations Center and the Emergency Operations Center are available. The County is also a member of the Southeastern Pennsylvania Regional Task Force (SEPA RTF) which may be able to provide mutual aid and support when requested.

3) Chester County Hazard Vulnerability

Chester County is subject to a variety of hazards, which are broken into two categories, natural hazards and human caused hazards. The major hazards that Chester County faces are outlined below, a more extensive listing and detailed information on the hazards can be found in the Chester County Hazard Vulnerability Analysis.

Natural Hazards

Floods

Seventy-two of 73 municipalities in Chester County are flood-prone. Due to the rolling landscape and low water capacity of the soils and underlying rocks, flooding due to runoff from a heavy rainfall may be more severe in a stream

valley. Within the flood susceptible areas of Chester County, it is expected that the character of flooding will remain essentially unchanged over the coming years.

Winter Storms

Snow, more so than sleet or freezing rain, accounts for a considerable portion of the colder season precipitation. Amounts in Chester County usually total 20 to 30 inches per year; however, that much and more have occurred in individual months. It is reasonable to expect the number and severity of winter storms to remain fairly constant over a long period of time.

Tornadoes, Hurricanes, and Wind Storms

There have been numerous occasions that tornado watches or warnings were issued, occasionally resulting in high winds, rain, and/or hail. These tornadoes have created minor damage in the county with localized power failures lasting up to four hours. The frequency of tornadoes and the effects of hurricanes and windstorms occurring in the county should remain fairly constant. Past experience has been that the winds of destructive force are generally produced by thunderstorms, as well as hurricanes and tornadoes.

Human-Caused Hazards

Dam Failures

Any dam has the potential for creating a major disaster. Dam failures usually occur with little or no notice, wreaking havoc on an unsuspecting community. As of December 2012, there were 37 dams in Chester County classified as high hazard dams that met the State requirements for mandatory planning under the Dam Safety and Encroachments Act. Eleven dams are classified as B or C-1, meaning that they present a potential for large loss of life, excessive economic loss, or significant public inconvenience if they fail.

Hazardous Materials

Chester County is vulnerable to the threat of hazardous materials incidents. New industrial complexes and housing developments increase the potential for natural gas or petroleum pipeline incidents. Increasing industrialization brings with it greater sources of hazardous material transportation, storage, use, and waste. Increasing vulnerability to hazardous materials, whether raw, or waste, cannot be avoided.

Fire

Fire is an ongoing hazard affecting many communities daily. Most fire disasters are averted by early warning and appropriate response. Fire has been and will continue to be a problem of great concern to Chester County. Urban and suburban expansion continues to create multiple family dwellings and industrial complexes vulnerable to potential fire hazards; also, the threat of arson cannot be overlooked.

Terrorism

Terrorism involves the systematic use of terror or violence to achieve political goals. The targets of terrorism include government officials, identified individuals or groups, and innocent bystanders. Chester County's close proximity to Philadelphia increases the risk of being a victim of terrorism. There is also the possibility that Chester County will have to provide aid for displaced Philadelphia residents from a terrorist action.

B. Planning Assumptions

- 1) An emergency or disaster may occur in Chester County at any time and pre-disaster warning time may vary from none to several days.
- 2) All disasters start and end at the local level.
- 3) Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System.
- 4) Initial response to disasters, emergencies and terrorism related incidents is normally handled by local responders, dispatched by the Chester County 9-1-1 Operations Center.
- 5) A major disaster, emergency, or terrorism event may cause numerous fatalities and injuries, property loss, and disruption of normal life-support systems, and may have an impact on the regional economic, physical, and social infrastructures.
- 6) A major disaster or emergency will overwhelm the capabilities of the local municipal governments along with their emergency response agencies.
- 7) The extent of casualties and damage will be affected by factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possibility of secondary events such as fires, explosions, structural collapse, contamination issues, loss of critical infrastructure and floods.
- 8) The county will coordinate and support the activities of multiple political subdivisions in accordance with the provisions of the Pennsylvania Emergency Management Services Code. The County Department of Emergency Services may need to respond on short notice to provide timely and effective assistance.
- 9) Using the tiered response system, resources and capabilities from municipalities and other counties may be requested through already established mutual aid agreements.
- 10) Upon a determination that resource requests exceed or may exceed resources that may be obtained through existing mutual aid agreements the county will request assistance from the Pennsylvania Emergency Management Agency (PEMA).

- 11) The occurrence of a major disaster or emergency, as defined in the Stafford Act, may result in the declaration of a disaster emergency by the Governor. Depending upon the severity of the event, the Governor may request a Declaration of Emergency or Major Disaster from the President, or a declaration of Economic Emergency from the Administrator of the Small Business Administration.
- 12) The Pennsylvania Intrastate Mutual Aid System (PIMAS) will make aid available to the county and all of its political subdivisions that have not opted out of the system. PIMAS will be utilized in response to emergencies and disasters that require actions beyond the capacity of the local municipality or the county in which the incident occurs.
- 13) Each department or agency will develop internal operating procedures or implementing instructions to ensure that responsibilities assigned in this plan are executed.
- 14) Intelligence gathering, coordination and dissemination will be included in preparedness, prevention, response, recovery and mitigation phases.

IV. CONCEPT OF OPERATIONS

A. General

All emergency response within the county will follow the National Incident Management System (NIMS) that has been specified by the U.S. Department of Homeland Security.

This includes:

- 1) The designation of an Incident Commander and, if necessary, an Incident Management structure;
- 2) The use of resource definitions specified by NIMS; and
- 3) Communication and planning protocols used in NIMS.

If it appears that an incident will grow beyond the capabilities of a municipality, or if more than one municipality will be involved in response, the county Emergency Management Agency (EMA) will assist with coordination of the efforts. If local resources become overwhelmed, the county will provide supplemental assistance. If county resources are not adequate, the county EMA will turn to other counties in the region then to the state for assistance.

B. Plan Activation

The Basic Emergency Operations Plan provides the framework for the response and recovery efforts for all-hazards incidents. This plan is designed to be flexible to meet the needs of every incident. Additional hazard specific plans will complement but not override this plan.

The Director of the Department of Emergency Services is the single point of contact to serve as the coordinator for the County’s incident management system and is responsible for activating this plan. This plan can be activated at any time as needed to support the actual or anticipated response and recovery efforts of a disaster. After plan activation, the personnel supporting this plan will work with municipal, county, regional, state, private sector, and other emergency management partners to coordinate the response and recovery efforts.

C. Intergovernmental Assistance

Mutual aid agreements between municipalities are inherently in place through Title 35. Adjacent counties and other governments will render assistance in accordance with the provisions of intergovernmental support agreements in place at the time of the emergency. The county EMA and other agencies will establish regular communication with state agency offices supporting the county (Pennsylvania Departments of Agriculture, Transportation, Health, etc). Requests for unmet needs will be forwarded to the State EOC through the PEMA Eastern Area Office.

D. Mitigation

Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures implemented prior to, during, or after an incident are intended to prevent the occurrence of an emergency, reduce the county’s vulnerability and/or minimize the adverse impact of disasters or emergencies. A preventable measure, for instance, is the enforcement of building codes to minimize such situations. More detailed information can be found in the County Hazard Mitigation Plan.

E. Preparedness

Preparedness includes actions taken to avoid an incident or to intervene to stop an incident from occurring. Preparedness involves actions taken prior to an emergency to protect lives and property and to support and enhance disaster response. Planning, training, exercises, community awareness and education are among such activities.

F. Response

Response includes activities that address the short-term, direct effects of an incident. These activities include immediate actions to preserve life, property, and the environment; meet basic human needs; and maintain the social, economic, and political structure of the affected community. Also included are direction and coordination, warning, evacuation, and similar operations that help reduce casualties and damage, and speed recovery.

G. Recovery

Once an incident has begun it is important to start planning for the recovery efforts. The recovery period will last significantly longer than an event will last. ESF #14 – Long Term Recovery and Mitigation will initiate the planning of the recovery efforts as soon as

possible after the beginning of the event. Depending on the scale of the event, the recovery efforts will be handled by the Emergency Management Division or a Long Term Recovery Committee.

Once response activities are in progress, the focus will be shifted to damage assessment which will drive the recovery efforts. The Emergency Management Division will coordinate the damage assessment report process and collecting damage assessments from the municipal Emergency Management Coordinators (EMCs). The total of the damages sustained within the county will be passed up to the state to allow damage assessments to be compiled across the state.

H. Direction, Control, Coordination and Support

Chester County Elected Officials play an important role in the protection of the lives and property of the citizens, and make policy decisions for the coordination of emergency activities within the county.

The Director of Emergency Services acts as the County Emergency Management Coordinator (EMC) and may act on behalf of Chester County Board of Commissioners. An Emergency Operations Center (EOC) has been identified and is operational 24 hours per day, seven days per week through the 9-1-1 Operations Center. The EOC may be expanded beyond the 9-1-1 Operations Center during an emergency by the Chester County Board of Commissioners, the EMC, or designee.

The initial Incident Commander (IC) at an incident site will be from the service having primary jurisdiction (fire, police, emergency medical services, etc). If the line of jurisdiction becomes unclear, a Unified Command (UC) should be formed. The local IC/UC will coordinate with the respective municipal EMCs.

When local conditions are such that the event exceeds the local capabilities, the IC/UC or municipal EMC may contact Chester County Department of Emergency Services to request assistance. Response by the Chester County government will follow an operational structure that is based on the Incident Command System defined in the National Incident Management System.

The Chester County EOC will NOT assume command of event. The EOC will only support the efforts of the on-site IC/UC through the 15 Emergency Support Functions (ESFs) outlined below in Table 1. The complete detail of the ESF’s duties are detailed in the ESF Support Annexes.

ESF	FUNCTION	PRINCIPAL DUTY
1	Transportation	Coordinate transportation resources and infrastructure.
2	Communications	Coordinate all forms of communication and Information Technology (IT) resources.
3	Public Works & Engineering	Coordinate engineering and heavy equipment support, oversee debris removal and management.
4	Firefighting	Coordinate and assist local firefighting efforts.

ESF	FUNCTION	PRINCIPAL DUTY
5	Emergency Management	Coordinate countywide emergency response functions; collect/share/analyze/disseminate information.
6	Mass Care, Shelter, & Human Services	Coordinate shelter and feeding operations. Coordinate emergency assistance and other human services to victims.
7	Logistics Management and Resource Support	Coordinate facilities, equipment, supplies, resources; track resources. Arrange for the reception and distribution of goods.
8	Public Health & Medical Services	Coordinate medical care, public and crisis counseling and mortuary services.
9	Search & Rescue	Coordinate search and rescue missions including: technical, urban, wilderness and underground.
10	Oil & Hazardous Materials Response	Respond/assist in incidents involving the release of hazardous materials that may harm humans or the environment.
11	Agriculture & Natural Resources	Coordinate bulk food supplies; coordinate the monitoring of animal feed and food production facilities and the health of livestock and food crops; coordinate the protection of natural, cultural and historic resources.
12	Energy	Monitor and coordinate the maintenance and restoration of the supply of energy and energy distribution infrastructure.
13	Public Safety & Security	Coordinate physical security for citizens and their property; suppress criminal activity.
14	Long Term Community Recovery and Mitigation	Coordinate the protection and restoration of human services, infrastructure and business environment in the disaster areas.
15	External Affairs	Provide information to the public through direct means and through the public media. Manage Public Inquires and community outreach.

Table 1: Emergency Support Functions

Each ESF has been assigned at least one “Primary” and “Support” agency. In cases where more than one agency has primary jurisdiction over functions within an ESF, a “Coordinating” agency is designated from among them. The matrix for the ESF assignments is located in Appendix C.

- **Coordinating Agencies:** The “Coordinating Agency” provides expertise and management for the designated function, especially during pre-disaster phases. It will coordinate the actions of all agencies assigned to the ESF.
- **Primary Agencies:** The “Primary Agency” will support the mission of the ESF and the coordinating agency by applying its authority or jurisdiction over (portions of) the ESF.
- **Support Agencies:** “Support Agencies” provide support for the mission by providing resources and accomplishing tasks assigned by the primary agency.

Within the EOC, the ESFs have been assigned, primarily to the Operations Section of the incident command structure providing better coordination and control. As situations require, direct collaboration between ESFs will be conducted. The remaining sections are filled out with the traditional ICS staffing positions. In those cases where a position is not staffed, ICS doctrine dictates that responsibilities and activities of that position revert to the branch director, then section chief, then EOC director. A chart of the Chester County EOC organizational structure is located in Appendix E.

Other emergency plans may be applicable to a specific event and be able to provide further detail to supplement this plan. For example, an incident involving hazardous substances, a nuclear power plant incident, or high hazard dam emergency may involve “Incident Specific” response activity which may be found in the associated emergency plan. If the incident involves implementation of response plans at various levels, the county and the state EMA’s shall strive to coordinate to the maximum extent practical.

For the integration of response, recovery, and mitigation actions, precedence is given to immediate response operations to save lives, protect property, and meet basic human needs over recovery and mitigation operations. Intelligence gathering and recovery actions will be coordinated and based upon availability of resources. Mitigation opportunities will be considered throughout disaster operations.

The County Emergency Operations Center (EOC) is routinely operating at Level IV Operations with staffing provided by the 9-1-1 Operations Center and may be supplemented with an Emergency Management Watch Officer. The Director of Emergency Services will decide to expand the EOC to Level III (see Table 2) based on the potential or actual events. Level III staffing will come from Emergency Services.

The decision to expand the County Emergency Operations Center (EOC) above Level III will be the responsibility of the Chester County Board of Commissioners based on guidance from the EMC or designee. Staffing will come from the Department of Emergency Services and other County Departments. Upon expansion beyond Level III:

- All County Department Heads are required to make staff available upon the request of the Director of Emergency Services or designee.
- Staff requested by the Director of Emergency Services or designee will operate under the operational control of the Department of Emergency Services and take direction from a Department of Emergency Services designated supervisor.
- A block of hotel rooms will be secured to accommodate an appropriate number of staff members to ensure they are rested, available, and ready to continue to mitigate the effects of the incident.

Table 2 outlines the phased levels of activation of the EOC. Ranging from normal operations (Level IV) to full activation (Level I).

PHASE	EVENT	SCOPE	EXAMPLE
LEVEL IV (Normal)	Normal Operations, localized events with relatively minor damages	9-1-1 center monitoring the situation, an emergency management watch officer on call or staffed in the 9-1-1 center	Day-to-day operations.
LEVEL III (Limited)	Threats that require situational awareness, planning or possible county-level response	Limited mobilization of the EOC. EOC Director, Operations, Logistics, Planning, Emergency Management, a support person.	Major storm, Long-term incident (24+ hours), ‘Alert’ at a Nuclear power plant.
LEVEL II (Partial)	Threats that require increased situational awareness, coordination or damage assessment	Partial mobilization of EOC. Level III staff & ESF’s as required.	Active severe flooding, Major Snow emergency, ‘Site Area Emergency’ at a Nuclear power plant, direct hit from a Tropical Storm.
LEVEL I (Full)	Catastrophic damage involving the entire county or neighboring counties	Full mobilization of EOC Staff. All ESF’s staffed.	‘General Emergency’ at a Nuclear power plant, Wide spread civil unrest, Terrorist attack, direct hit from a Hurricane.

Table 2 – Levels of EOC Activation

V. RESPONSIBILITIES

The Emergency Management Division within the Department of Emergency Services is responsible for staffing a Watch Officer to assist the 9-1-1 Operations Center in emergency management functions after an incident has started and before the escalation of the EOC. The Watch Officer will provide a recommendation on the need to escalate the EOC.

ESF responsibilities are created to avoid duplication of services and to ensure that the most appropriate agency is assisting in supporting the different needs during an incident.

County Elected Officials

Prevention and Preparedness Phases

- Responsible for establishing a county emergency management organization.
- Establish lines of succession for key positions.
- Prepare and maintain this EOP in consonance with the Commonwealth EOP.
- Recommend an EMC for appointment by the governor who may act on their behalf, if necessary.
- Support the intelligence community and prevention activities undertaken by appropriate organizations.

Response and Recovery Phases

- Utilizing the Protective Action Measures Support Annex, provide Protective Action Recommendations (PAR) (to evacuate or to shelter in place) as needed.
- If the situation warrants, issue a declaration of disaster emergency upon finding a disaster has occurred or is imminent.
- Apply for federal post-disaster funds, as available.

Emergency Management Coordinator

Prevention and Preparedness Phases

- Prepare and maintain an EOP for Chester County subject to the direction of the County Elected Officials.
- Establish, equip, and staff an EOC.
- Maintain coordination with the municipal EMA's and PEMA.
- Collect, analyze, and disseminate information.
- Recruit, develop, and maintain qualified personnel to staff the EOC.
- Provide individual and organizational training programs to insure prompt, efficient and effective disaster emergency services.
- Identify resources within Chester County that can be used to respond to a major emergency or disaster situation.
- Coordinate prevention activities with appropriate organizations.
- Support and actively participate in the intelligence community.
- Develop and maintain current emergency response checklists appropriate for the emergency needs and resources of the community.
- Attend training and workshops to maintain proficiency in emergency management, response, planning, and procedures.

Response and Recovery Phases

- Mobilize the EOC and act as, or designate, the EOC Director during an emergency.
- Provide prompt and accurate information of an emergency to the Chester County Board of Commissioners and PEMA.
- Organize, prepare and coordinate all locally available staff, materials, supplies, equipment, facilities and services necessary for disaster emergency readiness, response and recovery.
- Compile cost figures for the conduct of emergency operations above normal operating costs.
- Request any needed resources from PEMA.
- Decide the need for and coordinate all Damage Assessment activities for the incident.
- During a proclamation of a disaster by the Governor of Pennsylvania, acquire sites required for installation of temporary housing for disaster victims as necessary.

Mitigation Phases

- Identify hazards and vulnerabilities that may affect the municipalities in coordination with municipal EMA's.
- Adopt and implement precautionary measures to mitigate the anticipated effects of a disaster.

Agency Directors / Chester County Department Heads

Prevention and Preparedness Phases

- All agencies designated as a primary agency for the emergency support functions shall work to fulfill the prevention and preparedness measures outlined in each emergency support function annex.
- Support training for staff that may be called upon to staff the Emergency Operations Center.

Response and Recovery Phases

- Provide staff support and resources.
- Provide guidance, direction, and authority to agency / department personnel who support the EOC.

Mitigation Phase

- Identify potential disaster mitigation projects and relay that information to ESF #5 Emergency Management.
- Assist in supporting mitigation projects as needed.

The responsibilities outlined below for all of the EOC staff are a general overview for all EOC positions. More detailed prevention, preparedness, response, recovery, and mitigation responsibilities for the ESF's are outlined in Section II, ESF Annexes. More detailed response and recovery responsibilities for the other EOC positions can be found in Section III, Functional Checklists.

All EOC Staff

Prevention and Preparedness Phases

- Assist in the development and maintenance of the checklist for their respective position.
- Attend training on the duties of their respective position.
- Participate in drills/exercises as needed.
- Participate in prevention projects as needed
- Support prevention activities undertaken by appropriate organizations
- Support the intelligence community as needed.

Response and Recovery Phases

- Respond to the EOC or the field, as needed.
- Ensure that proper check in and time procedures are followed.
- Perform the duties of the position to the best of their abilities.

- Keep detailed logs, records, and documentation of all activities.
- Advise the EOC chain of command regarding the respective position activities and any unmet needs.
- Identify and inform ESF #5 (Emergency Management) of potential mitigation projects.

Mitigation Phase

- Identify potential disaster mitigation projects and relay that information to ESF #5 Emergency Management.
- Assist in supporting mitigation projects as needed.

VI. ADMINISTRATION AND LOGISTICS

A. Administration

Local municipal governments will submit situation reports, requests for assistance and damage assessment reports to the Chester County Department of Emergency Services, Emergency Management Division. The Chester County Department of Emergency Services will then forward reports/requests to the appropriate PEMA regional office.

Local and County governments will utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations.

Chester County Department of Emergency Services and municipal emergency management will keep narrative and written log-type records of response actions. The logs and records will form the basis for status reports to PEMA.

The Chester County Department of Emergency Services will request reports from other agencies, relief organizations and nongovernmental organizations when deemed appropriate. The Chester County Department of Emergency Services will make reports to PEMA by the most practical means. Reports will be constructed in accordance with PEMA requirements.

B. Logistics

When municipal resources are overwhelmed, the Chester County Department of Emergency Services is available to coordinate assistance with unmet needs. If the County requires additional assistance, it will call on mutual aid from adjacent counties, the private sector, or from PEMA.

VII. TRAINING AND EXERCISES

A. Policy

The County EMC is responsible for the overall preparedness of all persons and agencies involved in the County's response to emergencies. As such, the County EMC shall ensure proper training and exercises are established to evaluate this plan and maintain the readiness posture of County resources.

B. Exercise Requirements

Exercises will be conducted following the Homeland Security Exercise & Evaluation program (HSEEP). At a minimum:

- The EMC will activate this plan at least annually in the form of a drill or a actual event;
- An all-hazards functional exercise that involves the entire EOC staff, including volunteers and private sector representatives, will be conducted every two years;
- Annually, the county will prepare a three-year exercise plan and submit it to the PEMA area office; and
- An After Action Report (AAR) will be prepared and an Improvement Plan (IP) administered for every exercise and activation.

C. Training Requirements

Elected and appointed officials and all response personnel will be trained to meet the minimum requirements specified in applicable legislation (Title 35, Pa C.S.A.), federal NIMS requirements, and PEMA training and exercise directives.

The Emergency Management Division will keep records and ensure that needed training is available through on-line sources, community colleges, or scheduled training sessions in the county. The County EMA staff will participate in state and federal training programs as prescribed internally and by PEMA

The County EMA will conduct quarterly trainings for local coordinators and County staff to provide program updates and coordinate county-wide response and emergency management. Exercises will be used as a training vehicle for public officials, County EMA staff, and emergency services personnel who are assigned emergency responsibilities in this plan.

D. After Action Reports

An after action report (AAR) that incorporates comments from all participants will be prepared after every activation of the EOC and after every exercise of the EOC. All AARs must include the corrective actions to be incorporated into the associated plans and an Improvement Plan (IP) Matrix.

VIII. PLAN DEVELOPMENT, MAINTENANCE AND DISTRIBUTION

A. Development and Maintenance Responsibilities

The county EMC will coordinate development and maintenance of this plan. Writing, review and update of specific portions of the plan will be accomplished by those staff members/agencies with the best knowledge of the subject matter.

Based upon legislation, regulation or PEMA directive, incident-specific annexes require an annual review. All other plan components will be reviewed and updated at least biennially. Whenever portions of this plan are implemented in an emergency event or exercise, a review will be conducted to determine any necessary changes.

Whether or not used in an actual event, a review of each section of the plan will be conducted at least biennially.

At the conclusion of each biennial review, the EMC will:

- 1) If the biennial review indicates a need to change the plan, page changes will be published, approved by the Chester County Board of Commissioners, and distributed as below.
- 2) If the biennial review indicates so many changes that a revised plan should be published, it should be approved by the Chester County Board of Commissioners, and distributed as below.
- 3) If the biennial review indicates that no changes are necessary, document the review on the “Certificate of Biennial Review” (pg vi) and forward a copy of the certificate to the PEMA area office. The original of the certificate will be maintained with the “master” copy of the plan.

B. Distribution

This plan and its supporting material are controlled documents. While the basic plan is open to the public, the other sections of this plan are not considered to be subject to the Right-to-Know Law and are unavailable to the general public. Distribution is based upon a regulatory or functional “need to know” basis. A copy of this plan will be distributed to all agencies that have a role in this plan.

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APPENDICES

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Appendix A: Authority and References

A. Authority

The authority for this Plan and county emergency management programs comes from the Pennsylvania Emergency Management Services Code and the Counterterrorism Planning, Preparedness and Response Act of 2002.

B. References

- 1) The Robert T. Stafford Disaster Relief and Assistance Act (42 U.S.C. § 5121 et. seq.)
- 2) The Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C § 7101 et. seq.)
- 3) The Pennsylvania Emergency Management Services Code (35 Pa CSA § 7101 et. seq.)
- 4) The Pennsylvania Right-to-Know Law (65 P.S. § 67.101, et seq.)
- 5) Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)
- 6) US Small Business Administration (13 CFR Part 123)
- 7) Homeland Security Presidential Directive – 5 (HSPD-5)
- 8) Presidential Policy Directive – 8 (PPD-8)
- 9) Homeland Security Exercise Evaluation Program
- 10) Pennsylvania Emergency Management Agency Directive 2009-01
- 11) Pennsylvania Emergency Management Agency, “Commonwealth of Pennsylvania Enhanced All-Hazard Mitigation Plan,” Section 1.3 – Risk Assessment, October, 2007
- 12) Commonwealth of Pennsylvania, State Emergency Operations Plan (December, 2008)
- 13) Pennsylvania Emergency Management Agency, “Pennsylvania Evacuation Planning and Implementation Guidebook” April, 2006
- 14) Title III, Superfund Amendments and Reauthorization Act (SARA), October 17, 1986, Section 301-305, 311 and 312.
- 15) Chester County, Hazard Vulnerability Analysis, July, 2009

Appendix B: Terms and Definitions

Access and Functional Needs Populations

Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Source: USA. *FEMA. National Response Framework*. 2008. Print

Access Control Points (ACP)

Manned posts established primarily by Commonwealth or municipal police and augmented as necessary by Fire Police or the National Guard on roads leading into a disaster area for the purpose of controlling entry during an emergency.

Source: PEMA. *Pennsylvania Evacuation Planning and Implementation Guide Book*. , 2006. Web. 12 Jul 2011.

All-Hazards

“Any incident or event, natural or human caused, that requires an organized response by a public, private, and/or governmental entity in order to protect life, public health and safety, values to be protected, and to minimize any disruption of governmental, social, and economic services.”

Source: USCG, *IM Handbook*, 2006, Glossary 25-1

ARES

Amateur Radio Emergency Services - An American Radio Relay League - sponsored emergency organization of amateur radio operators that provides communications resources.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Auxiliary Communications Service (ACS)

Any emergency communications unit, staffed by volunteer communications specialists, which provides public safety communications support to government or a governmental entity, such as a regional task force. An ACS unit will be organized as an “in-house” unit of the sponsoring entity or as an external unit, where the sponsoring entity utilizes a private organization such as ARES®, club, or other organization to provide auxiliary communications support

Source: Pennsylvania Auxiliary Communications Services. *ACS Strategic Plan*. , 2010. Print.

Coordination

Arranging in order, activities of equal importance to harmonize in a common effort. (For use in context of this document: authorizing and/or providing for coordination of activities relating to emergency disaster prevention, preparedness, response and recovery by State, local governments and Federal agencies.)

Source: PEMA. *Model EOP*. , 2010. Print

Disaster Emergency

Those conditions which upon investigation may be found, actually or likely to affect seriously the safety, health or welfare of a substantial number of citizens of the county or preclude the operation or use of essential public facilities. A disaster should be of such magnitude or severity as to render essential state supplementation of county efforts or resources.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

EAS - Emergency Alert System

A voluntary program of the broadcast industry which allows the use of its facilities to transmit emergency information to the public as prescribed by the President, the Governor of the Commonwealth or authorized state, or municipal officials.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Emergency Management

The judicious planning, assignment and coordination of all available resources in an integrated program of prevention, mitigation, preparedness, response and recovery for emergencies of all kinds, whether from enemy attack, human-made or natural sources.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Emergency Services

Firefighting services, police services, medical and health services, hazmat operations, rescue, engineering, disaster warning services, communications, radiological protection, shelter, evacuation of persons from stricken areas, emergency welfare services, emergency transportation, emergency resources management, existing or properly assigned functions of plant protection, temporary restoration of public utility services and other functions related to civilian protection.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Governor's Proclamation of "Disaster Emergency"

A proclamation by the Governor upon finding that a disaster has occurred or that the occurrence or the threat of a disaster is imminent. This proclamation authorizes municipalities (including counties) to exercise certain powers without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements).

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Hazardous Materials (HAZMAT)

Any substance or material in a quantity or form that may be harmful or injurious to humans, domestic animals, wildlife, crops or property when released into the environment. Hazardous materials may be chemical, biological, radiological, or explosive.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Hazards Vulnerability Analysis (HVA)

A compilation of natural, human-caused and technological hazards and their predictability, frequency, duration, intensity and risk to population and property.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Human-Caused Disaster

Any condition, including an attack on the United States by a hostile foreign state or by a domestic or foreign terrorist, or any industrial, nuclear or transportation accident, explosion, conflagration, power failure, natural resource shortage or other condition resulting from failure of industrial or transportation systems such as oil spills and other injurious environmental contamination, that threatens or causes substantial damage to property, human suffering, hardship or loss of life.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Improvement Plan (IP)

A set of activities that are designed to bring gradual, but continual improvement to a plan.

Source: Suburban Emergency Management Project. *Disaster Dictionary.* 2007. Web

Initial Damage Report

Reports compiled during the response phase of an emergency that list numbers of damaged facilities, and other essential information. The IDR information is originated at the local level, compiled at the county and forwarded on to PEMA. IDR data should be submitted as soon as possible since it is used to determine operational needs and to identify the location and scope of damages for more formal damage assessments that come in the recovery phase of the emergency.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Local Declaration of a Disaster Emergency

The condition declared by the local governing body when, in their judgment, the threat or actual occurrence of a disaster requires coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused. A local emergency can be at the municipal or county level.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Long Term Recovery Committee (LTRC)

A group of volunteer organizations established to provide recovery assistance to victims of a disaster or emergency beyond those services available from government sources. The LTRC should work in coordination with county and local government in order to ensure maximum utility from all available resources.

Source: PEMA. *Model EOP.* , 2010. Print

Mass Distribution of Medical Countermeasures (MDMC)

A broader concept of distributing emergency medicine to the public, MDMC includes but is not limited to the scope of the Strategic National Stockpile (SNS) program.

Source: PA DOH. *Annex D: Mass Distribution of Medical Countermeasures.* , 2011. Web

Mass Care Centers

Fixed facilities suitable for providing emergency lodging for victims of disaster left temporarily homeless. Mass Care centers are capable of providing all essential social services. Feeding may be done within a mass care center (in suitable dining facilities) or nearby.

Source: Pennsylvania. *Evacuation Planning and Implementation Guidebook.*2006. Web. 12 Jul 2011

Municipality

As defined in the Pennsylvania Constitution, "...a county, city, borough, incorporated town, township or similar unit of government..." (Article IX, Section 14, the Constitution of Pennsylvania).

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Natural Disaster

Any hurricane, tornado, storm, flood, high water, wind driven water, tidal wave, earthquake, landslide, mudslide, snowstorm, drought, fire, explosion or other catastrophe which results in substantial damage to property, hardship, suffering or possible loss of life.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Political Subdivision

Any county, city, borough, township or incorporated town within the Commonwealth, as well as school districts, and water, sewer and other authorities that have governmental or taxing authority.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Presidential Declaration of "Emergency"

"Emergency" means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Source: USA (FEMA). Robert T. *Stafford Disaster Relief and Emergency Assistance Act of 2007*. 2007. Print

Presidential Declaration of "Major Disaster"

"Major Disaster" means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

IMPORTANT NOTE - Before federal assistance can be rendered, the Governor must first determine that the situation is of such severity and magnitude that effective response is beyond the capabilities of the State and affected county and local governments and that Federal assistance is necessary.

Source: Source: USA (FEMA). Robert T. *Stafford Disaster Relief and Emergency Assistance Act of 2007*. 2007. Print

Preliminary Damage Assessment

A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of private and public sectors. Information collected is used by the state as a basis for a governor's request for a presidential declaration, and by the Department of Homeland Security to document the recommendation made to the President in response to the governor's request.

Source: Suburban Emergency Management Project. *Disaster Dictionary*. 2007. Web

Protective Action

Any action taken to eliminate or avoid a hazard or eliminate, avoid or reduce its risks.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Public Information Statements

Public announcements made by PEMA or county official spokespersons via newspapers, radio or television to explain government actions being taken to protect the public in the event of any public emergency.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

RACES-Radio Amateur Civil Emergency Service

An organization of licensed amateur radio operators that provide radio communications for federal, state and municipal governments in time of emergency.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Reception Center

A pre-designated site outside the disaster area through which evacuees needed mass care support will pass through to obtain information and directions to mass care centers

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Reentry

The return to the normal community dwelling and operating sites by families, individuals, governments, and businesses once the evacuated area has been declared safe for occupancy.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Route Alerting

Route alerting is a supplement to siren systems accomplished by pre-designated teams traveling in vehicles along pre-assigned routes delivering an alert/warning message.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan.* , 2008. Print.

Service Animal

Any guide dog, signal dog or other animal individually trained to provide assistance to an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair or fetching dropped items.

Source: USA (FEMA). *Emergency Planning for Household Pets and Service Animals.* , 2007. Web

Search and Rescue (SAR)

Search-and-rescue (SAR) involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

Source: USA (FEMA). *Urban Search and Rescue Division SOG.* , 2006. Web

Strategic National Stockpile (SNS)

A program headed by the federal Centers for Disease Control that maintains large stocks of medications for distribution to the public during emergencies. The SNS relies on the state and county governments to have plans and play a major part in the distribution of the medications. This is done through a series of PODs (Points of Dispensing) that are located throughout the county.

Source: "Strategic National Stockpile." *Office of Public Health Preparedness and Response*. CDC, n.d. Web. 12 Jul 2011.

Traffic Control Points (TCP)

Manned posts established at critical road junctions for the purpose of controlling or limiting traffic. TCPs are used to control evacuation movement when an emergency situation requires it.

Source: PEMA. *Pennsylvania Evacuation Planning and Implementation Guide Book*. , 2006. Print.

Unmet Needs

Capabilities and/or resources required to support emergency operations but neither available nor provided for at the respective levels of government.

Source: Pennsylvania (PEMA). *Pennsylvania State Emergency Operations Plan*. , 2008. Print.

Appendix C: Emergency Support Function Assignment Matrix

(See enclosed Chart)

Appendix D: Map of Chester County

(See enclosed Map)

Appendix E: EOC Operational Structure

(See enclosed Chart)

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