



**Harnett County, NC**

**All Hazards**

**Emergency Operations  
Plan (EOP)**

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## **I. FOREWORD**

The Harnett County Emergency Operations Plan addresses multiple hazards that could threaten our county and its citizens. The Emergency Operations Plan uses a functional format and employs the National Incident Management System (NIMS) approach to emergencies; and fosters prompt, efficient and coordinated response operations by elements of the emergency organization. NIMS requires a system-wide integration of people, skills and resources. NIMS recognizes that plans developed for one type of emergency are extremely useful for other emergency situations and a significant amount of emergency operational capability can be established by addressing broadly applicable functions.

This Emergency Operations Plan presents a basic guide that serves as a summary document to the functional annexes. These annexes define responsibilities and actions of county government personnel during emergency situations. The definition of the missions of each response agency reduces confusion, chaos and conflict during emergency operations and significantly decreases the vulnerability of the public and their property to hazards that develop in emergency situations.

This Emergency Operations Plan meets the requirements of the Federal Emergency Management Agency (FEMA) planning guidance, CPG 1-8 and CPG 1-8A, and the legal responsibilities identified in North Carolina General Statutes, Chapter 166-A. It provides all the necessary elements to ensure that Harnett County and its municipalities can fulfill its legal responsibilities for emergency preparedness. The plan takes into consideration for all operations of the Americans with Disabilities Act. All operations will be compliant with the provisions of the act, where facilities or equipment may be substandard provisions will be made to ensure proper assistance is available.

This Emergency Operations Plan, upon approval and adoption of the Harnett County Board of Commissioners, replaces and supersedes all previously adopted emergency plans. This plan is in full compliance of the Harnett County NIMS ordinance.

## **II. INSTRUCTIONS FOR USE**

It is intended that this plan, when implemented, be used by the Harnett County response organizations to obtain maximum use of existing resources, organizations, and systems in their response to emergencies and disasters that could and / or have occurred in the county. The format utilized is:

### **Basic Plan:**

Used by chief executives and policy officials. Provides the intent of the county government leaders in responding to emergency situations.

### **Annexes:**

Address the specific functions for use by the operational managers. Appendices provide additional information on selected topics covered in the annex.

### **Standard Operating Procedures:**

Standard Operating Procedures (SOPs) are not contained in this plan, but must be developed by each operational manager and are essential to the implementation of this document. Copies of all County Government Department SOPs will be submitted to the Emergency Management Division and will be kept at the Emergency Operations Center to ensure integration of services when two or more agencies work

together.

Each section of the plan contains a purpose statement for that section. All individuals with assigned responsibilities should be familiar with the entire plan; however, added emphasis will be given to those sections for which they are responsible. While all circumstances cannot be addressed, county personnel will use this plan to guide their actions for those things that do occur but are not specifically addressed in the plan.

### III. PURPOSE/SCOPE

This plan defines the actions that Harnett County government agencies and selected non-governmental organizations in the county will take to reduce the vulnerability of people and property to a disaster and establish the ability to respond effectively to any emergency situation.

This will ensure a high order of survivability, preservation of life and property within Harnett County, in the event of manmade threats, natural disaster or terrorist threat affecting the county by ensuring maximum use of all resources at our disposal.

### IV. SITUATIONS AND ASSUMPTIONS

#### A. Situation

1.

##### 1. Geography and Economics:

Harnett County is located in the south-central portion of North Carolina. Sampson and Johnston Counties border it on the east; by Wake County on the north; by Chatham, Lee, and Moore Counties on the west and Cumberland County on the south.

There are five municipalities within the county; the largest of these is Dunn with a population of 9,584 located in the southeastern corner of the county. Lillington, the County seat, has a population of 3346. Erwin has a population of 4,573, Coats has a population of 2,271 and Angier has a population of 4570. The total population of Harnett County is approximately 122,135 with some seasonal fluctuations.

The following services, which may have expanded duties during disasters, are provided by Harnett County:

- a) Animal Services
- b) Building Inspections
- c) Education
- d) Emergency Management
- e) Emergency Medical Services
- f) Fire Departments
- g) Fire Marshal
- h) Health Department
- i) Law Enforcement
- j) Mental Health
- k) Social Services

- l) Solid Waste Operations
- m) Volunteer Rescue Squads

## 2. Major traffic arteries:

Interstate 95, a major north-south artery, traverses the eastern side of the county between Benson and Fayetteville. Other main U.S. highways are 301, 401 and 421. N.C. State highways 24, 27, 42, 55, 82, 87, 210 and 217 carry a large amount of traffic.

Public roadways within Harnett County are almost exclusively owned and maintained by the NCDOT, Division of Highways. While most secondary roads are paved, there are still a number of unpaved public roads throughout the county.

## 3. Jetport:

Harnett County Jetport is a general aviation Jetport located near the community of Buies Creek with a 5,000-foot runway. Major commercial air service is available at the Raleigh-Durham International and Fayetteville Jetports. Both of these Jetports are within an hour driving time from most areas of Harnett County.

4. The County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. The County has experienced many hazards, all of which have, at some particular time, caused disruption to communities, great amounts of damage and in some cases even created casualties. Potential hazards and historical hazards (natural, technological and national security) for Harnett County are:

- . Aircraft Accidents (Civilian / Military)
- . Bridge Damage
- . Civil Disorder / Rioting / Vandalism
- . Drought (Extreme Heat)
- . Earthquake
- . Fixed Nuclear Facility
- . Floods
- . Forest Fires
- . Hazardous Materials
  - Transportation Incidents
  - Fixed Facility Incidents
  - Unidentified Spills or Dumping Activity
- . Hurricanes
- . Landfill Fires
- . Large Structural Fires
- . Livestock Disease
- . Mass Casualty
- . National Security Emergency
- . Pipeline Break
- . Power Failure
- . Rail accident (see hazardous materials and/or mass casualty)
- . Severe Thunderstorms
- . Terrorist activity / Sabotage
- . Tornadoes
- . Unknown (biological, diseases, etc.)
- . Waste / Wastewater Spills
- . Winter Storms /Cold weather

## B. Assumptions

1. The occurrence of any one or more of the disaster events previously listed could impact Harnett County severely and include several of the following possibilities:
  - . Loss of electric power
  - . Failure of the water distribution and storage system
  - . Loss of part or all of waste treatment systems
  - . Severance of road / highway network
  - . Evacuation of people from the county
  - . Necessity for mass care (shelter) and feeding operations
  - . Need for debris clearance and removal
  - . Multiple injuries and fatalities
  - . Drastic increase in media attention
  - . Damage to the communications and telephone networks
  - . Economic impact
  - . Increased number of vermin and vectors (insects)
  - . Need for official public information and rumor control
  - . Need for State and/or Federal assistance
  - . Re-entry of essential personnel and equipment
  - . Re-entry of the public
  - . Damage to vital records
  - . Need for damage assessment
  - . Need for auxiliary power
  - . Need for coordination of donated goods
  - . Contamination of private wells
  - . Need for law enforcement support
  - . Need for emergency medical and rescue support
  - . Need for fire protection support
  - . Need for additional hospital / medical support
  - . Overtaxing local resources
  - . Depth of staffing problems
  - . Loss of facilities vital to maintaining essential services
  - . Environmental impact to wildlife, natural resources, and agriculture
  - . Management of reconstruction
  - . Coordination of staged resources
  - . Isolation of populations
  - . Presidential Disaster Declaration
  
2. The occurrence of one or more than one of the previously listed emergency / disaster events could result in a true catastrophic disaster situation which would grossly overwhelm local and state resources.
  
3. It is necessary for the county and municipalities to plan for and to carry out *coordinated* disaster response and short-term recovery operations utilizing local resources, however, it is likely that outside assistance would be needed and available in most major disaster situations affecting the county.

4. Emergency and disaster occurrences could result in disruption of government functions. This necessitates that all levels of local government and departments develop and maintain standard operating procedures to ensure continuity of government. These procedures will address depth of staffing, line of succession, and mode of operation.
5. Most natural disasters will leave at least some part of the county isolated and on its own for a period of time. Families should be encouraged to train and prepare for these events.
6. Officials of Harnett County are aware of the possible occurrence of an emergency or major disaster and their responsibilities in the execution of this plan and will fill these responsibilities as needed.

## **V. CONCEPT OF OPERATIONS**

### **A. Preparedness**

1. As required by General Statutes 166A, it is the responsibility of County / City government to organize and plan for the protection of life and property from the effects of hazardous events or disasters.
2. Facilities vital to the operation of county and local government have been identified. These facilities will receive priority for restoration of service.
3. Planning and training are necessary and integral parts of emergency and disaster preparation and must be a prerequisite to effective emergency operations.
4. Coordination with adjoining jurisdictions is essential when events occur that impact beyond county or jurisdictional borders.
5. It is the responsibility of the elected officials to ensure that all legal documents of both a public and private nature recorded by designated officials be protected and preserved in accordance with existing laws, statutes and ordinances.
6. ICS training documentation for county employees will be maintained by Emergency Management. All other agencies will maintain their own documentation and report annually to emergency management those figures (July of each year). Training and exercise data are maintained in separately from this document. Emergency Management will maintain this data.
7. All emergency personnel contact lists and resource information is maintained within the County Resource Manual.

### **B. Response**

1. In significant emergencies / disasters, direction and control will be managed by the Policy / Administration Group.
2. Emergency Operating Center (EOC) will be staffed and operated as the situation dictates. When activated, operations are supported by ranking representatives from a number of local government, private sector and volunteer organizations to provide information, data, and recommendations to the Policy / Administration Group.
3. When an emergency situation develops, the senior elected official or the designee of the jurisdiction (as defined in GS 14-288.1) may declare a State of Emergency to exist within the jurisdiction (or a part

thereof) and begin implementing emergency procedures. (See Authorizations and Authorities Section)

4. The County Manager and County Emergency Services Director/Emergency Management Coordinator will coordinate county resources. The Mayor or his designee will coordinate and control the resources of the municipality and coordinate with the county EOC for state resources.
5. The County Manager will utilize all available media outlets for the dissemination of emergency information to the public.
6. Should local government resources prove to be inadequate during emergency operations, request for assistance will be made to other jurisdictions, higher levels of government, and / or other agencies in accordance with existing mutual-aid agreements and understandings. Requests for State or Federal resources must be made through the Harnett County Emergency Management and forwarded to the State EOC.
7. The National Response Framework established the basis for fulfilling the Federal Government's role in providing response and recovery assistance to a State and its affected local governments impacted by a significant disaster of any kind, which results in a required Federal response.
8. Under the National Response Framework, departments and agencies having authorities and resources have been assigned primary and support agency responsibilities for various Emergency Support Functions. These Emergency Support Functions will work in concert with State agencies to provide the needed resource(s).
9. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a Federal Coordinating Officer will be appointed as the President's representative to coordinate overall delivery of Federal assistance. Federal departments and agencies have been assigned missions to provide assistance directly to the State, under the overall direction of the Federal Coordinating Officer.

## **C. Recovery**

The authority by which it was proclaimed shall declare termination of a State of Emergency. (See Authorizations and Authorities Section)

A Resilient Recovery Plan has been developed for Harnett County in the event of a large scale disaster.

## **D. Mitigation**

Following any major emergency / disaster event, a critique will be held to evaluate the jurisdiction's response to the event. A critique will include the following issues related specifically to recovery:

1. Mitigation of potential problems through use of Hazard Mitigation Grants
2. Plans and procedures revision based on lessons learned
3. Unmet needs status
4. Resource Management and Management of Donated Goods
5. Interagency Cooperation
6. Damage Survey Report process and documentation
7. Training needed



## **VI. PLAN DEVELOPMENT AND MAINTENANCE**

- A. Each agency of local government is responsible for the development of standard operating procedures in the support of this plan.
- B. The County Manager mandates the development and annual review of this plan by all officials involved and will coordinate necessary revision efforts through the Emergency Services Agency. That shall include a critique of the actions taken in support of the plan following any event requiring implementation of the plan.
- C. This plan shall be exercised annually in lieu of actual response to real emergency events.



## **Harnett County, NC**

### **Emergency Operations Plan (EOP)**

# **Procedures and Annexes**

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### Checklists

## 1. Alert and Warning

### I. PURPOSE

This annex describes the process for staffing, operating and maintaining a warning system in the event of an emergency. It also provides instructions for dissemination of warning information to response agencies and the general public throughout the County.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. The County Warning Point will normally initiate notification and warning.
2. Broadcast media will be relied upon to assist in the dissemination of warning to the general public.
3. Operational telephone and / or radio communications may be utilized to notify public officials, Emergency Operations Center staff, emergency personnel and others as required.
4. Emergency service vehicles are available for warning the general public.
5. Special Needs groups or persons in group quarters may have to be provided special warning and notification.

#### B. Assumptions

1. Current forms of warning may necessitate augmentation in order to provide sufficient warning to the general public and special needs populations.
2. Use of mobile public address systems and / or house to house alert warning may be necessary when the urgency of the particular hazard requires immediate evacuation actions or when there is a failure of other fixed warning systems.

### III. CONCEPT OF OPERATIONS

- A. Emergency warning may originate at the national, state or local level of government. Timely warning requires dissemination to the public by all available means. The following systems are used in Harnett County for receipt and dissemination of warning:
  1. National Warning System (NAWAS)
  2. National Weather Service (NWS) National Oceanic & Atmospheric Administration Weather Radio Service
  3. Emergency Alert System (EAS)
  4. State Operated VIPER Radio System
  5. N.C. Division of Criminal Information (DCI)
  6. Local Government Radio System
  7. Sirens, horns, or mobile public address systems
  8. Telephone

#### B. Receipt and Dissemination of Warning

1. The N.C. Highway Patrol serves as the State Warning Point at the Raleigh Communications Center. NWS alerts are received there from Federal agencies and, on occasion, the public.
2. Warning received from the site of an emergency or from the State Warning Point is normally reported to the Harnett County Communications Center at the Sheriff's Department, which serves as the County Warning Point.
3. Notification of governmental officials and emergency response personnel from the County Warning Point will follow established procedures.
4. Jurisdictions adjoining Harnett County will be notified through the Communications Center or by the quickest possible method, in the event an incident occurs within Harnett County that may cause adverse effects across jurisdictional lines. The Harnett County Emergency Services Director will assume that facilities have been identified which can cause problems to adjoining counties and that lines of communications remain open to provide a timely warning.

#### C. Dissemination of Warning to the general public of major emergencies will be by:

1. Emergency Alert System (EAS)
2. Weather alert radios
3. Community Alert Network (RAPID NOTIFY)
4. House to house alert by emergency personnel

#### D. Dissemination of Warning to Special Populations

1. Hearing impaired, special needs groups, persons in group quarters and non-English speaking groups are notified by the most expedient means possible. Usually the message will ask citizens to assist in the evacuation of these special groups.
2. Public schools, hospitals, large industry, and other special warning locations will be educated in the most expedient means to receive notification and warning information. Each affected organization will determine the best means of notifying their populations.

### IV. DIRECTION AND CONTROL

- A. The Chairman of the Board of County Commissioners or their designee has the authority to direct and control the County Warning System. The Emergency Services Director/Emergency Management Coordinator is vested with the authority of the Chairman to activate the County Warning System as necessary when emergency circumstances warrant and in the interest of time. This authority stands day-to-day unless revoked by the Chairman of the Board of County Commissioners.
- B. The Emergency Services Director is designated as the **County Warning Coordinator** and will follow established County warning procedures.

### V. CONTINUITY OF GOVERNMENT

- A. The line of succession is:
  1. Chairman of the Board of Commissioners
  2. County Manager
  3. Emergency Services Director
  4. Emergency Management Coordinator
  5. Assistant Emergency Management Coordinator

- B. Lines of succession for agencies that support the warning operation are in accordance with their agencies established policies.

**Appendix 1****EMERGENCY ALERT SYSTEM (EAS)****I. PURPOSE**

This appendix provides specific instructions and procedures for Harnett County government and suggested procedures for the Designated Administrative Officials to follow in the dissemination of emergency alerting and warning information and protective action instructions to the citizens of Harnett County over the Emergency Alert System (EAS).

**II. DEFINITIONS**

- A. **Emergency Alert System (EAS):** The EAS is composed of AM, FM and TV broadcast stations and non-governmental industry entities operating on a voluntary, organized basis during emergencies at Federal, State or Operational (local) Area levels.
- B. **Primary Station:** Broadcasts or re-broadcasts a common emergency program for the duration of the activity of the EAS at National, State or Operational (local) Area level. The EAS transmission of such stations are intended for direct public reception as well as inter-station programming.
- C. **Common Program Control Station (CPCS):** This is a Primary Station in an Operational (local) Area which is responsible for originating and coordinating the broadcast of an emergency action notification for its area.

**III. CONCEPT OF OPERATIONS**

This plan calls for:

- A. The prompt reporting of emergency information and recommended protective actions by Federal, State, business, industry and utility officials to the County Warning Point. These reports include severe weather watches and warnings as well as other hazards, such as dam failures, hazardous materials and other threats to the citizens of Harnett County as shown in the Basic Plan.
- B. The prompt reporting of emergency information and recommended protective action to the County Warning Point by emergency service personnel or others at the scene of the emergency.
- C. The decision by local government to disseminate the emergency alerting, warning and protective actions instructions over the CPCS-I.
- D. The preparation of the information to be disseminated in written form.
- E. The activation of the EAS procedure.
- F. The termination of the procedure when it is no longer required.

**Appendix 2****EMERGENCY ALERT SYSTEM BROADCAST PROCEDURE****I. PURPOSE**

This procedure provides a list by title of government persons who are authorized to activate the Emergency Alert System (EAS) at or from the local level and prescribes the steps to be followed by government and which should be followed by the broadcast media to disseminate emergency information to the general public.

**II. AUTHORIZED PERSONNEL**

The individuals shown below are authorized to request activation of the EAS in order to disseminate emergency information and instructions. A list of these individuals by title has been provided to the Operational Area CPCS-1 and a mutually agreeable method of authentication by code has been established. The EAS CPCS-1 has furnished the County with a list of telephone numbers to be used by the authorized personnel when requesting activation of the EAS.

- A. Chairman of the Board of County Commissioners or their designated representative.
- B. The Mayor or their designated representative.
- C. City or County Managers.
- D. Emergency Services Director or their designated representative.

**III. ACTIVATION REQUEST PROCEDURES****A. Notification Procedure**

1. Prepare in writing the exact information to be broadcast (Refer to Emergency Public Information attachments).
2. Call the State Warning Point (Emergency Management - Operations) and give title, name and political subdivision represented and request the EAS be activated for the Operational Area.
3. Upon request, give authentication code.
4. The State Warning Point will / should acknowledge the authentication code.
5. Upon request of the Warning Point, read text prepared for emergency action notification.
6. Follow other instructions as given by the State Warning Point (Emergency Management).

**B. Broadcast Activation Procedure**

1. CPCS-1 (or primary station) will disseminate the emergency information through AM-FM radio or TV according to the State Plan.
2. A Primary Station will disseminate the emergency information only through its own facility.
3. Follow-up messages as needed, upon request of the originating officials.



**C. Termination Procedure**

1. Have a written termination notice specifying the hazard to be terminated.
2. Call the State Warning Point and give title, name and political subdivision represented and request the EAS be terminated.
3. Upon request, give authentication code.
4. Upon request, read the termination message, concluding with the statement "This concludes this activation of the Emergency Alert System".

**IV. TESTING THE EAS PLAN**

Scheduled or random tests should be conducted so that a radio station and county operations become familiar with this procedure on all shifts.

**V. PROCEDURES DEVELOPMENT AND MAINTENANCE**

- A. The North Carolina Division of Emergency Management will be responsible for updating the authentication code annually.
- B. Each county will be responsible for advising the stations of current warning point telephone numbers.
- C. Counties will confirm current authentication code lists with the stations.

## 2. Animal Services and Protection

### I. PURPOSE

To control, protect and ensure the humane care and treatment of domesticated animals during an emergency situation that could cause animal suffering.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Any disaster that threatens humans, threatens animals as well and it will be necessary to provide water, shelter, food and first aid.
2. Relocation, shelter, or relief efforts for livestock, wildlife, or domesticated animals may be required.
3. Shelter locations may be required to provide domesticated Animal Services due to sheltered persons bringing their pets with them.
4. Livestock left in evacuated areas will need to be cared for and provisions will need to be made for re-entry to facilitate this need.

#### B. Assumptions

1. Harnett County will request outside assistance from the State and private sector in a major disaster.
2. Animal protection planning will ensure the proper care and recovery of animals impacted during an emergency.
3. Personnel with proper training and protective equipment will be available to re-enter evacuated areas for the purpose of rescue or care of livestock or domestic animals.

### III. CONCEPT OF OPERATIONS

- A. The sheltering and protection of companion animals and livestock is the responsibility of their owners. Animal owners should plan for animal care during a disaster as they prepare their family preparedness plan.
- B. The Harnett County Animal Services Office will be the lead agency for situation assessment and determination of resource needs. As needed, the County will protect animals affected by any disaster to include rescue, shelter, control, feeding, and preventive immunization of animals left homeless, lost, or strayed as a result of the disaster. The Harnett County Community Animal Response Team, will be asked to assist in this effort.
- C. During emergencies, requests for animal protection assistance and resources such as food, medicine, shelter, specialized personnel, and additional veterinary medical professionals will be routed through the CART representative within the Harnett County Emergency Operations Center.
- D. Wild animals, out of their natural habitats, in danger either to themselves or humans, will be handled by the Harnett County Department of Animal Services with assistance of the CART representative.
- E. Shelters that have been established for disaster victims will not accept domestic animals. However, if an evacuee comes to the shelter with their pet(s), efforts will be made to assist in locating the domestic animal(s) away from the general populace and given proper care.

## 3. Assignment of Responsibilities

### I. PURPOSE

This section tasks departments within local government with emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining their own emergency standard operating procedures (SOGs). Specific responsibilities are outlined below under the section named Assignment of Responsibilities. Responsibilities for certain organizations, which are not a part of local government, are also outlined.

### II. ORGANIZATION

#### A. Policy / Administrative Group

1. The Harnett County Emergency Policy / Administration Group consists of the following:
  - Harnett County Commission Chairperson
  - County Manager
  - Sheriff
  - President, Harnett County Chief's Association
  - EMS Director
  - County Finance Officer
  - Public Works / Utilities Director
  - County Emergency Services Director
  - County Emergency Management Coordinator
  - Designees as necessary
  
2. The Municipalities Emergency Policy / Administrative Group may consist of the:
  - Mayor
  - Board Members
  - City Manager
  - City Finance Director
  - Police Chief
  - Fire Chief
  - Director of Public Works
  - County Emergency Services Director
  - Designee as necessary

#### B. Support Groups

1. The Support Groups consist of representatives from predetermined governmental and volunteer agencies.
2. These groups are tasked with the implementation of Policy / Administration Group decisions.

### III. ASSIGNMENT OF INDIVIDUAL RESPONSIBILITIES

#### A. Chairperson, County Commissioners or Designee

1. Carry out appropriate provisions of the North Carolina General Statutes, in addition to local ordinances relating to emergencies.
2. Declare and / or rescind a State of Emergency for Harnett County.
3. Execute the Harnett County Emergency Operations Plan.

4. Implement other measures as necessary to provide for the protection of life and property, including orders for evacuation and re-entry.
5. Nominate members for the Local Emergency Planning Committee to the Chairman of the State Emergency Response Commission.
6. Coordinate emergency response actions with the elected representatives of adjoining jurisdictions.

#### **B. County Manager**

1. Implement the County Emergency Management Plan by the authority of the County chairperson. This authority may be designated to the Emergency Services Director/Emergency Management Coordinator.
2. Direct county agencies to develop and continuously update emergency plans and standard operating procedures (SOP's) to respond to emergencies.
3. Support the Emergency Services Agency in the development of periodic exercises and tests of the emergency systems.
4. Function as the official spokesman and Public Information Officer or assure that a qualified, trained PIO is in place.
5. Authorize the release of emergency public information statements.
6. Coordinate emergency response actions with County Managers from adjoining jurisdictions.
7. Implement Incident Command System within the EOC or delegate this authority to the Emergency Services Director/Emergency Management Coordinator, as necessary to provide for optimum response and recovery.
8. Assure protection of public health and safety within the jurisdiction.
9. Appoint designee for Air Operations conducted during emergency / disaster situations.

#### **C. Mayors / Municipal Managers**

1. Utilize and commit municipal personnel, facilities, equipment and resources in support of Harnett County emergency / disaster response operations, not to conflict with the municipalities' needs.
2. Assess needs of the municipalities and request resources through the County Emergency Services Director.
3. Carry out appropriate provisions of the North Carolina General Statutes, in addition to local ordinances relating to emergencies.
4. Declare and rescind a State of Emergency for the municipality.
5. Execute the Harnett County Emergency Operations Plan for the municipality.
6. Implement other measures as necessary to provide for the protection of life and property in the municipality.

#### **D. Emergency Services Director/Emergency Management Coordinator**

1. Develop and maintain standard operating procedures for emergency service operations during emergency and disaster situations.
2. Perform assigned duties according to state statutes and local ordinances.
3. Develop plans in accordance with Federal and State guidelines

4. Coordinate emergency operations within the jurisdiction and develop mutual aid agreements. Ensuring that all response and recovery efforts fall within the parameters of the Incident Command System.
5. Develop and maintain a current notification list of emergency operation personnel and appoint a liaison officer.
6. Provide for presentation of programs to properly train the emergency service organization.
7. Maintain a current list of available local resources.
8. Coordinate the procurement of resources requested by municipalities within the County and direct aid to areas where needed.
9. Coordinate with private industry for use of privately owned resources.
10. Request additional resources through NC Emergency Management in those cases where county / municipal resources cannot meet resource or recovery requirements.
11. Coordinate exercises and tests of the emergency systems within the jurisdiction.
12. Alert and activate, as necessary, the **County Emergency Service Organization** when informed of an emergency within the County.
13. Submit necessary emergency information and reports to the proper agencies during emergency and disaster events.
14. Assume the role of Command (direction & control) when the EOC is activated.
15. Maintain contact with the NCEM Area Coordinator during emergency situations.
16. Serve as the Community Emergency Coordinator as defined by SARA Title III and the Local Emergency Planning Committee.
17. Coordinate emergency response actions with the Emergency Management / Services Coordinators in adjoining jurisdictions.
18. Serve as principal liaison and advisor for emergency operations during emergency / disaster situations.
19. Maintain operational readiness of the County Emergency Operations Center.
20. Conduct a hazard analysis to determine potential evacuation routes.
21. Identify and arrange suitable shelter locations.

#### **E. Sheriff**

1. Develop and maintain standard operating procedures for law enforcement operations during emergency and disaster situations.
2. Provide direction and control for law enforcement operations.
3. Anticipate resources needed to support law enforcement activities during emergencies, and plan for timely resource request.
4. Coordinate security for the damaged areas, vital facilities, equipment, staging areas and shelter operations.
5. Assist Communications with the Warning and Notification process for the affected population of any existing or impending emergency / disaster.
6. Coordinate traffic control with State Highway Patrol throughout the county during emergency operations.
7. Function as or designate the official Public Information Officer for law enforcement operations
8. Provide personnel to support EOC operations in accordance with EOC Plan and SOP.

**F. Communications Supervisor**

1. Establish and maintain the communications network for two-way communications between the EOC and the field emergency response resources.
2. Provide for the dissemination of warning information to emergency response personnel.
3. Coordinate the Warning and Notification process for the affected population of any existing or impending emergency / disaster.
4. Develop and maintain standard operating procedures for Communications Center operations during emergency events.
5. Identify radio repair capabilities and maintenance operations for emergency repairs. Establish funding mechanism for emergency communications restoration during disaster situations.

**G. Municipal Law Enforcement**

1. Develop and maintain standard operating procedures for disaster operations in support of the County Emergency Operations Plan.
2. Be aware of local traffic control points for regional evacuations affecting the municipality.
3. Anticipate resources needed to support local law enforcement activity during emergencies and plan for timely resource requests
4. Identify local emergency evacuation routes from high hazard areas.
5. Assist in notification and warning of the general public, primarily in their respective jurisdiction.
6. Provide security of homes, businesses and property in damaged areas.
7. Assist with initial impact assessment.
8. Assist with re-entry of evacuees into damaged areas primarily in their respective jurisdiction.

**H. Public Information Officer (PIO)**

1. Develop and maintain standard operating procedures for public information operations during emergency and disaster operations, including a directory of media outlets.
2. Maintain current inventories of public information materials to include weather preparedness, family preparedness, etc.
3. Coordinate all County / Municipal media releases during an emergency situation.
4. Provide for rumor control, emergency instructions and direct information for the public at the time for the disaster or emergency.
5. Develop media advisories for the public.
6. Function as the official spokesperson for the County / Town during emergencies.
7. Serve in the County EOC during time of emergency activation.
8. Clear information with the Incident Commander or Chief Executive before releasing any information to the media.
9. Ensure that all sources of information being received are authenticated and verified for accuracy.

**I. Fire Marshal or designee**

1. Develop and maintain standard operating procedures for fire operations during emergency and disaster operations, including a directory of media outlets.
2. Direct and control firefighting resources.
3. Identify fire service requirements and request mutual aid as required.
4. Designate staging areas for mutual aid units.
5. Serve as advisor on hazardous materials incidents.
6. Survey shelter sites for fire safety.

#### **J. County Volunteer Fire Departments**

1. Develop and maintain standard operating procedures for fire protection operations during emergency and disaster operations, including a directory of media outlets.
2. Assist law enforcement with warning and notifying the affected population of an existing or impending emergency.
3. Plan for coordination of fire fighting activities throughout the county during disasters.
4. Support rescue operations.
5. Provide support personnel to assist in traffic control.
6. Provide direction and control during hazardous materials incidents.
7. Provide fire protection for shelters.
8. Assist in Search and Rescue operations during emergency / disaster situations.
9. Identify equipment and manpower limitations and develop mutual aid agreements for the procurement of needed resources during emergency and disaster events.
10. Assist with debris removal.
11. Coordinate with the County Inspector in making sure the homes are safe for utilities to be restored during an emergency or disaster event.

#### **K. Emergency Medical Services Director**

1. Develop and maintain standard operating procedures for emergency medical service activities during emergency and disaster situations.
2. Plan for coordination of ambulance and QRV activities throughout the county during disasters.
3. Identify equipment and manpower limitations and develop mutual aid agreements for the procurement of needed resources during emergency and disaster events.
4. Coordinate with area hospitals concerning receipt of mass casualties during emergency and disaster events. (Also see Mass Fatalities).
5. Maintain an SOG for Mass Gatherings and Mass Casualty Incidents.
6. Coordinate with the County Health Director and Social Services Director to determine emergency transportation needs for special needs populations.

#### **L. County Volunteer Rescue Squads**

1. Develop and maintain standard operating procedures for emergency medical service activities during emergency and disaster situations.
2. Plan for coordination of ambulance / rescue activities throughout the county during disasters.
3. Identify equipment and manpower limitations, and develop mutual aid agreements for the procurement of needed resources during emergency and disaster events.
4. Coordinate with the area hospitals concerning receipt of mass casualties and special populations during emergency and disaster events.
5. Coordinate with the County Health Director and Social Services Director to determine emergency transportation needs for special populations.

**M. Hospital Disaster Coordinator**

1. Provide direction and control for hospital staff during emergencies.
2. Identify facilities that could be expanded into emergency treatment centers.
3. Prepare procedures for reducing patient populations (e.g. discharge of less critically ill patients).
4. Implement Hospital Disaster plans.
5. Maintain liaison with EMS Director and provide medical guidance as needed to field units.
6. Establish and maintain field and hospital medical communications.
7. Provide for emergency treatment and hospital care of disaster victims and arrange for a hospital triage team when appropriate.

**N. Social Services Director**

1. Develop and maintain standard operating procedures for Social Service operations during emergency / disaster situations, and shelter operations.
2. Coordinate emergency shelter openings with local Red Cross Chapter and Superintendent of Harnett County Schools.
3. Contact medical / health care facilities (e.g. nursing homes, rest homes, etc.) to encourage development of emergency procedures and adequate coordination with appropriate agencies.
4. Coordinate with the Health Director concerning special needs populations.
5. Provide training for shelter managers for special needs shelters.
6. Provide shelter managers for special needs shelters.
7. Coordinate with Health, Mental Health, and other volunteer / non-volunteer agencies, both public and private, to provide support personnel during sheltering.
8. Coordinate transition of emergency shelter operations with Red Cross Management.

**O. Superintendent of Schools**

1. Develop and maintain standard operating procedures for the safety and protections of students, faculty, and other personnel during emergency situations.
2. Coordinate evacuation and transportation operations for students during emergency situations.



3. Provide support personnel, equipment and facilities as necessary (schools, lunch room personnel, maintenance, administrative, etc.) for shelter operations and ensure that checklists and guidance is provided.
4. Store and provide fuel for emergency vehicles.
5. Serve in the County EOC during time of emergency activation.

**P. Health Director**

1. Develop and maintain standard operating procedures for emergency public health operations during emergency / disaster situations.
2. Coordinate health care for emergency shelters with Director of Social Services and the Red Cross.
3. Coordinate with State water supply authorities to expedite emergency public water supply.
4. Provide continuous health inspections and immunizations when appropriate to evaluate, detect, prevent and control communicable diseases.
5. Coordinate environmental health activities for waste disposal, refuse, food, water control, insect / vermin control and sanitation.
6. Coordinate the identification of special needs populations with the Social Services Director and maintain a current list of those identified.
7. Provide for inspections of mass care facilities to assure proper sanitation practices are followed.
8. Coordinate with the proper authorities to establish a temporary morgue, if necessary, following an emergency / disaster.
9. Provide a public health nurse at all Disaster Application Centers.

**Q. American Red Cross**

ARC will provide personnel and services as outlined in the Agreement with Harnett County.

**R. Mental Health Director**

1. Develop and maintain standard operating procedures for Mental Health operations during emergency / disaster situations.
2. Coordinate with the Director of Social Services to provide crisis counseling when necessary during emergency / disaster situations.
3. Provide crisis-counseling services to professionals and support staff working with emergency response and recovery.
4. Provide crisis counselors for Disaster Recovery Centers operating following a Presidential Declaration of Disaster.
5. Provide for 24-hour crisis line during periods of emergency.
6. Maintain and provide information pertaining to mental health resources that may be utilized during emergencies / disasters.

**S. Finance Officer**

1. Develop and maintain standard operating procedures for county emergency financial record keeping during emergency / disaster situations.

2. Assist the Tax Officer with documentation of disaster damage to county-owned facilities. Be familiar with the FEMA Equipment rate schedule.
3. Provide County budget information in support of the Governor's request for a Presidential Declaration of Disaster.
4. Develop financial accounting procedures to assist local agencies in recording and reporting their emergency expenses.
5. Assist in the establishment and management of post-disaster donated funds.

#### **T. Damage Assessment Officer / Code Enforcement / Tax Officer**

1. Develop and maintain standard operating procedures for County tax operations and records protection during disaster situations.
2. Coordinate damage assessment teams conducting field surveys and ensure teams are properly trained and equipped. Ensure that team composition is sufficiently diverse to assess all types of damage within the county.
3. Collect data, prepare damage assessment reports and forward reports to the Emergency Services Director. (See computer databases for Business, Residential and Public entity damage assessment).
4. Provide property tax information assistance for applicants at Disaster Recovery Centers.
5. Assist the Emergency Services Director and other county or municipal agency representatives who are conducting recovery operations in prioritizing repairs and restorations of affected facilities.

#### **U. Air Operations Manager**

1. Develop and maintain standard operating guidelines for air operations during emergency situations.
2. Coordinate aircraft operations during and following disaster events.
3. Provide for the priority clearance of runways at the Area Airport / Airstrips.
4. Determine capabilities and limitations of the Airport / Airstrip facility to support aviation operations during emergencies.
5. Coordinate with the FAA regarding the need to restrict air space over the disaster area.
6. Provide liaison with the National Transportation Safety Board and the FAA in the event of a mass casualty aircraft accident.
7. Coordinate with military officials in support of disaster-related military flight operations at the airport.

#### **V. Amateur Radio Operator**

1. Develop standard operating guidelines in support of County Emergency Operations Plan for operations during emergency / disaster situations.
2. Develop and maintain a list of amateur radio resources that may be used during an emergency / disaster.
3. Provide a liaison to the Harnett County Emergency Operations Center during emergency / disaster activations.
4. Transmit and receive emergency traffic as necessary during emergencies / disasters.
5. Disassemble and relocate radio equipment to alternate Emergency Operations Center if necessary.
6. Maintain a message log for all emergency traffic.

7. Coordinate with other amateur radio operators to establish and support post-disaster emergency communications.
8. Provide emergency communications at shelter sites as needed.

**W. Public Works / Utilities Director**

1. Develop standard operating guidelines in support of County Emergency Operations Plan for Public Utilities / Works during emergency / disaster situations.
2. Direct and control activities regarding debris clearance operations at water and sewer sites.
3. Coordinate with municipal agencies for restoration of public water systems and waste disposal systems.

**X. City Public Works Director**

1. Develop and maintain standard operating guidelines for Public Utilities / Works operations during emergency / disaster situations.
2. Direct and control activities regarding debris clearance operations.
3. Coordinate for the procurement of fuel for emergency vehicles during disaster situations. (City of Dunn only)
4. Coordinate with county agencies for the restoration of public water systems and waste disposal systems.

**Y. Animal Services Officer**

1. Develop and maintain standard operating procedures for Animal Services activities during emergency and disaster situations.
2. During shelter operations, provide for the use of the Animal Services resources to assist people evacuating with domestic animals.
3. Provide for continuation of animal and rabies control during the disaster period.
4. Coordinate for the needs of large animals (farm animals), during disaster situations.

**Z. Transportation Officer**

1. Develop and maintain standard operating procedures for transportation operations during emergencies.
2. Coordinate requests for vehicles and drivers needed for evacuation.
3. Coordinate staging areas with law enforcement and other agencies.
4. Obtain additional resources as needed from adjacent jurisdictions.
5. Store and provide fuel for emergency vehicles.

**AA. Department of Transportation**

1. Develop and maintain standard operating guidelines for DOT operations during emergency / disaster situations.
2. Coordinate with and support law enforcement in establishing evacuation routes and traffic control points.
3. Advise the Emergency Services Director of roadway conditions and support removal of disabled vehicles or other blocks to evacuations.
4. Maintain a resource list to identify public and private transportation resources.

5. Obtain additional transportation resources, as needed from adjacent jurisdictions, the State and private resources.

**BB. Radiological Officer**

1. Develop and maintain standard operating guidelines in support of the County Emergency Operations Plan.
2. Assess and confine the affected area, obtain radiological exposure rates, and provide this data to the EOC.
3. Establish a radiological protection-reporting network.
4. Implement protective measures based on protective action guides with the recommendations of EPA, DENR, FDA, etc.
5. Obtain and maintain monitoring equipment for radiation hazard protection and exposure control.

**CC. Management of Information Technology Director**

1. Develop and maintain standard operating guidelines for the management of county data processing during emergency / disaster situations.
2. Provide support personnel for technical assistance with computer equipment, telephone and Information Systems during emergency / disaster activations.
3. Provide for the protection of computerized vital records during emergency / disaster events. These procedures are maintained by the IT Director as safeguard materials. Contact IT director for procedures.
4. Assist the Emergency Services Director/Emergency Management Coordinator in the collection, review and update of hazardous material facility information available for emergency response.
5. Assist in the IT operations of the EOC.

**DD. Local Emergency Planning Committee (LEPC)**

1. Ensure compliance with the provisions of Title III, Superfund Amendments, and Reauthorization Act of 1986.
2. Ensure an ongoing program for plan implementation, maintenance, training and exercising.
3. Harnett County Emergency Management is responsible for development and maintenance of the Emergency Operations Plan (EOP).
4. The plan is reviewed on an annual basis (December) and brought in front of the Board of Commissioners for review and approval. Emergency management will work with Department Heads and all associated departments and the Local Emergency Planning Committee to ensure a thorough review of the plan is conducted.
5. The plan will be posted on the County Website and electronic copies will be provided to County Department Heads and Emergency Response organizations within Harnett County as requested.

**EE. Safety Officer**

1. A safety officer will be appointed when the EOC is in operation. Their duties will be to monitor all safety actions for the EOC operation. Field Safety Officers will be appointed by the particular response agency.
2. The EOC Safety Officer will also fill the role of Radiological Officer during a FNF event.

FF. Facility Security will be conducted by the Harnett County Sheriff's Office when the EOC is activated and will remain in place until the deactivation of the EOC.

## **4. Authorization and Authority**

### **I. PURPOSE**

This section provides legal references and authorizations to support actions in the event of an emergency / disaster situation.

### **II. SITUATION AND ASSUMPTIONS**

#### **A. Situation**

1. Actions taken during emergency / disaster events require that legal guidelines be followed to assure protection of the general public and to maintain law and order in the county / municipality.
2. Decisions implemented during times of disaster or impending disaster will sometimes have a negative economic impact on the county / municipality or portions thereof.
3. Verbal and written mutual aid agreements exist between some agencies within Harnett County and its municipalities.

#### **B. Assumptions**

1. Some actions taken during emergency events will be unpopular with the general public.
2. Actions implemented will be based on the safety and welfare of the overall population, but may be unpopular with specific groups.

### **III. CONCEPT OF OPERATIONS**

A. Selected references are on file in the County Emergency Services Office. These include:

- G.S. 166-A (Emergency Management Act)
- Harnett County Emergency Management Ordinance.
- Proclamation of a State of Emergency (including description of Imposition of Prohibitions and Restrictions)
- Termination of a State of Emergency

B. Complete information pertaining to Authorizations and Authorities will be maintained in a reference book, accessible for reference during times of emergency. This reference will include:

- NC Emergency Management Act, G.S. 166-A
- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Harnett County Emergency Management Ordinance
- Proclamation of a State of Emergency
- Mutual Aid Agreements for Fire and Rescue
- Mutual Aid Agreements with Municipalities
- Agreements with American Red Cross
- Agreements with County School System

- North Carolina Oil Spill Act
- Emergency Planning and Community Right-to-Know Act (SARA Title III)
- OSHA 1910.120
- FAA Authority (FAR) to close airspace over disaster areas
- Model Ordinance concerning Price Gouging
- Civil Defense Act of 1950, Public Law 81-920
- NC Governor's Executive Order 43 (Statewide Citizen Corps Council)

## 5. Communications

### I. PURPOSE

This section describes the County's emergency Communication / Notification and Warning system.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Harnett County operates a Central Communications Center located in the Law Enforcement Center, Lillington. Communications serves as the 9-1-1 Center and **County Warning Point**.
2. Day-to-day operations require three full-time dispatchers and one twelve-to-twelve dispatch position, however the volume of traffic during times of disaster will require additional personnel to assist.
3. The Communications Center is designed as a secure facility.
4. The County Communications Center is often the first point of contact for the general public.
5. Harnett County emergency communications are heavily dependent on the commercial telephone network, 800 system and high band radio network.
6. Amateur radio capabilities are limited.
7. Special needs groups, persons in group quarters, or schools may require special warning and / or notification.
8. Emergency Services has the capability to use the Emergency Alert System to deliver warnings to the public.
9. The reverse 911 system (RAPID NOTIFY) can also be utilized to notify the public in case of emergencies.

#### B. Assumptions

1. Use of all available forms of warning and notification will not provide total warning to the general public and special needs population.
2. Emergency and disaster occurrences could have a detrimental effect on the County's communications system.
3. The commercial telephone system serving Harnett County is vulnerable to the effects of emergencies and disasters and to possible system overload due to increased usage.
4. Commercial electric power may be shut off during significant emergencies necessitating the use of auxiliary power.
5. It is possible for communities within the county to be isolated from communications for extended periods of time.



6. Loss of a communications tower or the County's law enforcement repeater system could hamper communication or the ability to page emergency personnel throughout the County.
7. The ability to repair damage to the County communications system is contingent upon the availability of private commercial repair technicians.
8. State assistance may be needed to procure supplemental communication equipment or to locate available repair technicians following a major disaster.

### III. CONCEPT OF OPERATIONS

#### A. General

1. The County Warning Point will initiate notification and warning of appropriate personnel. Telephone, radio communications or pagers may be utilized to notify public officials, EOC staff, emergency personnel, and others as required. RAPID NOTIFY may be utilized for these notifications.
2. Emergency service vehicles equipped with public address systems may be used to warn the general public.
3. The National Weather Service may issue weather watches or warnings directly to the public and Communications Center.
4. The Communications Center is operated 24 hours a day and serves as the Harnett County Warning Point.
5. The N.C. Highway Patrol's Raleigh Communications Center serves as the State Warning Point.
6. Notification of governmental officials and emergency personnel by the County Warning Point will follow established procedures.
7. Emergency communications standard operating procedures will be implemented. Backup capabilities will be activated as necessary.
8. The County Manager or Emergency Services Director must authorize the use of the Emergency Alert System (EAS).
9. Emergency warning may originate at the national, state, or local level of government. Timely warning requires dissemination to the public by all available means.
  - a. Local Radio and Television Stations
  - b. NOAA Weather Radio (National Weather Service)
  - c. Sirens, Horns, Mobile PA Systems
  - d. Telephone/Reverse 911 System
  - e. General Broadcast Over All Available Radio Frequencies
  - f. Newspapers
  - g. Social Media
10. Field Emergency Service personnel utilize the County emergency communications networks to communicate with the EOC.
11. Amateur Radio volunteers can augment primary communications. The Central Branch Office will operate an amateur radio station during periods of activation.

12. The Central Branch Office will assist the National Weather Service (NWS) with dissemination of severe weather advisories and forwarding of related information, situation reports, etc., as needed by the County.

## **B. Specific**

### 1. *Telephone Service*

- a. Commercial telephone service is provided by Centurylink and multiple cellular carriers.
- b. Mobile phone capability exists within the county.
- c. During emergencies, personnel will staff information lines in the EOC to respond to questions from the general public.

### 2. *Two-Way Radio Systems*

- a. The County's Communications System is designated as the principal system to be used for direction and control activities. Principle users are as follows:
  - 1) Law Enforcement
  - 2) Emergency Services
  - 3) Fire / Rescue
  - 4) Emergency Medical Service
  - 5) Public Utilities
  - 6) Medical Facilities
  - 7) Municipalities within the County
- b. Other two-way communications systems which may be used to communicate with the State EOC during emergencies include:
  - 1) Division of Criminal Information (DCI)
  - 2) Commercial Telephone (Fax)
  - 3) Amateur Radio

### 3. *Social Media*

Social media will be utilized as a method for warning and updated the residents of Harnett County through all phases of an event. County Social Media Policies must be adhered to.

## 6. Debris Management

### I. PURPOSE

To provide organizational structure, guidance and standardized procedures for the clearance, removal and disposal of debris caused by a major debris-generating event.

To establish the most efficient and cost effective methods to resolve disaster debris removal and disposal issues.

To expedite debris removal and disposal efforts that provide visible signs of recovery designed to mitigate the threat to the health, safety and welfare of Harnett County residents.

To coordinate partnering relationships through communications and pre-planning with local, State and Federal agencies involved with debris management responsibilities.

To implement and coordinate private sector Debris Removal and Disposal contracts to maximize cleanup efficiencies.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Natural disasters such as hurricanes, tornadoes and flooding precipitate a variety of debris that include, but are not limited to, such things as trees and other vegetative organic matter, building / construction material, appliances, personal property, mud and sediment.
2. The quantity and type of debris generated from any particular disaster will be a function of the location and kind of event experienced, as well as its magnitude, duration and intensity. This plan is based on the debris generating capacity of a Category 3 Hurricane with wind speeds in excess of 131 miles per hour and heavy rainfall.
3. A Category 3 Hurricane will cause extensive damage to large trees and shrubs in addition to substantial structural damage to homes and commercial property. Mobile homes will be destroyed.
4. The quantity and type of debris generated, its location, and the size of the area over which it is dispersed will have a direct impact on the type of removal and disposal methods utilized to address the debris problem, associated costs incurred and how quickly the problem can be addressed.

#### B. Assumptions

1. A major natural disaster that requires the removal of debris from public or private lands and waters could occur at any time.
2. The amount of debris resulting from a major natural disaster probably will exceed Harnett County removal and disposal capabilities.
3. Harnett County will contract for additional resources to assist in the debris removal, reduction and disposal process.

4. The Governor will declare a State of Emergency that will authorize State resources to assist in removal and disposal of debris.
5. The Governor will request a Presidential Disaster Declaration, if the disaster exceeds both local and State resources.

### III. CONCEPT OF OPERATIONS

#### A. General

##### *Organization*

1. The County will be divided into Debris Management Sites.
2. The Solid Waste Manager will have the primary responsibility for identifying these sites, obtaining agreements to use these sites and ensuring their continued availability.

#### B. Specific

##### 1. **Responsibilities**

- a. Disaster responsibilities for municipalities will be determined by the respective jurisdictions according to their capabilities. However, all clean up and restitution efforts should be coordinated with adjoining jurisdictions, including Harnett County. All Harnett County municipalities are encouraged to participate in the existing agreement for sharing resources among themselves as a first priority.
- b. The Emergency Services Director is responsible for daily operational control and overall management of the Emergency Operations Center and its staff. The Emergency Services Director will receive current information on the severity of the disaster from many sources. All requests for debris removal or disposal will be directed to the Debris Manager. Requests for debris clearing from public facilities and roadways will be coordinated with the EOC.
- c. The Debris Manager will be designated as the **County Debris Manager**. In addition they will be responsible for, but not limited to, the following with respect to any and all debris management issues:
  - 1) Keep the Harnett County Administration and Emergency Services Director briefed on the status of the debris clearing, removal and disposal operations.
  - 2) Assure that Harnett County is represented at all meetings with other government and private agencies involved with the debris cleanup operation.
  - 3) Coordinate with affected municipalities within Harnett County on all debris clearance, removal and disposal issues through conference calls.
  - 4) Convene emergency debris coordinating meetings at the EOC or other location as appropriate.
  - 5) Ensure the debris management effort is provided with all available administrative staff and field support personnel.

- 6) During EOC activation, the Debris Manager will coordinate debris management issues from the EOC. The Debris Manager will be responsible for coordinating all debris clearance and cleanup actions with the EOC. Actions will focus on keeping track of field site assignments and progress of the initial debris clearance from public roadways and critical facilities.
- 7) The Debris Manager will inform the Emergency Services Director of cleanup progress and any problems encountered or expected.
- 8) The Debris Manager will coordinate debris issues with municipalities, other government and private agencies involved with the debris cleanup operation. The Debris Manager may appoint a field operations coordinator who will be responsible for daily operational control of the debris sites.
- 9) The Debris Manager will supervise the monitoring of Debris Contractors, load inspections at debris sites and other off site areas and the preparation of Load Sheets at debris sites or other impacted areas.
- 10) The Debris Manager will coordinate the dissemination of public information with the EOC Information Officer (IO).

**d. Information Officer (IO)**

The IO will develop a proactive information management plan. Emphasis will be placed on actions that the public can perform to expedite the cleanup process. Flyers, newspapers, radio and TV public service announcements should be used to obtain the public's cooperation by separating burnable and nonburnable debris, segregating household hazardous waste, placing disaster debris at the curbside, keeping debris piles away from fire hydrants and valves, reporting locations of illegal dump sites or incidents of illegal dumping and segregating recyclable materials. Pickup schedules will be disseminated in the local news media and the County Emergency Information hotline.

**e. County Finance Officer**

The Harnett County Finance Officer, or his designee, shall serve as **Reimbursement Coordinator** and will provide for the collection and compilation of all labor, equipment hours, materials / supplies and expenditures related to disaster response and recovery. The Reimbursement Coordinator will also manage the receipt and submission of all debris contractor payables through consultation with the Debris Management Consultant and Debris Manager. Under the direction of the County Finance Officer, the County Debris Manager will assure that debris management contractors establish and maintain insurance coverage as required by the contract. In addition, the County Finance Officer, in cooperation with the Debris Management Consultant, will ensure that the identified contractors meet the contract requirements.

**f. County Damage Assessment Officer**

The County Damage Assessment Officer will be responsible for compiling all damage reports for county facilities using FEMA's Project Worksheet forms and coordinate the submission of these forms with the Reimbursement Coordinator and Debris Manager.

**g. Environmental Programs**

The Debris Manager shall work with the appropriate state and federal environmental regulatory agencies to ensure debris sites comply with established guidelines. Site monitoring will include environmental sampling (well drilling & monitoring sites) and lab services, as required.

**h. Solid Waste Manager**

- 1) The County Solid Waste Manager shall be responsible for the coordination with franchise waste haulers to reestablish garbage collection in the unincorporated areas of the county. The Solid Waste Manager shall coordinate with the Debris Manager in matters regarding storm debris

collection, transportation and disposal.

- 2) The County Solid Waste Manager shall be responsible for storm debris cleanup at solid waste facilities. The County Solid Waste Manager and the Debris Manager will coordinate any on site open burning of vegetative debris. The Solid Waste Manager will provide a status report on the availability of disposal capacity and the types and quantities of storm debris being delivered to the landfill facilities for processing or storage. The Emergency Services Director will be provided with regular status reports.

i. **Hazardous Waste Services**

The contractor(s) in accordance with established state and federal disposal regulations should separate Household Hazardous Waste (HHW). The contractor(s) shall provide to the Debris Manager recommendations for dealing with HHW materials. The contractor(s) shall ensure the coordination of inspections, notifications, and if necessary, cleanup or mitigation of any hazardous waste releases at identified facilities.

j. **Debris Management Consultant(s)**

Harnett County may hire a prime contractor to coordinate debris removal and other related activities. The contract will be handled as other service contracts are handled within the scope of county government. The Finance Officer, in cooperation with the Debris Manager, will make recommendations regarding selection of the vendor, scope of work, costs and other related issues. The identified prime contractor will hire and supervise sub contractors within the scope of the contract.

2. **Pre-Storm Administrative Actions**

The County Emergency Services Director will conduct a Debris Management Workshop with the Contractors, Debris Manager, identified County staff and municipal representatives to review the Debris Management Plan procedures and to ensure that the debris management operation works smoothly. Items of discussion will include:

- Contractor responsibility
- Debris Management Site
- Logistical support
- Procedures for call up of Contractor personnel and equipment
- Haul routing
- Contractor vehicle identification and registration
- Debris hauling load ticket administration
- Mobilization and operation of the Debris Management Sites
- Contractor payment request submission, review, and verification
- Special procedures for HHW
- Debris Management site open and closure requirements

3. **Pre-Storm Activation Actions**

- a. The Emergency Services Director will notify the Finance Officer, who will in turn notify the contractor, in order to place them on alert status. They are to be prepared to move into the Harnett County area within 12 hours after receipt of a **Notice to Proceed** from the County.
- b. The County Debris Management Consultant will be notified by the County Finance Officer upon notice of a Category 1 or above hurricane or other situation that could generate large volumes of debris. The Debris Management Consultant will establish presence and coordinate with the County should the situation dictate the activation of the emergency contract.

#### 4. **Debris Management Phases**

##### a. **Phase I: Debris Clearance Operations**

The Solid Waste Manager, in cooperation with the County Damage Assessment Officer, is the lead person responsible for coordinating impact assessment for all public structures, equipment and debris clearance immediately following a large scale disaster in order to prioritize the impacted areas and resource needs. Debris clearance from roadways and public property will be accomplished using volunteer crews and equipment, NCDOT, mutual aid providers and private contractor resources. The NCDOT has the primary mission to clear debris from at least one lane on all primary and secondary roads to expedite the movement of emergency service vehicles such as fire, police and medical responders. Available volunteers from National Guard, Fire Departments and the NC Forestry Service may supplement these services.

Harnett County Damage Assessment Teams will conduct initial zone-by-zone windshield surveys to identify the type of debris and to estimate amounts of debris on the roadways. The results of the windshield surveys will also be provided to the Debris Manager located at the EOC.

Priority for debris clearance will be based upon the following criteria:

- a) Extricate people
- b) Major flood drainage arteries
- c) Egress for fire, police and Emergency Operations Center
- d) Fire, Police and Municipal Buildings
- e) Ingress to hospitals, jail, and special care unit
- f) Major traffic routes
- g) Egress for Harnett traffic, road and bridge, and designated remote locations
- h) Supply distribution points and mutual aid assembly areas
- i) Government facilities
- j) Public Safety communications towers
- k) Harnett Red Cross shelters
- l) Secondary roads to neighbor collection points
- m) Access for utility restoration
- n) Neighborhood streets
- o) Private property adversely affecting public welfare

##### b. **Phase II:**

Contractor operations will require county and identified municipalities to provide Field Monitoring Teams as well as Load Site and Disposal Site Monitors to oversee contractor operations for quality control purposes.

#### **Debris Removal and Disposal Operations**

The Debris Manager will coordinate debris removal and disposal operations for all unincorporated portions of Harnett County.

Identified contractors will collect and haul mixed debris from their assigned Debris Management Sites to designated C&D Debris Management sites or to designated private landfill sites. Clean woody debris will be hauled to the nearest designated vegetative Debris Management site for eventual burning or grinding.

Municipality contractors will take all storm debris to the County Landfill or an approved municipal Debris Management Site. Clean woody debris will be hauled to the nearest municipal Debris Management Site or approved County vegetative Debris Management Site.

Mixed debris from unincorporated areas will be hauled to designated C&D Debris Management Sites or to designated landfill sites. Clean woody debris will be hauled to the nearest designated vegetative Debris Management Site for eventual burning or grinding.

All vehicles hauling debris and contractor debris haulers will obtain a certified scale ticket and / or load ticket for each load of debris deposited at a private landfill. The contractors' scale ticket / load tickets will be turned into their supervisors at the end of each day. The supervisors will forward the scale tickets daily to the Debris Manager. The scale tickets / load tickets will be the verification documentation for landfill invoices.

Private haulers will pickup garbage according to current procedures, routes and removal schedules.

### **Contractor Debris Removal and Disposal Operations**

The Finance Officer or his / her authorized representative will be in contact with the firm(s) holding Debris Removal and Disposal Contract(s) and advise them of impending conditions. The contract is designed to have a qualified Contractor(s) remove and lawfully dispose of all natural disaster generated debris, industrial or commercial hazardous waste. Debris removal may be limited to unincorporated streets, roads and other public rights of way based on the extent of the disaster by N. C. Department of Transportation. Debris contract haulers may be limited to disaster related material placed at, or to debris immediately adjacent to, the edge of the rights of way by residents within designated Debris Management Sites.

The Contractor, upon *Notice to Proceed*, will mobilize such personnel and equipment as necessary to conduct all debris removal and disposal operations as were previously detailed in the Debris Removal and Disposal Contract. All contractor operations will be subject to review by Harnett County Officials.

Harnett County recognizes the economy of disaster debris disposal through the use of local vegetative Debris Management Sites designated for volume reduction of clean woody debris. The County has pre-designated vegetative Debris Management Sites for the sole purpose of temporarily storing and reducing clean woody debris through either burning or grinding. The Contractor will operate the Debris Management Sites made available by the County. The Contractor will be responsible for all site setup, site operations, rodent control, closeout and remediation costs. The Contractor is also responsible for the lawful disposal of all debris reduction by products that their operations may generate at a Debris Management Site. A listing of all approved County Debris Management Sites will be provided.

Debris Management Sites will be established for mixed debris. These sites will be centrally located to handle construction and demolition (C&D) material. These C&D Debris Management Sites will be used to expedite the removal of mixed and C&D material from rights of way within the unincorporated portions of Harnett County. Municipalities will be allowed to use these sites upon approval of the Harnett County Debris Manager. A valid load ticket must accompany all material delivered to a County C&D Debris Management Site by County contractors. All material deposited at C&D Debris Management Sites will eventually be taken to a properly permitted landfill for final disposal.

The County Debris Manager may direct contractors to bypass C&D Debris Management Sites and approve the hauling of mixed C&D debris directly to a properly permitted landfill for disposal.

The Debris Manager, or their designee, will monitor the Contractor's performance for debris removal and disposal operations in each Debris Zone. The Debris Manager will supervise the Field Inspection Teams consisting of county personnel. The Field Inspection Teams will monitor all Contractor operations. The Contractor will keep the Field Inspection Teams informed of cleanup progress and any problems encountered or expected.

The Contractor will restore the Debris Management Sites as close to the original condition as is practical so that it does not impair future land uses. All sites are to be restored to the satisfaction of the County with the intent of maintaining the utility of each site.

### **Loading Site and Disposal Site Monitors**

All contracted loads will be taken directly to an approved landfill for final disposal. The Contractor should avoid multiple hauling of debris. The Contractor shall comply with all terms of the contract.



Disposal Site Monitors will be provided by either the County or from identified sources. The Loading Site Inspectors will be assigned to each Contractor loading site within designated Debris Management Sites. The Loading Site Monitor will initiate the load tickets that verify that the debris being picked up is eligible under the terms of the contract. Disposal Site Monitors will be stationed at all Debris Management Sites and landfills disposal site for the purpose of verifying the quantity of material being hauled by the Contractor through the use of load tickets.

The Contractor shall construct and maintain Inspection Stations at each Debris Management Site and landfill disposal site. The Inspection Stations will consist of an inspection tower with furniture and portable sanitary facilities. The Contractor will construct the inspection towers of pressure treated wood with a floor elevation that affords the Disposal Site Monitor a complete view of the load bed of each piece of equipment being utilized to haul debris.

A Disposal Site Monitor will be located at each Inspection Station to verify the load and estimate the volume in cubic yards. The Disposal Site Monitors will estimate the cubic yards of debris in each truck entering the Contractor's selected Debris Management Sites or landfill disposal site and will record the estimated quantity on pre-numbered debris load tickets.

The Contractor will only be paid based on the number of cubic yards of material deposited at the disposal site as recorded on the debris load tickets.

The Contractor will be paid based on the number of cubic yards of eligible debris hauled per truckload. One part of the debris load ticket will be given to the truck driver and the other retained by the Disposal Site Monitor. The truck driver's portion of the load ticket will be turned in daily to their supervisor. The Disposal Site Monitor's copy will be turned in daily to the Debris Manager. Payment for hauling debris will only be approved upon presentation of the duplicate debris load ticket with the Contractor's invoice. The County will process contractor invoices within ten working days of receipt.

### **Field Inspection Team**

The Debris Manager will appoint Field Inspection Team personnel responsible for monitoring all contractor debris removal and disposal operations. The Field Inspection Teams will periodically inspect each Debris Management Site to ensure that operations are being followed as specified in the Debris Removal and Disposal Contract with respect to local, State and Federal regulations and the Debris Management Site Baseline Checklist. Each Field Inspection Team will submit a daily written report to the Debris Manager outlining their observations with respect to the following:

- Is the Contractor using the site properly with respect to layout and environmental considerations?
- Has the Contractor established lined temporary storage areas for ash, household hazardous wastes and other materials that can contaminate soils and groundwater?
- Has the Contractor established environmental controls in equipment staging areas, fueling and equipment repair areas to prevent and mitigate spills of petroleum products and hydraulic fluids?
- Are plastic liners in place under stationary equipment such as generators and mobile lighting plants?
- Has the Contractor established appropriate rodent control measures?
- Are burn sites constructed and operating according to Environmental checklist for Air Curtain Pit Burners?
- Has the Contractor established procedures to mitigate:
  - *Smoke*: Are the incineration pits constructed properly and being operated according to the contract statement of work?
  - *Dust*: Are water trucks employed to keep the dust down?
  - *Noise*: Have berms or other noise abatement procedures been employed?
  - *Traffic*: Does the Debris Management Site have a suitable layout for ingress and egress to help traffic flow?

Field Inspection reports will also include observations at loading sites and the locations of any illegal dumping sites.

### **Debris Management Site Setup and Closeout Procedures**

The Contractor will be responsible for preparing and closing out a Debris Management Site according to specification in the contract.

### **Private Property Debris Removal**

Dangerous structures should be the responsibility of the owner to demolish in order to protect the health and safety of adjacent residents. However, experience has shown that unsafe structures will remain because of the lack of insurance or absentee landlords. Care must be exercised to ensure that the Harnett County Building Code Enforcement Department properly identifies structures.

The Debris Manager will coordinate with the Building Code Enforcement Department regarding:

- Demolition of private structures.
- Removing debris from private property.
- Local law and / or code enforcement agencies.
- Historic and archaeological sites.
- Qualified environmental Contractors to remove hazardous waste such as asbestos and lead based paint.
- Abandoned vehicles.
- Receipt of Right of Entry Agreements with landowners.

The topography and soil / substrate conditions should be evaluated to determine best site layout. When planning site preparation, think of ways to make restoration easier. For example, if the local soils are very thin, the topsoil can be scraped to bedrock and stockpiled in perimeter berms. Upon site closeout, the uncontaminated soil can be spread to preserve the integrity of the tillable soils.

The following site baseline data checklist should be used to evaluate a site before a contractor begins operations and used during and after to ensure that site conditions are properly documented.

### **Debris Management Site Operations**

Lined temporary storage areas should be established for ash, household hazardous waste, fuels and other materials that may contaminate soils and groundwater. Plastic liners should be placed under stationary equipment such as generators and mobile lighting plants. These actions should be included as a requirement in the contract scope of work. If the site is also an equipment storage area, fueling and equipment repair should be monitored to prevent and mitigate spills of petroleum products and hydraulic fluids.

Be aware of and lessen the effects of operations that might irritate occupants of neighboring areas. Establishment of a buffer zone can abate concerns over smoke, dust, noise and traffic.

Consider on site traffic patterns and segregate materials based on planned volume reduction methods.

Operations that modify the landscape, such as substrate compaction and over excavation of soils when loading debris for final disposal, will adversely affect landscape restoration.

Debris removal / disposal should be viewed as a multi-staged operation with continuous volume reduction. There should be no significant accumulation of debris at temporary storage sites. Instead, debris should be constantly flowing to burners and grinders, or recycled with the residue and mixed construction and demolition materials going to a landfill.

### **Debris Management Site Closeout Inspection**

Each Debris Management Site will eventually be emptied of all material and be restored to its previous condition and use. The Contractor is required to remove and dispose of all mixed debris, construction and demolition debris, and debris residue to approved landfills. Appropriate Harnett County inspectors will monitor all closeout activities to ensure that the Contractor complies with the Debris Removal and Disposal Contract. Additional measures may be necessary to meet local, State and Federal environmental requirements because of the nature of the Debris Management Sites operation.

### **Debris Management Site Closeout Planning**

The Contractor must assure the County that all Debris Management Sites are properly remedied. There will be significant costs associated with this operation as well as close scrutiny by the local press and environmental groups. Site redemption will go smoothly if baseline data collection and site's operation procedures are followed.

#### **c. *Debris Management Site Closeout Steps:***

- 1) Contractor is responsible for removing all debris from the site.
- 2) Contractor conducts an environmental assessment with County and landowner.
- 3) Contractor develops a remediation plan.
- 4) Remediation plan reviewed by County, landowner and appropriate environmental agency.
- 5) Remediation plan approved by the appropriate environmental agency.
- 6) Contractor executes the plan.
- 7) Contractor obtains acceptance from County, appropriate environmental agency and the landowner.

### **Debris Management Site Remediation**

During the debris removal process and after the material has been removed from each of the Debris Management Sites, environmental monitoring will be needed to close each of the sites. This is to ensure that no long-term environmental contamination is left on the site. The monitoring should be done on three different media: ash, soil and groundwater.

- **Ash** The monitoring of the ash should consist of chemical testing to determine the suitability of the material for either agricultural use or as a landfill cover material.
- **Soil** Monitoring of the soils should be by portable inspection methods to determine if any of the soils are contaminated by volatile hydrocarbons. The Contractors may do this if it is determined that hazardous material, such as oil or diesel fuel was spilled on the site. This phase of the monitoring should be done after the stockpiles are removed from the site.
- **Ground Water** The monitoring of the groundwater should be done to determine the probable effects of rainfall leaching through either the ash areas or the stockpile areas.

### **Debris Management Site Closeout Coordination**

The Contractor will coordinate the following closeout requirements through the County Damage Assessment Team (CDAT) staff:

- Coordinate with local and State officials responsible for construction, real estate, contracting, project management, and legal counsel regarding requirements and support for implementation of a site remediation plan.
- Establish an independent testing and monitoring program. The Contractor is responsible for environmental restoration of both public and leased sites. The Contractor will also remove all debris from sites for final disposal at landfills prior to closure.

- Reference appropriate and applicable environmental regulations.
- Prioritize site closures.
- Schedule closeout activities.

### **Debris Management Site Baseline Data Checklist**

Before activities begin:

- 1) Take ground or aerial video / photographs.
- 2) Note important features, such as structures, fences, culverts and landscaping.
- 3) Take random soil samples.
- 4) Take random groundwater samples.
- 5) Take water samples from existing wells.
- 6) Check the site for volatile organic compounds.

After activities begin:

- 1) Establish groundwater monitoring wells.
- 2) Take groundwater samples.
- 3) Take spot soil samples at household hazardous waste, ash and fuel storage areas.

Progressive updates:

- 1) Update videos / photographs.
- 2) Update maps / sketches of site layout.
- 3) Update quality assurance reports, fuel spill reports, etc.

Site number and location:

- 1) Date closure complete.
- 2) Household hazardous waste removed.
- 3) Contractor equipment and temporary structures removed.
- 4) Contractor petroleum spills remediated.
- 5) Ash piles removed.
- 6) Comparison of baseline information to conditions after the contractor has vacated the temporary site

**Appendices:**

- Closure documents.
- Contracting status reports.
- Contract.
- Testing results.
- Correspondence.
- Narrative responses.
- Determine separate protocols for ash, soil and water testing.
- Develop decision criteria for certifying satisfactory closure based on limited baseline information.
- Develop administrative procedures and contractual arrangements for closure phase.
- Inform local and State environmental agencies regarding acceptability of program and established requirements.
- Designate approving authority to review and evaluate Contractor closure activities and progress.
- Retain staff during closure phase to develop site specific remediation for sites, as needed, based on information obtained from the closure checklist shown below.

### SAMPLE DEBRIS LOAD TICKET

HARNETT COUNTY	
Load Ticket	
Ticket Number: 000001	
Contract Number:	
Contractor's Name:	
Date:	
Driver's Name & Driver's License Number:	
Truck License Number:	
Measured Bed Capacity in Cubic Yards:	
Pickup Site Location:	
Time:	
Debris Classification:	
	Burnable Clean Wood Debris
	Non-Burnable Treated Lumber, Metals, C&D
	Mixed Burnable and Non-Burnable
	Other (Define)
Printed Name of Harnett County Loading Site Monitor:	
Signature:	
Debris Disposal Site Location:	
Time:	
Estimated Quantity of Debris on	
Truck:	
Cubic Yards:	
Printed Name of Harnett County Disposal Site Monitor:	
Signature:	
Remarks:	

## ENVIRONMENTAL CHECKLIST FOR AIR CURTAIN PIT BURNERS

Incineration site inspections will also include an assessment of the environmental controls being used by the Contractor. Environmental controls are essential for all incineration methods, and the following will be monitored.

A setback of at least 1,000 feet should be maintained between the debris piles and the incineration area. Keep at least 1,000 feet between the incineration area and the nearest building. Contractor should use fencing and warning signs to keep the public away from the incineration area.

The fire should be extinguished approximately two hours before anticipated removal of the ash mound. The ash mound should be removed when it reaches 2 feet below the lip of the incineration pit.

The incineration area should be placed in an aboveground or below ground pit that is no wider than 8 feet and between 9 and 14 feet deep. Above ground incineration pits should be constructed with limestone and reinforced with earth anchors or wire mesh to support the weight of the loaders. There should be a 1 foot impervious layer of clay or limestone on the bottom of the pit to seal the ash from the aquifer.

The ends of the pits should be sealed with dirt or ash to a height of 4 feet. A 12 inch dirt seal should be placed on the lip of the incineration pit area to seal the blower nozzle. The nozzle should be 3 to 6 inches from the end of the pit.

There should be 1 foot high, unburnable warning stops along the edge of the pit's length to prevent the loader from damaging the lip of the incineration pit.

Hazardous or contaminated ignitable material should not be placed in the pit. This is to prevent contained explosions.

The airflow should hit the wall of the pit about 2 feet below the top edge of the pit, and the debris should not break the path of the airflow except during dumping. The pit should be no longer than the length of the blower system and the pit should be loaded uniformly along its length.



Harnett County

Debris Management Plan

### Right of Entry Agreement

I / We \_\_\_\_\_, the owner(s) of the property commonly identified as,

\_\_\_\_\_ State of \_\_\_\_\_  
(Street)

\_\_\_\_\_ (City/Town) \_\_\_\_\_ (County)

do hereby grant and give freely and without coercion, the right of access and entry to said property in the County of \_\_\_\_\_, its agencies, contractors, and subcontractors thereof, for the purpose of removing and clearing any or all storm-generated debris of whatever nature from the above described property. It is fully understood that this permit is not an obligation to perform debris clearance. The undersigned agrees and warrants to hold harmless the County of

\_\_\_\_\_, State of \_\_\_\_\_, its agencies, contractors, and subcontractors, for damage of any type, whatsoever, either to the above described property or persons situated thereon and hereby release, discharge, and waive any action, either legal or equitable that might arise out of any activities on the above described property. The property owner(s) will mark any storm damaged sewer lines, water lines and other utility lines located on the described property.

I / We (have, have not) (will, will not) received any compensation for debris removal from any other source including SBA, ASCS, private insurance, individual and family grant program or any other public assistance program. I will report for this property any insurance settlements to me or my family for debris removal that has been performed at government expense.

For the considerations and purposes set forth herein, I set my hand this \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_.

Witness \_\_\_\_\_  
Owner / Telephone Number / Address

\_\_\_\_\_  
\_\_\_\_\_



## **Construction and Demolition Debris Management Site Operational Guidelines**

When local governments are preparing temporary facilities for handling debris resulting from the cleanup efforts due to storm damage, the following guidelines should be considered when establishing Debris Management Sites for Construction & Demolition (C&D) debris.

These guidelines apply only to sites for staging/transferring C&D storm debris (roof shingles / roofing materials, carpet, insulation, wallboard, treated and painted lumber, etc.). Arrangements should be made to screen out unsuitable materials, such as household garbage, white goods, asbestos containing materials (ACM's), and household hazardous waste.

### **Debris Management Sites**

Locating Debris Management Sites for staging / transferring C&D waste can be accomplished by evaluating potential sites and by revisiting sites used in the past to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site. The following guidelines are presented in locating a site for "staging / transferring" and are considered "minimum standards" for selecting a site for use:

1. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your county to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
2. Hauler unloading areas for incoming C&D debris material should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
3. Storage areas for incoming C&D debris shall be at least 100 feet from the site property boundaries, on site buildings / structures, and septic tanks with leach fields or at least 250 feet from off site residential dwellings, commercial or public structures, and potable water supply wells, whichever is greater.
4. Materials separated from incoming C&D debris (white goods, scrap metal, etc.) shall be at least 50 feet from site property lines. Other nontransferable C&D wastes (household garbage, larger containers of liquid, household hazardous waste) shall be placed in containers and transported to the appropriate facilities as soon as possible.
5. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site the areas should be flagged and a 100-foot buffer shall be maintained for all activities on going at the site.
6. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris, and underground utilities need to be identified due to the potential for site disturbance by truck/equipment traffic and possible site grading.
7. Sites shall have an attendant during operating hours to minimize the acceptance of unapproved materials and to provide directions to haulers and private citizens bringing in debris.
8. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, if a site is to be used longer than two weeks.

9. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation and who to contact in case of afterhours emergency.
10. Final written approval is required from the County Emergency Services Director to consider any debris management site to be closed. Closure of processing/recycling sites shall be within one (1) year of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site by the Solid Waste Section may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites shall be in accordance with the closure and restoration of temporary debris management sites guidelines.

## ***Establishing Debris Management Sites for Burning and Grinding Operations***

### ***General***

When preparing temporary facilities for handling debris resulting from the clean up efforts due to storm damage, the following guidelines should be considered when establishing Debris Management Sites for Burning and Grinding Operations.

These guidelines apply only to sites for grinding or burning vegetative storm debris (yard waste, trees, limbs, stumps, branches and untreated or unpainted wood). Arrangements should be made to screen out unsuitable materials.

The two method(s) of managing vegetative and land clearing storm debris are "chipping / grinding" for use in landscape mulch, compost preparation, and industrial boiler fuel or using an air curtain burner (ACB), with the resulting ash being land applied as a liming agent or incorporated into a finished compost product as needed.

### ***Chipping and Grinding Debris Management Sites***

Locating Debris Management Sites for chipping / grinding of vegetative and land clearing debris will require a detailed evaluation of potential sites and possible revisits at future dates to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site.

The following guidelines are presented in locating a site for "chipping / grinding" and are considered "minimum standards" for selecting a site for use:

1. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your County to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
2. Storage areas for incoming debris and processed material should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
3. Storage areas for incoming debris and processed material shall be at least 100 feet from the site property boundaries and on site buildings / structures. Management of processed material shall be in accordance with the guidelines for reducing the potential for spontaneous combustion in compost / mulch piles.

4. Storage areas for incoming debris shall be located at least 100 feet from residential dwellings, commercial or public structures, potable water supply wells and septic tanks with leach fields.
5. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site, the areas shall be flagged and a 100 foot buffer shall be maintained for all activities on going at the site.
6. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris, and underground utilities need to be identified due to the potential for site disturbance by truck / equipment traffic and possible site grading.
7. Sites shall have an attendant(s) during operating hours to minimize the acceptance of unapproved materials and to provide directions to haulers and private citizens bringing in debris.
8. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, if a site is to be used longer than two weeks. Sites should have adequate access that prohibits traffic from backing onto public rights of way or blocking primary and / or secondary roads to the site.
9. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation, and who to contact in case of an afterhours emergency.
10. Grinding of clean wood waste such as pallets and segregated unpainted / untreated dimensional lumber is allowed.
11. Final written approval is required from the County Emergency Services Director to consider any debris management site to be closed. Closure of staging and processing sites shall be within six (6) months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites shall be in accordance with the closure and restoration guidelines for Debris Management Sites.

### ***Air Curtain Burner Sites***

Locating sites that are intended for air curtain burning (ACB) operations is a coordinated effort between the Solid Waste Authority and local air quality officials for evaluating the surrounding areas and to reevaluate potential sites used in the past. The following guidelines are presented for selecting an ACB site and operational requirements once a site is in use:

1. Contact the local Fire Marshal or fire department for input into site selection in order to minimize the potential for fire hazards, other potential problems related to fire fighting that could be presented by the location of the site and to ensure that adequate fire protection resources area available in the event of an emergency.
2. The requirements for ACB device(s), in accordance with local air quality rules require the following buffers: a minimum of 500 feet from the AC13 device to homes, dwellings and other structures and 250 feet from roadways. Contact the local office of air quality for updates or changes to their requirements.
3. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your County to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than

normally expected. If ACB pit devices are utilized, a minimum two foot separation to the seasonal high water table is recommended. A larger buffer to the seasonal high water table may be necessary due to on site soil conditions and topography.

4. Storage areas for incoming debris should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
5. Storage areas for incoming debris shall be located at least 100 feet from property boundaries and on site buildings / structures.
6. Air Curtain Burners in use should be located at least 200 feet from on site storage areas for incoming debris, on site dwellings and other structures, potable water supply wells and septic tanks and leaching fields.
7. Wood ash stored on site shall be located at least 200 feet from storage areas for incoming debris, processed mulch or tub grinders (if a grinding site and ACB site is located on the same property). Wood ash shall be wetted prior to removal from the ACB device or earth pit and placed in storage. If the wood ash is to be stored prior to removal from the site, then rewetting may be necessary to minimize airborne emissions.
8. Wood ash to be land applied on site or off site shall be managed in accordance with the guidelines for the land application of wood ash from storm debris burn sites. The ash shall be incorporated into the soil by the end of the operational day or sooner if the wood ash becomes dry and airborne.
9. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site it will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged, and a 100 foot buffer shall be maintained for all activities ongoing at the site.
10. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks / trailers used to haul debris and the intense heat generated by the ACB device. Underground utilities need to be identified prior to digging pits for using the ACB device.
11. Provisions should be made to prevent unauthorized access to facilities when not open for use. As a temporary measure, access can be secured by blocking drives or entrances with trucks or other equipment when the facilities are closed. Gates, cables, or other more standard types of access control should be installed as soon as possible.
12. When possible, post signs with operating hours and information about what types of clean up waste may be accepted. Also include information as to whether only commercial haulers or the general public may deposit waste.
13. Closure of air curtain burner sites shall be within six (6) months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closure of sites shall be in accordance with the guidelines for closure and restoration of Debris Management Sites.

### ***Guidelines for the Land Application of Wood Ash from Storm Debris Burn Sites***

1. Whenever possible, soil test data and waste analysis of the ash should be available to determine appropriate application rate.
2. In the absence of test data to indicate agronomic rates, application should be limited to 2 to 4 tons per acre / one time event. If additional applications are necessary, due to the volume of ash generated and time frame in which the ash is generated, then an ash management plan will be needed.
3. Ash should be land applied in a similar manner as agricultural limestone.
4. Ash should not be land applied during periods of high wind to avoid the ash blowing off the application sites.
5. Ash should not be land applied within 25 feet of surface waters or within 5 feet of drainage ways or ditches on sites that are stabilized with vegetation. These distances should be doubled on sites that are not vegetated and the ash should be promptly incorporated into the soil.
6. Records should be maintained to indicate where ash is applied and the approximate quantities of ash applied.
7. As an option to land application, ash may be managed at a permitted municipal solid waste landfill after cooled to prevent possible fire.
8. Assistance in obtaining soil test data and waste analysis of ash should be available through County offices of the Extension Service.

### ***Guidelines for Reducing the Potential for Spontaneous Combustion in Compost or Mulch Piles***

1. When ground organic debris is put into piles, microorganisms can very quickly begin to decompose the organic materials. The microorganisms generate heat and volatile gases as a result of the decomposition process. Temperatures in these piles can easily rise to more than 160 degrees Fahrenheit. Spontaneous combustion can occur in these situations.
2. Spontaneous combustion is more likely to occur in larger piles of debris because of a greater possibility of volatile gases building up in the piles and being ignited by the high temperatures. If wind rows can be maintained 5 feet to 6 feet high and 8 feet to 10 feet wide, volatile gases have a better chance of escaping the piles and the possibility of spontaneous combustion will be reduced.
3. Turning piles when temperatures reach 160 degrees can also reduce the potential for spontaneous combustion. Pile turning provides an opportunity for gases to escape and for the contents of the pile to cool. Adding moisture during turning will increase cooling. Controlling the amount of nitrogen bearing (green) wastes in piles will also help to reduce the risk of fire. The less nitrogen in the piles the slower the decomposition process and consequently the less heat generated and gases released.
4. Large piles should be kept away from wooded areas and structures and should be accessible to fire fighting equipment, if a fire were to occur. Efforts should be made to avoid driving or operating heavy equipment on large piles because the compaction will increase the amount of heat buildup, which could increase the possibility of spontaneous combustion.

## ***Guidelines for Closure and Restoration of Debris Management Sites***

Closure or reapproval of a Debris Management Site should be accomplished within 30 days of receiving the last load of debris.

### ***Site Closure***

Once a site is no longer needed, it should be closed in accordance with the following guidelines. Closure is not considered complete until the following occurs:

### ***Material Removal***

1. All processed and unprocessed vegetative material and inert debris shall be removed to a properly approved solid waste management site.
2. Tires must be disposed of at a scrap tire collection / processing facility; white goods and other metal scrap should be separated for recycling.
3. Burn residues shall be removed to a properly approved solid waste management site or land applied in accordance with guidelines.
4. All other materials (unrecoverable metals, insulation, wall board, plastics, roofing material, painted wood, and other material from demolished buildings that is not inert debris (see #1 above) as well as inert debris that is mixed with such materials shall be removed to a properly permitted C&D recycling facility, C&D landfill or municipal solid waste landfill.

### ***Stabilization***

Site shall be stabilized with erosion control measures, including establishment of vegetative cover, in accordance with regulations of Department of Environmental Protection.

### ***Agency Approval***

The Department of Environmental Protection reserves the right to review any temporary site to determine if the provisions outlined herein have been adequately addressed.

### ***Site Re-approval***

Sites that were approved as temporary staging or processing sites will require reapproval for long term storage, continuing reduction processing, permanent disposal if site is not closed out in accordance with guidelines stated here. Sites shall be managed and monitored in accordance with the Department of Environmental Protection and to prevent threats to the environment or public health.

## 7. Direction and Control

### I. PURPOSE

This annex outlines the direction and control procedures for emergency operations and identifies the personnel, facilities and resources which will be utilized in the coordinated response activities.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Many hazards exist within or near the County which have the potential to cause disasters of such magnitude as to warrant centralization of the direction and control (Emergency Operations Center) function in order to conduct effective and efficient emergency operations.
2. Traditionally, municipalities do not open and operate municipal EOC's during a county-wide or regional emergency. Consequently municipalities depend on Direction and Control from the County during times of disaster.
3. The County Emergency Operations Center serves as the central direction and control point for county-wide emergency response activities.
4. The **primary** County Emergency Operations Center (EOC) is located in the Harnett County Law Enforcement Center at 1005 Edwards Drive, Lillington.
5. Harnett County utilizes the Agriculture Building training room as an **alternate EOC**.
6. Municipalities may utilize facilities within their jurisdictions as Emergency Operations Centers and the County may provide staff as the situation dictates.
7. The County and / or municipal EOCs will be activated upon the threat or occurrence of a major emergency / disaster and designated personnel will report to their EOC in a timely fashion.
8. The Alternate EOC will be activated when the primary eoc is rendered inoperable, due to natural or manmade conditions.

#### B. Assumptions

1. All municipalities will not likely send a representative to the County EOC.
2. It can be assumed that municipalities will maintain communications with the County EOC via telephone, radio or fax.
3. Municipalities will act in unison with the County on such issues as proclamations, security and public information.

### III. CONCEPT OF OPERATIONS

#### A. General

1. Direction and control of a normal day-to-day emergency of single agency response is performed by the senior officer on-scene (i.e. law enforcement, fire, rescue, EMS). Multi-agency responses are done in accordance with local ordinances, policies and procedures. Response forces in Harnett County will utilize the Incident Command System (ICS). (NIMS Ordinance 11/7/05)
2. Municipalities within the County may exercise independent direction and control of their own emergency resources, outside resources assigned to the municipality by the County Emergency Operations Center, and resources secured through existing mutual aid agreements with other municipalities. Prior to activation of the Emergency Operations Center, requests for state or federal assistance will be directed to the County Emergency Services Director.
3. Centralized county-wide direction and control (Emergency Operations Center activation) is desirable when one or more of the following situations occur:
  - a. There exists an imminent threat to the public safety or health;
  - b. Extensive multi-agency or multi-jurisdiction response and coordination are necessary to resolve or recover from the emergency situation;
  - c. Local resources are inadequate / depleted and significant mutual aid, state and/or federal resources must be utilized to resolve the emergency situation;
  - d. The disaster affects multiple political jurisdictions within the county which are relying on the same emergency resources to resolve the emergency / disaster situation;
  - e. Local emergency ordinances are implemented to control the emergency situation.
4. The type and magnitude of any emergency event occurring in Harnett County or a municipality within the county will dictate the need to activate the EOC.
5. The Harnett County EOC may be activated by the Chairman of the Board of County Commissioners, or the County Manager or his designee (Emergency Service Director/Emergency Management Coordinator).
6. Municipality activation may only be done by the Mayor, their designee or the Emergency Services Director.
7. Emergency operations and coordination at all levels of government will be carried out according to supporting standard operating guidelines.
8. Notification of EOC personnel is the responsibility of the Emergency Services Agency.
9. Operational readiness of the County EOC is the responsibility of the Emergency Services Director or Emergency Management Coordinator who will serve as **Command within the EOC** and will ensure backup electric power to the EOC.
10. Operational readiness of a municipal EOC is the responsibility of the Mayor or designee.
11. Administrative decisions regarding food supplies and other incidental needs for the County EOC during activation is the responsibility of the Emergency Services Director/Emergency Management



Coordinator. Administrative decisions regarding individual municipalities is the responsibility of the Mayor or senior elected official.

12. Upon activation of any municipal EOC, the municipality will establish communications with the County EOC or Communications Center, who will in turn notify the Emergency Services Director/Emergency Management Coordinator.
13. Whenever the EOC is activated or activation appears to be imminent, the Emergency Management Director will in turn notify the Division of Emergency Management, Central Branch office.
14. Frequent staff reviews/briefings will be conducted. These briefings should be conducted hourly or when a significant change/event has occurred.

## B. Staffing

Personnel reporting to an EOC will operate in one of two functional sections as assigned by the Operations Officer.

- a. The **Policy / Administration Group**, under the direction of the Chairperson of the jurisdiction or his designee, consists of the decision makers of the jurisdiction and others as decided by the Chairperson. This group is responsible for:
  - 1) The approval of policies and strategies pertinent to the emergency / disaster operation.
  - 2) Providing leadership and decision making for implementation by the Support Group.
  - 3) In coordination with the County Manager, preparing statements for release to the general public.
  - 4) Utilizing communications equipment available to the Policy / Administration Group, the members will maintain a line of communication with their respective administrators and County/Municipal elected officials.
  - 5) Upon activation, maintain a presence in the EOC to carry out the direction and control function.
  - 6) In cooperation with the Support Group and the Operations Officer, maintain an awareness of actions being taken in response to the emergency situation.
  - 7) Ensure Continuity of Government Plan is reviewed during EOC staffing process.
- b. The **Operations Group**, under the direction of the Command (Policy / Administration Group) is responsible for on-scene operations, including the allocation of resources. The Support Group may consist of the following sub-groups (Emergency Support Functions):
  - 1) **Information:** Emergency Services Director, Public Information Officer and County Manager.  
Group leader: County Manager.
  - 2) **Communications / Notification and Warning:** Harnett County Communications, Amateur Radio and the Sheriff's Department.  
Group Leader: Communications Supervisor.

- 3) **Traffic Control / Law Enforcement / Emergency Transportation:** Sheriff's Department, N.C. Highway Patrol, Municipal Police Departments and the N.C. Department of Transportation.  
Group Leader: Sheriff's Department.
- 4) **Fire / Search and Rescue:** Fire Association President, Rescue Squad Chief and Sheriff's Department.  
Group Leader: Fire Marshal.
- 5) **Shelter / Mass Care:** Department of Social Services, Health Department, Mental Health, Emergency Medical Services, Superintendent of Schools and American Red Cross.  
Group Leader: Department of Social Services.
- 6) **Medical Emergency / Mass Casualty:** Health Department, Emergency Medical Services and Sheriff's Department.  
Group Leader: Health Department.
- 7) **Utilities:** EOC Operations Officer, Public Utilities, Carolina Power and Light, Rural Electric Association (REA), and Carolina Telephone.  
Group Leader: Operations Officer.
- 8) **Damage Assessment / Recovery:** EOC Operations Officer, Tax Officer, Inspections Department, Finance Officer and Red Cross.  
Group Leader: Tax Officer.
- 9) **HazMat:** Fire Service Representative, Sheriff's Department, Emergency Medical Services and Emergency Services Director.  
Group Leader: Fire Chief or designee in whose district incident occurs.
- 10) **Donated Goods / Unmet Needs:** Emergency Food and Shelter Committee Volunteers.  
Group Leader: Volunteer Center of Harnett Director.
- 11) **Volunteers:** Volunteer Committee, Operations Officer, Forest Ranger and Chief's Association President.  
Group Leader: Forest Ranger.
- 12) **Animal Services:** Harnett County Animal Services Officer and Municipal Animal Services Officer.  
Group Leader: Harnett County Animal Services.

### C. Deactivation of EOC:

**Deactivation of the EOC will occur as the event stabilizes upon direction of the EOC Director with coordination of County Government.**

## Appendix 1

### EMERGENCY OPERATIONS CENTER ORGANIZATIONAL STRUCTURE FOR INCIDENT COMMAND SYSTEM

#### **ADMINISTRATIVE COMMAND**

CHAIRMAN of the BOARD / COUNTY MANAGER

- City / County Elected Officials
- City / Town Managers
- Finance
- Purchasing
- Public Information

#### **INCIDENT COMMANDER** EMERGENCY MANAGEMENT

- Emergency Medical
- Law Enforcement
- Rescue
- Communications
- Fire Services
- Volunteer resources (Red Cross / Salvation Army)
- State Response resources
- Federal Response Resources
- All other resources not listed

## 8. Donated Goods Management

### I. PURPOSE

This section describes the management of goods donated as disaster relief to the people of Harnett County, as well as the collection and shipment of goods donated by the people of Harnett County to victims in other areas.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Historically, persons not directly affected by an emergency / disaster are eager to render aid to disaster victims through donations of money, goods and services.
2. Lack of an organized system of management for the identification, receipt, organization, and distribution of donations will result in chaos.
3. The timely release of information to the public regarding needs and points of contact is essential to management of donated goods.
4. Donated goods are essential to recovery in most cases.
5. Suitable facilities, equipment, and personnel are needed for the management of donated goods.
6. The coordination of the collection, packaging, and shipment of goods to a disaster area is best accomplished at the county level.
7. Historically, churches, fire stations, the Department of Social Services, and volunteer agencies in Harnett County have served as collection points for donated goods.
8. Monetary donations, staple goods, and those items specifically requested best serve the needs of victims.
9. The distribution of donated goods must be coordinated with the identification of unmet needs.

#### B. Assumptions

1. Suitable space and equipment is available at the Harnett County **Receiving / Distribution Point** located at Harnett Enterprises, 200 Anderson Drive, Lillington to receive, sort, and store the influx of donated goods.
2. Adequate personnel for donated goods operations will be available.
3. Local distribution sites will be convenient to the affected populations.
4. A regional reception and distribution site for donated goods will be established by the State.
5. Unsolicited donations of goods can be expected.

6. Donations of non-useful and unwanted goods can be expected; these include loose, unsorted clothing, extremely perishable items and worn-out items.
7. People unaffected by the disaster will seek to receive donated goods.
8. Some donors will seek to bypass the distribution system established by the County.
9. An aggressive public information effort will expedite the distribution of goods as well as limit an influx of unwanted goods.
10. Citizens and businesses of Harnett County will elect to donate money and goods to disaster victims elsewhere; they will need and seek guidance on methods of participation.
11. Transportation will be available to ship donated goods from the County to other destinations.
12. It is inevitable that there will be a surplus of some donated goods that will require disposal.

### III. CONCEPT OF OPERATIONS

#### A. Receipt of Donated Goods for Harnett County

1. The **Volunteer Center** of Harnett will serve as the lead agency for the reception and distribution of donated goods.
2. The magnitude of the disaster and the severity of local need will dictate the amount of space and personnel required for the reception and distribution of donated goods.
3. Harnett County Receiving / Distribution Point has been established as the central reception and sorting center for donated goods. If needed separate locations convenient to the affected areas of the county be utilized as distribution centers.
4. The Volunteer Center of Harnett will coordinate with other relief agencies working on the disaster to ensure needs are met without duplication of effort.
5. Operational personnel will be solicited from the Volunteer Coordinator's list of available personnel resources and county agencies.
6. Public information regarding distribution sites, needed goods, volunteers, and other pertinent matters will be coordinated by the Public Information Officer.
7. Requests for needed goods and resupply of needed goods will be channeled through the State Division of Emergency Management.
8. Upon receipt, donated goods must be sorted and packaged in a manner suitable for distribution.
9. When identifiable, unwanted goods should be refused.
10. Surplus donated goods will be disposed of in a manner consistent with the donor's apparent intent or established guidelines.

#### B. Collection and Shipment of Donated Goods to Other Counties / States / Localities

1. An attempt will be made to identify the needs of the intended destination prior to collection of goods.

2. A systematic method will be established for collection of the donated goods to be shipped.
3. Goods will be sorted and packaged in an appropriate manner prior to shipment to accomplish the following:
  - a. Timely and undamaged arrival at the destination
  - b. Proper identification of contents
  - c. Minimal need for repackaging / sorting
  - d. Ease of loading and unloading
  - e. Elimination of inappropriate / unwanted goods
4. Shipments of donated goods will be coordinated with the receiving destination prior to departure from the county.
5. Suitable means of transport will be arranged for delivery of the shipment in a timely manner.
6. When appropriate, shipments of donated goods should be coordinated with the Central Branch Office or State Office of the Division of Emergency Management.

## 9. Emergency Medical Services

### I. PURPOSE

This section provides for emergency medical services during natural and technological emergencies.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Harnett County is served by Betsy Johnston Memorial Hospital located in Dunn and Central Harnett Hospital in Lillington.
2. Eight volunteer rescue squads / EMS units are located in Harnett County; a number of firefighters are trained as EMS / First Responders and one Fire Department operates a First Responder unit
3. Harnett County is served by Life Flight medical helicopter from Duke University Hospital in Durham, by Carolina Air Care Helicopter from N.C. Memorial Hospital in Chapel Hill, and East Care from Greenville.
4. The two nearest trauma centers are Wake Medical Center in Raleigh, N.C., approximately forty-five minutes by road and fifteen minutes by helicopter and Cape Fear Valley in Fayetteville, N.C., approximately thirty minutes by road and ten minutes by helicopter.
5. Rex Hospital, Wake Memorial, Western Wake and Raleigh Community Hospital in Raleigh, Betsy Johnson Memorial Hospital in Dunn, Central Harnett Hospital in Lillington, UNC Hospital in Chapel Hill, Duke University Hospital in Durham, Central Carolina in Sanford, Sampson Memorial Hospital in Clinton, Cape Fear Hospital, Highsmith and Womack in Fayetteville and Johnston Memorial in Smithfield routinely receive patients transported by EMS units from Harnett County.
6. A mass casualty event has the potential to quickly overwhelm the limited existing emergency medical resources in Harnett County. EMS will maintain an SOG for a Mass Casualty Event to ensure proper management of the situation.
7. Three nursing homes, three family care homes and ten rest homes serve the county, housing approximately 717 persons, in addition to staff.
8. At present, there are eight volunteer EMS units operating with Advanced Life Support Technicians.
9. All EMS units rely on the Harnett County 9-1-1 communications system for primary dispatching and communications.

#### B. Assumptions

1. A large-scale emergency will result in increased demands on volunteer EMS and medical personnel and a mass casualty event in Harnett County will quickly overwhelm limited response capabilities.
2. Following a disaster, many of the injured will be transported to medical facilities by persons other than trained medical personnel.

3. Disruption of the County's communications system will severely impede delivery of emergency medical service.
4. Debris on roadways will hamper EMS unit response.
5. Catastrophic disaster may affect large areas of the county and surrounding counties, and medical resources may be damaged, destroyed or unavailable.
6. Following a disaster occurrence, field emergency medical facilities will have to be established; this may include a temporary morgue. (See Mass Fatalities).

### III. CONCEPT OF OPERATIONS

- A. EMS units will provide field medical care as needed during emergency situations and coordinate necessary medical transportation.
- B. EMS capabilities will be expanded by incorporating volunteer fire personnel serving the respective response areas. Fire personnel will assist rescue units in performing rescue of trapped victims.
- C. During mass casualty incidents, EMS will establish patient triage, holding, treatment and transportation areas.
- D. When necessary, an EMS official will be located at an established command post (staging) to coordinate responding medical units and establish communication links with hospitals and the County Communications Center (or EOC).
- E. Duke Life Flight, Carolina Air Care air ambulances could be utilized for patient evacuation. Military helicopters from Fort Bragg or the N.C. National Guard could also assist in evacuation of victims.
- F. When additional EMS resources are needed, the Harnett County Emergency Services Director/Emergency Management Coordinator will request those resources through the Division of Emergency Management, Central Branch Office, or the State EOC.
- G. Local industry, construction companies, and / or farming operations, may be called upon to provide specialized equipment, such as refrigerated trucks, back hoes chainsaws, lighting, and heavy equipment for extrication of victims.



## 10. Emergency Operations Center (EOC)

### I. GENERAL

#### A. Purpose

The purpose of this annex is to establish standard procedures for the activation and operation of the Harnett County Emergency Operations Center (EOC). All EOC operations will be conducted under the Incident Command System. Also see Direction and Control for continuity of government and lines of succession in overall operations, including the Emergency Operations Center.

#### B. Scope

1. This annex includes organizational and functional procedures necessary to activate and operate the EOC quickly and efficiently.
2. This annex will apply except when modified as needed to meet specific conditions and situations. Modifications will be carried out by the Emergency Services Director or his / her designee.

#### C. Facility

The EOC is located at 1005 Edwards Drive, Lillington, NC. Day-to-day operational readiness of the Emergency Operations Center is the responsibility of the Emergency Management Coordinator or their designee.

#### D. Function

The Emergency Operations Center provides necessary space and facilities for the centralized direction and control of the following functions:

1. Direction of emergency operations.
2. Communications and warning.
3. Damage assessment and reporting.
4. Containment and / or control of hazardous material incidents / emergencies.
5. Dissemination of severe weather watches and warnings.
6. Actions to protect the health and safety of the general public, to include:
  - a. Public Information, instructions, and directions
  - b. Evacuation and / or sheltering

#### E. Manning

The Harnett County EOC will be manned by representatives of county and municipal governments involved in emergency operations and volunteers from civic organizations as appropriate.

## II. ACTIVATION OF EOC

### A. Warning / Alerts

#### 1. *Source and Means of Receipt*

Warnings / alerts may be received from any source and by any means. The more likely sources and means are shown below. Warnings or directed messages will be verified according to developed procedures to preclude unnecessary reaction to possible prank notification.

- a. On-the-scene personnel
  - b. Weather Service
  - c. State Highway Patrol
  - d. Division of Criminal Information (DCI)
  - e. EM Director, CBO
  - f. News Media
  - g. Hazardous materials fixed facilities in city / county
- #### 2. *Persons to Receive Messages*
- a. Warning may be received by Harnett County Communications Center.
  - b. Warning / alerts may also be received by Harnett County Emergency Services Director or Emergency Management Coordinator.

### B. Alerting Procedures

Upon receipt of a bonafide warning message, the Emergency Management Coordinator will:

1. Consult with the appropriate county and / or city officials and make recommendations for the activation of the EOC.
2. Initiate alerting / notification procedures to contact persons listed in Key Alert list of this annex.
3. Officials alerted by the action prescribed above will alert those individuals and / or departments for which they are responsible.

### C. Activation

1. The EOC will be considered activated when sufficient personnel for operational activities are physically present.
2. Reporting - All personnel reporting for duty in the EOC will make their presence known to the Emergency Services Director or their section leaders.
3. When the EOC is activated, space will be utilized as suits the operation and designated by the Emergency Services Director.
4. The Emergency Services Director/Emergency Management Coordinator will provide the initial situation briefing when the EOC is activated. Subsequent briefings will be held as needed.

### III. ORGANIZATION

#### A. Staffing

1. Full Activation
2. Limited (Partial) Activation - Sections will be represented as directed by the Emergency Services Director/Emergency Management Coordinator.

#### B. Operations groups will be composed of the following:

1. *Executive*
  - a. Chief executives (i.e., County Commission, County Manager)
  - b. Emergency Services Director
  - c. Emergency Management Coordinator
  - d. Public Information Officer
  
2. *Operations*
  - a. Operations Director / Manager
  - b. Law Enforcement
  - c. Fire Services / Fire Marshal
  - d. Public Works / Utilities / Maintenance
  - e. Emergency Medical Services and Rescue
  - f. Communications and Warning
  - g. Animal Services
  - h. Cooperative Extension (Agriculture)
  - i. Damage Assessment/Debris Management
  
3. *Planning/Technical Specialists /Special Services*
  - a. Hazardous Materials safety\* As required
  - b. Damage Assessment \* As required
  - d. Other technical support services
  
4. *Logistics*
  - a. Public Health
  - b. DSS
  - c. School System
  - d. Mental Health
  - b. Red Cross
  - c. A.R.E.S.
  - e. Salvation Army
  - f. HARTS transportation
  - e. Other volunteer or support agencies
  
5. *Finance*
  - a. Finance Officer
  - b. Purchasing

## IV. OPERATIONAL PROCEDURES

### A. General Duties and Responsibilities

#### 1. **Executive**

##### a. **Chief Executives (Command)**

The Chief Executives are responsible for the formulating of policy and operational guide lines for the conduction of emergency operations. They are also responsible for the overall management of survival and recovery efforts.

##### b. **Emergency Services Director/Emergency Management Coordinator**

The County Emergency Services Director/Emergency Management Coordinator is charged with planning, organizing, directing and supervising emergency operations conducted within the County and will:

- (1) Assign and where necessary, train personnel to accomplish required tasks in the operation of the EOC.
- (2) Ensure that the EOC annex and appropriate annexes are periodically updated.
- (3) Maintain sufficient supplies and equipment to ensure the operational capability of the EOC.
- (4) Supervise and coordinate the functions during operations.
- (5) Provide briefings as needed.
- (6) Such other tasks as may be required to safeguard property and protect the people of Harnett County in emergencies.
- (7) Locate and coordinate resources and resource requests.

##### c. **Public Information Officer (PIO)**

The Public Information Officer is responsible for overall coordination of public information activities and will:

- (1) Establish procedures for the dissemination of information.
- (2) Provide the public with educational-type information for their safety and protection.
- (3) Disseminate public instruction and direction.
- (4) Act as the government's point-of-contact with the news media.
- (5) Serve under the direction of the County Manager or designee.

##### d. **S.E.R.T. (State Emergency Response Team)**

The SERT representative is responsible for over all coordination of state and federal response resources and obtaining such resources from appropriate state and / or federal agencies and will:

- (1) Forward requests for assistance and / or resources to the appropriate state agencies.
- (2) Keep local officials briefed on the activities of the State.
- (3) Carry out other duties assigned by the State.

#### 2. **Operations**

##### a. **Operations Director / Manager**

The Operations Director controls the activity of those agencies making a direct response in the containment and reduction of the emergency and will:

- (1) Be the recipient of all incoming information concerning the emergency situation.
- (2) Have available the most current status of resources (i.e., manpower, equipment and supplies), in and out of government.
- (3) Establish a priority of effort based on the two preceding items of information.
- (4) Be supported within the EOC by the Administrative Department of county government which will:
  - (a) Maintain a complete record of activities in chronological order.
  - (b) Provide personnel for secretarial and clerical activities as needed within the EOC.
  - (c) Provide personnel for posting the operational status and activities on EOC display boards, charts, maps, etc.

b. **Law Enforcement**

The County Sheriff or their representative heads the Law Enforcement Group. The Sheriff is supported as needed by the Chiefs of the Police Departments and the auxiliary forces of those departments, and the North Carolina Highway Patrol. In addition to normal law enforcement activities, the Sheriff is charged in Emergency Operations with providing assistance in warning and evacuation, EOC Security, escorts for school buses, traffic control, and security for evacuated areas.

c. **Fire Service / Fire Marshal**

Fire Service within the County is represented in the EOC by the Harnett County Fire Marshal and (as necessary) the Chiefs of various District Fire Departments, as appropriate. Additional duties assigned to the Fire Service are many and varied. These duties are contained in current plans, particularly those including hazardous material incidents and emergencies.

d. **Public Works / Utilities**

Public Works for the County will be made up of the personnel and equipment from the County Maintenance Department as well as Municipal Public Works. It will be under the direction and control of the County Public Works/ Utilities Director. This group will provide such emergency service as debris clearance, soil removal, refuse collection and other similar services as needed for the safety and protection of the population.

e. **Social Services**

In addition to the services provided by these organizations on a routine basis, they are tasked in emergencies with support operations of Congregate Care Centers (shelters) if required. Facilities (schools) to be used as Congregate Care Centers are identified in appropriate plans. Supporting Congregate Care includes the entire spectrum of mass care from registering through feeding, bedding, physical hygiene, care of sick, aged, infirm and children, to returning the facility to its pre-shelter condition. The Health Department and Social Services are responsible for coordinating Congregate Care to the Special Needs population.

f. **Emergency Medical Service and Rescue**

The Emergency Medical Service is represented in the EOC by the Director of Emergency Medical Services. Resources for the service are those of the Health Department, Rescue Squads, and the Emergency Medical Services. In addition to services which would be required of this group in emergencies, they will support the medical and health requirements of Congregate Care.

**g. Communications and Warning**

- (1) Communications within the County are under the operational control of the Office of Emergency Communications Operations and Management. All emergency service agencies utilized within the County are terminated in the center station located at the EOC. Additional communications which could be placed in service are identified in the Resource Manual or Resource Database.
- (2) Warning within the County is provided by EAS with Cable Television interrupt on all channels and is supplemented by public address systems mounted in emergency service vehicles. Warning is an assigned responsibility of the County Warning Point (EOC) and supplemented by the various emergency service agencies. The direction and control of the warning system is by the Emergency Services Director.

**h. Public Health**

Public health is represented in the EOC by the Health Director. He / she is supported, as needed by members of their staff as required, based upon the nature of the incident. In addition to normal duties, the Health Director will be responsible for directing their staff to assist in issues dealing with public health concerns with a specific focus on radiation contamination. The Health Director will also address specific issues concerning food products, sanitation and population exposure to diseases that may manifest themselves in times of disaster.

**i. School System**

The Harnett County Schools are represented in the EOC by the Superintendent of same and / or their respective appointed representative who has the authority to act on behalf of the schools. The primary function of this person is to coordinate school related issues such as student evacuations, transportation and the use of school facilities as shelters by the American Red Cross. This person works closely with Red Cross and the Department of Social Services to ensure facilities are adequate and that the needs of both the public and the schools are met in times of disaster. This person serves as the primary liaison between the County and the School system. (See School Plan).

**j. Mental Health**

Mental Health is represented in the EOC as required or requested by the EOC staff and / or the Emergency Services Director. Mental Health will be represented by the local Mental Health Director or the chief of a mental health agency should a public agency not be available. The primary function of this person will be to provide assistance in the way of personnel to shelters when it is determined that mental health personnel are needed. They will support the Health Department, Social Services and the Red Cross. The mental health position is also responsible for arranging and coordinating CISD (critical incident stress debriefing) teams for emergency services personnel.

**k. Cooperative Extension**

Agriculture is represented by the Cooperative Extension Service Director and is responsible for all issues concerning agriculture including assessing crop, livestock and their product damages that may result from the loss suffered in a disaster. This person will keep the EOC advised regarding agriculture losses or the potential of such losses. This person is also responsible for the coordination of the removal of dead farm animals and / or the decontamination of such animals. This person will be responsible for issuing proper authority to farmers to reenter stricken areas in coordination with the Sheriff and / or appropriate law enforcement agency. Also this person coordinates assistance to the public by means of public information concerning the consumption of food products or the preparation of same. This activity is conducted in a coordinated manner with the Health Department and the Public Information Officer.

**l. Damage Assessment**

Damage Assessment is represented by the Tax Supervisor and is responsible for the coordination of all damage assessment teams. He / she is also responsible to ensure that the teams are equipped and dispatched to the appropriate areas to conduct damage surveys. Collections of these surveys and compiling the information for accurate reporting to the Emergency Services Director. Additional duties are found in the plan annex dealing with damage assessment.

### 3. **Plans/Technical Specialists / Special Services**

#### a. **Hazardous Materials Safety Coordinator**

The HMSC has been appointed or will be appointed by the ESD and will serve as the Hazardous Materials Safety Section Chief. They are responsible for the receipt evaluation and reporting of hazardous materials data. The HMSC is also responsible for working with the Health Director in making recommendations for emergency workers. The HMSC shall be assisted by the head of Environmental Health Division of the Harnett County Health Department.

#### b. **Damage Assessment**

The Damage Assessment Section will be manned by the Emergency Services Director who will serve as the Director of Damage Assessment supported by members of the Tax Department, Cooperative Extension Service, and the Inspections Department. Rapid and accurate means of developing this information is essential as it forms the basis for requesting assistance at the State and National level. Assistance will be provided by American Red Cross, if appropriate or requested, and / or local fire service personnel. Additional functions may be found in the plan annex, Damage Assessment.

#### c. **Animal Services**

The Animal Services Section will be manned by the Director of Animal Services and / or their appointed representative. Animal Services will coordinate all issues dealing with domestic companion animals and assist Cooperative Extension as much as possible with livestock issues. These include issues of companion animals at shelters. The Animal Services Section may draw upon whatever resources are necessary and available to assist them.

#### d. **Other Technical Support Services**

Other technical support services may be necessary such as representatives of utilities, chemical manufactures, radiation specialists, or other specialists. These persons serve as technical advisors and liaisons within the scope of their expertise.

### 4. **Logistics**

The Logistics Group is headed by a representative of Emergency Services. This group is responsible for maintaining a display within the EOC of the current status of available government resources. Additionally, they must be knowledgeable of those resources available within the County but not under government control. This information will be assembled and frequently updated in a resource manual by the Department of Emergency Management. The Logistics Group, may be established to coordinate the acquisition of supplies, equipment and other resources (public and private) necessary and approved to resolve / recover from the emergency or disaster situation. Logistics also is responsible for mass care and feeding and shelter operations.

#### a. **Communications**

Responsible for operation of two-way radio equipment as required, as well as computers and other communications support equipment.

b. **Red Cross**

In addition to the services provided by these organizations on a routine basis, they are tasked in emergencies with operations of Congregate Care Centers (shelters) if required. Facilities (schools) to be used as Congregate Care Centers are identified in appropriate plans. Congregate Care includes the entire spectrum of mass care from registering through feeding, bedding, physical hygiene, to returning the facility to its pre-shelter condition. The Health Department and Social Services are responsible for coordinating Congregate Care to the Special Needs population.

c. **A.R.E.S.**

A.R.E.S. or the Amateur Radio Emergency Service is represented by a volunteer, licensed Amateur radio operator and part of the amateur radio emergency service network. A liaison is assigned by Harnett ARES to the EOC. This liaison is responsible for all ARES operations and staffing regardless of the location of ARES operators. The primary function is to perform back-up communications via radio with shelters and messaging from the EOC to outlying emergency operations and serve as the link between shelter operations and the Red Cross liaison at the EOC. This person also ensures that all amateur radio equipment used is functional and within the standards of the service and that all amateur radio personnel are licensed and members of ARES. ARES is also responsible for updating weather information in a timely manner, using whatever tools are available and maintaining contact with NWS and keeping the EOC advised accordingly.

5. **Finance**

This group is under the direction of the County Finance Officer. This group may be established to:

- a. compile and maintain documentation of purchases, acquisition and utilization of emergency supplies, equipment and other services;
- b. perform financial and cost analysis to develop conclusions on efficient methods of resolving and recovering from the emergency / disaster situation.

**B. Message Control**

1. Radio communications received in the EOC will be via the County Communications Center. All traffic through the center is recorded on digital format and in the Computer Aided Dispatch System.
2. Incoming information will be passed to the Operations Group Chief for information and disposition as deemed appropriate.
3. Incoming information received via telephone or messenger will be written using the EOC messaging system furnished by Emergency Management.
4. Actions taken as a result of incoming information will be made as an entry in the computer.
5. Outgoing Messages: Copies of messages directing the commitment of resources or personnel will be made available to the Operations Officer and the information passed on to the Emergency Services Director by the agency directing the action.



6. A standard messaging system is available, via computer in the EOC for use by all agencies. The form is simple, self-explanatory and provides an appropriate attachment to journal entries.

## V. ADMINISTRATION

### A. Registration

A register will be maintained by Emergency Management for all personnel engaged in operational activities in the EOC. Name, title, agency, and time in and out will be required for record purposes. This will be recorded as set forth in the operations manual.

### B. Manpower

EOC Group Chiefs or their designated representatives will be responsible for notifying members of their staff and providing alternates as required.

### C. Staff Support

Administrative and logistical support of staff members within the EOC will be provided by the County Administration Department.

### D. Housekeeping

1. Bedding is available within the EOC and will be provided as needed during prolonged operations by the staff of Emergency Management or Red Cross.
2. Meals
  - g. With exception of special diets which are the responsibility of the individuals, meals will be provided within the EOC when circumstances dictate or outside travel is restricted or curtailed.
  - h. The procurement of food supplies will be the responsibility of the Emergency Services Director or Red Cross.
  - i. Preparation of meals within the EOC will be accomplished by either EOC Personnel or procured from the private sector.
3. Personal Items  
Each individual reporting to the EOC for duty will make provisions for their own personal hygiene requirements, clothing, and any special dietary needs or prescription drugs.

### E. Office Supplies

An initial supply of essential items will be furnished by the Department of Emergency Management. Subsequent supplies will be made available from county or retail stocks.

### F. Transportation

Transportation to and from the EOC is the responsibility of the individual. Should inclement weather or other conditions preclude vehicle movement, the Emergency Services Director should be notified for whatever assistance he can provide.

### G. Status Information

The following status information will be maintained up-to-date in the EOC by the Operations Section in an appropriate manner.

1. Operations Log
2. Shelters (capacity, name)
3. Weather Information
4. Decontamination stations

5. Traffic Control points / road blocks
6. Warning and notification routes

#### **H. Maps**

Maps that depict the area of the emergency will be posted and maintained. Such maps should depict demographic features and threats to the safety of people and property.

#### **I. EOC Security**

Security will be provided by Harnett County Sheriff's Department. Security will carry out the following:

1. Ensure picture IDs are worn or carried at all times and only those persons with proper identification are admitted to the EOC during operational hours.
2. Ensure an accurate log is kept of all persons entering or exiting the EOC.
3. Ensure authorized visitors are escorted at all times in the EOC.
4. Perform perimeter security checks and ensure appropriate doors are locked or otherwise secured.
5. Perform other security functions as directed by the Sheriff, ranking law enforcement officer or the Emergency Services Director.

### **VI. METHOD USED TO ALERT E.O.C. STAFF**

- The staff of the Department of Emergency Management and the County Manager's Office, following receipt of alert from the Harnett County Communications Department, will alert the Emergency Operations staff. RAPID NOTIFY may be utilized for notification.
- As each employee arrives, they will be provided an alert list and be directed to alert certain persons remaining to be called.



**Annex 2**

**HARNETT COUNTY  
LIST OF TELEPHONE NUMBERS ASSIGNED TO HARNETT COUNTY E.O.C.**

\* Numbers that are changed will be posted at EOC activation by ESD / Operations

Public Information Officer / Rumor Control	SEE EOC SOG
Director of Public Health	
Hazardous Materials Safety Officer	
Utilities	
Fire	
Law Enforcement	
Superintendent of Schools	
Congregate Care / Red Cross	
Department of Social Services	
Communications Center (EOC)	
Message Control	
E.S. Director / Operations	
EMS / Rescue	
Cooperative Extension Service	
Chairman of Commissioners	
Public Works / Utilities	
County Manager	
Fax	
Fax	
Fax (alternate emergency use only)	

## 11. Evacuation / Re-Entry

### I. PURPOSE

This section provides for a coordinated evacuation and re-entry of the county population, if necessary, during emergencies.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. A hazard analysis and vulnerability assessment has been completed, which identifies the types of threats and the areas and population in the county that are most vulnerable to these threats.
2. Efforts are being made to identify special evacuation problems.
3. There are several highway routes allowing evacuation from various parts of the County. These include I-95, U.S. 301, 401, and 421, N.C. 24, 27, 42, 55, 82, 87, 210 and 217.
4. There is no commercial public transportation serving Harnett County.

#### B. Assumptions

1. Emergency situations may require evacuation of all or part of the county. Small-scale, localized evacuations may be needed as a result of a hazardous materials incident, major fire, or other incident. Large-scale evacuation may be needed for an impending hurricane or other catastrophic events.
2. Sufficient warning time will normally be available to evacuate the threatened population.
3. Traffic control resources must be in place prior to the public release of an evacuation order.
4. Evacuation and re-entry information will be made available to the public by all available means.
5. If there is significant potential threat, some residents will evacuate prior to being advised to do so by public officials.
6. Most evacuees will seek shelter with relatives or friends rather than accept public shelter.
7. Some residents may refuse to evacuate regardless of warnings.
8. Some people will lack transportation. Others who are ill or disabled may require vehicles with special transportation capabilities.
9. Debris or damage to the roadway could hamper re-entry.
10. Effective evacuation should be completed during daylight hours.
11. A delayed evacuation order could endanger lives and result in civil disorder.
12. Evacuation from Harnett County could impact adjacent counties.
13. Stranded motorists could present significant problems during an evacuation situation.

### III. CONCEPT OF OPERATIONS

#### A. General

1. The ultimate responsibility for ordering a countywide evacuation or re-entry rests with the Policy / Administration Group. If a municipality is to be evacuated, the Mayor will issue the order. If the evacuation or re-entry involves more than one jurisdiction, or an area outside of a municipality, the order will be issued on a county level by the Chairman of the County Commissioners, or his / her designated representative.
2. Public information concerning the Policy / Administration Group's evacuation or re-entry orders will be released through all available media.
3. The Incident Commander at the scene of an emergency in Harnett County has the authority to order an evacuation.
4. Regional coordination of traffic control, shelter / mass care and public information will enhance the total evacuation and re-entry process. The State Division of Emergency Management will coordinate regional evacuation activities.
5. Law Enforcement will implement traffic control for evacuation and for re-entry.

#### B. Specific

##### 1. ***Movement Control and Guidance***

- a. Traffic control points to support a countywide evacuation have been predetermined by law enforcement personnel.
- b. The size of the threatened area to be evacuated will be determined by conditions at the time of the emergency.

##### 2. ***Staging Areas and Pick-up Points and Routes***

- a. Identified stranded motorists will be assisted by law enforcement officers in reaching a pre-determined rally point for mass transportation to a location for best available shelter. The Operations Officer will determine the location of best available shelter.
- b. The county has pre-designated staging areas as mobilization points to organize the emergency response personnel and equipment entering from areas outside the county.

##### 3. ***Evacuation of Special Populations (Institutions, Facilities and Special Care Individuals)***

- a. Institutions within the county must develop procedures for evacuation.
- b. Schools will develop evacuation procedures. Predesignated buses will be utilized for students without their own vehicles. Schools within the danger zone for hazardous materials spills will develop procedures for in-place sheltering and "walk-away" evacuations. Parents will be advised of the

location of reception centers.

- c. An attempt has been made by the Department of Social Services to identify special needs populations.
- d. Special needs population will require transportation for bedridden patients by EMS and ambulatory patients may be transported by multi-patient vehicles such as vans or buses.

#### 4. **Re-entry**

- a. The decision to allow re-entry to Harnett County will be made by the Policy / Administration Group, based on considerations of public safety.
- b. The Policy / Administration Group may establish a priority re-entry system for the public.
- c. Staging areas will be established; personnel reporting to Harnett County will be routed to one of those.
- b. Sections of Harnett County may remain isolated or closed to the public even after re-entry begins.
- c. Re-entry to the affected area will be coordinated with the Harnett County Policy / Administration Group.
- d. Shelter / mass care operations may need to be implemented depending upon the degree of destruction in Harnett County.



## 12. Fire / Rescue

### I. PURPOSE

This section provides for the coordination of fire, rescue, and emergency medical activities to ensure the safety of life and property within Harnett County during emergency situations.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Harnett County is served by nineteen fire departments. Two municipal fire departments (one serves city and rural); four departments serve both, and fourteen departments serve only rural areas.
2. Dunn, Coats, Angier, Spout Springs, Anderson Creek, Flatwoods, Erwin, Buies Creek, Boone Trail, Benhaven and Lillington departments have some paid firefighters; mostly volunteers operate all departments.
3. The Harnett County Chief's Association, composed of all fire, rescue and EMS departments, serves as an advocacy group for all emergency services groups. The Harnett County Fire Marshal acts as the county's liaison to the Harnett County Chief's Association.
4. The N. C. Division of Forestry Resources is the lead agency for forest fire control in Harnett County. Harnett County is in the Division's Fayetteville District. The county headquarters is located at Mamers Fire Tower in Mamers. It also has an equipment headquarters at the Cameron Hill Fire Tower in Johnsonville.
5. Most fire departments rely on the Harnett County 9-1-1 communications system for primary dispatching and communications. Dunn Fire / Rescue relies on Dunn Police Department for dispatching.
6. There is no formal hazardous materials response team in Harnett County; firefighters are the primary responders to any hazardous materials event, although capabilities are generally limited to recognized levels of training.
7. Mutual aid agreements exist among fire departments within Harnett County; some agreements exist with departments in neighboring counties. Harnett county is a partner within the State Emergency Management Mutual Aid Agreement (this includes municipalities) All Mutual Aid agreements are maintained by the Emergency Management Office. These documents are available for viewing at the Emergency Services Facility.
8. Lillington Fire Department operates a First Responder unit.

#### B. Assumptions

1. Existing fire and rescue personnel and equipment will be able to cope with most emergency situations through the use of existing mutual aid agreements.

2. When additional or specialized support is required, assistance can be obtained from local, state and federal agencies.
3. Fire departments will be called upon to assist with rescue and extrication of trapped persons, as well as search, debris removal on primary roadways, evacuations, reconnaissance, traffic control and security.
4. People seeking basic necessities and information may congregate at fire stations following a catastrophic disaster.

### III. CONCEPT OF OPERATIONS

- a. Incident Command will be implemented on an appropriate scale at the scene of every fire / rescue event in Harnett County. If fire or threat of fire is involved, the Fire Chief of the district or his designated representative is the Incident Commander.
- b. Under the North Carolina Hazardous Materials Right-to-Know Law and the Emergency Planning and Community Right-to-Know Act (EPCRA), the Fire Chief will survey facilities within his jurisdiction to identify types and volume of hazardous materials located within Harnett County. He should consider this information when developing response plans for hazardous materials accidents within his district. Coordination of facility emergency response plans with the Harnett County Emergency Operations Plan will be included in fire service planning.
- c. Fire Stations will become a community focal point and source of public information when normal communications are disrupted by disaster.
- d. During the critical phases of an emergency/disaster, fire stations may be opened and continuously manned, as conditions warrant and permit. Firefighters will report to the station for duty. Communications will be established with the Communications Center / EOC.

## 13. Hazardous Materials

### I. PURPOSE

This section provides information for a Harnett County response to hazardous material emergencies, and assists the Local Emergency Planning Committee in meeting its requirements under the Emergency Planning / Community Right to Know Act - SARA Title III.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. The threat of a major disaster involving hazardous materials has escalated due to the increase in everyday use and transportation of chemicals by the various segments of our population.
2. Hazardous materials emergencies could occur from any one of several sources including shipping, roadway and rail transportation, aircraft accidents, or fixed facility accidents.
3. Evacuation or sheltering in place may be required to protect portions of the population of Harnett County.
4. Certain hazardous material incidents will require response capabilities that are not currently available in Harnett County. For example: Chlorine leak requiring uses of level A equipment, significant fuel spill, etc.
5. Victims of a hazardous materials incident may require unique or special medical care not typically available in Harnett County.
6. The release of hazardous materials may have short and / or long term health, environmental and economic effects depending upon the chemical composition of the substance.
7. Hazardous materials emergencies may occur without warning, requiring immediate emergency response actions.
8. The local jurisdiction must respond to the incident in the initial phase without assistance from outside the jurisdiction. This includes notification and warning of the public, evacuation or sheltering in place, immediate first aid, and isolation of the scene.
9. **Regional Response Team (RRT-3)**, located at the Fayetteville Fire Department is the unit that would respond to Harnett County should the need arise. This resource will be requested through the Division of Emergency Management Central Branch to the North Carolina Division of Emergency Management State Operations.

#### B. Assumptions

1. Planning and training prior to an incident will significantly reduce the risk to personnel.

2. A facility involved in a hazardous material incident will provide all information required by SARA, Title III, section 304 on a timely basis.
3. Emergency response personnel are knowledgeable in the use of available resources.
4. The US Department of Transportation Emergency Response Guidebook, alone or in combination with other information sources, is used as a guide for initial protective action at incidents involving hazardous materials.
5. Response time for resources requested from outside Harnett County may be two hours or more.
6. Incidents in which the military can be identified as the responsible party will generally be resolved by federal resources.
7. Hazardous materials incidents that occur in which the responsible party cannot be identified will be resolved at the expense of the jurisdiction in which the event occurred.

### III. CONCEPT OF OPERATIONS

- A. There are several types of incidents that may involve hazardous materials:
  - a. Incidents at fixed facilities, including illegal dump sites.
  - b. Shipping incidents.
  - c. Roadway or rail transportation incidents.
  - d. Unknown materials on the river, shore, railroad or roadway.
- B. The level of response required for an incident is determined by:
  - a. The quantity, quality and the toxic effects of the material involved in the release;
  - b. The population and / or property threatened;
  - c. The type and availability of protective equipment required for the released material, and;
  - d. The probable consequences should no immediate action be taken.
- C. Depending upon the threat posed by the incident, protective measures initiated for the safety of the public could include in place sheltering, evacuation, and / or isolation of the contaminated environment.
- D. Response procedures for each incident will be according to local policies and procedures in compliance with worker safety standards.
- E. This plan recognizes that a hazardous materials incident can change with time, and necessitate escalating the response, or downgrading the response as the situation dictates.
- F. The **Local Emergency Planning Committee** (LEPC) has been established at the county level to identify the magnitude of the local hazard, assess the vulnerability of the community to that hazard, and provide planning guidance for emergency response. A point of contact, the Facility Coordinator, will be identified at each covered facility, as defined by SARA, Title III, section 302
- G. Specific hazardous materials facility information has been gathered and is available to the response community through the Harnett County Office of Emergency Services.

- H. Coordination between jurisdictions will be achieved through regional coordination with the NC Emergency Management Central Branch Office or through direct contact with towns and other counties.
- I. Training programs for emergency responders in the county will be through individual agency in-service training, community college courses, and other offerings of related training. Exercise schedules for this plan are developed and maintained by the Emergency Services office.
- J. Harnett County has limited response capability for handling incidents involving radioactive materials. Our response will be limited to evacuation, and isolation of the affected area, monitoring, and reporting to the extent possible. Requests for State or Federal resources will be made through the NC Emergency Management Central Branch Office and forwarded to the Division of Emergency Management or State EOC.

**APPENDIX 1****Hazardous Materials Risk Analyses**Guidelines for using *Risk Analysis Form***SECTION I. FACILITY IDENTIFICATION AND POINTS OF CONTACT**

Forms should be dated for each update.

Identify the facility by name, address (or geographical location), and normal business phone number. Complete the chart by identifying a (1) primary and (2) alternate Facility Emergency Coordinator and additional applicable facility officials.

**SECTION II. BUILDING INFORMATION**

- Building Name / ID – The company identification for each building on site (example: Building A, Building # 1, etc.).
- Square Feet – Estimated total floor space.
- Water Shutoff – Location of water control valve for each building.
- Gas Shutoff – Location of gas control valve for each building.
- Electric Shutoff – Location of electric switch to de-energize the entire building.

**Knox box Location**

Location of the Knox Box for each building or the building where the Knox Box is located. A *Knox Box* is a locked box mounted on the outside of a building, which contains keys to allow entrance. Emergency response agencies possess an access key to this box. Delete if not applicable to your jurisdiction.

**NFPA 704 M Ratings**

The building ID and the overall health (BLUE), flammability (RED), reactivity (YELLOW), and special hazards (WHITE), information for each building. The commercial HMIS Rating System may be substituted if applicable to your jurisdiction.

**Location of Material Safety Data Sheets**

The building ID and location of the material safety data sheets (MSDS) for each building.

**Description of Building Occupancy / use**

What is the general use of the building (warehouse, office, manufacturing, etc.)? Include a description of any chemical handling processes.

**SECTION III. TYPE OF HAZARDOUS MATERIALS**

For each of the identified classes (Extremely Hazardous, CERCLA, and OSHA) of chemicals, list the chemical name, the four digit UN identification number the maximum quantity on-site, and the location of the substance. Additional sheets may be attached if necessary.

## SECTION IV. OCCUPANCIES SUBJECT TO ADDITIONAL RISK

The primary purpose of this section is to give the Incident Commander (IC) and the Emergency Operations Center (EOC) a quick estimate of the population that may have to be evacuated.

### Facility Population

The number of employees at this facility for each shift and their hours of operation. Insert “N/A” for shifts that are not applicable.

In each general direction from the site, identify the type of occupancy and estimate the maximum number of occupants that may be subject to additional risk as a result of a release that goes off-site from this facility. (Example: residential, commercial, nursing home, hospital, school, day care center, etc.). List evacuation routes for each occupancy. Population figures should be listed according to the time of day if significant differences are evident (Schools, daytime businesses, etc.). If evacuation zones have been developed around a facility, modify this area of the form to reflect the zones instead of compass directions.

## SECTION V. OCCUPANCIES CONTRIBUTING ADDITIONAL RISK

In each general direction from the site, identify the type of occupancy and list the population of the adjacent facility along with the source of the additional risk as a result of a release that goes off-site from this facility. (Example: other facility with volatile chemicals such as flammable gas). Population figures should be listed according to time of day if significant differences are evident (School, daytime businesses, etc.).

## SECTION VI. FACILITY EMERGENCY RESPONSE EQUIPMENT

### Chemical Alarm System

Does the facility have an automatic release detection or monitoring system? Use the chart to indicate the building, the type or system (monitoring or detecting, local / remote alarm), and the substance being monitored.

### Fire Suppression

Account for the presence or absence of sprinkler systems in each building. Identify the location or the control valve particularly in building with water reactive chemicals. Describe any other special fire suppression systems (halon, dry chemical, carbon dioxide, etc.) that are present or required. Designate main size(s), hydrant locations, static and residual pressures, flow test results, storage tank capacity, etc. can be noted here and on site maps.

### Describe Availability and Location of:

#### *Special Extinguishing Agents*

Flammable metals and flammable combustible liquids frequently require special fire extinguishing agents. List available supplies by location, type and quantity

#### *Breathing Apparatus*

Indicate the number and type of each on hand at the facility. Type should indicate self-contained (state rating such as 30 minutes, 45 minutes, etc.), respirator, filter mask, or describe any other type. Location is where the apparatus is located at the facility. A visual inspection is recommended to assure proper maintenance.

#### *Personal Protective Equipment*

This item should include chemical resistance clothing, decontamination showers, personal monitoring devices, etc., that are available at the facility.

## **SECTION VII. THREAT TO WATER SOURCES**

The answer to these questions can be found by checking with the local jurisdiction's building inspections department, flood insurance administrator, or Emergency Services Coordinator. Locations of water sources and access points near the facility should indicate on maps. These questions are simply flags to tell the Incident Commander (IC) to look carefully at the maps.

## **SECTION VIII. TRANSPORTATION ROUTES FOR EXTREMELY HAZARDOUS SUBSTANCES, INCOMING AND OUTGOING**

List each Extremely Hazardous Substance shipped or received by the facility and describe each of the routes used for transportation of the material in and out of the facility. Include all methods of transportation (highway, railway, airline, marine, etc.).

## **SECTION IX. PERSONNEL TRAINING**

Briefly describe the level of training or special expertise possessed by facility personnel that will be available to the Incident Commander (IC) during an incident. If the facility has a Haz-Mat Response Team use additional sheets to give a more complete description of its capabilities.

## **SECTION X. SITE SKETCH**

Draw an overhead view of the facility, immediate surroundings, runoff and evacuation routes. Show the facility, property boundaries, permanent equipment, fences, gates, drains, shut-off valves for gas and other chemical lines, hydrants, ponds, sprinkler systems (and shut-offs).

## **SECTION XI. AREA MAP**

Provide an off-site map of the area around this facility. Identify the vulnerability zones, transportation and evacuation routes, possible shelter sites, and facilities subjected to or contributing additional risk. Incident Command System bases may also be indicated such as the command post, multi-level staging areas, decon stations, triage area, public information area, etc. Draw a North arrow for orientation.



**APPENDIX 2****HAZARDOUS MATERIALS FLOW STUDY****Introduction**

Harnett County is a very unique county in terms of transportation. The county has a rather large number of transportation routes that constantly have trucks or trains carrying products to other parts of the state or country. One of the largest of these routes is Interstate 95, which runs north and south through Dunn's city limits. Dunn also houses a railway in its city limits. This railway generally has trains that travel on it numerous times each day. Lillington accommodates the other railway in Harnett County. However, this rail is only traveled upon twice daily. The remainder of transportation routes are highways. These highways include Highway 27, Highway 55, Highway 87, Highway 210, Highway 301, Highway 401 and Highway 421. These roads interweave throughout the county, making every part of the county embodying one type of transportation.

Many products travel on these routes every day. Among these products are those considered as hazardous materials. Hazardous materials can be commonly defined as liquids, solids, or gases, which could cause harm or injury to a person if they were exposed to it or could be harmful during transport. An example of a hazardous material found during transportation is UN number 1203, which is gasoline. Gasoline is usually transported in a tanker on roadways. Gasoline can be injurious if a tanker leaks and makes its way into a water system, or if the tanker catches fire. Another example is oxygen, which is compressed during transport. This could be dangerous during a motor vehicle wreck because the tank can become weak and explode, possibly injuring emergency personnel or vehicle occupants if they are trapped or pinned.

A Hazardous Materials Commodity Flow Study is a useful project that when used in the correct context can become very beneficial to the entity utilizing it. The study takes note of what hazardous materials are traveling through the county. This can be helpful in a couple of ways. First, this can allow emergency personnel to prepare and train for emergencies that could happen. The personnel can train more towards the hazardous materials that travel through the county on a normal day. As a result, emergency personnel can be thoroughly prepared for emergencies of this type. Second, this kind of hazardous materials commodity flow study is helpful because it provides information to many people. It provides information to citizens of the county so that they are aware of what is actually traveling on the roads and railways. This study can also provide information to those agencies that have to deal with hazardous materials. As a result of this information, different people can be prepared, and being prepared is half of the battle.

**Project Design**

This project began with a conversation between Gary Pope and myself. He asked me if I would be interested in directing this study, in which I was delighted he would ask me. However, a problem would quickly arise. We did not have any examples or basis on which to execute the study. We were able to obtain a copy of a few forms that Johnston County had used in their study. These were only helpful to a point, because they did not describe the study itself. The Johnston County documents helped by giving hints at how to make a data worksheet, a letter of introduction (this is a letter that each employee would keep with them while out collecting data), and a news release (a letter, which could be used to inform the media and the citizens about the project).

The actual study format took some time to design. There were many different designs that were considered. One of the first was having employees stand at the road for a solid day at each road. This would provide a twenty-four hour view of each roadway. However, this would give somewhat biased data. This is because this would not control for an odd day. This one-day could have an unusual number of a certain hazardous material which would create a bad misrepresentation. Other renditions of the study had longer periods of collecting data (the original design had two-hour periods per group), and rotating locations of roadways.

After doing many revisions on the original study design, one design finally became prevalent as the most beneficial for the purpose. The final design took place over a period of about two months. This would require two periods of two hours each day. The study started with times at six to eight a.m. and six to eight p.m. These times revolved back around to six a.m. and p.m., respectively. The locations would rotate in a logical order (this order would start with Highway 27, then followed by Highway 55, Highway 87, Interstate 95, Highway 210, Highway 301, Highway 401, and finally Highway 421). This process would then begin again. The ideal was to have no less than two employees to collect data at the same time and location, together. This would attempt to reduce errors by allowing one person to write down the data that the other person collects. After a meeting with Gary Pope and Joan Parker, both of the Harnett County Fire Marshal and Emergency Management Office, it was decided upon that Mrs. Parker would contact the rail companies in order to obtain a product manifest. On several occasions employees observed the rails and noted that the manifests were correct upon the times they were viewed.

## **Employees and Volunteers**

There was a fax sent out to all of the county fire departments informing those interested to apply for the openings in the study. However, no one from any other department except the Buies Creek Fire and Rescue Department was interested. There were thirteen employees that were from the Buies Creek Fire and Rescue Department. Two of the employees were people who approached me about working in the study.

Finally, to further assist with the study, I requested the help of a Campbell University club or organization. I first approached the Environmental Science Department (Dr. Michael Larson) about seeing if any of his students were interested in volunteering. He attempted to encourage participation by offering those that helped out extra credit as an incentive. However, there was only one out of the students that took advantage of this.

The next group that I approached was the Omicron Delta Kappa fraternity. The group appeared to be interested in this project, especially since they were in need of a service project. However, when asked to volunteer, none of the members of this organization wished to participate.

Finally, I was approached by an Alpha Kappa Psi member upon hearing about the need of volunteers. I presented the study to them and they stated they were interested. At the next meeting they held they were signed up and ready to work. These members were very beneficial to the study.

## **Hypothesis**

At first, when I began this study I was unsure what to expect in terms of the results. However, being a firefighter, trained in emergencies of hazardous materials, I began to envision what I should expect. My overwhelming conclusion was that gasoline would be the most traveled hazardous material on the Harnett County transportation routes.

## **The Results**

The results that are about to be discussed are those on the roadways. The railways, since the data obtained was from manifests, will be discussed later.

During the entire study, there were three hundred and sixty-three hazardous materials transporters noted. This data includes both placarded and non-placarded trucks. At the beginning of the study the employees were informed to take notice of any trucks that were non-placarded. This is so for a couple of reasons. First, it can be believed that this truck is empty and thus needs no placard. Second, this truck could be carrying a load of hazardous materials, which since the weight is under a certain criteria, needs no placard. However, this is just as dangerous to emergency workers and as important to emergency planners. Lastly, it can and should be believed that some of these trucks were operating illegally. During this study I had the pleasure and benefit to talk to several truckers that hauls hazardous materials. A couple of them stated that companies sometimes break the rules or push the limits of legality.

Next, it is important to prove or discredit the hypothesis. Out of the three hundred and sixty-three trucks, one hundred and thirty-two were gasoline (UN number 1203). This represents about thirty-seven percent of the total data recorded. It is also important to note that as discussed earlier non-placarded trucks were included in this total. The non-placarded totaled ninety-seven trucks. This made up nearly twenty-seven percent of the total data. If the non-placarded trucks were eliminated out of the study then gasoline would make up fifty percent of the total (this number would be rounded up from 49.6%). As a result of this discussion, it can easily be seen that the hypothesis is true.

At this point it is important to analyze the data for each roadway. Thus, each road will be taken and analyzed for its data.

### **Highway 27**

On highway 27, there were seventeen trucks seen in a twenty-four hour period. The most common of these was gasoline (i.e. 1203), with eight trucks in the day. The second most common truck was a non-placarded truck, with five of these during the survey period. Next, there were two asphalt trucks (i.e. 1999) in the time period. Finally, there was one each of a UN number 3257 (elevated temperature liquid) and UN number 1075 (propane). Gasoline was the most prevalent material during the day with five trucks and most prevalent during the night hours with three trucks. This highway is one of the lesser traveled in terms of hazardous materials. Out of the twelve two hour periods, there was three periods in which there were no hazardous materials noted.

### **Highway 55**

During the twenty-four hour study period on highway 55, twenty-eight trucks were observed. Non-placarded trucks were the majority with a total of nine. Gasoline was second with five trucks. Next, there were two trucks transporting propane. Finally, there was one truck each carrying hydrofluoric acid and sulfuric acid mixture (i.e. 1786), an unknown, chlorotetrafluoroethane and ethylene oxide mixture (i.e. 3297), elevated temperature liquid, sulfuric acid (i.e. 1830), coal tar distillates (i.e. 1136), and an oxygen (this was a truck that carried many tanks of oxygen for such use as home oxygen). Gasoline was the most prevalent material during the day and night hours with three trucks during the night and two during the day. However, all nine non-placarded trucks were observed during the night hours. Highway 55 was also a slow route like highway 27. There were three two-hour periods in which there were no trucks noted.

### **Highway 87**

There were twenty-eight trucks observed on highway 87 during the entire study. The overwhelming majority was non-placarded trucks, which totaled eleven trucks. Next, gasoline had seven trucks pass during the twenty-four hour period. There were also four unknown trucks, which included a flammable placard, and two trucks that had several placards. There were three trucks that were hauling corrosives and two trucks that

were carrying diesel fuel (i.e. 1993). Finally, there was a single truck that was transporting propane. Gasoline was the majority material during the day with all seven trucks passing during that time. Non-placarded trucks were most prevalent during the nighttime with six during the night hours. The most traveled commodity during the night was a corrosive with one truck. It is important to note that only one corrosive truck and one unknown truck passed during the night hours. Highway 87 was slightly busier than highway 27 or 55 but still had two periods in which no hazardous materials trucks were seen.

### **Interstate 95**

Interstate 95 was the busiest route used dealing in hazardous materials. In the rotating twenty-four hour period there was a total of one hundred and eighty-nine trucks. This road accounted for fifty-two percent of the total trucks seen during the study interval.

The overwhelming majority of these were gasoline with ninety-nine trucks being observed. It is important to note that from eight to ten a.m. there were twenty-five trucks carrying gasoline noted. The other seventy-four trucks were spread out throughout the rest of the time period. The next largest group was those trucks that were unknown, in which totaled twenty-one. These trucks included trucks that were hard to differentiate the UN number, ones that did not have a UN number but had a hazard class, and others that had difficulties in determining the UN number. The next largest group is non-placarded trucks and trucks hauling corrosives for which there were twelve trucks each.

Diesel fuel was the next highest in occurrence with five trucks. Carbon dioxide (i.e. 2187), corrosive liquid (i.e. 3265), and \_\_\_\_\_ (i.e. 1882) each had three trucks pass by during the observation times. Nitric acid (i.e. 2031), propane, resin solution (i.e. 1866), liquefied oxygen (i.e. 1073), caustic soda (i.e. 1824), and radioactive material had two trucks be observed on Interstate 95. Finally, there was one truck each of an oxidizer, chlorite solution (i.e. 1908), trimethylchlorosilane (i.e. 1298), ammonia solution (i.e. 2672), acetone (i.e. 1090), allyl bromide (i.e. 1099), liquid arsenical pesticide (i.e. 2994), cupriethylenediamine (i.e. 1761), butyl acetates (i.e. 1123), UN number 1760 (this could be any of a number of materials), an explosives truck, and an environmentally hazardous substance truck (i.e. 3082) each had one truck observed during the study times.

As is mathematically evident gasoline is the most prevalent material in both the day and night hours. It is very important to note that there was no less than five trucks observed in any two-hour period and that one period of seeing only five trucks occurred between the hours of midnight and two a.m. In the normal two-hour period the number of trucks would total from ten to fifteen.

### **Highway 210**

Highway 210 was one of the lesser-traveled roads when it comes to hazardous materials. There were a total of seventeen trucks seen in the time frame. The most common was non-placarded trucks with seven. The next most observed truck was propane with a total of four trucks. There were only two trucks that carried gasoline through the county on highway 210. Finally, there was one truck carrying each of an unknown material, an explosives, diesel fuel, and carbon dioxide. The most dominant group during the day was propane, whereas the most dominant at night was non-placarded trucks with seven detected. Highway 210 was almost an exact opposite of Interstate 95 in that 210 had five two hour periods in which there were no hazardous materials trucks noted.

### **Highway 301**

Highway 301 was the slowest road in the hazardous materials commodity flow study. However, it was not the slowest in terms of actual hazardous materials detected (there were twelve hazardous materials seen in the study, whereas there were only ten on highway 401). There were only seventeen trucks noted during the entire twenty-four hour period. Gasoline was most common with seven trucks. Non-placarded trucks came in second with only five trucks. Finally, there was one truck carrying propane, diesel fuel, sulfur dioxide (i.e.

1079), chlorine (i.e. 1017), and ammonium nitrate (i.e. 1942). During the daytime gasoline was the most common material with six trucks spotted. During the nighttime there was one propane truck and one gasoline truck spotted at all. This road was the slowest because there were eight periods that there were no trucks noted. Thus all of the materials from Highway 301 came during an eight-hour time frame. It is important to note that there was no continuity to this time frame, except that hazardous materials were more likely to be transported during the day.

### **Highway 401**

Highway 401 was a moderately trafficked route. In the twenty-four hours it was observed there were thirty-five trucks noted. The majority of these were non-placarded trucks. In the time frame there were twenty-five non-placarded trucks recorded. Next, was gasoline with five trucks, followed by propane with three trucks. Finally, there was one truck each of a corrosive and an elevated temperature liquid. During both the day and night hours non-placarded were the most popular. However, in terms of actual materials during the day gasoline and propane tied at two each. In the nighttime gasoline was most common with three trucks. Highway 401 was the slowest highway in terms of hazardous materials. There were only ten hazardous materials trucks noted. This was a surprise since this route runs from Fayetteville, North Carolina through Harnett County on to Garner, North Carolina. In estimation this road would be busier than this. However, it is important to note that this could be an inaccuracy due to the time period. A different time period in this study may have yielded different results. However, there were only two periods in which no trucks were recorded.

### **Highway 421**

The last road that will be analyzed is Highway 421, which runs from Sanford, North Carolina through Harnett County making its way into Sampson County. This highway was a moderately busy highway. There were a total of thirty-nine trucks observed during the study. Out of those thirty-nine, twenty-nine had placards.

The most traveled truck was one in which was not placarded (there were ten of these trucks). However, the most traveled commodity was gasoline with five trucks. There were four trucks carrying corrosives and four trucks carrying methyl alcohol (i.e. 1230). There were also three unknown trucks (these placards were missed due to darkness of time frame) and three propane trucks. Next, there were two sulfuric acid and two caustic soda trucks that were spotted during the study. Lastly, one truck of each of the following were seen: carbamate pesticide (i.e. 2757), petroleum distillates (i.e. 1268), potassium (i.e. 2257), potassium nitrate and sodium nitrate mixture (i.e. 1499), nitrating acid mixture (i.e. 1796), and carbon dioxide.

During the day, the most traveled commodity was propane, which had three trucks during that time. However, the most traveled truck was one in which displayed no placard at all with six trucks. During the nighttime gasoline was the most prevalent commodity, but tied with non-placarded trucks with four trucks each. There was only one two-hour time segment did not observe any trucks.

### **The Railways**

As was stated earlier, a manifest was obtained from the rail company that uses the railways in Dunn and Lillington. They were helpful by supplying their list of their top twenty-five hazardous materials transported. The rails would produce problems in observation. This is because of the nature of the railways and their surroundings. First, the speed of the trains, especially in Dunn, caused observation of the small UN number to be very difficult. Another factor that caused difficulty was the lack of light surrounding the trains, thus causing more difficulty in noticing the UN number. Lastly, the number of containers on any one train created difficulties in recording all of the UN number.

Since the transportation list was obtained doing a comprehensive observation on the railways was not needed. However, it was important to verify the transportation list. At several periods employees went to

observe the railways. At every time frame that the railways were observed the actual materials transported matched up with the transportation list.

As for actual hazardous materials there are a large variety of those on the transportation list. These products vary from the number one most shipped product of petroleum gases to fuel oils and propane. It is important to make a note of the fact that gasoline was the number fourteen most shipped product on the railways. The hazardous materials on the transportation list provides for many dangers because of the variety of materials.

## Concerns

While I was participating in this study I started noticed and was informed of certain information that I believe needs to be discussed in this analysis. This information ranges across several issues that can affect any and all of those people dealing in the hazardous materials that travel on the road.

First, not all of the transportation vehicles are correctly placarded. As I discussed earlier I had the employee's record observations of non-placarded vehicles. However, this was not the only problem. Some of the hazardous materials trailers were not placarded on all four sides (some do not have to be, yet gasoline does and there were no less than twenty violators of this case). The trailers would generally be placarded in the rear but have no other markings of what it was hauling. As is evident this can cause problems in emergency situations where personnel cannot identify the product.

Next, the trailers that were transporting hazardous materials were not in ideal conditions. Hazardous materials trailers should be in good shape and not damaged. However, there were several times that trailers that were badly damaged were observed. Some of the tank trailers were bent in to the point where they would have near creases in them. This has to weaken the tank trailer and make it easier for a leak to happen, or for the tank to fail should a wreck happen. This condition could be very harmful to drivers of these vehicles, emergency workers, and other drivers on the road.

Thirdly, it is interesting to note that drivers of hazardous materials haulers have to take and note in their logbook an eight-hour break after a ten-hour driving period. This was discovered upon talking to several drivers of hazardous materials. When asked if they thought drivers or companies violated this rule and many replied that the drivers would generally stretch the rules as far as they could but would not normally break them. However, it can be assumed that there are some drivers that would create hazards for others by violating this and other rules.

Next, there are situations in which drivers would leave their trailers at some location while they would leave for an unspecified time. The trailers would be left and picked back up at a later time. This was observed in Buies Creek and in Dunn. This poses risks for all those that are around the trailer and those who would have to deal with an emergency. This is because there is no supervision of the trailer and if there is some type of emergency the most important information source (the driver) could not be located. The driver could simply fix the emergency, but the driver is away from his trailer.

Another point that needs to be discussed is the driver of these hazardous materials trucks. In an emergency situation, the driver can be one of the emergency personnel's greatest resources. This person normally knows a great deal about the chemical they are hauling. Thus they can help solve the problem quickly. However, the emergency personnel need to ensure that they are operating within their standard operating procedures and not breaking any rules while doing this. While discussing this study with drivers they were quick to give information proving this point. One example of this was with a driver of gasoline. He showed me how to identify if a tank is going to explode (BLEVE) with just going and observing the pressure gauge.

## Conclusions

First, it is imperative that the hypothesis is revisited. The hypothesis of this study was that gasoline (UN number 1203) would be the most hauled product on Harnett County transportation routes. Gasoline accounted for nearly fifty percent of the total product hauled through Harnett County. Gasoline was noted at every highway and route that was observed. It is also crucial to note that gasoline was ranked the number fourteenth most transported material on the railways. As can be seen in these statistics, gasoline was the most hauled hazardous material.

It is important to make one other conclusion. This study can be taken to have some errors in the results. The time frames that the routes were observed could have provided inaccurate information because these days could be irregularly heavy in one type of material and light in another. However, the result of gasoline being the most transported material is considered to be true because of the overwhelming majority.

In terms of emergency preparation this study can offer a few hints. The first of those is that gasoline is the largest traveled product and thus more likely to have an emergency or wreck. Thus emergency personnel should be sure to practice and prepare for this type of emergency. Secondly, the two most hazardous routes were Interstate 95 and the railway in Dunn. It would be beneficial to have a special response dispatch card for these circumstances because this type of emergency is generally going to exhaust many resources. Finally, the best way to prepare for hazardous materials emergencies is to be prepared for any type of product, at any time, and under any circumstances because there are no certainties in hazardous materials transportation.

## Index

- i. See Table 2 for entire list of Hazardous Materials observed in the study and the quantity of each.
- ii. Day hours are from 8am. to 8pm. and night hours are from 8pm to 8am. This is standard for the entire analysis.
- iii. An unknown is a placard that was missed or could not be determined because of speed, lack of light, etc.
- iv. See Table 3 for transportation list of Railways (top 25 list).

## 14. Initial Impact / Damage Assessment

### I. PURPOSE

This section presents a system to coordinate damage assessment and reporting functions, estimate the nature and extent of the damage and provide disaster recovery assistance.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Most hazardous events which may affect Harnett County have the potential for causing damage. A planned damage assessment program is essential for effective response and recovery operations.
2. If a significant emergency / disaster occurs, a series of damage assessment activities will be required in the following order:
  - a. The County Immediate Situation Report results in notification to the State EOC, regarding information on the severity of the problems and the determination of need for further assistance.
  - b. The State supported Impact Assessment results in the identification of immediate life support needs.
  - c. Federal / State supported Damage Assessment precedes the delivery of a Presidential Disaster Declaration and defines the specific needs for long term recovery.
3. Following a significant disaster / emergency occurrence, a multitude of independent damage assessment activities will be conducted by a variety of organizations including County Damage Assessment Teams, American Red Cross, Insurance Companies, Utility Companies, Federal Agencies (NPS, Fish and Wildlife, Coast Guard), etc.
4. **Recovery** from a significant disaster will be managed in two identifiable phases as follows:
  - a. **Phase One**  
The emergency reaction phase and the implementation of emergency plans. Actions under this phase include emergency security, debris removal, mass care, and restoration of essential services. The County Emergency Management Agency will assume the lead role in coordination of this phase.
  - b. **Phase Two**  
The long-term reconstruction phase. Actions under this phase include: rebuilding of damaged public buildings, rebuilding of roadways and bridges, rebuilding of private homes and private businesses, etc. The County Manager, County Finance Officer, Chief Building Inspector and the County Planner will assume the lead roles in this phase.
5. If the magnitude and severity of the emergency / disaster warrants it, a Presidential Disaster Declaration could be granted thus making Federal Government Assistance available to Harnett County.



## B. Assumptions

1. The County will continue to be exposed to various hazards resulting in damage to both public and private property.
2. A significant response of both solicited and unsolicited resources from outside the impacted area can be expected and preparations must be made in order to manage this assistance.
3. Emergency public information is a critical tool in immediate post disaster response for informing the public about actions being taken and for requesting help from outside the area of impact.
4. Damage to the utility systems and to the communications systems may hamper the recovery process.
5. Routine government agency operations such as delivery of social programs, legal processes, elections and cultural events may be postponed as a result of the disaster.
6. A major disaster could have a significant long-term economic impact on the County.
7. A major disaster affecting the County could result in the severance of one of more main transportation arteries resulting in a significant alteration of lifestyle in the County.

## III. CONCEPT OF OPERATIONS

### A. General

Responsibility for Immediate Situation Reports / Phase One of recovery operations lies with local government.

### B. Specific

1. Emergency and recovery operations will initially be coordinated from the County Emergency Operations Center. Each municipality affected should maintain a presence in the Harnett County EOC.
2. Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency / organization.
3. The **Damage Assessment Officer** will coordinate the compilation of damage survey data and prepare damage assessment reports for the Emergency Services Director.
4. The **Emergency Services Director/Emergency Management Coordinator** will review, with other appropriate local officials, the damage assessment reports to determine if any outside assistance will be necessary to recover from the disaster.
5. The ESD will forward damage assessment reports and any requests for assistance to the NC Division of Emergency Management by the quickest means available. By Executive Order, the Secretary, NC Department of Crime Control and Public Safety is authorized to commit any state resources to assist with the emergency / recovery efforts.
6. Based upon the local damage assessment reports, the **State Emergency Operations Team** will determine what recovery capabilities are available to meet the anticipated requirements.
7. The Governor may request a **Presidential Declaration** of a major disaster, major emergency, or a specific federal agency disaster declaration (Small Business Administration, Department of Agriculture, Corps of Engineers, etc.) to augment state / local / private disaster relief efforts.

8. The President, under a major emergency declaration, may authorize the utilization of any federal equipment, personnel and other resources.
9. The President, under a major disaster declaration, may authorize two basic types of disaster relief assistance:
  - a. **Individual Assistance (IA)**
    - 1) Temporary housing (100% federal dollars)
    - 2) Individual and family grants (IFG) [75% federal, 25% state / local funds]
    - 3) Disaster unemployment assistance
    - 4) Disaster loans to individuals, businesses and farmers
    - 5) Agricultural assistance
    - 6) Legal services to low-income families and individuals
    - 7) Consumer counseling and assistance in obtaining insurance benefits
    - 8) Social security assistance
    - 9) Veteran's assistance
    - 10) casualty loss tax assistance
  - b. **Public Assistance (PA)** [75% federal, 25% state / applicant funds]
    - 1) Debris removal
    - 2) Emergency protective measures
    - 3) Permanent work to repair, restore or replace road systems, water facilities, public buildings and equipment, public utilities, public recreational facilities, etc
10. In the event a major disaster or emergency is declared:
  - a. A Federal Coordinating Officer (FCO) will be appointed by the President to coordinate the federal efforts.
  - b. A State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) will be appointed by the Governor to coordinate the state efforts.
  - c. A Disaster Field Office (DFO) will be established within the state (central to the damaged areas) from which the disaster assistance programs will be administered.
  - d. For Individual Assistance only, Disaster Application Centers (DACs) will be established central to the affected areas where individuals may apply for assistance.
  - e. If the area is declared eligible for Public Assistance programs, an Applicant's Briefing will be conducted for officials of the County, cities and private nonprofit organizations to explain eligibility criteria. The Emergency Services Director will be requested to assist with identifying and notifying eligible applicants.
  - f. At the applicant's briefing, each eligible entity will submit a Notice of Interest (NOI).
  - g. Each PA applicant (including local government entities) will appoint an Applicant's Agent to coordinate the collection of documentation and submission of information to the DFO.

## 15. Law Enforcement

### I. PURPOSE

This section provides for security, maintenance of law and order plus traffic control during emergency situations.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Law enforcement in Harnett County is provided by the Harnett County Sheriff's Department and five municipal police departments.
2. State law enforcement agencies that regularly operate within Harnett County's borders are the N. C. Highway Patrol, N. C. Wildlife Resources Commission, and State Bureau of Investigation.
3. A spirit of cooperation exists between the local, state and federal law enforcement agencies that operate within the county, and federal and state agencies routinely cooperate with local law enforcement officers during emergency events.
4. When N. C. Highway Patrol personnel are requested to support Harnett County traffic control, a ranking officer from the Patrol may be present in the County EOC to coordinate N. C. Highway Patrol operations.
5. Pre-determined traffic control points have been identified by the Highway Patrol, County Sheriff's Department, and municipal police to facilitate management of traffic flow when evacuation is required.

#### B. Assumptions

1. Activities of local law enforcement agencies will increase significantly during emergency operations. If local capabilities are overwhelmed, support may be obtained from state and federal law enforcement agencies.
2. An evacuation from a large area of the county could significantly impact Harnett County law enforcement / traffic control operations.
3. During evacuations, accidents or mechanical failure could significantly impede the evacuating traffic flow.
4. The number of law enforcement personnel available in the county area during an emergency event may not be adequate to provide for security until supplemented.
5. Following an emergency event, it may be necessary to supplement local law enforcement personnel with officers from other jurisdictions to provide security and traffic control.

### **III. CONCEPT OF OPERATIONS**

Emergency law enforcement operations will interrupt routine functions and responsibilities. Expanded emergency responsibilities will include maintenance of law and order, traffic control, crowd control and security.

- A. The Harnett County Sheriff's Department will be the coordinating agency for law enforcement operations in Harnett County during multi-jurisdictional emergency events.
- B. Law enforcement officers in Harnett County will assist with the dissemination of emergency information to isolated populations and to motorists.
- C. Law enforcement activities will remain under the control of the senior law enforcement officer for the jurisdiction in which the emergency operation is taking place.
- D. Law enforcement agencies will have primary responsibility for traffic control and security in and near an evacuated area and in other areas of emergency operations. They may be called upon to assist with warning the public.
- E. Law enforcement officers in the field will observe and report emergency activity to the Harnett County EOC.
- F. Law enforcement officers will enforce the provisions outlined in the Proclamation of a State of Emergency.

## 16. Mass Fatalities

### I. PURPOSE

This section outlines the procedures to be followed when a disaster results in mass fatalities to the extent that the number of dead exceeds the resources of the local Coroner / Medical Examiner's office.

### II. ORGANIZATION

By law, the Harnett County Coroner / Medical Examiner is responsible for the dead. The Mass Fatalities Team and other local funeral service personnel, when activated, will be available to assist under the direction of the County Coroner / Medical Examiner.

### III. SITUATION AND ASSUMPTION

Any major disaster may result in extensive property damage and possibly a large number of deaths, which may require extraordinary procedures. DMAT assistance will be made through the State EOC.

### IV. CONCEPT OF OPERATIONS

- A. The Mass Fatalities Team's focus is to establish the means and methods for the sensitive respectful care and handling of deceased human remains in multi-death disaster situations. The Team will be available to aid in the necessary acts of evacuation, identification (sanitation and preservation such as preparation or embalming as authorized), notification of the next-of-kin, counseling and facilitating the release of identified remains to the next-of-kin or their representative under the direction of authorized persons.
- B. When disaster conditions permit, and an estimate can be made of the dead, temporary morgue sites will be selected and activated. Remains will be recovered and evacuated to the temporary morgues for identification purposes and safeguarding of personal effects found on the dead. Necessary information about each victim will be compiled and processed for the Coroner / Medical Examiner. When authorized by officials and the family, a Mass Fatalities Team shall prepare, process and release the remains for final disposition.
- C. As an assistance group to the Coroner / Medical Examiner, the local funeral directors will provide needed supplies, equipment, vehicles and personnel as available. The State Funeral Directors Association may also assist in identifying other necessary resources.
- D. Only when registered burial sites are exhausted, losses are massive, and as a last resort, should interment be in burial areas selected by local, county, and / or state officials.

### V. DIRECTION AND CONTROL

- A. Operations will be coordinated by the Coroner / Medical Examiner working with the Emergency Services Director, and where designated, the Mortuary Response Team's Coordinator.
- B. When a disaster occurs, the County Coroner / Medical Examiner should immediately contact the State Funeral Directors Association through its offices or through staff members. They, in turn, will notify the appropriate members of the Mortuary Response Team.

## VI. TEMPORARY MORGUE SITE

- A. A morgue site is to be selected, organized, and put into operation if the number of dead exceeds the resources of the Coroner / Medical Examiner's office. Once a morgue site has been selected, the Coroner / Medical Examiner or the designated Mortuary Response Team Coordinator will organize its operations and assign personnel to some or all of the following jobs: uniformed guards, information clerks, counselors, interviewers, telephone communicators, admissions clerk, general supervisor, identification personnel, orderlies, personal effects custodian, embalming supervisor, embalmers, secretaries, inventory clerk, distribution clerk, etc.
- B. The temporary morgue should be located as near as possible to areas with heavy death toll and should have: showers, hot and cold water, heat or air conditioning (depending on climate), electricity, drainage, ventilation, restrooms, parking areas, communication capabilities, and rest areas. It should be fenced or locked for security of remains and personal property, should be removed from public view and have sufficient space for body identification procedures. It should also be subject to partitioning for separation of functions such as body handling, x-ray, autopsy, records maintenance, interviewing, etc. The functions carried out at each morgue site will be determined by the circumstances.

## VII. MASS BURIAL GUIDELINES

- A. Mass burial may become necessary when the number of remains cannot be managed and become a public health concern, or when remains cannot be adequately refrigerated or embalmed, identified or processed in an acceptable manner.
- B. Any decision to begin mass burial must be made at the highest levels of state government. Their direction will be essential before such an effort can be initiated for the public health, safety and welfare.
- C. The location of any mass burial site must also be agreed upon by the above agencies, taking into consideration the number of remains to be buried, distance and transportation considerations. Plans should include the probability of exhumation at a later time.

## VIII. CREMATIONS

Cremations should not take place for a minimum of seven (7) days after the last body has been processed. Cremation should never be used as a form of disposition for unidentified remains or tissue. Religious considerations as well as the possibility of future identification affect this decision.

## IX. REMAINS NOT RECOVERED

Conditions and circumstances sometimes preclude the recovery of remains in spite of exhaustive efforts and resources expended by those involved. Once the determination has been made that one or more remains are unrecoverable, non-denominational memorial services should be arranged. All efforts should be made to notify and include the surviving family members in this service. Assistance in post-death activities should be extended to the surviving family members. The family should be given the opportunity to select the locale of the non-denominational service if so desired.

## 17. Mitigation

### I. PURPOSE

This annex outlines the mitigation procedures that Harnett County engages through its various departments in an effort to protect its citizens from the effects of natural and manmade disasters.

### II. SITUATION AND ASSUMPTION

#### A. Situation

1. Day to day mitigation efforts are performed by the various departments and divisions of Harnett County government in accordance with county ordinances, State Code, as well as through state and federal laws and regulations.
2. The County is susceptible to many hazards, which have the potential to cause disasters and / or major damage to both citizens and / or property.
3. In response to these hazards, Harnett County engages in daily efforts to mitigate the effects of such hazards through regulation and enforcement in the interest of public safety and health and well being of its citizens.

#### B. Assumption

Current mitigation programs enforced by the County through its various departments play a significant role during a local emergency and / or disasters in the protection of its citizens from hazards wrought by both natural and technological occurrences.

### III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

#### A. General

1. *Planning & Inspections Department*
  - Subdivision Ordinance
  - Erosion Control Ordinance
  - Federal Flood Insurance Program
  - Building Code Enforcement
  - Watershed Protection Ordinance
  - Ridge Law / Building Height
2. *Environmental Health*
  - Sanitation
  - Water and Septic Tank
  - Solid Waste Ordinance
  - Hazardous Waste Management
3. *Fire Marshal / Emergency Services*
  - Civil Emergencies
  - State Fire Code
  - Hazardous Materials Ordinance

- Blasting
- 4. *Sheriff's Department*
  - Civil Disorder
  - Terrorism
  - Mass Gatherings

**B. Concept of Operations**

1. On-going evaluation and assessment of the programs and program needs will be conducted by all agencies to increase awareness of potential hazards and the necessary responses that may be made on behalf of the County to further enhance mitigation efforts.
2. Following an emergency / disaster an evaluation of the county's mitigation programs and their effectiveness should be made relative to the impact of the damages incurred to the citizens of the county.
3. Identified areas in which hazards mitigation could be improved, so as to lessen the impact of a future disaster, shall be recommended by the county department head in the form of a written synopsis and forwarded to the County Manager.
4. Hazard assessment relative to mitigation functions is necessary and vital as a federally declared disaster occurring in any portion of the state makes all counties eligible to apply for hazard mitigation grants.

**IV. ADMINISTRATION AND LOGISTICS**

The post disaster review is to be performed for the purpose of identification of needed mitigation staging for Harnett County. Recommendations for such review should be made in the following succession:

- Departments Heads to County Manager

**V. VULNERABILITY ASSESSMENT**

Harnett County is vulnerable to the broad range of threats to include, but not limited to:

- Flooding
- Winter / Ice Storm
- Tornadoes / Severe Storms
- Earthquakes
- Civil Disorder / Terrorism
- Hazardous Materials Incidents

As such, mitigation of these threats, which would lessen their effect on the citizens and their property in Harnett County, will be of primary concern and purpose of this annex.

**VI. PLAN DEVELOPMENT AND MAINTENANCE**

The Office of Emergency Management will review and amend this annex on an annual basis.

**VII. AUTHORITIES AND REFERENCES**

- A. NCGS 166-A
- B. County Ordinances



## 18. Public Health Services

### I. PURPOSE

The purpose of this section is to provide for the public health and welfare of the population of Harnett County during an emergency / disaster.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. The Harnett County Health Department's main office is located at 307 Cornelius Harnett Boulevard, Lillington, N.C.
2. A large portion of Harnett County's population is dependent upon private wells, private sewage treatment systems and private septic systems. These systems are susceptible to flooding problems when flooding occurs.
3. In cooperation with Social Services, the Health Department will maintain a current list of persons requiring special needs.

#### B. Assumptions

1. A large-scale emergency will result in increased demands on health-related personnel.
2. Emergency operations for Public Health personnel will primarily be an extension of normal agency duties.
3. Following an emergency / disaster, the Health Department will take action to prevent the spread of communicable disease resulting from contaminated water supplies, malfunctioning septic systems, increased numbers of vectors, spoiled or contaminated food supplies and lack of functional sanitary facilities.
4. A catastrophic disaster could result in multiple fatalities necessitating extraordinary measures, including establishing a temporary morgue.
5. When local resources can no longer meet the demand of the situation, additional resources will be requested through the local Emergency Services Director who will in turn contact the Division of Emergency Management Central Branch Office.
6. In the event of a Bioterrorism event refer to the Harnett County Public Health Departments Bio Terrorism Plan/SNS Plan.

### III. CONCEPT OF OPERATIONS

- A. The primary concern of Public Health is disease control. The County Health Department will implement effective environmental health, nursing and health education practices to minimize the incidence of disease.

- B. The Health Department will coordinate health care in approved and assist in shelter management by providing team members shelters.
- C. Frequent inspections of damaged areas and emergency shelters will be necessary to determine the need for pest control, sanitation, or other protective measures.
- D. The Health Director will establish temporary morgues and coordinate with Medical Examiners in the identification and proper recovery of human remains.
- E. The Health Director will oversee the expeditious testing of emergency water supplies to ensure potability.
- F. The Health Director must coordinate with the Public Information Officer concerning distribution of information to the general public on disaster related health matters.
- G. The Health Department will coordinate the movement of special needs populations for example, the homebound patients normally attended by the Home Health nurses.

## 19. Public Information Officer Procedures Guide

### I. PURPOSE

This plan establishes policies and procedures and assigns responsibilities to ensure accurate and timely information on potential and actual emergency incidents and major emergencies / disasters to the people of Harnett County.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

Harnett County and several other municipalities have continuing programs, which use various channel of communication, including the mass media, to provide needed and desired information about local government activities and services to the general public.

During periods of emergency, the public needs, and generally desires, detailed information regarding protective action to be taken for minimizing loss of life and property. There are times however, when disaster strikes without warning and the public information system cannot react rapidly enough too properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency the public be made aware of potential hazards and the protective measures that can be employed.

In major emergency or disaster situations, there may be large numbers of media representatives seeking information about the situation and about response actions. It is the policy of Harnett County to cooperate fully with the media in all phases of emergency management. Harnett County officials have developed procedures in cooperation with local media to disseminate emergency information to the public. However, they recognize that a really large emergency or disaster will attract regional and national media representatives not parties to, or knowledgeable of, local media arrangements.

#### B. Assumptions

During emergency situations and disasters, the general public will demand information about the emergency situation and instruction on proper response actions.

The media will demand information about emergency situations and disasters. The local media, particularly television and radio, will perform an essential role in providing emergency instructions and up-to-date information to the public. Depending on the severity of the emergency, or the media's perception of the severity of the emergency, regional and national media will also cover the story and demand information and comment from local officials.

Depending on the severity of the emergency or disaster, telephone communication may be sporadic or impossible. Local and regional radio and television stations without emergency power may also be off the air.

Demand for information will be overwhelming if sufficient staff is not provided and if staff is not trained and operating from a pre-established set of procedures.

### III. CONCEPT OF OPERATIONS

#### A. Phases of Emergency Management

### 1. *Mitigation*

The public information program relating to hazard mitigation is critically important and challenging. Harnett County and other municipalities will carry on a continuing effort in this area coordinated by the governmental public information officers (PIOs) and drawing on the expertise, creativity and other resources of all appropriate agencies, organizations, and individuals. Hazard mitigation public information is not regarded as "emergency public information." It can and should be approached as a topic of major importance to be covered in the regular public information programs using the best available tools and techniques of public and media relations.

### 2. *Preparedness*

Emergency Information System preparedness includes the development and maintenance of plans, procedures, checklists, contact lists and public information materials. Staff must be trained to fill positions in the Emergency Information System.

### 3. *Response*

The Emergency Information Staff will be directly involved in warning the public. In major emergencies or disasters, the Emergency Information Systems organizations/representations will fully mobilize and disseminate emergency instructions and information to the public in the following order of priority:

- a. Lifesaving / health preservation instructions.
- b. Emergency status information.
- c. Other useful information, originated by the government or in response to media inquiries.

### 4. *Recovery*

During this phase, attention will be focused on restoring channels of communication with the public. Appropriate information will continue to be released, particularly on the restoration of essential services, travel restrictions and assistance programs available. When time allows, actions taken during the emergency/disaster will be addressed and plans and procedures will be revised as necessary.

In both the response and recovery phases, the Emergency Information System organization may employ on-scene information officers, a media-briefing center and a Joint Information Center (JIC) as appropriate and possible, depending on the nature of the hazard and the size and characteristics of the emergency or disaster.

## **B. Direction and Control**

In Harnett County and its municipalities, the Public Information Officer will coordinate public information (preparedness / awareness campaigns) during normal (day-to-day) times. When emergency incidents arise which call for the establishment of an Information Officer at the scene of an emergency, the Incident Commander on-scene is responsible for establishing this function. Once the Information Officer function has been established it is the responsibility of the on-scene Information Officer to contact other PIOs when deemed necessary and appropriate. During major emergencies and disasters the PIO will report directly to the EOC if activated. Other PIOs will report to their respective manager or municipality.

The PIOs will be available to advise their managers, department heads and chief elected and appointed officials on communication with the media and the public. All information releases should be coordinated with the EOC before dissemination. When deemed necessary and appropriate, the Harnett County Emergency Services Director, after consultation with the Harnett County Policy Steering Control Group, will activate the JIC to coordinate information with all county departments and private organizations as well as the state and federal government.

### C. Coordination of Public Information

It is essential that the Emergency Information System organization and activity be recognized as a coherent system. In the State of North Carolina, this organization includes Operational Areas (County), Mutual Aid Regions, State and Federal PIOs and many public information officers from local government and private agencies. For proper coordination in a major emergency or disaster, it is essential that emergency information be released from a single point to assure consistency and authenticity. Just as the establishment of the Incident Command System (ICS) avoids multiple command posts, the establishment of a JIC will avoid multiple releasing points. The following approach is a typical one for emergency incidents and major emergencies / disasters.

1. At emergency incidents, on-scene Information Officers will release information at a single location. It is desirable that the public information representatives from other involved agencies join the Information Officer in releasing information through a single coordination point on-scene. The Information Officer will coordinate all information releases with final approval given by the Incident Commander.
2. If the emergency situation worsens, or if in another situation the EOC is activated, the coordination of information falls to the County PIO. The PIO will coordinate information releases for the emergency from the EOC and stay in touch with on-scene PIOs and other PIOs for details about the incident.
3. If the emergency situation continues to worsen, or if in another situation the JIC is activated, the coordination of information falls to the designated Lead PIO in the JIC. Appropriate local, state, federal and private PIOs will work together at the JIC in disseminating information. The Lead PIO in the JIC will be designated at the time of the major emergency or disaster. All information gathering, verification, and dissemination will be coordinated at the JIC by participating public information personnel.

## IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. Organization

The Emergency Information System organization in Harnett County and its municipalities are integral parts of the Direction and Coordination Organizations countywide. For most situations, the Emergency Information System will be handled by a single PIO. For major emergencies or disasters, the Emergency Information System staff will be set up with an organization as shown below. (EOC Activation)

### B. Assignment of Responsibilities

#### 1. *Harnett County Emergency Management*

- a. When the Harnett County emergency management organization is activated, the Officer in Charge will provide information concerning operations to the Emergency Information System organization and issue all emergency information to the news media and the public through the Emergency Information System organization to assure proper coordination.
- b. Develop and maintain hazard-specific EPI materials, as requested by the County PIO.

#### 2. *Emergency Information System Organization*

- a. Develop a capability to rapidly release emergency instructions and information to the public through all available means.

- b. Receive all calls from the media and the public concerning an emergency situation and respond with official information or relay calls to other PIOs, EOC staff or the Emergency Management PIO.
- c. Obtain reports or situation summaries from EOC representatives of all emergency organization elements to maintain current estimates of the situation.
- d. Prepare news releases.
- e. Conduct situation briefings for visitors, media, etc.
- f. Conduct tours of the area affected by the disaster, as appropriate.
- g. Serve as an on-scene Information Officer, as appropriate.
- h. Establish a field information center, if appropriate, at a location near the command post. Be prepared to work with the EOC and JIC if activated.
- i. Arrange interviews with key personnel, when requested by the media, Emergency Management PIO, or Lead PIO.

*Additional assignments may be included in other sections of this manual.*

## **V. ADMINISTRATION AND LOGISTICS**

- a) As an integral part of the Direction and Coordination Organization, the County PIO is assigned space in the Harnett County EOC and its needs for communications, supplies, and equipment are covered in the EOC-SOP.
- b) If practical in a given emergency situation, public information personnel will continue to work in the office space normally occupied by the Emergency Management PIO. This space is located in the Harnett County Law Enforcement Center.
- c) The EOC has a designated area for press. This press area will be utilized for both EOC and JIC activation.
- d) If the JIC is activated - its physical location will be in the Harnett County Office Building, Commissioners Room.
- e) A listing of media resources is included in other sections of this manual.
- f) A major activity of the Emergency Services Organization in non-emergency times is the development and refinement of Emergency Information Materials. The County PIO and the Emergency Program Manager will coordinate programs of this nature.

## **VI. EMERGENCY ALERT SYSTEM PLAN** (Also see Alert and Warning Annex)

The primary dissemination of emergency information will be through the media, which serves the area or areas adjacent to the emergency / disaster. The Emergency Alert System (EAS) provides for an effective, prompt and reliable way to disseminate information to the public during emergencies / disasters. It is estimated that EAS is now activated more than 100 times a month for emergencies nationwide. The National Weather Service of the

National Oceanic and Atmospheric Administration requests over 90% of these activations.

**A. Concept of Operations**

1. When an emergency incident, major emergency, disaster, or threat of any of the previously mentioned items occurs, the EAS system will be used by authorities in Harnett County to inform the public.
2. Upon notification, the designated official (Emergency Services Director or designee), once informed of the consequences of the incident, and if requested to ask for an EAS activation, will contact the N.C. Emergency Operations Center and make a request for an Emergency Alert notification due to the emergency situation. In the meantime, additional information should be prepared for transmission via other media avenues.
3. The designated official will at that time further identify himself and officially request the activation of the Harnett County EAS and broadcast the emergency message.
4. The North Carolina Emergency Management Agency and the Harnett County Emergency Services Director have developed the authentication procedures and have distributed them accordingly, on a need-to-know basis, to those authorized to request activation of the EAS in Harnett County. (Also see Alert and Warning Annex).
5. When the above authorization is complete, the designated official will read the prepared announcement, at which time it will be tape recorded by the station and broadcast to the public.
6. It is recommended that the designated official use the format when recording the emergency announcement.

"This is \_\_\_\_\_ of the \_\_\_\_\_.

We have requested the activation of the Emergency Alert System for Harnett County to inform the public of an emergency incident at the \_\_\_\_\_."

**Note:** *Announcements should describe conditions, the area and people affected, and what procedures the public should follow. The announcement should be **very specific** and should be repeated at least twice. It should conclude with rather exact information as to when further details and announcements will be available to the public.*

7. Upon completion of the above transmission procedures, the CPCS-1 Station will broadcast the fact that they will continue to broadcast information as it is received, and resume normal programming. When further information is needed to instruct the public, the designated official will contact the CPCS-1 Station and record additional messages as necessary. Member stations in the Harnett County Area will monitor CPCS-1, record any announcements and rebroadcast them as they become available. CPCS-1 will give advance notice that another message is coming up and will provide a count-down in event other stations desire to broadcast live.
8. Upon receipt of the termination notice from the activating official, the official should record an announcement through CPCS-1 giving a re-cap of the incident and stating that the emergency is now over and any other information the public should be aware of. This recording will be immediately broadcast by CPCS-1 and either broadcast live by other area stations or recorded for immediate broadcast at their station.

**B. Organization and Assignment of Responsibilities**

The "designated official" for EAS broadcasts in Harnett County is the Emergency Services Director or designee. Other officials in Harnett County are also authorized to broadcast EAS messages. These include the following public officials:

1. *County Manager*
2. *Chairman of the Harnett County Board of Commissioners or designee*
3. *Harnett County Sheriff or Acting Sheriff*
4. *Harnett Communications 9-1-1*

### **EAS Activation Checklist**

The checklist items in this section have been developed to be followed by personnel when activating EAS. Persons authorized to activate EAS are designated in the EAS plan. These checklist items should be reviewed periodically and updated annually. The checklist items should be followed during drills and exercises. The Emergency Information Organization should review any problems noted during an exercise. Changes to the checklist should be agreed upon and then implemented.

1. A request for activation may be directed to the State EOC by any of the designated officials in the EAS plan, the National Weather Service or State Emergency Management officials.
2. If an emergency message is deemed necessary for transmission via EAS, Emergency Information Organization officials will prepare the message for immediate broadcast.
3. Announcements should be very specific and should be repeated twice. **Write them that way!**
4. Check pre-scripted messages for examples. A sample format has been included in the EAS plan.
5. Announcements should conclude with exact information on what citizens should be doing as a result of the disaster situation.
6. Check hazard specific checklists for information if appropriate.
7. Be specific on what areas of the community are affected by the situation.
8. Call State EOC at 919-733-2925 and follow directions as outlined on the guide sheet dated May 1999.
9. While this is happening other Emergency Information Staff should be preparing to disseminate additional public information via all other available media avenues. Follow-up announcements can also be prepared.
10. The designated official sending the EAS announcement will then be asked to further identify himself and officially request the activation of the Harnett County EAS and broadcast the emergency message.
11. Authorization procedures are kept at the EOC and the 9-1-1-dispatch center. All designated officials have been trained in the use of the procedures.
12. When the authorization is complete the designated official will read the prepared announcement to the radio station, at which time the tape will be recorded by the station and broadcast to the public.
13. When further information is needed to instruct the public, the designated official will contact the radio station and record additional messages.



14. Emergency Information Staff members should be prepared with various announcements for the public in case the situation worsens.

### **PIO Procedures for EOC Activation**

Harnett County Emergency Service personnel utilize the Emergency Operations Center concept for command and control of major emergencies and disasters. Depending on the scope of the emergency, it may become necessary to activate the Harnett County Emergency Operations Center.

Emergency Information is an essential EOC function and needs to be staffed accordingly. The following checklist has been developed to assist PIOs in their role of gathering, verifying, coordinating and disseminating information from the EOC.

This checklist should be updated annually. An excellent time for revising the checklist would be immediately after EOC activation. All members of the Emergency Information Organization should participate in the revision of the checklist.

### **EOC Activation**

1. Upon notification of EOC activation, report to the EOC.
2. Initial notification will go out to the Emergency Information PIO on duty that day. (Will usually be the Emergency Management PIO).
3. Take PIO Guidelines for Emergency Situations Manual with you!
4. Review this checklist enroute to the EOC or when you arrive.
5. Upon arrival, report to the EOC Director or Operations Officer for an update on the situation.
6. Contact the jurisdictional agency / community to begin coordination of public information activities.
7. Contact on-scene Information Officer directly if possible for any additional information.
8. Review list of items needed to support PIO activities during EOC activation.
9. Review PIO procedures for disasters or major emergencies.
10. Review PIO hazard specific checklists - if appropriate.
11. Call in additional support personnel if needed.
12. Prepare initial information summary as soon as possible after arrival.
13. Make sure media briefing room is set-up and ready for operation.
14. Begin release of information to public/media. Make sure all appropriate personnel have seen and agreed to the information that is being released.
15. Post and disseminate released information to other EOC staff members.

16. .Conduct tours of the EOC if deemed necessary.
17. Establish specific times for news releases, fact sheets, statements or updates.
18. Have staff prepared to "receive" media at the briefing center.
19. Make sure every effort is made to keep other Emergency Information Organization staff informed! Coordination is the key! Staff may be scattered across the county. Some may be on-scene or with their bosses at other locations. Communication is important!
20. Make sure you know where key county/city staff is located. You may need them to make statements to the public/media. Keep them briefed on all-important happenings.
21. Consider activation of Joint Information Center (JIC) to further enhance the coordination of information during the emergency situation.

### **PIO Procedures for Normal (day-to-day) Activities**

In this section of the manual, a general checklist for PIOs during normal (day-to-day) activities is provided. More specific checklists pertaining to other aspects of a PIOs role in an emergency management system are provided elsewhere in this manual.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

#### **Normal (Day-to-Day) Activities**

1. PIOs disseminate information by all available means to include the television, radio, newspaper, magazines, brochures, word-of-mouth, campaigns, presentations, special meetings, conferences, answering inquiries, newsletters, fliers, etc.
2. PIOs need to be involved in emergency management mitigation and preparedness activities.
3. An important function of the PIO during normal times is to educate the public through awareness/preparedness campaigns.
4. PIOs need to work with other PIOs in the community when developing awareness/preparedness campaigns.
5. PIOs need to work with community leaders and department heads when developing awareness/preparedness campaigns.
6. PIOs should establish a yearly awareness/preparedness campaign program. Some topics that may be addressed will depend on the hazards in the community.
7. PIOs need to participate in the community's drill and exercise program. Emergency Information plans and procedures can best be tested during realistic drills and exercises. Changes to the plans and procedures can be undertaken after an exercise based on comments and suggestions from participants.

8. PIOs need to prepare to provide information to the public for all kinds of emergencies and disasters. A thorough understanding of the hazards facing the community is essential.
9. PIOs should make an effort to create a good image for the department or agency they represent.
10. PIOs should maintain a comprehensive list of media and other government and industry contacts.
11. PIOs should establish a good working relationship with local media.
12. PIOs should be able to deal with the media - they need to know how different types of media function, what deadlines different media have, and which audiences each of the different types of media target.
13. PIOs should be able to write media releases and articles when necessary.
14. PIOs need to have a thorough knowledge of the department or agency they represent.
15. PIOs need to have an understanding of the audience they represent - includes the public, media, state and local public officials, public interest groups, service organizations, church groups, trade organizations, industry, business, etc. - the target audience involves everyone who the PIO may need to contact for assistance during emergency situations.
16. PIOs need to be familiar with the technology of the business - or the tools of the trade! Technology changes daily - a PIO must be able to keep up with the changing times!
17. PIOs must be able to provide accurate, timely, understandable and honest information!
18. PIOs must be able to budget their time - an emergency can occur at any moment! Duties may seem to be endless - stay organized!
19. Remember to schedule time for the emergencies - you need to be prepared!

### **PIO Procedures for Emergency Incidents**

In this section of the manual, a general checklist for PIOs during emergency incidents is provided. More specific checklists pertaining to other aspects of a PIOs role in an emergency management system are provided elsewhere in this manual.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

### **Emergency Incidents**

1. Maintain updated media contact list. Media and other contact lists need to be updated for use during emergency incidents.
2. Make sure you have enough staff on-scene at the incident to handle media requests. Any PIO may be called to assist with the information function at the scene of an emergency situation. PIOs need to be prepared to

function in the field when directed to do so!

3. Remember that the Incident Commander is in charge of the emergency incident - take your directions from the IC - establish quickly what information you can release on your own.
4. Contact with the Incident Commander must be maintained at all times - even when members of the Information Officer's staff are briefing the media.
5. Be prepared to brief the media as soon as the Information Officer function is established. The media will more than likely already be on-scene when you arrive.
6. Allow television and print photographers to get as close to the scene as possible. This must be an organized effort!
7. Consider a pool set-up if that is the only way access to the scene can be arranged.
8. Do not use danger as an excuse for keeping the media completely at bay - in most cases you will be able to arrange for footage and pictures to be taken near the actual scene of the incident.
9. Know which media you have on the scene with you - this may prove to be beneficial later in the event!
10. Remember that normal procedures change during emergency situations - the same media that has worked with you over the past several months in setting up a fire prevention campaign will begin to question aspects of policy decisions made during the incident. Mistakes are often magnified during emergency situations. Rely on the relationship you have built during normal (day-to-day) activities.
11. Preparation is the key when dealing with the media at the scene of an incident. Although you may be under extremely difficult time factors - make sure the Incident Commander has briefed you on all happenings at the incident. Take a little extra time and make sure you have everything you need before you release any information.
12. The media is going to want to talk to the Incident Commander at some point in the operation. Depending on the incident this may prove to be quite difficult. If you have built a strong relationship with the media - say as in your role of Fire PIO - you may be able to avoid putting the IC in front of the cameras for a while. Regardless, the media is eventually going to want to talk to the IC - be prepared to free up a few minutes of the IC's time for a media briefing.
13. Emergency incidents can often evolve into major emergencies or disasters - PIOs need to be prepared to change modes of operation when necessary.
14. If assigned as an Information Officer on-scene it is important to keep other members of the Emergency Information Organization informed of what is going on.
15. Review the written reports of past incidents - this will prevent the possibility of making the same mistakes twice or over and over again.

### **PIO Procedures for Disasters or Major Emergencies**

In this section of the manual, a general checklist for PIOs during disasters or major emergencies is provided. Major emergencies are those that involve one or more natural or manmade catastrophic events that have the potential to overwhelm local resources beyond their means to respond. These incidents will more than likely involve multiple agencies. More specific checklists pertaining to other aspects of a PIOs role in an

emergency management system are provided elsewhere in this manual.

This checklist should be reviewed periodically by members of the Emergency Information Organization and updated at least annually. This checklist would be useful for new members of the public information staff - the new members should review it when they join the organization.

PIOs must have an established system for the gathering, coordination, sharing and disseminating of information during an emergency. PIOs must have all-important information from field sites during an emergency. PIOs need to be updated by the EOC when situations change. PIOs must be able to have the first hand emergency information data received by a communications center. With information coming into an EOC or a JIC from all different directions - coordination of this information becomes the key!

### **Disasters or Major Emergencies**

1. A media briefing room needs to be established during a major emergency or disaster.
2. Maintain updated media contact list.
3. Keep in mind that the media may be camped on the steps of the EOC or JIC before you even arrive! Be prepared to move quickly into action in the event of a sudden emergency or disaster!
4. It is extremely important to get out at least a summary statement or fact sheet as soon as possible after the emergency or disaster has happened.
5. If you do not get the information out quickly the media will make every attempt to find out what is going on - this will certainly be disruptive to any system you have previously established.
6. Emergency Information Organization staff needs to be able to assemble quickly to provide necessary public information.
7. Remember that the media can provide PIOs with information - they have cameras in the field and may have access to some information before you do! Plan for this to happen and build it into your system.
8. Provide timely briefings from the EOC or JIC - schedule them in advance. Make sure proper public officials are available to answer technical questions.
9. PIO and staff members should monitor press briefings and news conferences. Questions may come up during the briefings that staff members can immediately begin to verify, confirm or research.
10. Know which media are present at the briefings. This may be beneficial to you later when you want to target a specific media or audience.
11. Be prepared for the media - coordination of information at the EOC or JIC is essential. No one wants to be blind-sided with a question they knew nothing about - especially when the information was available somewhere in the system!
12. Make sure all media releases are posted in the briefing area and copies are distributed to members of the media.
13. Be prepared to give tours of the EOC and JIC to the media. Have a system worked out ahead of time.
14. Select spokespersons carefully - this person should be respected community leader with excellent communication skills! Preplanning in this area is suggested!

## PIO Procedures for Joint Information Center Activation

Protection of the public health and safety in the event of a major emergency or disaster requires many local, state, federal and private industry organizations to provide accurate and timely information to the public.

A community's information system must be able to provide the public with all the information they need in order to cope with the emergency situation. The coordination of this information and its timely dissemination is extremely important.

Through a Joint Information Center, it is possible for all public information releases to be coordinated by developing cooperative working relationships between local, state, and federal government agencies, business and industry organizations and the news media.

A Joint Information Center needs to establish written procedures for operation during times of emergency or disaster. Procedures need to be developed around the following functions:

1. General JIS / JIC operation and guidance
2. Gathering and verifying information
3. Information coordination
4. Rumor control
5. Information dissemination

### A. General JIS / JIC Operation and Guidance

The Joint Information System is intended to meet the needs of public information officials in a wide variety of situations. At the direction of the Harnett County Emergency Services Director with concurrence from the Harnett County Manager and / or the municipal mayor(s) or manager(s) the Joint Information Center may be activated during major emergencies/disasters or other situations deemed appropriate by local government officials.

The JIC will be located in the Harnett County Office Building, Commissioners Room. If this facility cannot be used as the JIC the procedures in this section of the guidebook have been developed for use in any location. Alternate locations for the JIC will be determined as the need arises.

#### *General Guidance*

1. The overriding concept of the JIC is that it recognizes that each of the individuals represented at the JIC may continue to represent his / her own agency, while at the same time receiving the benefits of a coordinated public information approach.
2. A JIC operation can result in the pooling of assets so that each individual agency will have far greater resources available than if it is functioning alone.
3. The results of 1 and 2 above are, that if implemented effectively, the public will receive information faster, more accurately, more thoroughly and with less risk of conflicting statements.
4. To ensure coordination among the parties present at the JIC, all PIOs will assemble in one general work area, and at briefings speak from one platform. Any conflict of information or opinion will be immediately identified, discussed, and hopefully resolved prior to news media briefings. All written releases will be

coordinated through the Lead PIOs staff prior to their release to the public. To ensure coordination between the JIC and those parties not present, the following principles will be followed, to the extent possible:

- a. Joint news conferences and briefings are preferred, however, in the event that this is not possible, scheduling will be coordinated so as to avoid conflict.
  - b. Hard-copy releases and broadcast scripts will be exchanged whenever possible before release time.
  - c. The JIC will make available to the media all emergency print and broadcast information releases received from other organizations.
  - d. The JIC will refer news media inquiries to appropriate official spokespersons. If requested, JIC members will assist agencies in responding to inquiries.
  - e. The JIC will make summaries of news conferences and fact sheets, etc. available to all organizations.
  - f. The JIC will make every effort to assemble spokespersons from all responding agencies in one location.
5. The information flow to and from the JIC can come from many directions. A system has been established for information flow within the JIC. JIC participants will more than likely be receiving information from the following sources: media inquiries, updates from state and local on-scene personnel, updates from EOC personnel and from news broadcasts.
- a. The information coming into the JIC will either go to one of three areas - the local agency PIO room, the rumor control room, or the Emergency Operations Center.
  - b. Once the information request is in the JIC system an action must be taken. Several types of action may be necessary - the person receiving the call may be able to respond to the inquiry immediately if the answer is known. The information may be of the type that must be disseminated immediately. The inquiry may need to be routed to another agency PIO. The inquiry may require some research or some verification.
  - c. Whatever action is required, the information needs to be coordinated with all agencies and the lead Public Information Officer.
6. As the information is being coordinated a decision will need to be made on what to do about the information. A media release may be required or a news conference may be needed to address the issue.
7. Once a decision has been made on the information, arrangements need to be made to disseminate the information.

## **B. Gathering and Verifying Information - (Local Agency PIO)**

The function of gathering and verifying information rests with the Local Agency PIOs assigned to the JIC. The Local Agency PIOs will have access to information from on-scene PIOs, EOC staff members, individual department sources, and from news broadcasts. **HOWEVER, it is imperative that the Lead PIO or his designee approves all releases of information to the media.**

**The following checklist has been established for the Local Agency PIOs who will be functioning in the JIC:**

1. Report to JIC when notified.
2. Bring PIO Guidelines Manual with you to the JIC.
3. Receive update on situation from Lead PIO.
4. Report to work space and test equipment.
5. Make contact with any on-scene Information Officers in your discipline for an update.
6. Make contact with discipline personnel in EOC for an update if applicable.
7. Assist in the internal coordination within the Local Agency PIO room and keep the Lead PIO informed of any problems.
8. Respond to media inquiries and disseminate media releases and fact sheets relative to your agency.
9. Assist in making arrangements for news conferences, interviews, tours, etc.
10. Provide background information to the media on such things as handouts, special requests, videotape, and special briefings.
11. Answer inquiries from the media, either in person or by telephone.
12. Disseminate media releases and fact sheets via news wires, media contacts, mail and automatic broadcast feed.
13. Monitor media reports and public perception of the event to ensure accuracy of reporting and public understanding.
14. Correct erroneous information.
15. Distribute information copies of releases and materials to other PIOs.
16. Assist the rumor control room if activated.
17. Maintain a log of media inquiries.
18. Coordinate information with the Lead PIO Office whenever appropriate.

**NOTE: If any federal or state agency PIOs function out of the JIC they will be responsible for following these procedures also!**

#### **Field Operations - (Field PIO)**

1. On-scene Information Officers will also be responsible for gathering and verifying information. The following checklist has been developed for PIOs in the field.



2. The on-scene Information Officer serves as a principal link to the emergency. The Information Officer must have access to information at the incident site, must be knowledgeable about the needs of the agencies located at the JIC and must maintain communications with the JIC at all times.
3. Provide information for release preparation to JIC representatives.
4. Supervise media tours of on-site operations.
5. Respond to inquiries from the JIC.

### **C. Information Coordination - (Lead PIO)**

The Lead PIO in the JIC will handle information coordination. The Lead PIO will assist / direct the Local Agency PIOs with the coordination of information prior to its release to the media.

Coordination will consist of verbal briefings between all PIOs prior to news conferences. If information is then documented in the form of a media release or a fact sheet, the Lead PIO ensures that all PIOs have access to current information.

#### **The following checklist has been established for the Lead PIO:**

1. Responsible for promoting coordination among all parties at the JIC.
2. Any conflict of information or opinion will immediately be identified and brought to the attention of the Lead PIO Officer. If the Lead PIO Officer cannot resolve the issue, then it should be referred to the EOC Director or to the Policy / Administrative Group.
3. The Lead PIO will clear all written media releases.
4. The Lead PIO will handle all coordination with agencies not present in the JIC.
5. The Lead PIO will also coordinate all media presentations with the JIC Coordinator.

### **D. Information Dissemination (JIC Coordinator)**

An individual with media and administrative experience functions as a facilitator for news interviews. The JIC Lead PIO will designate a JIC Coordinator and staff to function in this role in the JIC.

#### **The following procedures have been established for the JIC Coordinator:**

1. The JIC Coordinator will coordinate arrival of spokespersons for group briefings or one-on-one interviews.
2. The JIC Coordinator will set parameters for briefings such as length, question and answer periods, requests reporters to identify media affiliation, etc.
3. The JIC Coordinator also advises the media of the next briefing, distributes media kits or media manuals, familiarizes the media with JIC operations and provides telephone numbers for public and media contacts.

4. The JIC Coordinator facilitates overall operation of JIC with assistance from the Lead PIO and Rumor Control Manager.
5. The JIC Coordinators ensures that the PIOs have assistance disseminating written news releases and fact sheets.
6. The JIC Coordinator in conjunction with the Lead PIO will establish conditions that warrant media releases.

#### **E.Public and Media Inquiry - (Rumor Control Manager)**

If deemed necessary the Lead PIO will activate the rumor control room of the JIC. The following checklist has been established for the rumor control room of the JIC:

1. The Public and Media Inquiry Group of the JIC will be staffed with a manager.
2. Rumors coming into the JIC should be given to the appropriate PIO.
3. The PIO will contact on-scene Information Officers and EOC contacts to verify rumors about their activities.
4. Rumor and rumor disposition should be logged and made available to all PIOs through status boards, log sheets, or other mutually acceptable methods.
5. The Manager of Public and Media Inquiry is responsible for delivering rumors to the PIOs and ensuring that response is documented and shared with other JIC members (usually by giving the information to the Lead PIO Office).
6. The Manager of Public and Media Inquiry is responsible for delivering rumors to the PIOs and ensuring that response is documented and will also serve as the manager of the phone teams if activated.
7. Phone teams can give out information to the public and media - if the information is taken from written media releases that have been officially coordinated and released from the JIC. Placement of Joint Information Center within Incident Command System.

#### **PIO - Hazard Specific Checklists**

Included in this section are selected *citizen* suggestions for specific hazards. Public Information Officers should review the checklist for the hazard the community is facing and incorporate the comments into news releases if appropriate. The checklists have been designed to serve as reminders to PIOs during an incident.

All hazard specific checklists should be reviewed several times a year and updated when necessary.

#### **Checklists have been developed for the following hazards:**

- a) Hazardous Materials Spill / Release
- b) Flood
- c) Hurricane
- d) Tornado
- e) Winter Storm
- f) Major Structural Fire

## g) Forest / Wildland Fire

**Hazardous Materials Spill / Release**

1. Citizens should be encouraged to prevent chemical accidents at home - awareness programs can focus on the following items:
2. Recognize that flammable liquids are extremely dangerous and should be used only in certain ways.
3. Store all liquids such as gasoline, acetone, benzene and lacquer thinner in tightly capped metal Rapid Notify, away from the house.
4. Store 1 gallon or less of each.
5. Use storage can with an Underwriter's Laboratories (UL) or Factory Method (FM) approved label.
6. Keep hazardous materials away from heat sources and open flames.
7. If materials are used in-doors, make sure the area is well ventilated.
8. Never use gasoline or similar materials to start or freshen a fire.
9. Paint thinner, kerosene, charcoal lighter fluid, turpentine and other combustible liquids are flammable especially when heated, when in a spray, or when spread in a thin layer over a large surface. Keep all such materials away from heat or any ignition source.
10. Store all toxic chemicals away from children.
11. Always wash thoroughly after exposure to strong chemicals. Change clothes and allow them to dry in a well-ventilated, cool area.
12. The dangers from chemical exposure come from inhalation, skin exposure, swallowing, and eye exposure. Read the instructions on the chemical label for the first aid measure for each of these.
13. Citizens should be instructed to do the following in the event of a chemical accident at home:
  - a. Get out immediately if there is a fire or explosion. Call the fire department. Do not fight the fire alone!
  - b. Avoid breathing toxic fumes. Stay away from the house.
  - c. Wash any chemicals off your skin immediately.
  - d. Discard contaminated clothing.

14. Citizens should be instructed to do the following in the event of an industrial / transportation chemical accident:
  - a. Stay out of the area.
  - b. If near the area, don't panic. Follow the directions of those in charge.
  - c. Leave instantly to avoid breathing the toxic fumes.
  - d. Wash any chemicals off your skin. Discard contaminated clothing.
  - e. Don't attempt to rescue someone who has been overcome by fumes unless you have proper respiratory equipment.
  - f. Stay tuned to radio and television for directions from public officials.
  - g. If directed to evacuate, move quickly, via designated routes, out of the area or to specified shelters.
  - h. If directed to shelter-in-place, stay in-doors, seal windows and doors with tape, newspapers, plastic, or other similar material. Shut off any appliances, air- conditioners, etc. that take in air from the outside. Remain calm and await further direction.

## Flood

1. Ensure flood warning information is disseminated to the public by radio, television, etc. Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.
2. Based on flood hazard information have a general knowledge of those areas in community prone to flooding.
3. As conditions for flooding arise (increased rainfall, snow melt, etc.) instruct citizens to do the following:
  - a. Stock food that requires little cooking and no refrigeration.
  - b. Keep portable radio, flashlights, spare batteries, etc. available.
  - c. Keep first aid and critical medical supplies at hand.
  - d. Keep automobile fueled.
  - e. Keep materials like sandbags, plywood, plastic sheeting and lumber handy for emergency waterproofing.
  - f. Store drinking water in closed, clean containers. (water service may be interrupted)
  - g. If time permits, and flooding is likely, move essential items and furniture to upper floors of home.

- h. If forced to evacuate, move to safe area as quickly as possible, before roads are closed.
  - i. Shut off electric and water service to home and follow public announcements on what to do about gas service.
4. During flooding conditions instruct citizens to do the following:
- a. monitor flooding / weather conditions on radio and television.
  - b. get to high ground and stay there.
  - c. don't try to cross a flowing stream or travel through flooded intersections/roads in a vehicle. (many flood-related deaths have occurred in vehicles)
  - d. avoid areas subject to flooding.
  - e. if your vehicle stalls, abandon it immediately and seek higher ground.
5. During evacuation, take warm clothing and blankets, flashlights, radio, personal documents and identification and necessary emergency supplies to include special food and medicine.
- a. during evacuation, follow recommended routes.
  - b. Immediately after a flood instruct citizens to do the following:
  - c. Use flashlights instead of lanterns, matches or torches in damaged buildings.
  - d. Report broken utility lines, etc. to proper authorities.
  - e. Clean, dry, and check appliances and other equipment before use.
  - f. Purify all water before drinking.
  - g. Discard all food contaminated by floodwaters.
  - h. Stay away from flood damaged areas. Sightseeing interferes with rescue efforts.
  - i. Keep tuned to radio and TV for advice and instructions. Government should be providing information on where medical attention can be obtained, where to go for emergency assistance such as housing, clothing, food, etc. and other ways in which a citizen can recover from the flood emergency.

## Hurricane

1. Ensure hurricane information is disseminated to the public by radio, television, etc. Include information on shelters opened, evacuation routes, emergency assistance numbers, transportation assistance provisions, etc.
2. Coastal counties should review checklist on hurricane preparedness activities - well in advance of hurricane season - changes / revisions need to be made every year.
3. As hurricane approaches coastal area instruct citizens to do the following:
  - a. Check drinking water and emergency supplies.
  - b. Have vehicles fueled.
  - c. Check all battery-powered equipment.
  - d. Keep tuned to radio or television for official instructions.
  - e. Board up windows or protect them with storm shutters or tape.
  - f. Secure all outdoor objects that might blow away.
  - g. Moor boat securely or move it to a designated safe area.
  - h. Unless advised to evacuate, stay at home if house is sturdy and on high ground.
  - i. If home is not sturdy, citizen lives in a flood prone area or a mobile home, evacuate to a designated shelter and stay there till the storm passes.
  - j. Once warning has been issued and evacuation has been ordered - quickly move out!
  - k. Remain indoors during the hurricane. Travel is extremely dangerous when winds and tides are whipping through the area.
  - l. Be careful during a sudden calm. This may be the eye of the storm. Once the eye has passed, the storm will start again with winds coming from the opposite direction.
4. Immediately after a hurricane instruct citizens to do the following:
  - a. Remain in shelters until those in charge say it is safe to return home.
  - b. Keep tuned to local radio and television for advice and instruction. Government should be providing information on where to go for medical assistance, where to go for necessary emergency assistance such as housing, clothing, food, etc., ways to help a citizen recover from the emergency.
  - c. Use extreme caution in entering buildings that may have been damaged or weakened by the hurricane.

- d. Don't take lanterns, torches or lighted cigarettes into buildings that have been damaged by a hurricane.
- e. Stay away from fallen or damaged electric wires, which may still be dangerous.
- f. Check for leaking gas pipes in homes. Do this by smell - don't light matches or candles. If there is a gas smell - open all windows and doors, turn off main gas valve at the meter, leave house immediately, and notify the gas company. Do not re-enter the house until told to do so!
- g. If any electrical appliances are wet, first turn off the power switch in house, then unplug the wet appliance, dry it out, reconnect it, and finally, turn on the main power switch.
- h. Check food and water supplies before use.
- i. Stay away from disaster areas. Sightseers could interfere with rescue work.
- j. Don't drive unless necessary. If citizens must drive - they should be instructed to do so with caution!
- k. Report broken sewer and water mains to proper authorities.

## **Tornado**

1. Preparedness activities that should be encouraged include instructing citizens to do the following:
  - a. Designate an area in home as a tornado shelter. Make sure everyone knows where it is and to go there immediately if there is a tornado threat.
  - b. If there is no reasonably safe place in home, have alternate site selected or build a shelter area.
  - c. Store valuables in tornado-proof structure.
  - d. Attach tie-downs to mobile homes.
2. When a tornado warning has been issued, citizens should be instructed to do the following:
  - a. Go immediately to a tornado shelter, basement, cave, or underground excavation, if time allows.
  - b. In home or small building, go immediately to the basement or the middle part of the lowest level.
  - c. If outdoors - move at right angles to the tornado's path.
  - d. If outdoors - and can't escape, lie flat in the nearest ditch or depression.
  - e. If outdoors - never stay in a car, get out and lie flat on the ground away from the car.
  - f. If you are in a city - go to or stay inside a reinforced building.
  - g. If you are in a city - stand against the inside wall on the bottom floor of an office building.

- h. Stay away from all windows.
  - i. Evacuate immediately if in a mobile home.
  - j. Keep tuned to radio or television for the latest tornado information.
3. Immediately after a tornado, citizens should be instructed to do the following:
- a. Check for injuries. Provide first aid.
  - b. Stay away from damaged buildings. If home is severely damaged - leave.
  - c. Check gas lines for leaks. If gas is smelled, open windows and shut off main valve. Leave and report gas leakage to authorities.
  - d. Report broken sewer or water mains to local authorities.
  - e. Stay away from disaster areas. Sightseeing interferes with rescue efforts.

### **Winter Storm**

1. Preparedness activities that should be encouraged include instructing citizens to do the following:
  - a. Insulate homes. Caulk and weather-strip doors and windows or cover windows with plastic. Walls and attics should also be insulated.
  - b. Maintain a two-week supply of food, water, heating fuel, and clothing. Keep battery-operated radio and flashlight on hand.
  - c. Prevent fire hazards due to overheated coal or oil burning stoves, fireplaces, heaters or furnaces by installing adequate heat sources.
  - d. If citizens live in rural areas they should be instructed to make trips for necessary supplies before the storm develops.
  - e. Winterize vehicles.
  - f. Keep a full tank of gas. In addition to being prepared to travel, this will lesson the chance of tank freezing.
  - g. Carry a winter storm kit in vehicle. At minimum it should contain: blankets, matches or candles, first aid kit, shovel, sack of sand, flashlight, windshield scraper, booster cables, tow chains, road maps, extra clothing, and empty coffee can with lid for melting snow to drink and high-energy, nonperishable food.
  - h. Keep pipes from freezing by wrapping them in insulation or layers of old newspaper, lapping the ends, and tying them around the pipes. Cover newspaper with plastic to keep out the moisture.
  - i. When it is extremely cold, let faucets drip a bit. This may prevent freezing.



- j. Know where the valve is for shutting off the water. Shutting off the main valve and draining all the pipes may prevent freezing and bursting.
  - k. Have emergency heating equipment - such as wood, kerosene, or coal burning stove, or fireplace - in case furnace won't operate.
  - l. Listen the weather service bulletins for news of approaching storms.
2. During a winter storm, citizens should be instructed to do the following:
- a. Stay indoors.
  - b. If outdoor activity is necessary - don't overwork; dress warmly in loose-fitting, layered, lightweight clothing. Wear a hat. Mittens will keep hands warmer than gloves.
  - c. Watch for signs of cold weather exposure when outdoors. These include uncontrollable shivering, vague, slow, slurred speech, memory lapses, immobile or fumbling hands, frequent stumbling, lurching walk, drowsiness, exhaustion and inability to get up after a rest.
  - d. Cold weather exposure can be treated in the following ways: get victim into dry clothing; put victim in a warm bed with a hot water bottle, warm towels, heating pad, or some heat source; concentrate heat on the trunk of the body first; keep the head low and feet up; give victim warm drinks; never give the victim alcohol, sedatives, tranquilizers, or pain relievers; keep the person quiet, don't massage or rub; call for professional help if symptoms persist.
  - e. If house is without heat do the following:
    - Use alternate heat source such as wood stove or fireplace.
    - Use just one or two rooms. Close off the rest of house.
    - Hang blankets over windows. Stuff cracks around doors with rugs or newspapers.
    - Have all members of family dress warmly in layers. Eat well-balanced meals and quick-energy food such as raisins or other dried fruit.
    - Wear hats, especially when sleeping.
    - Sleep with several light blankets rather than one heavy one.
  - f. Travel only if essential. If travel is essential - keep a full tank of gas, travel in pairs, convoy with other vehicles, plan travel before starting and select alternate routes, travel during the day, keep radio on for the latest weather information, and seek shelter immediately if the storm becomes worse.
  - g. If trapped in a vehicle during storm - avoid overexertion, stay in the vehicle, keep fresh air in the vehicle, beware of carbon monoxide poisoning, run motor / heater only when necessary, turn on inside light at night so work crews can see vehicle, exercise by clapping hands and moving arms and legs from time to time, avoid staying in one position, keep watch - one person should always stay awake.

## Major Structural Fire

1. Citizens should be encouraged to practice basic fire safety habits. Awareness programs should be centered on the following safety considerations:
  - a. Never smoke in bed.
  - b. Store matches out of reach of children.
  - c. Use large, noncombustible ashtrays in each room of house.
  - d. Have members of family sleep with doors closed - this slows spreading of flames if fire breaks out.
  - e. Use inflammable sleepwear for children.
  - f. Always use screens on fireplaces.
  - g. Keep yard and home area free of debris, particularly if trash is burned outdoors or outdoor cooking is an activity.
  - h. Use only 15-amp fuses for household lightning circuits.
  - i. Never overload electrical outlets.
  - j. Use only electrical equipment labeled by the Underwriter's Laboratories (UL).
  - k. Store flammable liquids in unbreakable containers and away from heat sources.
  - l. Have heating equipment checked regularly - don't forget fireplace/woodstove, etc.
  - m. Allow air space around television and stereo to prevent overheating.
  - n. Never renew a fire by using flammable liquid.
  - o. Avoid wearing loose clothing while cooking.
  - p. Conduct fire drills in home / business / etc. Know escape routes in home/business/etc.
  - q. Protect home / business with smoke detectors.
  - r. Know how to extinguish small fires.
  - s. Call fire department immediately!
2. Citizens should be instructed to do the following if they smell smoke, see flames or hear the sound of fire:
  - a. Scream and shout to alert everyone in the building or house.

- b. Get people out! Help those who can't help themselves!
  - c. If in a room with a closed door do the following: test door before opening; if smoke is pouring in around the bottom or if it feels hot along the top, keep it closed; open window for escape or fresh air while awaiting rescue; if no smoke is present and the door is not hot to touch, open it slowly; be prepared to slam it shut if there is too much smoke or fire in the hall; if the hall is passable, keep low to the floor, and move fast; breath through a wet cloth held over mouth and nose.
  - d. Never use elevators. Use stairs or fire escapes.
  - e. Always keep low. Smoke and gases collect near the ceiling.
  - f. Close doors behind during escape efforts. This will slow the spread of fire.
  - g. Second-floor windowsills are usually not more than 13 feet from the ground. An average person, hanging by the fingertips, will have a drop of only six feet to the ground.
  - h. If in a high rise building, get out immediately if hallway is not smoky; if hallway is smoke-filled, close doors between you and the fire; call fire department immediately.
3. Immediately after a fire, citizens should be instructed to do the following:
- a. Check for injuries. Provide first aid.
  - b. Watch for smoldering remains when returning to home / business / etc. Be sure all wiring and utilities are safe. Discard food that has been exposed to heat, smoke or soot.
  - c. Contact insurance agent. Do not discard damaged goods until after an inventory has been taken. Save receipts for money you spend relating to the fire loss.

### **Forest / Wildland Fire**

1. As part of a community's awareness program, citizens should be encouraged to do the following:
  - a. Install spark-arresting devices on all machinery.
  - b. Smoking materials and matches should be handled carefully in woodland areas.
  - c. Campfires should be extinguished thoroughly before leaving a campsite.
  - d. When burning garbage or debris, materials should be on hand to extinguish the fire if it gets out of control.
  - e. Never leave an area with a burning or smoldering fire.
2. Citizens should be instructed to do the following if they are trapped in a forest / wildland fire:
  - a. Never attempt to outrun the fire.

- b. Look for nearby water and crouch down in it. Use wet clothing to cover head.
  - c. If water cannot be found, lie flat on the ground. Cover body with wet or reflective material or soil.
  - d. If possible, breathe through a wet cloth.
  - e. Stay calm. Heavy exertion increases oxygen demand. Breathe the air close to the ground.
3. Citizens should be instructed to do the following when forest / wildland fires threaten populated areas:
- a. Stay tuned to radio and television so fire location is known.
  - b. Have family members stay inside house.
  - c. Pen or tie up all pets and livestock.
  - d. Extinguish any fires in home or on property - campfires, burning trash, etc.
  - e. Clear property of brush, litter and flammable vegetation up to 30 feet from home.
  - f. Hook up hoses and prepare other water supplies.
  - g. Evacuate immediately if ordered. Forest / wildland fires move quickly. Use designated escape routes.
  - h. Once home is secured, assist community firefighters, if possible.

## Media Releases

Media releases should be used if the information can get to the broadcast stations on time. Broadcast stations often receive releases long after the newspapers have run the story and long after the event has taken place. Media releases are fine if there's a lot of information to be relayed and if there's plenty of time for delivery. The phone or fax is the best way to get information to the broadcast people quickly, so they can release the information to the public as soon as possible.

This section of the manual will review how media releases are written and include specific instructions on how to complete the sample media release form included in the materials.

PIOs should periodically review these guidelines and instructions when tasked to write a media release. These materials should be updated annually.

## Writing Media Releases

1. Cover the Who, What, When, Where, Why and How portions of information as soon as you can in the release.
2. Double-space with one-inch margins. Print only on one side of the paper.
3. Releases should be numbered for tracking purposes.

4. Releases should be dated. Also include time of release.
5. Make sure releases include a contact person - "For more information"...
6. Insert "For immediate release" unless the release is of a preparedness or awareness nature and needs to be dated.
7. Multi-paged releases need to have numbered pages.
8. Insert "more" at the bottom of continued pages.
9. Insert "end" after the last paragraph.
10. Get the release out as soon as possible - make sure your system for signing off on releases is smooth and quick!
11. Follow-up releases should contain new information!
12. Keep a file on all released information so you can refer back to them when needed.
13. Make sure everyone who needs to know about the release is informed ahead of time - don't catch your boss off guard!
14. Remember media deadlines - write them down!
15. Use of fax machines can help you meet deadlines.
16. Remember that releases may generate requests for phone interviews, video and audiotape sessions, and news conferences. Be prepared!
17. Clearly identify all quotes by name and title in the release. Keep the quotes short and avoid any technical jargon.
18. Develop a comprehensive mailing list for the releases.
19. Have all background information related to the release prepared - so when questions come up you are ready!

### **Media Release Information Instructions**

The purpose of this form is for gathering information needed about a given situation in an orderly fashion to brief and update all media groups on the current situation. The form can also be used to write media releases. It also gives the PIO a formal record of all information released to the media. It is suggested that one of these forms be prepared for every release of information to the media. Any announcement formats used should have copies attached to this form for the record.

**Instructions For Completing the Form**

1. PIO: The name of the public information officer assigned to this situation. This may or may not be the same person preparing the form.
2. LOCATION: The physical location of the media release point. Command post, EOC, JIC, Office, etc.
3. DATE: The date of release.
4. TIME: Time of release.
5. RELEASE: Initial / Update / Final
6. INCIDENT NAME: Every incident is given a name.
7. INCIDENT NUMBER: Every incident is given a number for reference purposes.
8. INCIDENT COMMANDER: Every incident has a commander, a person in-charge of the situation. During a major emergency or disaster this may be the Emergency Program Manager.
9. JURISDICTIONS INVOLVED: List all cities, counties, states, etc. working at the event.
10. TYPE OF INCIDENT: List general type of incident - flood, fire, earthquake, hurricane, etc.
11. AREA INVOLVED IN INCIDENT: Indicate area involved in the incident - river flood basin, industrial park, etc.
12. TIME BEGAN: Approximate time and date the incident began to unfold. When it was first reported or declared to be an emergency situation.
13. ESTIMATED DATE / TIME SITUATION WILL BE CONTAINED: The official time estimated that the situation would be brought under control. (if it can be estimated)
14. GEOGRAPHIC AREA OF INVOLVEMENT: The actual borders of the situation. Use streets, roads, highways, city boundaries, etc.
15. PERCENT OF CONTAINMENT: Relates to fires or floods. Give description if applicable.
16. CONTROL DECLARED: Relates primarily to wildland fires. Give date and time the situation is under control.
17. CURRENT THREATS: List things that are being watched out for and attempts are being made to protect from damage or injury.
18. CURRENT PROBLEMS / POTENTIAL THREATS: What special problems are currently being faced. Wind, heavy rain, access problems, equipment shortages, etc.
19. ESTIMATED LOSS VALUE / CURRENT: Estimated value of lost or damaged property, structures, equipment, etc.
20. INJURIES: List number and type of injuries.

21. DEATHS: List number and type of deaths.
22. COOPERATING AGENCIES: List all cooperating agencies participating in the response.
23. CURRENT WEATHER CONDITIONS: Temperature, humidity, winds and any important general weather information should be listed.
24. PREDICTED WEATHER-NEXT 24 HOURS: From NWS list forecast.
25. NUMBER OF PERSONNEL INVOLVED: List total number of personnel involved in the incident.
26. NUMBER OF PIECES OF EQUIPMENT INVOLVED: List total number of pieces of apparatus currently is utilized.
27. PREPARED NARRATIVE / REMARKS: Type any prepared format comments you want to release or general remarks or continued information from any of the above boxes.
28. LIST OF EQUIPMENT INVOLVED: Detailed list of equipment involved at the incident - by agency, type, etc.
29. PLANS FOR NEXT 24 TO 36 HOURS: General plans that have been formulated for dealing with the situation.
30. PREPARED BY: Name of the person who collected the information recorded on this form and the date and time they collected it.
31. I/C APPROVAL: Incident Commander approval if appropriate or other official.
32. RELEASE AUTHORIZED FOR: The Incident Commander or other appropriate official will indicate if the information can be released immediately or the earliest date and time that this information is authorized for release by the PIO.

### **Preparing for an Interview**

Included in this section of the manual is a checklist of preparation activities for interviews. PIOs should review this checklist when they are preparing for an interview. The useful tips provided should be updated annually or whenever you have anything to add to the checklist!

### **Interview Checklist**

1. Be prepared - know what you plan to talk about!
2. It is important that you, or the person you plan to have speak to the news media, know the subject matter involved thoroughly!
3. If you don't know the answer to the question asked - say so! Never say "no comment".
4. Avoid using jargon or acronyms.

5. Live interviews are becoming more common on television - be aware that your answers are being transmitted via TV to the audience!
6. First impressions are important - a clear, concise opening statement that covers basic facts is essential!
7. Stay calm - don't lose your composure if the reporter is "rough" on you. Think through the question being asked. You can often turn a negative related question into a positive situation with a careful answer.
8. Don't rush your answers - "buy" some time on a question by giving some background information on the issue before you directly answer the question!
9. Remember that even if the interview is being taped, your remarks could be edited in such a fashion to cause problems - think through each answer!
10. Policymakers should answer questions of policy. Let the policymakers field these comments.
11. The Who, What, Where, When, Why, and How will always be a part of the interview - know your answers!
12. Watch your body language - hand movements, involuntary smiles, squinting, etc. - they can be damaging on the air!
13. Be sure your dress is appropriate, if you have time to prepare. Uniformed personnel should be in uniform!
14. Be careful of any remarks made in the vicinity of a camera or microphones.
15. When you are on the air, look at the reporter not the camera. Exceptions: when you have a strong point to make and when you are located away from the reporter. (field site and TV studio interview)

### **Preparing for a News Conference**

Included in this section of the manual is a checklist of preparation activities for news conferences. PIOs should review this checklist when they are preparing for a news conference. The useful tips provided should be updated annually or whenever you have anything to add to the checklist!

### **News Conference Checklist**

1. Serious consideration should be given to who needs to be present at the news conference. Three things that will help determine this by asking and answering, "So what?", "Who cares?" and "What difference does it make?"
2. Brief everyone even remotely involved on the subject matter ahead of time. Subject matter should help you decide who should participate.
3. A brief meeting should be held prior to the conference with those going to be present, to cover questions that may be asked and the answers.



4. When planning a news conference, make determinations on the following points:
  - a. determine who will MC / moderate the conference.
  - b. the sequence of speakers.
  - c. the person designated to take notes on what is covered and the unanswered questions.
  - d. hold a post news conference critique when possible.
5. The media can be notified of the news conference in a variety of ways - news release, phone calls, fax messages, computer news networks, PR wires, and AP and UPI day wires. In an emergency related news conference. The media will probably be waiting at your door - ready for the information!
6. Scheduling is an important variable for news conferences. Know media deadlines in your community. Keep a list of deadlines if necessary. With the advent of new technology and the disappearance of most afternoon newspapers news conferences can easily be scheduled for as late as 2:00 p.m.
7. Most media types do not like to attend weekend news conferences - if the news conference relates to a preparedness or awareness activity check for other local events scheduled that week. You will want to get as much coverage as possible!
8. Even impromptu news conferences won't be covered unless it's sensational news - don't plan news conference within the time of deadline restrictions. Remember that evening events need to happen in time for the 11:00 p.m. television and radio news.
9. The location of the news conference is critical - space consideration must be addressed in your planning efforts.
10. The space provided for the news conference should not be too large - locate the room somewhere easily accessible to the media.
11. Room set-up considerations should address the following:
  - a. Rows of chairs, auditorium style - reporters need to be able to hear speakers and ask questions.
  - b. Wide aisles should be established between chairs.
  - c. Raised stage area in the back of the room is important - cameramen will then be able to get their shots. If not possible, the back of the room should be wide open for cameramen use.
  - d. Include a lectern in set-up - most presenters feel more comfortable standing behind a lectern. Microphones can then be attached to the lectern.
12. Check room set-up yourself before the news conference.
13. Whenever possible provide the media and other guests attending the news conference with handouts (media kit). All background information, organizational charts, bios, paper and pencils and the news release of the event (if applicable) should be included in the media kit.
14. Whenever possible include various visual materials as part of the presentation. Maps and charts depicting the disaster scene or evacuation routes are extremely useful to the presenter and are helpful

- to the viewing audience. Set them high enough so they can be seen, photographed, etc.
15. If you have conducted news conferences before you should have an idea of what equipment is needed by the media. If not or if you are at a different location than usual ask the media what they may need.
  16. Check the room lighting before the conference.
  17. Provide water and glasses for presenters.
  18. If possible prepare an agenda and have a dress rehearsal for the presenters.
  19. If possible provide a holding room for the presenters in the news conference - keep them away from the media until you are ready to start the presentation.
  20. Hold the news conference to 30 minutes - no longer than an hour. Allow plenty of time for media questions.
  21. If the spokesperson for the news conference isn't the expert - be sure the expert is available for questions.
  22. During emergency / disaster related news conferences it may be necessary to set a time limit for questions and answers. Make sure the media knows when the next news conference is scheduled. Any questions that cannot be answered at the news conference should be researched with answers being provided in a release or at the next scheduled news conference.

### **General Guidelines for Working with the Media**

Part-time or full-time Public Information Officers either with emergency management agencies or with emergency response agencies/departments or assigned to the office of a chief elected or appointed official will need to deal with the media. A good working relationship with the media will make the job of the PIO somewhat easier!

These general guidelines should be reviewed periodically by PIOs and should be used as reminders whenever problems with the media arise or when you may need the media to assist you. The checklist should be revised annually. Any specific techniques you have utilized over the past year should be included in the revision of this checklist.

### **General Guidelines**

1. The media should be your ally in keeping the people informed about what is happening in the community.
2. The media should be part of your emergency planning process - they should be utilized in awareness campaigns and plan and procedure development especially in the areas of alert, notification and warning.
3. The media can help you in many ways - reduce panic, prepare for action and alert and warn the public.
4. The media can be used as a source of information during times of emergency - television can provide you with information about your own disaster!

5. Get to know your media - personal contacts with your local media are extremely important in developing stories or getting your information told to the media.
6. When meeting with the media before an emergency explain to them your various departmental policies, procedures, and tactics.
7. Meet with top editors in addition to reporters. Meet with television station managers as well as other broadcast personnel. Know radio station managers and other key radio personnel.
8. It is important that you know the different types of media in your community.
9. Remember it is a reporter's business to ask questions - even those that you may not like to answer. Be prepared for the questions - preparation can be the key in any interview or news conference situation.
10. Bad news travels fast - news coming out of city hall of a negative nature will reach the media. Expect to be contacted and once again - be prepared!
11. Utilize various ways to reach the media to include: telephone or personal contact, news releases, briefings, backgrounders, media advisories, radio public service announcements, audio clips, spot announcements, television releases and/or interviews.
12. Remember any public information programs, preparedness or awareness campaigns will need the cooperation and support of the media.
13. During emergency situations the importance of the media is increased - because information is often needed quickly by the public the media can provide the means for transmitting this information.
14. Treat all branches of the media equally! Try to stay away from special relationships and trusts.

### **Checklist of Media Considerations**

Included in this section is a checklist of media considerations. The checklist should be reviewed periodically and used as reminders when media concerns arise.

This section should be updated annually or whenever you come across media tips or concerns that can be included here!

### **Media Considerations**

1. Maintain updated media contact list.
2. Keep media informed of all awareness / preparedness campaigns.
3. Keep daily contact with various media - build personal working relationships - this will help during an emergency situation.
4. Know your local media - there may be specialized newspapers in your community that reach certain audiences. These audiences may need to be targeted during awareness/preparedness campaigns. Radio stations also reach certain audiences. Know the formats of the various radio stations in your community. A rock and roll station that generally has an audience with ages ranging from 13-25 may be used for a public service spot on fire prevention and home fire drills. Be creative!

5. Make sure the media knows what your role is in the community joint information system.
6. Explain to the media the various departmental responsibilities, policies, procedures and tactics.
7. Involve the media in all preparedness drills and exercises - have them play their real roles during the exercise in addition to covering the event.
8. Make an attempt to treat the various branches of the media equally - this will benefit you during emergency situations.
9. Explain to the media public information policies and procedures during emergency incidents (at a command post), during EOC activation, and during JIC activation. An understanding of how official information will be disseminated during these conditions will help you in your role as a PIO when something actually does occur.
10. During preparedness training sessions invite local media to participate in the program - have them explain their roles in disseminating information.
11. Positive relationships built during normal (day-to-day) activities will be valuable during emergency situations. People who have worked together on a regular basis everyday - will work better together when the community is facing a crisis!

## Resources

Every community needs to have established guidance for the management of resources in an emergency situation. Procedures must be established for requesting assistance and resources during an emergency. A resource inventory is essential for any integrated emergency management system.

The Harnett County area has developed a comprehensive resource manual for use during normal (day-to-day) activities and during emergencies. The resource manual contains listings for the following agencies and organizations to include private resources:

- a) Key Facilities and Critical Workers
- b) Information Listing
- c) Emergency Management
- d) Communications
- e) Fire Service
- f) Law Enforcement
- g) Emergency Medical
- h) Public Works / Utilities
- i) Health
- j) Medical Facilities
- k) Private Resources Available
- l) Shelter Information
- m) Transportation
- n) Educational Facilities

- o) Social Services
- p) Special Facilities
- q) Emergency Water Facilities
- r) National Guard Facilities
- s) Disaster Assistance Center Locations
- t) Disposal Areas
- u) Media Resources

Because of the role of the Public Information Officer in gathering, verifying, coordinating and disseminating information during times of emergency it is important that they have a handle on the emergency resources that can be utilized during an event.

When updating the media or providing assistance to citizens a complete knowledge and understanding of the community's resource inventory is beneficial to a PIO.

### **PIO Log Sheets**

This document provides several log sheets for PIO operations. You are encouraged to keep a daily log sheet of incoming calls, messages, or assignments. The log sheets are organized under the following categories:

#### **A. *Normal (Day-to-Day) Activities***

As a full-time or part-time PIO you will have many assignments on a day-to-day basis. If you are a PIO for a major emergency response department (fire, police, etc.) you probably receive numerous phone calls every day that need to be answered. You may be working on several preparedness or awareness campaigns that need your complete attention. Log sheets may keep you organized!

#### **B. *Emergency Incidents***

Depending on your position there may be several emergency related incidents that you need to attend to daily / weekly. They could involve simple news releases on traffic accidents; fires, road closures or they may involve supplying public information at the scene of an emergency. The log sheets enclosed should assist you in keeping track of the information.

#### **C. *Disaster or Major Emergencies***

Several times a year in your role as public information officer a disaster or major emergency may occur in your community/state. Your Emergency Operations Center may be activated and it may become necessary to establish a Joint Information Center to disseminate public information. The log sheets enclosed should assist you in that effort.

**DISASTER OR MAJOR EMERGENCY LOG SHEET**

**(EOC OPERATION AND JIC ACTIVATION)**

ADDITIONAL INFORMATION SHEET

JOINT INFORMATION SYSTEM FUNCTION:

\_\_\_\_\_

CONTACT NUMBER: \_\_\_\_\_

CONTACT NAME: \_\_\_\_\_

CALL BACK #: \_\_\_\_\_

INFORMATION SUPPLIED / REQUESTED / ETC: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

FOLLOW-UP: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**PUBLIC AND MEDIA INQUIRY INFORMATION SHEET**

PERSON RECEIVING CALL: \_\_\_\_\_.

CALLER: \_\_\_\_\_.

CALL BACK NUMBER: \_\_\_\_\_.

INFORMATION:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**ACTION TAKEN:**

1. SUPPLIED THE FOLLOWING ANSWER:

---



---



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2. ROUTE TO FOLLOWING FOR VERIFICATION/CONFIRMATION ETC.

- |   |   |
|---|---|
| <input type="checkbox"/> FIRE             | <input type="checkbox"/> LAW ENFORCEMENT      |
| <input type="checkbox"/> PUBLIC UTILITIES | <input type="checkbox"/> EMERGENCY MANAGEMENT |
| <input type="checkbox"/> RED CROSS        | <input type="checkbox"/> UTILITIES            |
| <input type="checkbox"/> EMS              | <input type="checkbox"/> HEALTH               |
| <input type="checkbox"/> OTHER: _____.    |   |

RESOLUTION:  CALL BACK  NEWS RELEASE  STATEMENT

**List of Items Needed to Support PIO Operations**

Included in this section are lists of items (in checklist fashion) that are needed to support PIO operations. They include supplies, materials, equipment, and planning documents. Four checklists are provided to include:

- A. Normal (Day-to-Day) Activities
- B. Emergency Incident
- C. Disaster or Major Emergency (EOC Activation)
- D. Disaster or Major Emergency (JIC Activation)

Obviously, there will be some overlap in the checklists as transitions are made from normal activities to disasters! These checklists should be updated periodically as materials and equipment are purchased or new technology comes on the market.

**Supporting Items for PIO Operation – Normal (Day-to-Day) Activities**

1. Update Media Contact List monthly.
2. Update Other Useful Contact List monthly.
3. Dedicated phone line has been established for use.
4. Fax machine available for your use.
5. Paper supplies and maintenance available for fax machine.

6. Copy machine available for your use.
7. Paper supplies and maintenance available for copy machine.
8. Appropriate letterhead has been established for news releases fax information and correspondence.
9. Portable audio tape recorder available for use.
10. Batteries and spare cassette tapes available for tape recorder.
11. VCR available for your use.
12. Tapes, labels, cords and maintenance available for VCR.
13. Television available for your use.
14. Maintenance available for television set.
15. Computer available for your use.
16. Boot disk, word processing program, telecommunication program, data and blank disks, power supply and maintenance available for the computer.
17. Printer available for the computer to include cords, cables, ribbon and paper.
18. General office supplies available for your use.
19. Purchase orders / research has been done on how and where additional supplies, materials and equipment can be bought if necessary.
20. Other items (list separately)

#### **Supporting Items for PIO Operation - Emergency Incident**

(The following items would be useful to an Information Officer at the scene of an emergency incident. PIOs should be prepared to take along these items to the scene when the Information Officer function is activated under the Incident Command System.)

1. This manual!
2. Pens and pencils
  - a. 3 ballpoint pens
  - b. 2 pencils (#2)
  - c. 1 black permanent pen
  - d. 1 large black marking pen



- e. 1 yellow highlighter pen
  - f. 4 felt writing pen
  - g. Assorted colored markers
3. Paper
    - a. 2 yellow lined tablets
    - b. 20 sheets of white typing paper
    - c. 2 large "post-it" pads
    - d. 2 small "post-it" pads
    - e. 1 package of 3x5 cards
  4. Stapler / staples
  5. Paper clips
  6. Thumbtacks
  7. Masking and scotch tape
  8. 10 file folders
  9. 10 manila envelopes
  10. Portable computer (if available)
  11. Maps of incident area (if available)

**Supporting Items for PIO Operation - Disaster or Major Emergency (JIC Activation)**

1. Work space to support operation of JIC.
2. Work space adjacent to EOC operations or adequate communication with EOC.
3. Briefing area to hold news conferences and update the media.
4. Dedicated phones lines established for participating PIOs in the JIC.
5. Sufficient fax machines available for use to the PIOs.
6. Copy machine available for use.
7. DVD Players available for use by participating PIOs.
8. Sufficient televisions strategically placed for PIO viewing during the duration of the incident.
9. Computers available for use.
10. Printers available for use.
11. Typewriters available for use.
12. General office supplies available for use.
13. Community maps, which can be marked and used as visuals for presentations.
14. Access to EOC members, department heads and chief elected and appointed officials to collect and verify information.
15. Access to EOC members, department heads, and chief elected and appointed officials for briefings, news conferences and permission to release information (if needed).
16. Access to information from EOC, dispatch and field.
17. Bulletin board to post media releases.
18. Bulletin board to post JIC procedures and administrative items.
19. Administrative staff to assist in record keeping and filing of information.
20. Pre-printed letterhead, fax headers, media release headers, etc.
21. Copy of community resource manual.
22. Copy of community basic emergency plan and annexes.
23. Copy of appropriate departmental procedures pertaining to the emergency situation.

24. Other items (list separately).

**Supporting Items For PIO Operation - Disaster or Major Emergency (EOC Activation)**

1. Work space to support operation in EOC.
2. Briefing area to hold news conferences and update the media.
3. Dedicated phone line established for use.
4. Radio communications with on-scene personnel.
5. Fax machine available for use.
6. Copy machine available for use.
7. VCR available for use.
8. Television available for use.
9. Computer available for use.
10. Printer available for use.
11. Typewriter available for use.
12. General office supplies available for use.
13. Community maps, which can be marked and used as visuals for presentations.
14. Access to other EOC members to collect and verify information.
15. Access to information from dispatch.
16. Access to community department heads and chief elected and appointed officials for briefings, news conferences and permission to release information (if needed).
17. Bulletin board to post media releases.
18. Pre-printed letterhead, fax headers, media release headers, etc.
19. Copy of community resource manual.
20. Copy of community basic emergency plan and annexes.
21. Copy of any appropriate departmental procedures pertaining to the emergency situation.
22. Other items. (list separately)

## 20. Public Utilities

### I. PURPOSE

The purpose of this section is to provide for essential public works services during an emergency / disaster to include water distribution systems, sewage and waste water systems.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Damage to utility distribution systems is a predictable consequence of disaster. Harnett County Public Utilities will be involved in the restoration of the water distribution systems and wastewater systems, while private sector resources are restoring electric and communications systems.
2. Many disaster situations have the potential to create sewage and waste disposal problems. Facilities may be damaged or destroyed creating additional public health problems.
3. Some municipalities within the county have limited public works capabilities.
4. Harnett County has limited public works resources.

#### B. Assumptions

1. Harnett County will require assistance from State agencies and other localities for significant water distribution system restoration as well as wastewater treatment systems.
2. Municipal forces will require assistance from the State in clearing debris from town streets.
3. The county road system in Harnett County is mostly state-owned and maintained; therefore, North Carolina DOT will take a lead role in clearing roads and bridges following a major disaster.

### III. CONCEPT OF OPERATIONS

- a. Priority will be given to restoration of the public water systems damaged during disaster.
- b. Municipal public utilities will give priority debris clearance to town streets to allow passage of emergency vehicles.
- c. Municipalities will keep individual records on debris clearance expenditures.

## 21. Recovery Operations

### I. PURPOSE

This section presents a system for the provision of disaster recovery operations.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. **Recovery** refers to those measures undertaken by a community following a disaster to return all systems to normal or improved levels. Recovery does not just happen, despite the fact that citizens generally take the initiative in "picking up the pieces" and trying to resume the activities that make up community life. Effective recovery consists of a complex array of inter-dependent and coordinated actions. These actions are undertaken at several levels (individual, organizational, community, national), and over a long period of time.
2. A properly managed recovery program will allow the prompt restoration of essential services, the reconstruction of damaged property, and the resumption of traditional lifestyles.
3. Debris is a predictable consequence of disaster. Harnett County has identified landfill sites for debris removal and disposal. As the situation dictates, the landfill director may set up temporary landfill sites closer to heavily damaged areas. Debris will not be disposed of until after being viewed by Federal damage assessment personnel to facilitate reimbursement of removal and disposal costs.
4. Recovery from a significant disaster will be managed in two identifiable phases:

##### a. **Short Term Recovery Phase**

This is the emergency reaction phase that begins with the implementation of emergency plans. Actions under this phase will include:

- Initial emergency response (i.e., fire / rescue, law enforcement, EMS operations, mass care)
- Initial impact assessment
- Emergency debris removal
- Restoration of vital services
- Security of damaged / evacuated areas
- Management / distribution of donated goods
- Preliminary damage assessment

##### b. **Long Term Recovery Phase**

Actions under this phase will include:

- Completion of damage assessment
- Completion of debris removal
- Requests for Disaster Declaration / assistance
- Restoration of essential facilities
- Repair / rebuilding of damaged public and private buildings and facilities
- Repair / rebuilding of roadways and bridges
- Repair / rebuilding of private homes and businesses
- Hazard mitigation projects

5. A request from the Governor to the President of the United States for a Presidential Declaration will be based on the magnitude and severity of the situation and the inability of the county to recover without assistance.
6. The President's Disaster Relief Program is designed to *supplement* the efforts and available resources of state and local governments, voluntary relief organizations, and other forms of assistance such as insurance. The President's declaration of a major disaster or an emergency authorizes Federal assistance under the Stafford Act and triggers other Federal disaster relief programs as well.
7. A full Presidential Declaration of Disaster includes all of the following emergency assistance programs:
  - Public Assistance Programs (PA)
  - Individual Assistance Programs (IA)
  - Small Business Administration assistance (SBA)
  - Hazard Mitigation Programs
8. In lieu of a full Presidential Declaration, Federal assistance can also be delivered through a partial Declaration, and any combination of the following:
  - Search and Rescue Assistance
  - Fire Suppression Assistance
  - Health and Welfare measures
  - Emergency Conservation Program
  - Emergency Loans for Agriculture
  - Disaster Loans for Homeowners & Businesses
  - Repairs to Federal Aid System Roads
  - Tax Refunds / IRS Assistance to victims
  - Voluntary Agency Assistance via Red Cross
  - Department of Defense Pre-declaration
  - Emergency Assistance (via the Stafford Act)
9. There exists in the county a United States Department of Agriculture County Emergency Board responsible for providing leadership and coordination for all USDA emergency programs at the county level. The USDA State Emergency Board provides guidance, direction, and assistance on emergency programs.
10. The President may declare an emergency in the absence of a Governor's request when the emergency involves a subject area for which the Federal Government exercises exclusive or pre-eminent responsibility and authority.
11. Close cooperation among the agents of local, state and federal government will be essential in expediting assistance to the county after any Presidential Declaration.
12. Hazard Mitigation Grants will be available through FEMA after a Presidential Declaration; the grant total will be based on the amount of Public Assistance funds provided to Harnett County PA applicants.
13. As potential applicants for Public Assistance, local governments and private non-profit agencies must thoroughly document disaster related expenses from the onset of an emergency / disaster.
14. Businesses which intend to apply for Small Business Administration Disaster Loans, etc. will need thorough documentation of the history of the business and the effect of the disaster on the business.
15. Harnett County will automatically become eligible for Federal assistance if a county contiguous to Harnett receives a declaration for emergency Federal assistance.

**B. Assumptions**

1. A major disaster will have a significant long-term economic impact on the County.
2. Unsolicited resources and donated goods can be expected from outside the impacted area. The County must be prepared to manage this influx of resources and goods as part of the recovery effort (See Donated Goods Section).
3. Space will be available for the operation of one or more Disaster Application Centers in the county following a Presidential Declaration of Disaster.
4. A Disaster Field Office will be set up in North Carolina by the Federal Emergency Management Agency. The DFO will be near the disaster area.
5. The damage assessment process will identify most local individuals with unmet needs.
6. A minimum loss of 35% of one of the county's major crops will qualify the county's agri-business community for USDA Disaster Assistance; however, the loss must be incurred as a result of a natural disaster.
7. The State's share of PA funds provided for Public Assistance will be 25%, supplementing the mandated Federal share of 75%.
8. Mitigation has become increasingly important to local officials who must bear the agony of loss of life and property when disaster strikes.
9. Harnett County will require assistance from state agencies and other localities for significant debris removal and for utility restoration.
10. Municipal forces will require assistance from the State in clearing debris from town streets.
11. The county road system in Harnett County is mostly state-owned and maintained, therefore, North Carolina DOT will take a lead role in clearing roads and bridges following a major disaster.
  - b.

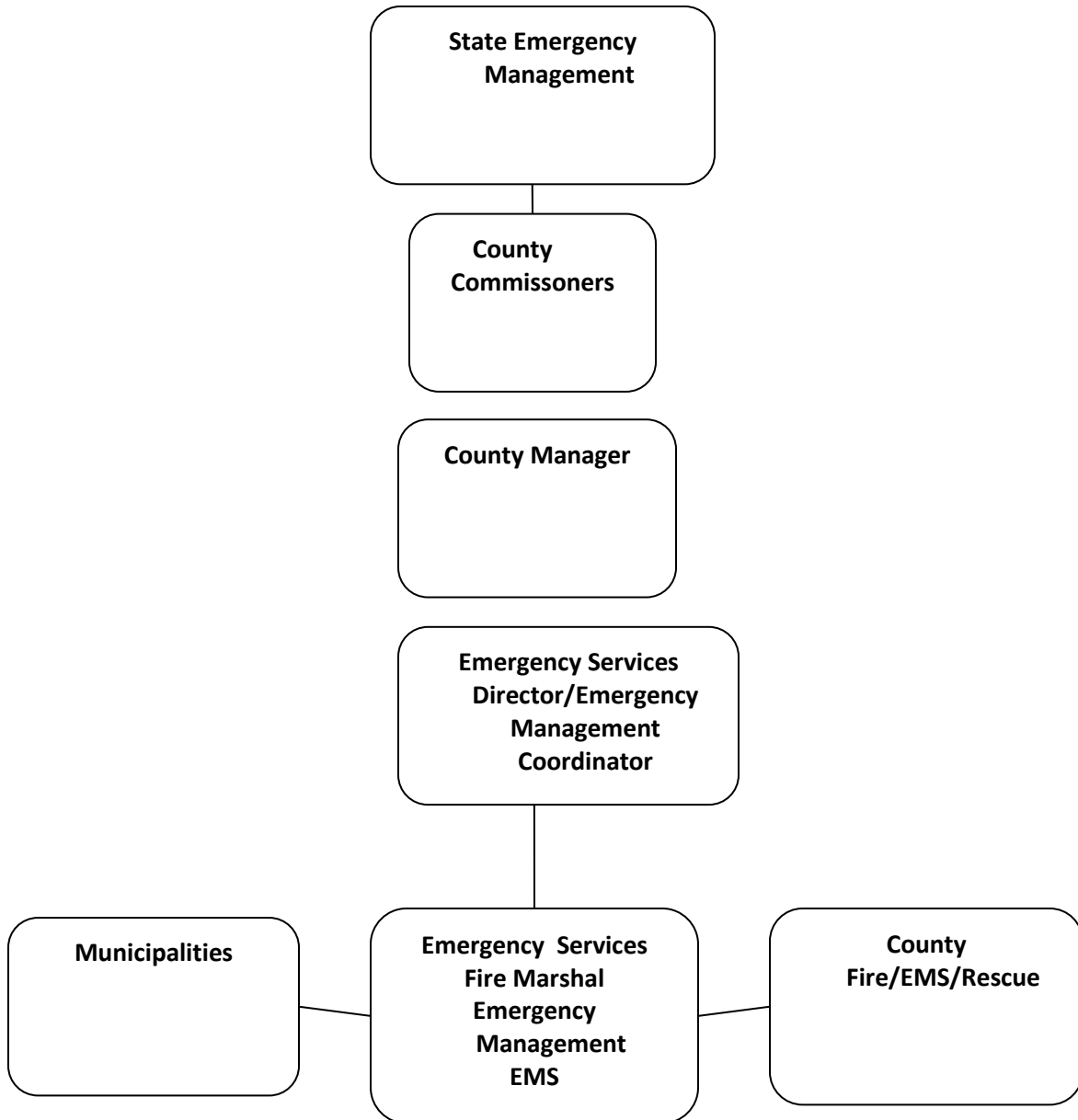
**III. CONCEPT OF OPERATIONS****General**

- A. Responsibility for coordination and support of the recovery effort lies with local government.
- B. Recovery operations will initially be coordinated from the Emergency Operations Center.
- C. Priority debris clearance will be given to streets and to primary roadways to allow passage of emergency vehicles.
- D. Operations will request outside resources and manage the assignment of priorities for debris clearance.
- E. The county and the municipalities will keep individual records on debris clearance expenditures.
- F. Accurate emergency logs and expenditure records will be kept from the onset of the disaster by each local government agency / organization. Standardized forms have been developed for local government; these forms will be available through the County Finance Office.

- G. The President may authorize the utilization of any Federal equipment, personnel or other resources.
- H. The Governor may request a Presidential Declaration or specific Federal Agency declarations, i.e., Small Business Administration, Department of Agriculture, Corps of Engineers, etc., to augment state / local / private disaster relief efforts.
- I. The FSA will be the lead agency for agricultural disasters under an agency declaration. For natural disasters where loss is confined to agriculture, the following actions will occur:
- Damage assessment
  - USDA County Emergency Board meeting
  - Submission of a USDA Flash Situation Report to ASCS Area Office
  - USDA State Emergency Board meeting
  - Exchange of information on available programs / actions plus other counties affected
  - State Review of damage assessments reports
  - Decision made by State Board on "concurring" and "not concurring" with information in the damage assessment reports.
  - Forwarding of reports to FSA national headquarters to support a request for designation of a county for FHA Emergency Loans.
- J. A Presidential Declaration of Disaster, will initiate the following series of events:
- 1) A Federal Coordinating Officer (FCO) will be appointed by the President to coordinate the federal efforts.
  - 2) A State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) will be appointed by the Governor to coordinate the State efforts.
  - 3) A Disaster Field Office (DFO) will be established within the state (central to the damaged areas) from which the disaster assistance programs will be administered.
  - 4) Disaster Application Centers (DACs) will be established in the affected areas to accommodate persons needing Individual Assistance (IA).
  - 5) An Applicants' Briefing will be held to explain Public Assistance eligibility criteria for officials of the county, municipalities, and private nonprofit organizations. The Emergency Services Director will assist with identification and notification of potential applicants.
  - 6) Each eligible entity will submit a Notice of Interest (NOI) within thirty days of the Declaration.
- K. A Presidential Declaration of Disaster may authorize two basic types of disaster relief assistance:
1. **Individual Assistance (IA)** - supplementary Federal assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or an emergency. Such assistance may be provided directly by the Federal Government or through State or local governments or disaster relief organizations.
- Individual Assistance can consist of any or all of the following:
- Temporary housing (100% federal funds)
  - Individual and family grants (IFG) (75% federal 25% state / local funds)
  - Disaster unemployment assistance
  - Disaster loans to individuals, businesses and farmers
  - Agricultural assistance
  - Legal services to low-income families and individuals
  - Consumer counseling and assistance in obtaining insurance benefits



- The Cora Brown Fund
  - Veterans' assistance
  - Casualty loss tax assistance
2. **Public Assistance (PA)** - supplementary Federal assistance provided under the Stafford Act to State and local governments or certain private, nonprofit organizations other than assistance for the direct benefit of individuals and families.
- Categories of Public Assistance available include:
- Debris removal
  - Emergency protective measures
  - Permanent work to repair, restore or replace road systems, water control facilities, public buildings and equipment, public utilities, public recreational facilities, etc.
- L. Following the Public Assistance Applicant's briefings, Damage Survey teams will be dispatched from the DFO to inspect every damaged site and prepare Damage Survey Reports (DSR) for each applicant. The DSR will provide a recommended scope of work and give estimated costs in accordance with FEMA eligibility criteria. The criteria allow repairs or restoration of facilities to their pre-disaster condition in accordance with applicable codes, specifications and standards.
- M. A Public Assistance Damage Survey team will be comprised of the following:
1. A Federal representative who will serve as the team leader
  2. A State representative
  3. Local applicant's representative
- N. The Emergency Services Director will take the lead in determining mitigation projects needed following a disaster, and coordinate applications for available mitigation grants.
- O. Following any major emergency or disaster event, a critique will be held to evaluate the jurisdiction's response to the event. A critique will include the following issues related specifically to recovery:
1. Mitigation of potential problems through use of Hazard Mitigation Grants
  2. Plan revision based on lessons learned
  3. Unmet Needs status
  4. Management of Donated Goods
  5. Interagency cooperation
  6. Damage Survey Report process / documentation
  7. Recovery training needed



## 22. Resource Management and Procurement

### I. PURPOSE

This annex provides a system of identifying and locating resources within the county and a method of activating those resources during an emergency. The preservation, conservation, and replenishment of these resources is also included. See the Harnett County Resource Manual for a detailed list of available resources for response within Harnett County. This document is maintained by the Emergency Management Office.

### II. SITUATION AND ASSUMPTION

#### A. Situation

1. Harnett County has many resources, that can be used in the event of a disaster, to reduce the impact on local government and the public served.
2. Each municipality within Harnett County has resources that may be used in a disaster situation. When there is not a direct impact on a municipality, their resources may be called upon, by prior agreement, to assist in damaged areas.

#### B. Assumption

The required resources will be available to provide for the assistance to the endangered population.

### III. CONCEPT OF OPERATIONS

- A. County departments and agencies will use their own resources and equipment during emergencies and will have control over the management of these resources when needed to respond to an emergency situation.
- B. Municipal departments and agencies will use their resources and equipment during emergencies and will maintain control over the management of their resources. Use of these resources outside the incorporated limits will be by requests of other municipalities or the Harnett County Emergency Services Director under prior agreement.
- C. The Finance Officer has prepared routine procurement procedures for the acquisition or replacement of resources during day-to-day operation and a procurement system to acquire expendable supplies during emergencies.
- D. A resource manual, or database, identifying resources, the control agency and the procedures needed to activate these resources at any time, will be kept in the Office of Emergency Management.
- E. As much as possible, the Emergency Services Director will also identify those resources and capabilities that are available in local businesses and industry and other contributing organizations, and develop any agreements required to acquire those resources to support the county under emergency conditions.
- F. As key resources become depleted or unusual needs occur, requests for assistance will go to the State of North Carolina through the Division of Emergency Management. The State can, as needed, expand its resources by making requests to the Federal Government for assistance.

#### **IV. DIRECTION AND CONTROL**

- A. Utilization of resources under the operational control of local government response forces will be coordinated by the Emergency Services Director under the direction of the Chairman, County Board of Commissioners, or County Manager.
- B. The commitment of resources from outside government will be initiated by the Emergency Services Director with operational control being exercised by the on-site commander of the service requiring that resource.
- C. Any mutual aid agreements developed pre-disaster will determine who will move, operate, maintain and bear the cost of operation for equipment used under emergency conditions.

#### **V. CONTINUITY OF GOVERNMENT**

- A. The line of succession for Resource Management is:
  - 1. Emergency Services Director
  - 2. Emergency Management Coordinator
  - 3. County Manager
- B. Resource Management does not fall under a centralized control element, but is coordinated from the Emergency Operations Center during emergency operations.

## 23. School Emergency Plan (SEP)

### I. INTRODUCTION

- A. The School Emergency Plan (SEP) for protective actions to be taken in the event of an emergency have been developed by the NC Division of Emergency Management in conjunction with Harnett County Emergency Management and the school system.
- B. There are numerous situations and circumstances that may implement this portion of the Emergency Operations Plan. The conditions may be:
  - 1. Severe weather
  - 2. Manmade events, such as chemical spills, other crisis
  - 3. Mass casualty event at the school or other such event

Each condition requires a specific response from local government. Local government will activate the Emergency Operations Center (EOC), as necessary, when an event affects schools or the school system.

### II. NOTIFICATION

- A. Should an event occur (i.e., weather, chemical spill, etc.) which requires notification, action will be taken based upon the conditions at the time. If protective actions by the public and / or schools are necessary, local government will activate the primary notification system.
- B. School officials will be notified by telephone of the emergency.
- C. If an emergency incident occurs at the school, school officials will contact the Harnett County Warning Point, via 9-1-1.
- D. Schools in Harnett County are also supplied with a weather alert radio system to warn of impending severe weather. This system can also be used for other emergency events.
- E. Upon notification that an incident has occurred, the School Principal or his / her designee shall activate its emergency response plan to ensure the safety and welfare of students and staff.
- F. Following receipt of notification of an emergency, the Principal (or designee) will notify the Superintendent of Schools, the school transportation system director, and the EOC representative of their course of action. This will ensure that resources are activated or put on standby to implement the school plan.

### III. PROTECTIVE ACTION: SHELTERING

Protective actions include sheltering and evacuation. All actions shall be performed under the direction of the School Principal or his / her designee. When notified that sheltering is necessary the following actions shall be taken:

- A. Notify students and staff of existing emergency and instructions to be followed by PA system.
- B. Ensure that all outside activities have ceased and all have returned to the buildings.
- C. C.Remain indoors until notified that it is safe to leave the building. DO NOT GO OUTSIDE. All students will remain in classrooms under the supervision of a teacher.
- D. Teachers and staff members will close all doors and windows.

- E. Custodial staff will turn off ventilation systems leading to the outside (i.e., air conditioning, heat system, fans).
- F. Remain in the interior section of the building away from exterior doors and windows for greatest protection ( i.e., basement, interior rooms, etc.)
- G. Food service staff should cut off all fans, air conditioners, forced air heating systems, and any other ventilation system leading to the outside.
- H. Communicate with superintendent of schools regarding protective actions undertaken.

#### IV. PROTECTIVE ACTION: EVACUATION

- A. Notification to evacuate a school may occur depending upon the severity of conditions during an emergency. Efforts will be made to evacuate all schools within the shortest possible time. During all events ensure to follow crisis plan.
- B. Upon notice to evacuate, the Principal or designee will announce the course of action that the school will take over the PA system. Students will clear their desks, lockers, and closets of personal items and report to classrooms or homerooms. Teachers will take roll call and account for all students.
- C. Each school will be evacuated to the reception center identified for that school. Teachers and other school staff will be requested to drive personal vehicles to reception center location and assist in accountability of students; however, at least one (1) teacher or staff member will be assigned to each bus leaving the school. Students will be allowed to drive their personal vehicles to the reception center location.
- D. Each school will be assisted in traffic and crowd control by a law enforcement officer from local or state government. Buses will leave each school and proceed to the reception center as a convoy. Each convoy will be escorted and followed by a law enforcement officer. They will also serve as the primary communications link between the convoy and the EOC.
- E. After leaving the school, all evacuees will proceed directly to the appropriate reception center. Families will be notified by annual correspondence as well as by **EAS** message of the reception center location to which their children have been relocated. Parents / guardians should not attempt to go to the school for pick up but should proceed to the appropriate reception center location.

#### V. STUDENT IDENTIFICATION

- A. Each student shall be provided with a visible identification badge (either self-adhesive or pinned to clothing with a safety pin) prior to evacuation. The following information will be on the badge:
  - a. School
  - b. Student's name
  - c. Address
  - d. Name of parent / guardian
  - e. Home telephone number
  - f. Teacher's name
  - g. Bus number of evacuation
- B. The identification badges will be prepared at the beginning of each year and updated on a routine basis to ensure that each student is provided with a means of identification if evacuation should become necessary. If utilized for evacuation for other than a radiological emergency, new badges shall be made for each student following use of the earlier badges. It is vitally important that this information be maintained and updated routinely since some younger students may be confused and unable to communicate their identity to reception center officials. Identification badges will be kept by the teacher and distributed in the event an evacuation is ordered.

## VI. TRANSPORTATION

- A. Transportation resources will be pre-established to expedite the evacuation process. Transportation needs will be reviewed at the beginning of each academic year to ensure adequate resources. School buses will be the primary means of transportation. In addition, activity buses and other support vehicles may be used. If additional transportation is necessary, it will be provided through the EOC. Students driving to schools will be permitted to drive their own cars out of the area, but will be instructed by the Principal to report immediately to the assigned reception center.
- B. The Principal or designee at each school will assign the order in which buses will be loaded by classroom with at least one (1) teacher or staff member assigned to each bus. All buses will be loaded to maximum safe capacity.
- C. Each school will have a supply of information packages for bus drivers. Each package will contain protective information and directions to the appropriate reception center.

\* Plans, specific to each school, are available from the School Principal or the Administrative Offices.

## 24. Shelter / Mass Care

### I. PURPOSE

This section provides for the care of the population following the effects of hazards through the identification of shelters and provision of mass care.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Based upon the county's hazard analysis, there are several emergencies for which shelters may be required including severe weather, floods, hazardous material accidents, fires and hurricanes.
2. There are twenty five (25) identified shelters for use in Harnett County.
3. Sheltering for Harnett County evacuees will be coordinated with the Central Branch Office of Emergency Management.
4. A written agreement exists between the American Red Cross, County Department of Social Services and the County Board of Education for the coordination of shelter and mass care.
- 5.

#### B. Assumptions

- A. Local grocery stores, restaurants and other business may support initial shelter / mass care operations with donations of emergency supplies. American Red Cross supported by County School personnel will ensure feeding operations are planned and supported throughout the operation. Initial feeding will be conducted utilizing the supplies located in the school cafeteria.
- B. For out-of-county evacuation, sufficient shelter capacity exists in adjacent counties and shelter locations can be arranged and made available.
- C. A high percentage of evacuees will seek shelter with friends or relatives rather than go to public shelter.
- D. Evacuees will be provided with public information in the shelter concerning the emergency event.
- E. Following a major disaster, there will be an overabundance of unsolicited goods delivered to the disaster area by well-intended citizens outside the impacted area.

### III. CONCEPT OF OPERATIONS

- F. If additional shelter support is needed following a disaster event, requests for assistance should be made through the N.C. Division of Emergency Management, Central Branch Office.
- G. The County Emergency Services Director, DSS and the ARC will coordinate shelter location and operation and will mutually support shelter operations with shared personnel and support services whenever possible. These agreements will be included in the local written plan.



- H. Public and private providers of institutional care (medical and residential) remain responsible for having shelter plans for their populations.
- I. Harnett County or American Red Cross will assume NO RESPONSIBILITY / LIABILITY for unauthorized shelter openings during emergency events.
- J. The American Red Cross, the County Department of Social Services, and the County Board of Education in coordination with the County Policy / Administration Group will decide when shelters should be closed.
- K. At each county supported shelter location, the County will provide health/medical support, communications and security.
- L. Crisis intervention and mental health counseling should be provided at shelters.
- M. All commodity distribution will be conducted utilizing the Harnett County Points of Distribution and CRDP plans.

**Appendix 1****SPECIAL NEEDS SHELTERING AND CARE****I. PURPOSE**

This appendix provides for the protection of the special needs groups in the general population from the effects of hazards through the identification of special needs shelters.

**II. SITUATIONS AND ASSUMPTIONS****A. Situation**

1. Harnett County has within the general population, special needs individuals and special needs groups that will require individual and / or special assistance in the event evacuation is required.
2. Some persons with special needs may, with minimal assistance, be able to function in a mass care shelter, while those persons with special health needs requiring constant care and / or life support systems, will require a special needs shelter or a medical facility.

**B. Assumptions**

- 1) Any person with special needs for whom care can be provided by that person or by a family members should be accepted in the shelter serving his family and his community.
- 2) Sheltering for special needs will be unique to the county and may be in a separate designated area of a mass care shelter. A separate facility for special needs functions better than a joint facility due to the level of care required for special needs patients.
- 3) Private and government operated residential facilities caring for special needs groups, such as nursing homes, rest homes, group homes for the mentally ill or developmentally disabled, etc., are responsible for their clients continual care during and after the time an evacuation is authorized, to include financial responsibility.
- 4) Private and government operated facilities caring for special needs groups for less than 24 hours, such as day care, pre-school, day health, are responsible for their clients continual care during and after an evacuation is authorized until or unless the client is released to a parent or a responsible adult.

**III. CONCEPT OF OPERATIONS**

- A. Sheltering for special needs populations will be accomplished through the coordinated efforts of private facilities, governmental agencies, and county-to-county mutual aid agreements.
- B. The Department of Human Resources (DHR) has lead responsibility for sheltering and mass care in North Carolina. Within DHR, the Division of Social Services (DSS), and the Harnett County Department of Social Services (County DSS) are designated as the lead agencies to ensure that shelter care is provided for special needs groups. This will involve team planning for special needs shelters with public agencies, private facilities and the medical profession.

- C. The local Emergency Services Director will assist County DSS and other local agencies with issues related to special needs sheltering including coordination of operation of special needs shelters when a publicly operated special needs shelter is necessary.
- D. Divisions under the Department of Human Resources that operate residential facilities are required to have current plans in place for the evacuation and sheltering of special needs populations. Any residential facility for local groups must have prior approval of DHR.
- E. Private facilities will be responsible for the evacuation and sheltering of their patients, to include transport to and from shelters.
- F. Sheltering needs of special needs groups may be met in the county, if any appropriate facility is available; in adjoining counties, with prior approval from DHR in certain DHR state operated facilities; or in shelters administered by County Departments of Social Services.

#### **IV. COMMAND/DIRECTION AND CONTROL**

- A. The Director of Social Services will direct and control special needs shelter operations for the public.
- B. Private facilities will be responsible for direction and control of their shelters, or if housed in government provided space, for their clients; subject to overall control of the public shelter operator.
- C. Department of Human Resources will provide direction and control for agency facilities.

## 25. Terrorism / Terrorist Threats and Acts

### I. PURPOSE

The purpose of this annex is to provide guidance to responders of local government to an incident involving terrorist activity. It is meant as guidance only. In addition to this guideline, all agencies should develop internal Standard Operational Procedures or protocols that address their response guidelines to a terrorist incident, which may include weapons of mass destruction.

### II. SCOPE

- A. The planning process is imperative to ensure a timely professional response to incidents involving terrorism by all organizations of local government. All departments and personnel of Harnett County and the municipalities within shall utilize and abide by the Incident Command System in any terrorism and weapons of mass destruction (WMD) event.
- B. It is imperative that each level of government and each response organization (at all levels) be aware of the roles and responsibilities that are required for a professional response. Consideration for personal safety is paramount due to explosive and/or chemical devices. Additional considerations include medical response and support to response personnel and the public, scene security and preservation of evidence at scene.
- C. The legal foundation for this plan can be found in the Presidential Decision Directive (PDD) PPD-39 dated June 1995 and *PDD-62* dated May 1998.

### III. DEFINITION

*Terrorism* is defined, for the purpose of this document, as criminal acts or threats by individuals or groups to achieve political, social, or economic gain or recognition by fear, intimidation, or violence against the government and its citizens. Terrorism is also categorized as Foreign or Domestic.

There are *three primary phases* associated with terrorist incidents.

#### A. Consequence Management

Consequence management addresses how the incident affects or potentially might affect public health, safety and the environment. Consequence management includes measures to protect public health, safety, and the environment, to restore essential government services, and to provide relief to governments, businesses, and individuals affected by the consequences of terrorism. In an actual or potential terrorist incident, command and control of local government resources may transition between Harnett County Sheriff's Office, Police Departments, the EMS Squad having jurisdiction, the Fire Department having jurisdiction, and Harnett County Emergency Management. The Unified Command team approach *shall* be utilized to transition incident command and control among these agencies. These efforts will include the roles, responsibilities and functional duties as described in Section VI under *New Entry Protocols*.

#### B. Crisis Management

Crisis management addresses the cause of a terrorist incident - the identity, motivation, and capability of the terrorists and the weapons they employ. Crisis management is a law enforcement function and includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent,

and/or resolve threat or act of terrorism. In a terrorist incident, a crisis management response may include traditional law enforcement missions such as intelligence, surveillance, tactical operations, behavioral assessment, negotiations, forensics, and investigations. Additionally, technical support missions such as agent identification search and render safe procedures, transfer and disposal, and limited decontamination.

C. Weapons of Mass Destruction Event  
Defined as an event that:

- 1) Affects large numbers of people or has the ability to effect large numbers of people.
- 2) Causes or has the ability to cause significant destruction and/or disruption to buildings, services or sections of the government or community infrastructure.

#### **IV. CONCEPT OF OPERATIONS**

As part of the awareness associated with acts of terrorism, the first responder must first ensure their own protection and the protection of all the responding departments. A new way of thinking, a new assessment process, and new response protocols will be required to first-in response departments. The primary first responder of the municipalities and county (fire, law enforcement, EMS) will develop the Standard Operating Guidelines (SOG). Listed are the primary components of the concept of operations. The primary first responder can address some of these components. The "Incident Command System" (ICS) and/or the EOC when activated, will address other components.

A. Threat Assessment

This element will be the responsibility of law enforcement agencies that consist of local Police Departments, Harnett County Sheriff's Office, State Highway Patrol, State Bureau of Investigation, Federal Bureau of Investigation, Alcohol Tobacco & Firearms, and other law enforcement agencies that provide information on terrorist groups, individuals, and threat situations based on collected intelligence. These groups would provide information to determine the threat level of the incident.

B. Notification Level - Internal / External-Primary/Support

Listed are the primary response and primary support departments that would be part of the notification process.

1. All law enforcement agencies - local, state and federal.
2. County Emergency Management Office.
  - a. NC Division of Emergency Management.
  - b. Regional HazMat Team.
  - c. National Response Center.
3. Fire Service agencies – municipal and rural.
4. Emergency Medical Services – municipal and rural.
5. Hospitals.
6. Public Works Departments.
7. Public Health Departments.
8. Mental Health.
9. Debris removal organizations.
10. Hazardous Material clean-up company or companies.
11. American Red Cross.
12. Poison Control Center.

This list can be expanded or compressed as needed during the scope of incident operations. Each agency should develop its own internal notification procedures.

### C. Command and Control

1. This function is perhaps the most critical for ensuring a successful operation. It is *absolutely imperative* that a team approach for a command and control be used for response. In most incidents that involve a terrorist act, the fire department would be at the scene first and would be the initial IC. The IC could be transferred to other departments as the incident is resolved and recovery efforts are implemented. If questions or conflicts arise on the command or control function, the EOC, when activated, will resolve. Additional command and control guidelines are defined in the Emergency Operations All Hazards Plan.
2. All responding departments of local government must be prepared to interface with state and federal counterparts at both the incident site and the EOC.
3. The EOC, when activated, will be the command and control center and the IC will be at the location. Operational command will be maintained at the incident site. It is imperative that immediate command and control be established to ensure control measures are implemented for life safety and evidence preservation.
4. Unified Command - This type of command and control is represented by multiple levels of government and is more often than not seen in the EOC environment. A unified command system consists of agencies of the city and county government as well as the state and federal government in a single location. This command structure is also found in large scale incidents and incidents such as terrorism.

### D. New Entry Protocols

1. A terrorist incident will require new entry protocols to ensure responder safety.
2. Guidelines are to be established based on the threat level at the time of the incident. Minimum isolation distances of 1000 feet shall be established. Entry into the area or building that may be contaminated or may have been destroyed by an explosion can range from an official site access with no protective measures to Level A entry suits with *Hot Zones* set to protect responders.
3. Threat levels as defined in Section V, Item A, will set new protocols.

### F. Crisis Management and Consequence Management

These sections are combined because they go hand-in-hand for response and recovery. They deal with all phases or incident operation to include response, recovery, clean up and restoration of site.

### G. Roles, Responsibilities and Checklist

This part of the planning document will be detailed in Section VI, Item B. The listing represents the primary factors associated with response to terrorist incidents.

### H. Chain of Evidence

This operational area will be addressed in more detail in Section VII, and each agency's SOG. This function may be part of new site entry protocols. Life safety issues will take precedence over this area of operation, however maintaining the chain of evidence is a crucial element. The preserving and maintaining of evidence should be considered and exercised at every opportunity.

## V. IMPLEMENTING GUIDELINES

The information below is meant as basic response guidelines for terrorist incidents. The IC must use discretionary judgment to ensure a timely, professional response. The only way to ensure the IC's decisions are in the best interest of responders and the public is to use all possible sources of information from all response organization in the decision making process.

### A. Threat Assessment Levels

1. This level is constantly being monitored by all law enforcement to the best of their ability. The primary federal law enforcement agency, in regard, is the Federal Bureau of Investigation. The primary state law enforcement agency is the North Carolina State Bureau of Investigation. The primary local law enforcement for Harnett County is the Harnett County Sheriff's Department. Other federal, state, and local law enforcement agencies may also have information that would be available. One of the FBI's primary missions is to monitor terrorist groups, corroborate information received as well as identify terrorist members and prepares a law enforcement interdiction plan.
2. As part of that ongoing initiative, information discovered or obtained from other sources will be shared by the FBI with other law enforcement agencies when appropriate for law enforcement action and later with appropriate local and/or state officials. *In the event of danger to the health or welfare of the general public, the FBI will share all information necessary to safeguard the safety, health and welfare of the general public.*
3. In the event of a threat being received telephonically and/or relayed to the Emergency 911 operation, it is imperative that all 911 operators have received awareness training in order to assist them in recognizing a terrorist threat/act and respond accordingly. Emergency 911 Communications Center supervisors/managers will provide or ensure the provision of adequate training and information so that the 911 operators may better fulfill their role and responsibilities. All 911 Communications Center supervisor/managers should be involved in the intelligence briefings that are part of threat level assessment.
4. Harnett County has chosen to establish threat levels to assist in a response to a terrorist incident. They are as follows:
  - a. *Threat Level 4 - Minimal Threat:*  
Received threats that do not warrant actions beyond normal notifications or placing assets or resources on a heightened alert (agencies are operating under normal day-to-day conditions.)
  - b. *Threat Level 3 - Potential Threat:*
    - 1) Intelligence or an articulated threat indicates a potential for a terrorist incident. However this threat has not yet been assessed as credible.
    - 2) Credibility assessment process is initiated.
    - 3) Deployment plans for resources should be made, should the resources be required.
    - 4) Notification of primary response departments is required. Primary response departments are appropriate law enforcement, fire departments, EMS and Emergency Management.
  - c. *Threat Level 2 - Credible Threat:*
    - 1) A threat assessment indicates that the potential threat is credible, and confirms the involvement of a weapon of mass destruction in the developing terrorist incident. Threat Level 2 requires the tailoring of response actions needed to anticipate, prevent and/or resolve the crisis.
    - 2) Notification to primary response departments is required.
    - 3) Development of Unified Command structure should be implemented among the primary response departments.
    - 4) Activation of the Emergency Operations Center, with representation limited to the primary response departments should be considered.

- 5) Notification of primary support departments may be implemented upon approval of the Unified Command structure.
  - 6) Primary *support departments* include but are not limited to: NCEM, NCDOT, City and County Public Works Departments, Fire Marshal/Code Enforcement, EMS and Emergency Management.
- d. *Threat Level 1 - Terrorism Incident:*
- 1) A terrorism incident has occurred which requires the immediate use of local resources in response to limited or major consequences of a terrorist event.
  - 2) Local response to the incident requires augmentation by State and Federal resources.
  - 3) Unified Command structure shall be implemented.
  - 4) Activation of the Emergency Operations Center is required.
  - 5) Incident Command will be transferred to the EOC. Operations Command will be maintained at the incident site.

## VI. NEW ENTRY PROTOCOLS

A. This operational area will be headed by the Regional Hazardous Materials Response Team and shall be incorporated into the SOGs for all responding organizations. In addition, this area is part of the new awareness that must be included in the training program that reaches out to all responders in the towns and county. Implementation of entry protocols shall be based on intelligence provided by law enforcement. Coordination between the fire service, EMS, HazMat team and law enforcement is vital for the safety of the responders and investigative personnel and to minimize their exposure in a dangerous situation. The *primary components* of the new entry protocols are as follows:

1. Awareness of secondary explosive devices
2. Personal protective equipment - when and what to wear as minimum requirements for entry into an incident site
3. Who should go into the facility – involvement of essential personnel only
4. Maintaining the chain-of-evidence process
5. Training standards - all training is the same format to ensure uniformity
6. Clearly defined hot zones, warm zones and safe zones
7. Signs and symptoms - Critical for early identification of agent or chemical
8. SOG development team
9. Other
- 10.

### B. *Roles, Responsibilities and Checklist*

This section will outline the primary areas of responsibility for the primary responding organizations. The checklist will identify critical items of concern for all organizations. All additional checklists, or areas of responsibilities, will be covered in the SOGs. (See following and Roles and Responsibilities).

### C. *Areas of Concern - Threat Level Conditions*

All responding organizations will implement or alert their people to the following areas of concern in accordance with the threat level conditions:

1. Develop internal notifications procedures for responding departmental personnel
2. Ensure internal distribution of response plan
3. Follow directions of Unified Command through IC and EOC
4. Adhere to site entry protocols
5. Ensure implementation of adequate departmental training program



6. Develop control measures for chain-of-evidence process
7. Provide department representatives to the incident site and EOC
8. Document all response activities from time of notification until termination
9. Participate in the Incident Command System as directed by IC or EOC
10. Anticipate the committing of all available departmental resources to response and recovery effort
11. Provide department needs assessment for operation to IC or EOC
12. Develop a need-to-know list for internal operations
13. Other as directed by IC or EOC.

*D. Law Enforcement Agencies - Local*

1. Develop or enhance intelligence gathering capability for acts of terrorism.
2. Determine Threat Level based on information assessment.
3. Initiate notification process to organizations listed in Section IV, Item B.
4. Maintain open lines of communications on intelligence with state and federal agencies.
5. Review Personal Protective Equipment (PPE) requirements and site entry protocols
6. Initiate a meeting of organizations based on an assessment of conditions
7. Assign representative to development team of SOGs
8. Establish site security based on hot zones, warm zones, and safe areas
9. Assist in site evacuation of personnel
10. Provide shelter security for activation of shelters resulting from incident
11. Provide guidance or training for maintaining chain-of-evidence process
12. Provide a minimum of Awareness level training to all personnel
13. Provide stand-by capabilities for security at hospitals and medical facilities
14. Provide basic Incident Command System training to all personnel
15. Provide additional Incident Command System training to all leadership personnel
16. Establish ICS if first on scene
17. Develop Bomb Tech/HazMat Tech interface SOGs
18. Others to be determined

*E. Fire Service - Local*

1. Assign representative to SOG Development team
2. Provide fire suppression at site and surrounding locations as required
3. Determine hot zone, warm zone and safe zone
4. Assist in evacuation of personnel from site
5. Determine area to be evacuated for public safety
6. Work with law enforcement for preservation of site evidence
7. Develop new site entry protocols as part of SOG team development
8. Identify, to maximum extent possible, injured personnel and facilities damage
9. Assist medical examiner with remains recovery
10. Provide Operations level HazMat training/refresher training to all personnel if possible
11. Provide basic Incident Command System training to all personnel
12. Provide additional Incident Command System training to all leadership personnel
13. Establish ICS if first on scene
14. Provide Technician Level HazMat Training/refresher training as interest dictates
15. Train personnel in signs and symptoms of chemical and biological agents
16. Provide IC and EOC with needs assessment for incident resolve
17. Observe site entry protocols
18. Provide mass decontamination of on-site personnel
19. Provide mass decontamination at local hospitals as needed by a pre-determined system
20. Develop Mutual Aid plans which allow for the immediate utilization of on duty resources
21. Other to be determined

*F. Search and Rescue Provider*

1. Assist with Mass Decontamination
2. Determine hot zone, warm zone and safe zone
3. Provide rescue and search resources for operation
4. Provide Emergency Medical Technician (EMT) level for medical assistance
5. Assist in evacuation of personnel from site
6. Interface with EMS providers on medical assistance
7. Assist medical examiner with remains recovery
8. Provide Operations level training to all employees
9. Provide basic Incident Command System training to all personnel
10. Provide additional Incident Command System training to all leadership personnel
11. Establish ICS if first on scene
12. Provide Technician Level HazMat Training/refresher training as interest dictates
13. Provide or arrange to assist with medical coverage at shelter site
14. Provide medical monitoring of response personnel
15. Train personnel in signs and symptoms of chemical and biological agents
16. Provide IC and EOC with needs assessment for incident resolution
17. Observe site entry protocols
18. Develop Mutual Aid Agreement which allow for the immediate utilization of on-duty resources
19. Others to be determined

*G. Emergency Medical Services Provider*

1. Assume lead role for on-site medical assistance
2. Develop interface with medical doctors for on-site triage of patients
3. Develop procedures for notification of medical services providers
4. Assign representative to SOG development team
5. Identify to maximum extent possible injured personnel and fatalities
6. Assist medical examiner with remains recovery
7. Provide Awareness level training to all employees
8. Provide basic Incident Command System training to all personnel
9. Provide additional Incident Command System training to all leadership personnel
10. Establish ICS if first on scene
11. Provide or arrange for medical coverage at shelter site
12. Provide for medical monitoring of response personnel
13. Train personnel in signs and symptoms of chemical and biological agents
14. Provide IC and EOC with needs assessment for incident resolution
15. Observe site entry protocols
16. Assist in mass decontamination of on-site personnel
17. Others to be determined

*H. Review General Guideline for Rules, Responsibilities, and Checklist*

All other agencies listed in Section IV, Item B, will review general guidelines for Roles, Responsibilities and Checklist and will develop more detailed protocols as part of the consequence management of response efforts.

**VII. CHAIN OF COMMAND**

**A. New Site Entry Protocol**

This process is part of new site entry protocols and is critical for ensuring preservation of any evidence. Although this phase of the operation is very critical to incident resolve from start to finish, it should *never* take precedence over *life safety* operations. The law enforcement services at local, state, and federal levels will provide guidance on this part of the incident operation. All agencies, both primary and support, must be aware of the importance of this issue.

#### B. Considerations

1. Do not throw away any debris or trash from the scene
2. Debris removal will be controlled by law enforcement agency at local, state, or federal level
3. Rescue personnel and medical personnel at the site and at the hospital will be familiar with this operation and will do all within their power to ensure preservation of evidence short of life safety or life and death situations. *Life safety always comes first.*
4. Private contractors for debris removal *must* follow directions of law enforcement agencies
5. Debris disposal will also be directed by law enforcement agencies
6. Other to be determined

### VIII. MASS DECONTAMINATION

A. This segment of response to terrorist incidents or WMD events is a very critical part of responsibilities. The ability to conduct mass decontamination of large numbers of people in a very short period is imperative to limit exposure from chemicals and the elements, to limit the spread of contamination, and to decrease the burden to hospitals. The role of decontamination falls under the direction and roles of the Fire Department. The primary department(s) assigned this program element are:

1. County fire department(s) having jurisdiction
2. Mutual Aid Fire Departments for:
  - a. Dependable source of clean water
  - b. Adequate resources to conduct operation
  - c. Adequate workforce to perform mission
  - d. Ability to conduct operation at multiple locations
3. State resources located within local jurisdiction

B. Local resources will be the primary source for this program element. The State will also provide assistance, and mutual aid request can provide resources and personnel. In addition, elements of the military and other rapid response agencies can assist in this phase of operation. Prior agreement with local and state units listed above will be part of local and state plans that address mass/large-scale decontamination.

### IX. PUBLIC INFORMATION

This area of response for incidents of terrorism or suspected acts of terrorism or WMD events is critical to ensure public confidence, rumor control, provide accurate, timely information to concerned responders and to citizens - This activity *must* be a joint effort by all levels of government and *MUST* be centrally located in the EOC setting. This establishment by local government of a Joint Information Center (JIC) with all levels of responding organizations of government present will be the basis for disseminating information to the media and the public.

## **X. DEMOBILIZATION / DEACTIVATION**

This part of response to and recovery from terrorist or WMD events will be determined by the EOC based on feedback and information from law enforcement agencies and will be based on threat level as defined by the lead agency (law enforcement). In addition, the Emergency Management Office will establish a time for critique by responding agencies and by recovery, crisis management, and consequence management efforts associated with the incident.

## **XI. DOCUMENTATION**

Each agency will be responsible for documentation of actions by several methods - The use of written statements, chronological sequence writing, videotaping and still photography will be beneficial in many issues. Evidence preservation and chain of custody issues are just a few which will benefit. In addition, during the process of applying for reimbursement for damages, lost or destroyed equipment, these records will be needed. As soon as possible in the incident, a scribe or documentation officer should be assigned to the Command Post to document overall actions on the scene. This information can be passed on to the next Incident Commander. This documented information shall be passed on to the lead agency conducting the investigation.

## **XII. CRITICAL INCIDENT STRESS MANAGEMENT**

The Incident Commander shall take into account the need for on-scene defusing/debriefing of personnel. Each agency shall establish internal SOGs for debriefing within their respected agency. Critical incident stress debriefing(s) should be set up and held as needed. Recommended practice is to do so within 48 to 72 hours of incident termination.

## ROLES AND RESPONSIBILITIES

### I. INTRODUCTION

#### A. General

1. Emergency operations will be an extension of normal agency and facility duties.
2. Coordination between all agencies is necessary to ensure emergency operational readiness.

#### B. Emergency Management

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Emergency Services Director shall have the following roles:

1. Be responsible for overall coordination of the Emergency Operations Center and the activities that occur within the EOC.
2. Be responsible for overall plan development and the training of personnel in the plan to ensure each is familiar with the plan and their roles and responsibilities.
3. Be responsible for overall coordination with state and federal agencies likely to respond to incidents of terrorism and shall provide lead coordination with all local agencies as appropriate.
4. Provide communications and coordination with local, state and national elected officials and hold briefings of such officials as necessary.

#### C. Health

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Health Director shall have the following roles:

1. The primary concern of public health is disease control and biological detection and control. The County Department of Health will implement effective environmental health, nursing and health education practices to minimize the incidence of disease as well as biological detection and control. This service is unique to the County and includes services to the municipalities.
2. Frequent inspections of damaged housing and emergency shelters will be necessary to determine the need for emergency repairs, pest control, sanitation, or other protective procedures, such as biological decontamination.
3. Private water supplies may need to be inspected by the Health Department due to their proximity to flood areas or a hazardous materials incident. The Health Department will respond to requests by residents as needed in addition to identification of areas that may need mandatory inspection.

5. As incidents dictate the Director of the Harnett County Health Department will make recommendations for immunizations or other preventive measures.
6. The Health Director is responsible for the development of emergency plans dealing with bio-terrorism, biological contaminants, or incidents where biological agents are used or are likely to be used and ensuring that such personnel are trained in their roles and responsibilities accordingly.
7. Coordination with the North Carolina Medical Examiner's Office will be essential in the event of mass fatalities and the need for identification and determination of cause of death. This coordination will be a co-responsibility of the Health Director and the County Medical Examiner.

#### D. Law Enforcement - Sheriff

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Sheriff shall have the following roles:

1. The Sheriff is responsible for investigation to determine the extent of the incident and those responsible.
2. Collection of evidence, crime scene security and if necessary or warranted, evacuation of the affected area.
3. Coordination with state and federal law enforcement agencies.
4. Gathering and appropriate dissemination of intelligence information.
5. The Sheriff is responsible for the development of specialized response plans to terrorism incidents involving law enforcement personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly.
- 8.

#### E. Fire Service / Fire Marshal

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Fire Marshal shall have the following roles:

1. The Harnett County Fire Marshal will coordinate emergency fire service response in cooperation with the command authority of individual responding departments.
2. The Incident Command System (ICS) will be used.
3. Expansion of fire service capability will be done utilizing resources from the entire county as well as the municipalities and mutual aid departments.
4. The Fire Marshal is responsible for the development of specialized response plans to terrorism incidents involving fire service personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly.

#### F. Emergency Medical Service / Rescue

In addition to those responsibilities outlined in the County Emergency Operations Plan, Emergency Medical Services Director shall have the following roles:

1. The Harnett County Emergency Medical Services Director will take charge of the response of emergency medical service resources and coordinate the response of the various rescue resources in cooperation with the command authority of the various rescue squads in the County.
2. The Incident Command System (ICS) will be used.
3. Expansion of the emergency medical service capability will be done utilizing resources from the entire County as well as the rescue squads and mutual aid departments.
4. Be responsible for the development of specialized response plans to terrorism incidents involving EMS and Rescue personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly. These plans may include field decontamination of patients, personnel and equipment.
5. The Emergency Medical Services Director is responsible for coordination with local hospitals regarding response to incidents relating to patient transportation.

#### G. Mortuary

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Medical Examiner shall have the following roles:

1. Take charge of the proper recovery of human remains and ensure that remains are appropriately decontaminated.
2. Coordination with the North Carolina Medical Examiner's Office will be essential in the event of mass fatalities and the need for identification and determination of cause of death. This coordination will be a co-responsibility of the Health Director and the County Medical Examiner.
3. Expansion of morgue capability will be done utilizing resources from the State and the County.

#### H. Communications

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Communications Supervisor shall have the following roles:

- 1) Be responsible for the development of specialized response plans to terrorism incidents involving communications personnel and for ensuring that such personnel are trained in their roles and responsibilities accordingly. These plans may include state and federal communications as well as backup communications for primary dispatch channels.
- 2) Coordination with municipal communications resources as well as private resources that may be used in crisis situations.
- 3) Maintain communications with state and federal agencies as required and relay information about terrorist activity or other incident related information to the appropriate local, state and/or federal agency.

#### I. County Manager

In addition to those responsibilities outlined in the County Emergency Operations Plan, the County Manager shall have the following roles:

1. Be responsible for the overall cooperation of all county agencies in any pre-terrorist event, during an event, and in recovery operations.
2. Coordination with municipal governments as well as private resources that may be used in crisis situations.
3. Serving as chief liaison with elected officials.
4. Ensuring timely and accurate information is presented to elected officials and the public.

#### J. Public Information

In addition to those responsibilities outlined in the County Emergency Operations Plan, the Public Information Officer shall have the following roles:

1. Be responsible for the development of information to be disseminated to the public regarding terrorism and the County Plan to deal with terrorist activity.
2. Coordination with municipal governments as well as hospitals and all involved agencies, including private and volunteer organizations, to ensure accurate information is given to the public and the media.
3. Ensure that no information is released until it has been authorized for release by the County Manager or the Emergency Services Director.

#### K. Other EOC Agency Representatives

In addition to those responsibilities outlined in the County Emergency Operations Plan, other EOC agencies shall have the following roles:

1. Be responsible for the development of specialized response plans to terrorism incidents involving their respective agency or organization, and for ensuring that such agency personnel are trained in their roles and responsibilities accordingly.
2. Coordination with respective local, state and federal agencies of a similar function and coordination with Emergency Management.
3. Be prepared to brief other officials on the activity of their respective agency in a pre-terrorist event, during such an event, and post event.



## II. DIRECTION AND CONTROL

- A. The Chairman of the County Commissioners, or the person appointed by the Chairman will assume overall direction and control.
- B. Emergency public health operations will be directed from the EOC by the Health Director or his duly authorized designee.
- C. The Medical Examiner will direct and control all activities connected with identification of the dead and mortuary services.
- D. The Sheriff or his duly authorized designee will direct and control all activities connected with investigation and security from the EOC.
- E. The Emergency Services Director will control activities connected with the Emergency Operations Center and serve as the lead coordination agency for all response organizations.

### **Recommendations for the Selection and Use of Protective Clothing and Respirators Against Biological Agents**

The approach to any potentially hazardous atmosphere, including biological hazards, must be made with a plan that includes an assessment of hazard and exposure potential, respiratory protection needs, entry conditions, exit routes, and decontamination strategies. Any plan involving a biological hazard should be based on relevant infectious disease or biological safety recommendations by the Centers for Disease Control and Prevention (CDC) and other expert bodies including emergency first responders, law enforcement, and public health officials. The need for decontamination and for treatment of all first responders with antibiotics or other medications should be decided in consultation with local public health authorities.

#### Use of SCBAs:

Emergency first responders typically use self-contained breathing apparatus (SCBA) respirators with a full face piece operated in the most protective, positive pressure (pressure demand) mode during emergency responses. This type of SCBA provides the highest level of protection against airborne hazards when properly fitted to the user's face and properly used. National Institute for Occupational Safety and Health (NIOSH) respirator policies state that, under those conditions, SCBA reduces the user's exposure to the hazard by a factor of at least 10,000. This reduction is true whether the hazard is from airborne particles, a chemical vapor, or a gas. SCBA respirators are used when hazards and airborne concentrations are either unknown or expected to be high. Respirators providing lower levels of protection are generally allowed once conditions are understood and exposures are determined to be at lower levels.

When using respiratory protection, the type of respirator is selected on the basis of the hazard and its airborne concentration. For a biological agent, the air concentration of infectious particles will depend upon the method used to release the agent. Current data suggest that the self-contained breathing apparatus (SCBA) which first responders currently use for entry into potentially hazardous atmospheres will provide responders with respiratory protection against biological exposures associated with a suspected act of biological terrorism.

Protective clothing, including gloves and booties, also may be required for the response to a suspected act of biological terrorism. Protective clothing may be needed to prevent skin exposures and/or contamination of other clothing. The type of protective clothing needed will depend upon the type of agent, concentration, and route of exposure.

The recommendations for personal protective equipment, including respiratory protection and protective clothing, are based upon the anticipated level of exposure risk associated with different response situations, as follows:

1. Responders should use a NIOSH-approved, pressure-demand SCBA in conjunction with a Level A protective suit in responding to a suspected biological incident where any of the following information is unknown or the event is uncontrolled:

- a) the type(s) of airborne agent(s);
- b) the dissemination method;
- c) if dissemination via an aerosol-generating device is still occurring or it has stopped but there is no information on the duration of dissemination, or what the exposure concentration might be.

2. Responders may use a Level B protective suit with an exposed or enclosed NIOSH-approved pressure-demand SCBA if the situation can be defined in which:

- a) the suspected biological aerosol is no longer being generated;
- b) other conditions may present a splash hazard.

3. Responders may use a full face piece respirator with a P100 filter or powered air-purifying respirator (PAPR) with high efficiency particulate air (HEPA) filters when it can be determined that:

- a) an aerosol-generating device was not used to create high airborne concentration,
- b) dissemination was by a letter or package that can be easily bagged.

These type of respirators reduce the user's exposure by a factor of 50 if the user has been properly fit tested.

Care should be taken when bagging letters and packages to minimize creating a puff of air that could spread pathogens. It is best to avoid large bags and to work very slowly and carefully when placing objects in bags. Disposable hooded coveralls, gloves, and foot coverings also should be used. NIOSH recommends against wearing standard firefighter turnout gear into potentially contaminated areas when responding to reports involving biological agents.

Decontamination of protective equipment and clothing is an important precaution to make sure that any particles that might have settled on the outside of protective equipment are removed before taking off gear. Decontamination sequences currently used for hazardous material emergencies should be used as appropriate for the level of protection employed. Equipment can be decontaminated using soap and water, and 0.5% hypochlorite solution (one part household bleach to 10 parts water) can be used as appropriate or if gear had any visible contamination. Note that bleach may damage some types of firefighter turnout gear (one reason why it should not be used for biological agent response actions). After taking off gear, response workers should shower using copious quantities of soap and water.

## Summary of Centers for Disease Control (CDC) and United States Postal Service (USPS) Recommendations for Identifying and Handling Suspicious Packages and Letters

### I. PURPOSE

The purpose of this guidance is to offer recommendations to persons who handle mail, envelopes and packages from outside sources.

#### A. Be on alert for suspicious letters and packages:

All personnel who handle mail and packages need to be alert for suspicious items. The United States Postal Service (USPS) provides information to help personnel identify suspicious packages. The USPS has issued the following information:

What should make me suspect a piece of mail?

- a. It's unexpected or from someone you don't know.
- b. It's addressed to someone no longer at your address.
- c. It's handwritten and has no return address or bears one that you can't confirm is legitimate.
- d. It's lopsided or lumpy in appearance.
- e. It's sealed with excessive amounts of tape.
- f. It's marked with restrictive endorsements such as "Personal" or "Confidential."
- g. It has excessive postage.

What should I do with a suspicious piece of mail?

- a. Don't handle a letter or package that you suspect is contaminated.
- b. Don't shake it, bump it, or sniff it.
- c. Wash your hands thoroughly with soap and water.
- d. Notify local law enforcement authorities.

#### B. Individual response to suspicious package or piece of mail:

If a suspicious package or piece of mail is found, workers should take action to limit the potential for exposure. The Centers for Disease Control (CDC) issued a Health Alert Advisory on 27 October 2001 titled "Updated Recommendations for Handling Suspicious Packages or Envelopes." The CDC recommends the following actions:

- 1) Do not shake or empty the contents of a suspicious package or envelope.
- 2) Do not carry the package or envelope, show it to others, or allow others to examine it.
- 3) Put the package or envelope on a stable surface; do not sniff, touch, taste, or look closely at it or any contents that may have spilled.
- 4) Alert others in the area about the suspicious package or envelope. Leave the area, close any doors, and take actions to prevent others from entering the area. If possible, shut off the ventilation system.
- 5) Wash hands with soap and water to prevent spreading potentially infectious material to face or skin. Seek additional instructions for exposed or potentially exposed persons.
- 6) If at work, notify a supervisor, a security officer, or a law enforcement official. If at home, contact the local law enforcement agency.

- 7) If possible, create a list of persons who were in the room or area when this suspicious letter or package was recognized and a list of persons who also may have handled this package or letter. Give the list to both the local public health authorities and law enforcement officials.
- C. Protection of First Responders: (also see Recommendations for the Selection and Use of Protective Clothing and Respirators Against Biological Agents)
- 1) Responders should use a NIOSH-approved, pressure-demand SCBA in conjunction with a Level A protective suit in responding to a suspected biological incident where any of the following information is unknown or the event is uncontrolled.
  - 2) Responders may use a Level B protective suit with an exposed or enclosed NIOSH-approved pressure-demand SCBA *only* if the situation can be defined.
  - 3) Responders may use a full face piece respirator with a P100 filter or powered air-purifying respirator (PAPR) with high efficiency particulate air (HEPA) filters *only* when the situation can be defined.
  - 4) Care should be taken when bagging letters and packages to minimize creating a puff of air that could spread pathogens. It is best to avoid large bags and to work very slowly and carefully when placing objects in bags. Disposable hooded coveralls, gloves, and foot coverings also should be used. NIOSH recommends against wearing standard firefighter turnout gear into potentially contaminated areas when responding to reports involving biological agents.

## II. THREAT BY MAIL

- A. Do not handle the mail piece or package suspected of contamination.
- B. Notify your supervisor, who will immediately contact the appropriate, law enforcement, safety personnel or designated person.
- C. Make sure that damaged or suspicious packages are isolated and the immediate area cordoned off.
- D. Ensure that all persons who have touched the mail piece wash their hands with soap and water. Investigators will collect the mail, assess the threat situation and coordinate with the FBI. Designated officials will notify local, county, and state health departments. Designated officials will notify State Emergency Management.
- E. List all persons who have touched the letter and/or envelope. Include contact information. Provide the list to the FBI or other inspectors.
- F. Place all items worn when in contact with the suspected mail piece in plastic bags and keep them wherever you change your clothes and have them available for law enforcement agents.
- G. As soon as practical, shower with soap and water.
- H. If prescribed medication by medical personnel, take it until otherwise instructed or it runs out.
- I. Contact the Center for Disease Control, Emergency Response at 770-488-7100 for answers to questions.

**NOTE:** As stated above, contact the Center for Disease Control or 911 if you suspect a threat of ANTHRAX; or the USPS Postal Inspection Service (713-238-4400) and/or 911 if you have a threat of a MAIL BOMB.

## 26. Training and Exercise

### I. PURPOSE

To identify training and exercise programs available to county personnel in support of the county's planning efforts and response / recovery operations.

Emergency Management personnel will utilize the requirements set by the NCEMA for certification and continuing education requirements. All training and exercise planning and execution will be conducted utilizing the Homeland Security Exercise and Evaluation Program. This includes the requirement for an annual training and exercise workshop.

### II. SCOPE

The Training and Exercise annex covers the below listed programs and identifies the target and audiences along with other information for each. This list is not all inclusive, refer to State training catalogue for further requirements.

### III. PROGRAMS

#### A. Shelter Management Course

1. Scope: A four to six-hour course which includes registration and identification of shelterees, organization of the shelter, types of shelter groups, organization of property brought into the shelter and shelter resources; shelter rules, social control and goals in radiological protection. It also includes the importance of water, safety, food, fresh air, sleeping, recreational activities and support.
2. Availability: Conducted by the American Red Cross in cooperation with Emergency Management.
3. Refresher Training: At least once every year by the County Shelter Officer or upon request to the office of Emergency Management.

#### B. Fundamentals Course for Radiological Monitors (FCRM) Intended for those who have been tasked with radiological monitoring and / or decontamination responsibilities.

1. Scope: A 12-hour course to provide emergency service personnel with the ability to respond properly to transportation accidents, nuclear power plant accidents or nuclear war, perform personnel and vehicular monitoring and known methods of personnel and vehicle decontamination.
2. Availability: Conducted by FCRM Instructors trained by the Division of Emergency Management or directly by the Division of Emergency Management.
3. Refresher Training: At least once every two years, or as deemed necessary by the Local Coordinator.

*\*NOTE\* Videos are acceptable for refresher training if approved by the State REP Planner.*

#### C. Refresher Course for Radiological Monitors:

Intended for those previous trained radiological monitors.

1. Scope: A four hour course of classroom instruction and practical exercises or self paced instruction using videotape and student guide use to review radiation fundamentals, biological effects and instrumentation / monitoring.
2. Availability: Conducted by FCRM instructors trained by the Division of Emergency Management, or by contacting the Emergency Management Area Training officer for a copy of the refresher videotape and student guide.
3. Refresher Training: At least once every two years or as deemed necessary by local Coordinator.

D. *Radiological Emergency Management IS-3:*

Intended for those who have been tasked with a responsibility in the Harris Nuclear Station Emergency Response Plan.

1. Scope: A self paced independent study course to provide an overview of possible radiological hazards and emergencies, possible risks and effects, and basic overview of nuclear power plant accidents.
2. Availability: Contact local Emergency Management Office or Area Training Officer for independent study manuals.

E. *Radiological Emergency Response: An Independent Study (IS 301)*

Intended for those who have been tasked with a radiological emergency response function in support of the Harris Nuclear Station Emergency Response Plan.

1. Scope: A self paced independent study course to provide the emergency responder with information on basic nuclear physics, EPA protective action guides and protective actions, monitoring, introduction to nuclear reactors and contamination control.
2. Availability: Independent study manuals are provided by contacting the local Emergency Services Director or the CBO training Officer.

F. *Fundamentals Course for Radiological Response Teams:*

Intended for members of a local radiological response team in support of the Harris Nuclear Station Emergency Response Plan.

1. Scope: A 32-34 hour course of classroom instruction and practical exercises to provide responders with information to enable them to make proper decisions based on knowledge of radiation and its biological effects, hazard assessment, monitoring and decontamination, exposure control and implementation of protective actions.
2. Availability: Conducted by FCRRT instructors trained by the Division of Emergency Management or directly by the Division of Emergency Management.
3. Refresher Training: At least every two years or as deemed necessary by local Coordinator.

G. *Refresher Course for Radiological Response Teams:*

Intended to provide refresher training for those responders trained in radiological response team.

1. Scope: An eight hour course of classroom instruction and practical exercises or self paced instruction with computer based instruction. To provide RRT with a review of protective actions and hazard assessment.
2. Availability: Conducted by FCRRT Instructor trained by the Division of Emergency Management or contacting the local Coordinator and / or CBO Training Officer for a copy of IS 336 computer based instructor disc.
3. Refresher Training  
At least once every two years or as deemed necessary by the local Coordinator.

H. *Hospital Emergency Department Management of Radiation Accidents:*

Intended for those hospital staff that have been assigned responsibilities in the Emergency Department Plan for radiation accidents.

1. Scope: An eight hour course to provide participants with basic understanding of radiation and its biological effects, contamination control and decontamination and management of medical emergencies due to radiation accidents.
2. Availability: Conducted by instructor designated by the Division of Emergency Management.

I. *Shelter Monitoring:*

1. Scope: A three hour course presents an overview of the appropriate emergency response plans and standard operating procedures for persons assigned duties at personnel monitoring and decontamination stations, personal dose measurement, record keeping and personal monitoring and decontamination duties should take the 12 hour FCRM Course and this three hour course to be fully trained.
2. Availability: Conducted by the Division of Emergency Management certified instructors upon request.
3. Refresher Training: At least once every two years or as deemed necessary

J. *Basic Skills in Leadership and Influence:*

1. Scope: This 3-day course shows participants how to assess differences in personal values and interpersonal influence styles, and to apply situational leadership behaviors in emergency management. LEVEL II.
2. Availability: This course is offered to all personnel who perform an emergency management function.

K. *Basic Skills in Decision Making and Problem Solving:*

1. Scope: This 1-2 day course is a set-up to give the student practice in making individual and group decisions based on a model of the problem-solving process. LEVEL II.
2. Availability: This course is offered to all personnel who perform an emergency management function.

L. *Basic Skills in Effective Communications:*

1. Scope: This 3-day course is designed to develop skills of emergency managers in public and interpersonal communications. The course includes a variety of topics, and provides for practice in oral presentation.

2. Availability: M.1 Incident Command Course(s): All personnel who will have a part in this plan and emergency response in general will ensure they have the proper level of ICS Training. These courses are as follows: ICS 700/800/100/200/300/400/ and any specialized ICS training course required. Personnel shall follow FEMA's ICS training matrix to ensure they maintain the proper level of ICS training.

***Additional courses may be found on the North Carolina Emergency Management website under Training.***



## 27. Unmet Needs

### I. PURPOSE

This section describes the process for addressing unmet needs following an emergency / disaster.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. "**Unmet needs**" refers to those needs of individuals that are not met, or can not be met, through a variety of service organizations i.e., Red Cross, Salvation Army, or Federal, State and local government programs.
2. Typical unmet needs can include the following:
  - a. Financial Assistance
  - b. Housing
  - c. Food
  - d. Transportation
  - e. Home Furnishings
  - f. Medical
  - g. Debris Removal
  - h. Counseling
3. An **Unmet Needs Committee** is in place consisting of the following representatives:
  - a. Emergency Services
  - b. County Commissioners
  - c. Mayors & Commissioners
  - d. Social Services
4. This Committee is chaired by the Social Services Director and is responsible for the identification of those persons who, for whatever reason, did not receive assistance or sufficient assistance to get them back to pre-disaster levels.
5. There are many sources of assistance available to be utilized through church groups, civic groups, individual contributions and others.

#### B. Assumptions

1. There will be people with unmet needs following an emergency / disaster.
2. The Committee will work with all available sources to identify those people with needs and all victims will be identified.
3. Assistance will be available to help with unmet needs.
4. All victims will be returned to pre-disaster levels.

### III. CONCEPT OF OPERATIONS

- A. The Committee will meet following an emergency / disaster and start assessing the needs, monitoring assistance and creating files on the victims and their needs.
- B. The Committee will coordinate with other relief agencies to eliminate duplication of aid.
- C. Pre-disaster situations of victims will be determined on a case-by-case basis.
- D. Assistance other than the normal Federal, State and local programs will be identified and utilized in meeting needs.
- E. The Committee will maintain a presence in the Disaster Application Center.

## 28. Vital Facilities

### I. PURPOSE

This section provides for the identification and management of critical / vital facilities. The location of these facilities are maintained by the Emergency Management Office.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

1. Many of these identified facilities would be vital to emergency response during a major emergency or disaster event. Other facilities would be critical for immediate and long-term recovery operations.
2. Several categories of vital facilities and resources have been identified in Harnett County including:

Vital Facilities:

- a. Shelter facilities
- b. Health / Medical facilities
- c. Government facilities
- d. Communications facilities
- e. Public buildings
- f. Emergency service facilities

Vital Utilities:

- a. Communications network components
- b. Electric distribution system components
- c. Transportation networks
- d. Water distribution / waste water facilities

Vital Resource and services sites:

- g. Private shelter / reception centers
  - h. Landfill and debris collection sites
  - i. Public / Private supply centers
3. Helicopter landing sites
  4. County Airport
  5. Special Needs Facilities:
    - a. Correctional facilities
    - b. Congregate Care facilities
    - c. Day Care facilities
  6. Harnett County Emergency Management maintains a list of public and private sector resources that could be utilized during an emergency / disaster response.
  7. Harnett County vital facility information is updated on a regular basis.

#### B. Assumptions

1. Identification of vital facilities will make it possible to predict the consequences of disaster, and to expedite the response of necessary resources from outside the area of impact.
2. Knowledge of the location and function of vital facilities will reduce the dependence on unwritten and assumed information.
3. Knowledge of vital facilities will expedite damage assessment and loss estimation.
4. The identification of vital facilities allows for the prioritization of post-disaster areas and restoration.

### **III. CONCEPT OF OPERATIONS**

- a. Information pertaining to vital facilities and resources will be maintained in the Harnett County computer systems, and accessible to the Harnett County and Municipal Emergency Operations Centers.
- b. Continuous update of the vital facilities inventory will be maintained through the Office of Emergency Management.
- c. Vital facilities may serve as the basis for establishing mutual aid and statements of understanding with other governmental or non-governmental agencies.
- d. Knowledge of vital facilities allows for the implementation of planned mitigation approaches / projects in an attempt to reduce vulnerabilities.



## **Harnett County, NC**

### **Emergency Operations Plan (EOP)**

# **Hazard Checklists**

**Larry Smith**  
Director,  
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*Last Revised: December 2019*

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# CHECKLIST: 1. AIRCRAFT ACCIDENT

## Emergency Management / Incident Commander

### Planning

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- Coordinate with local airport officials regarding types and number of aircraft using the airport(s).
- Provide an avenue for airport officials to report ground accidents, take off and landing accidents, traffic pattern collisions, possible hijackings, or other aircraft related emergencies.
- Coordinate with Federal Aviation Administration officials for timely information regarding response to any aircraft accident scene involving civilian aircraft.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Conduct hazard analysis of vital facilities and the impact of an aircraft accident near one or more of those facilities.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with schools, daycare centers, hospitals, etc. in the area in proper precautions and emergency actions prior to an aircraft accident.
- Determine the availability of mobile and or portable mortuary services.
- Coordinate with the airline (if applicable) for response and information.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.
- Establish or facilitate joint incident command with agencies likely to respond, such as fire departments, regional hazmat teams, rescue, mortuary, etc.
- Ensure fire department personnel and other responders meet or exceed OSHA 1910.120.
- Ensure responders are trained in aircraft accidents and victim extrication.

### Response

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- Identify immediate response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured
  - General boundary of the affected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any triage area
  - Location of any congregate care area established or ad hoc
- Evaluate overall situation based on incident information.
- Establish communications with the State.

- Establish communications with the Federal Aviation Administration and/or NTSB as appropriate. If military, establish communications with the appropriate military branch.
- Establish communications with and request a liaison from the airline, airport or military if appropriate to do so.
- Establish ongoing reporting from the response forces services, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate affected areas with assistance from response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical, in coordination with airline, airport or military officials.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer, as appropriate.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours, if required.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours, if required.

Notation: It is advisable to note the pilot is always in command of the aircraft and it is his / her responsibility, even after an accident, until the pilot is duly and properly relieved of that responsibility by the owner or company agent.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from airline or airport regarding safety, debris removal, etc.
- Assess citizen / community needs for individual assistance and or public assistance if applicable.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.

- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.

**Notation:** Most costs associated with an aircraft accident are borne by the airline, the aircraft owner or pilot in command and are billable as such. Such items as volunteer response, if not a contracted service (i.e., volunteer fire department personnel) may not be reimbursable.

- Develop or generate reports for the following, as appropriate:
  - FAA / NTSB
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.



# CHECKLIST: 2. CIVIL DISORDER

## Emergency Management / Incident Commander

### Planning

√

- Ensure public officials are well informed regarding the potential for civil unrest.
- Confer with local, state and federal law enforcement to monitor the potential for civil unrest or disturbance.
- Estimate need for auxiliary forces.
- Ensure the appropriate information network is in place to inform officials of potential civil unrest prior to an occurrence.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation, if such activation becomes necessary.
- Negotiate mutual aid agreements. Obtain agreements with those jurisdictions, including reimbursement costs, if any.
- Prepare to assist law enforcement with support resources.
- Maintain resource listings.
- Conduct hazard analysis of vital facilities and the impact of a civil unrest or riot incident on one or more of those facilities.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations. Confer and coordinate with other jurisdictions to shelter (as appropriate) county citizens.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured
  - General boundary of the affected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If there are any fires in the area

- If any looting has or is occurring
- Location of any triage area
- Location of any congregate care area established.
- Evaluate overall county situation.
- Establish communications with the State.
- Establish communications with and request a liaison from electric and gas utilities as appropriate.
- Establish ongoing reporting from the response forces services, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate affected areas using available response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Gather information from law enforcement regarding any potential for additional or prolonged incidents.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- Local civil unrest issues are unlikely to lead to a Presidential declaration of disaster, however, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress

# CHECKLIST: 3. DAM FAILURE

## Emergency Management / Incident Commander

### Planning

√

- Ensure dams are inspected regularly by the appropriate agency (i.e., Army Corps of Engineers)
- Contact the dam owner / operator and obtain a copy of their emergency plan and establish a communication plan with the owner / operator.
- Ensure the public living in the area is kept well informed regarding the hazard.
- Coordinate with the dam owner or the Army Corps of Engineers for timely information affecting local jurisdictions.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a potential dam failure, if it is likely to affect such a facility.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages downstream.
- Coordinate the establishment of local laws to prohibit or minimize construction in known flood plains or near spillways.
- Conduct hazard analysis of vital facilities and the impact of a major dam failure on one or more of those facilities.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Procure or produce information pamphlets for distribution to the public if appropriate.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured
  - General boundary of the affected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any congregate care area established or ad hoc
- Evaluate overall county situation.
- Establish communications with the State.

- Establish communications with the dam owner / operator.
- Establish communications with US Army Corps of Engineers.
- Establish communications with and request a liaison from electric and gas utilities.
- Establish ongoing reporting from the response forces services, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate effected areas with assistance from response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from the dam owner and or Army Corps of Engineers regarding safety, etc.
- Assess citizen / community needs for individual assistance and/or public assistance if applicable.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.

- Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
- FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
  - Establish donated goods management based on policy and procedure.
  - If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
  - Ensure public officials are made aware of the assistance application process, if applicable.
  - Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
  - Perform an incident critique as soon as possible with all possible response organizations.
  - Review agency and self performance.
  - Review the weaknesses of the plan.
  - Correct weaknesses.
  - Implement hazard mitigation or modify hazard mitigation plan accordingly.
  - Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 4. EARTHQUAKE

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding earthquake potential.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to an earthquake.
- Coordinate with the US Geological Survey for timely information affecting local jurisdictions.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages.
- Conduct hazard analysis of vital facilities and the impact of a major earthquake on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public, as applicable.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.
- Coordinate with electric utilities to share information concerning power outages.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured
  - General boundary of the affected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any triage area
  - Location of any congregate care area established or ad hoc
- Evaluate overall county situation.
- Establish communications with the State.
- Establish communications with US Geological Survey.
- Establish communications with and request a liaison from electric and gas utilities.

- Establish ongoing reporting from the response forces services, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate affected areas with assistance from response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.



- Supplies used.
- Contracts issued.
- Purchase orders issued.
- Any other expenditures.
- Damages to public buildings, equipment, utilities, etc.
- Loss of life of any public servant.
- Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 5. EXPLOSIVE HAZARD

## Emergency Management / Incident Commander

### Planning

√

- Coordinate with any local companies that may have explosive materials.
- Provide an avenue for these companies to report explosive accidents, or potential accidents.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in the area in proper precautions and emergency actions regarding an explosive hazard.
- Conduct hazard analysis of vital facilities and the impact of an explosion incident in or near one or more of those facilities.
- Determine the availability of mobile and/or portable mortuary services.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with law enforcement for response and information.
- Establish or facilitate joint incident command with agencies likely to respond, such as fire departments, regional hazmat teams, rescue, mortuary, etc.
- Ensure fire department personnel and other responders meet or exceed OSHA 1910.120.
- Ensure responders are trained in explosive devices, explosive handling and victim extrication from collapsed facilities.
- Ensure other resources such as explosive ordinance disposal units are available and the necessary agreements are in place to obtain those resources.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and/or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate effected areas with assistance from response or predetermined evacuation forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces

- If voluntary evacuations of the population have begun
- Location of any established triage area
- Location of any congregate care area established or ad hoc
  
- Evaluate overall county situation.
- Establish communications with the facility reporting the explosion, if applicable.
- Request a technical liaison from law enforcement, familiar with the explosive hazard, report to the EOC if practical to do so. Bombs, bomb threats, explosive devices intentionally set are criminal matters. Be aware that these may also present a terrorist threat.
- Establish communications with the State.
- Request explosive disposal unit, hazardous materials team or other specialized response forces if appropriate.
- Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
- Establish communications with area schools, and/or businesses that might be affected.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Establish, as appropriate, a Joint Information Center (JIC) with the facility.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from technical sources regarding explosive effects or demolition effects duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and/or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations, as appropriate.
- Establish donated goods management based on policy and procedure.
- It will be unlikely if a small, localized explosion will cause a Presidential declaration of disaster, but if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 6. FLOOD

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding flood watches and warnings
- Coordinate with the National Weather Service for timely watches and warnings affecting local jurisdictions.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a flooding event.
- Ensure the community is a participant in the National Flood Insurance Program (NFIP).
- Coordinate the establishment of local laws to prohibit or minimize construction in the flood plain.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages.
- Conduct hazard analysis of vital facilities and the impact of a flood on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public, as applicable.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.
- Coordinate with department of transportation officials for information regarding roads and bridges likely to be closed due to flood.
- Coordinate with electric utilities to share information concerning power outages.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any congregate care area established or ad hoc
- Evaluate overall county situation.

- Establish communications with the State.
- Establish communications with the National Weather Service.
- Establish communications with and request a liaison from state transportation and electric and gas utilities if necessary.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate effected areas with assistance from response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:

- Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
- FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
  - Establish donated goods management based on policy and procedure.
  - If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
  - Ensure public officials are made aware of the assistance application process, if applicable.
  - Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
  - Perform an incident critique as soon as possible with all possible response organizations.
  - Review agency and self performance.
  - Review the weaknesses of the plan.
  - Correct weaknesses.
  - Implement hazard mitigation or modify hazard mitigation plan accordingly.
  - Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 7. FIXED FACILITY CHEMICAL SPILL

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed through Community Right to Know.
- Coordinate with local plants, businesses or other facilities that have hazardous materials and obtain information as allowed by Community Right to Know or SARA Title III (Code of Federal Regulations).
- Provide an avenue for such facilities to report chemical spills.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with Chemtrec (800-424-9300) for timely information regarding spills.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a chemical spill or accident.
- Coordinate and plan at least one exercise (table top or practical) bi-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize potential release of hazardous materials.
- Coordinate with State Title III Compliance department.
- Conduct hazard analysis of vital facilities and the impact of a major chemical spill on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public as appropriate.
- Coordinate with the facility for response and information.
- Establish or facilitate joint incident command concept with each facility.
- Establish or facilitate joint incident command with agencies likely to respond, such as fire departments, regional hazmat teams, etc.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.

### Response

√

- Identify immediate action or response requirements. Refer to online Extremely Hazardous Substance (EHS) listing if needed.
- Refer to the facility listing for Extremely Hazardous Substances in Washington County if needed.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate effected areas with assistance from response or predetermined evacuation forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area



- The general extent of damages
- The general extent of power or other utility disruption
- Immediate needs of response forces
- If voluntary evacuations of the population have begun
- Location of any congregate care area established or ad hoc
- Evaluate overall county situation.
- Establish communications with the facility reporting the spill or leak.
- Request a technical liaison from the facility report to the EOC (or command post).
- Establish communications with the State.
- Request hazardous materials team response if appropriate.
- Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
- Establish communications with area schools, and or businesses that might be affected.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Establish, as appropriate a Joint Information Center (JIC) with the facility.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery



- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from technical sources regarding health effects duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.

**Notation:** In most cases the person responsible for the chemical leak or spill is responsible for cleanup and all costs associated with response as well. Volunteer resources may not be reimbursable unless under contract.

- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 8. TRANSPORTATION CHEMICAL SPILL

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding transportation issues regarding hazardous materials.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with local plants, businesses or other facilities that receive hazardous materials and obtain information as allowed by Community Right to Know or SARA Title III (Code of Federal Regulations).
- Provide an avenue for transient transportation companies to report chemical spills. (i.e., 911)
- Coordinate with Chemtrec (800-424-9300) for timely information regarding spills.
- Coordinate with local transportation departments or state departments of transportation regarding potential for specifying truck routes for hazmat carriers, avoiding densely populated areas.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a transportation chemical spill or accident.
- Obtain transportation information from DMV or other state agencies regarding the number of trucks passing through in a 24 hour time period, thus calculating your risk potential.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Conduct hazard analysis of vital facilities and the impact of a major chemical spill on one or more of those facilities.
- Establish or facilitate joint incident command with agencies likely to respond, such as fire departments, regional hazmat teams, etc.
- Ensure fire department personnel and other responders meet or exceed OSHA 1910.120.
- Determine the location of the nearest hazmat response team and their capability.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.

### Response

√

- Identify immediate action or response requirements. Refer to online Extremely Hazardous Substance (EHS) listing if needed.
- Immediately carry out those action requirements necessary to preserve life and/or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate effected areas with assistance from response or predetermined evacuation forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the affected area

- The general extent of spill
  - The general extent of traffic route disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any congregate care area established or ad hoc care area
- 
- Coordinate with the shipping company for response and information.
  - Evaluate overall county situation.
  - Establish communications with the transporter reporting the spill or leak.
  - Request a technical liaison from the facility report to the EOC (or command post).
  - Establish communications with the State.
  - Request hazardous materials team response if appropriate.
  - Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
  - Establish communications with area schools, and/or businesses that might be affected.
  - Establish ongoing reporting from the response forces, private agencies and utilities.
  - Establish incident command.
  - Establish command post(s) as needed.
  - Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
  - Conduct first staff briefing as soon as practical after EOC activation.
  - Activate or establish rumor control through the public information officer (PIO).
  - Establish a schedule for briefings.
  - Brief city/county/agency/utility executives.
  - Provide PIO with updated information.
  - Establish, as appropriate a Joint Information Center (JIC) with the carrier or manufacturer if appropriate.
  - Provide response forces with updated information, as appropriate.
  - Cause public information to be released, via the public information officer (PIO) as soon as practical.
  - Issue action guidance as appropriate.
  - Establish 24/7 duty roster for the EOC and/or command post.
  - Develop and post any required maps or diagrams.
  - Activate an events log.
  - Review and follow resource procurement procedure.
  - Inventory additional resources that may be used or called upon for use.
  - Activate formal resource request procedure and resource tracking.
  - Coordinate all resource requests being forwarded to the State.
  - Activate financial tracking plan coordinated by the Finance Officer.
  - Activate damage assessment and follow damage assessment procedure.
  - Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
  - Conduct a "second shift" or relieving shift briefing.
  - Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from technical sources regarding health effects duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and/or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.

**Notation:** In most cases the person responsible for the chemical leak or spill is responsible for cleanup and all costs associated with response as well. Volunteer resources may not be reimbursable unless under contract.

- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress

# CHECKLIST: 9. HURRICANE

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding hurricane watches and warnings.
- Coordinate with the National Weather Service for timely watches and warnings affecting local jurisdictions.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a hurricane.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages.
- Coordinate the establishment of local laws to strengthen building codes in hurricane prone areas.
- Conduct hazard analysis of vital facilities and the impact of a hurricane on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public, as applicable.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.
- Coordinate with department of transportation officials for information regarding roads and bridges likely to be used for evacuation.
- Establish evacuation routes and an overall evacuation plan.
- Coordinate with inland jurisdictions to host evacuating population.
- Coordinate with electric utilities to share information concerning power outages.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate affected areas with assistance from response or predetermined evacuation forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces

- If voluntary evacuations of the population have begun
- Location of any congregate care area established or ad hoc
  
- Evaluate overall county situation.
- Establish communications with the State.
- Establish communications with the National Weather Service and National Hurricane Center.
- Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery



- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.

- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.



# CHECKLIST: 10. MAJOR FIRE

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding fire potential, especially during drought conditions.
- Coordinate with fire departments regarding response capability and the resources they will need to fight such fires.
- Coordinate with state and federal fire fighting agencies as appropriate. Acquire planning assistance from the Fire Marshal.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from major fires.
- Conduct hazard analysis of vital facilities and the impact of a major fire on one or more of those facilities. Encourage such facilities to incorporate fire plans and evacuation plans in their respective emergency plan. Ensure fire departments have conducted inspections and pre-plans.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and/or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate affected areas with assistance from response or predetermined evacuation forces.
- Establish communications with responding agencies.
- Establish communications with Fire Marshal and/or fire scene commander.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the affected area
  - The general extent of fire and exposures
  - The general extent of traffic route disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any congregate care area established

- Coordinate with the fire scene commander for information.
- Evaluate overall county situation.
- Establish communications with the State.
- Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
- Establish communications with area schools, and/or businesses that might be affected.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command if not already established by fire service.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams or Fire Marshal.
- Obtain information from technical sources regarding health effects (i.e., smoke) duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.

- Assess citizen / community needs for individual assistance and/or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- It is unlikely a Presidential declaration of disaster will be declared for local fires. However, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 11. NUCLEAR ACCIDENT

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public living in the area is kept well informed regarding potential hazards associated with a nuclear facility or nuclear materials.
- Coordinate with the nuclear facility owner or the Nuclear Regulatory Commission as appropriate for timely information affecting local jurisdictions.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a potential nuclear accident if it is likely to affect such a facility.
- Ensure evacuation routes are clearly established and well marked.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Ensure that warning systems in place at the facility are appropriate, meet regulations and are coordinated with the county.
- Conduct hazard analysis of vital facilities and the impact of a nuclear accident or failure on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public if appropriate.
- Coordinate and plan at least one exercise (table top or practical) bi-annually.
- Ensure exercises are conducted in accordance with FEMA and NRC requirements.
- Ensure all facilities that hold nuclear materials, including medical facilities are known and properly placarded.
- Pre-determine locations for reception, congregate care and decontamination areas for the public or evacuation population.
- Coordinate with Red Cross, Public agencies and or the Salvation Army for shelter operations.
- Pre-determine traffic control and security road block locations and requirements for each effected area.
- Conduct training in radiological monitoring for responding personnel.
- Conduct training in emergency worker decontamination.
- Conduct annual back-up alert training.
- Conduct annual school training.
- Ensure appropriate equipment such as dosimetry, radiation detection instruments, etc. are procured, checked and kept calibrated.
- Ensure that facility and county plans are updated and in accordance with the state plan.
- Ensure that surrounding counties are coordinated in mutual aid responses.
- Carry out other planning actions necessary under NUREG, FEMA or state guidance.

### Response

√

- Upon notification, activate the EOC as appropriate.
- Follow EOC Operational Procedure.
- Establish communications with the nuclear facility owner / operator.
- Establish communications with the State.
- Establish incident command.
- Ensure appropriate radiation procedures are followed.

- Ensure that appropriate established procedures are followed as appropriate to the facility condition.
- Establish command posts, traffic control points and security road blocks where planned.
- Establish communications with EAS stations following the Alert and Warning procedure.
- Establish communications with responding agencies.
- Evaluate overall county effect and calculate plume pathway if applicable.
- Assist the Radiological officer to assess initial potential for radiation exposure to the general population in the immediate or affected area.
- Ensure EALs (Emergency Action Levels) are current. (Nuclear power stations)
- Coordinate the opening of appropriate number of shelters and decontamination stations in the appropriate areas in anticipation of evacuation.
- If schools are in session, discuss evacuation procedures and prepare to evacuate such schools if recommended to do so.
- Establish communications with area schools, and/or businesses that might be affected.
- Ensure that all actions are coordinated with facility, state and federal agencies and surrounding counties.
- Evaluate overall county situation.
- Request a technical liaison from the facility report to the EOC (or command post).
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Establish, as appropriate, a Joint Information Center (JIC) with the facility.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Coordinate emergency worker decon and ensure all returning equipment is properly decontaminated.
- Obtain information from the facility owner regarding length of repair, safety, etc.
- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from technical sources regarding health effects duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.

**Notation:** In most cases the facility responsible for a radiological event and radiation incidents are responsible for all costs associated with response. Volunteer resources may not be reimbursable unless under contract. Documentation is essential.

- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made; file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.

- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 12. MAJOR POWER FAILURE

## Emergency Management / Incident Commander

### Planning

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- Coordinate with local electric utilities for information affecting local jurisdictions, obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.
- Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.
- Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate stand by generators in their respective emergency plan.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Procure or produce information pamphlets for distribution to the public with assistance from utilities. "What to do When the Lights Go Out".
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.

### Response

**Notation: Most major power failures are the result of other incidents such as winter storms, tornados, etc. You should refer to the specific cause/event checklist.**

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- Establish communications with responding agencies.
- Through communications with responding agencies determine as quickly as possible:
  - General boundary of the affected area
  - The general extent of power or other utility disruption
  - Immediate needs of response forces or utilities
  - Estimated time of repair or duration of outage
  - Estimated population affected
- Evaluate overall county situation.
- Communicate with National Weather Service for forecast information for estimated duration of outage / failure. (Freezing temperatures, etc.)
- Establish communications with the State.



- Establish communications with and request a liaison from electric and gas utilities as appropriate.
- Establish ongoing reporting from the response forces and utilities.
- Establish incident command.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- On order, evacuate affected areas using available response forces.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- If appropriate, establish a Joint Information Center (JIC) with the utility.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Gather information from utilities regarding potential for additional immediate or prolonged outages.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Assess citizen / community needs for individual assistance and/or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.

- Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
- FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
  - Establish donated goods management based on policy and procedure.
  - Local power outages are unlikely to lead to a Presidential declaration of disaster, however, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
  - Ensure public officials are made aware of the assistance application process, if applicable.
  - Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
  - Perform an incident critique as soon as possible with all possible response organizations.
  - Review agency and self performance.
  - Review the weaknesses of the plan.
  - Correct weaknesses.
  - Implement hazard mitigation or modify hazard mitigation plan accordingly.
  - Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 13. TERRORIST EVENT

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding the factual potential for terrorist incidents.
- Coordinate with business, government agencies, schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a terrorist incident.
- Coordinate with the Department of Homeland Security, FBI, Center for Disease Control and other federal agencies for information and warnings affecting local jurisdictions. Also coordinate with state emergency management, public health and others for similar warnings and information.
- Conduct hazard analysis of vital facilities and the impact of a terrorist incident on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public.
- Coordinate and plan at least one terrorist incident exercise (table top or practical) tri-annually.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.

### Response

√

- Identify type of terrorist incident (i.e., chemical, biological, explosive, etc.)
- Identify immediate action or response requirements.
- Ensure response forces have as much information as possible.
- EMS may activate mass casualty plan if appropriate.
- Health may activate bioterrorism plan if appropriate.
- Hospitals may activate radiation contamination or other contamination plans if appropriate.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate affected areas with assistance from available response forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area
  - The general extent of devastation (if any)
  - The general extent of traffic route disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun

- Location of any congregate care area established or ad hoc care area
- Evaluate overall county situation.
- Request a technical liaison from the health department, and from law enforcement, both knowledgeable of terrorist activity, report to the EOC (or command post).
- Establish communications with the State.
- Request hazardous materials team response if appropriate.
- Establish communications with and request a liaison from state transportation, state and federal law enforcement and electric and gas utilities as necessary.
- Establish communications with area schools, and or businesses that might be affected.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Establish, as appropriate a Joint Information Center (JIC) with the state and federal response agencies.
- Provide response forces with updated information, as quickly as possible.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery



- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from technical sources regarding health (mental and physical) effects duration.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.

- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Obtain information from law enforcement regarding safety of the area.
- Assess citizen / community needs for individual assistance and/or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.  
Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.

# CHECKLIST: 14. TORNADO

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding tornado watches and warnings.
- Coordinate with the National Weather Service for timely watches and warnings affecting local jurisdictions.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to a tornado.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages.
- Conduct hazard analysis of vital facilities and the impact of a tornado on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public, as applicable.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.
- Coordinate with electric utilities to share information concerning power outages.

### Response

√

Identify immediate action or response requirements.

- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- On order, evacuate affected areas with assistance from response forces.
- Establish communications with responding agencies.
- Establish traffic control and security with law enforcement.
- Through communications with responding agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the affected area
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces
  - If voluntary evacuations of the population have begun
  - Location of any congregate care area established or ad hoc
- Evaluate overall county situation.

- Establish communications with the State.
- Establish communications with the National Weather Service.
- Establish communications with and request a liaison from state transportation and electric and gas utilities as necessary.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.
- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:

- Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
- FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
  - Establish donated goods management based on policy and procedure.
  - If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
  - Ensure public officials are made aware of the assistance application process, if applicable.
  - Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
  - Perform an incident critique as soon as possible with all possible response organizations.
  - Review agency and self performance.
  - Review the weaknesses of the plan.
  - Correct weaknesses.
  - Implement hazard mitigation or modify hazard mitigation plan accordingly.
  - Brief elected officials with updated information and disaster recovery progress.



# CHECKLIST: 15. WINTER STORM

## Emergency Management / Incident Commander

### Planning

√

- Ensure the public is well informed regarding winter storm watches and warnings.
- Coordinate with the National Weather Service for timely watches and warnings affecting local jurisdictions.
- Coordinate with local broadcast media to ensure timely and accurate Emergency Action System activation.
- Coordinate with schools, daycare centers, hospitals, etc. in proper precautions and emergency actions prior to winter storms.
- Coordinate and plan at least one exercise (table top or practical) tri-annually.
- Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages.
- Conduct hazard analysis of vital facilities and the impact of a major winter storm on one or more of those facilities.
- Procure or produce information pamphlets for distribution to the public, as applicable.
- Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.
- Coordinate with Red Cross, public agencies and/or the Salvation Army for shelter operations.
- Coordinate with Department of Transportation officials for information regarding roads and bridges likely to ice or be closed.
- Coordinate transportation for persons that may be stranded or otherwise isolated.
- Coordinate with electric utilities to share information concerning power outages.

### Response

√

- Identify immediate action or response requirements.
- Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.
- Activate the EOC as appropriate.
- Organize or establish the EOC, based on operational procedure.
- Issue alert and warning based on procedure, as warranted.
- If areas are isolated, on order, evacuate effected areas with assistance from response or predetermined transportation forces.
- Establish communications with responding agencies.
- Establish traffic control, motorist assistance and security with law enforcement if necessary.
- Through communications with agencies determine as quickly as possible:
  - Number of killed or injured (if any)
  - General boundary of the effected area (county wide?)
  - The general extent of damages
  - The general extent of power or other utility disruption
  - Immediate needs of response forces

- If voluntary evacuations of the population have begun
- Location of any congregate care area established or ad hoc
  
- Evaluate overall county situation.
- Establish communications with the State.
- Establish communications with the National Weather Service.
- Establish communications with and request a liaison from state transportation and electric utilities as necessary.
- Establish ongoing reporting from the response forces, private agencies and utilities.
- Establish incident command.
- Establish command post(s) as needed.
- Coordinate with Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.
- Conduct first staff briefing as soon as practical after EOC activation.
- Activate or establish rumor control through the public information officer (PIO).
- Establish a schedule for briefings.
- Brief city/county/agency/utility executives.
- Provide PIO with updated information.
- Provide response forces with updated information, as appropriate.
- Cause public information to be released, via the public information officer (PIO) as soon as practical.
- Issue action guidance as appropriate.
- Establish 24/7 duty roster for the EOC and/or command post.
- Develop and post any required maps or diagrams.
- Activate an events log.
- Review and follow resource procurement procedure.
- Inventory additional resources that may be used or called upon for use.
- Activate formal resource request procedure and resource tracking.
- Coordinate all resource requests being forwarded to the State.
- Activate financial tracking plan coordinated by the Finance Officer.
- Activate damage assessment and follow damage assessment procedure.
- Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.
- Conduct a "second shift" or relieving shift briefing.
- Discuss with and present to your relief, the incident action plan for the next 12 hours.

## Recovery

√

- Gather damage assessment information (public, housing, business) from damage assessment teams.
- Obtain information from Red Cross regarding number of shelterees and support necessary for continued operation.
- Obtain from Red Cross an estimated duration period for continued shelter operations, if any.
- Obtain information from utilities regarding outages, length of repair, safety, etc.
- Assess citizen / community needs for individual assistance and or public assistance.
- Activate local unmet needs committee if appropriate.

- Gather financial information from the Finance Officer.
- As appropriate gather additional information to include:
  - Personnel that responded and the time involved in the response.
  - Time sheets or time logs.
  - Supplies used.
  - Contracts issued.
  - Purchase orders issued.
  - Any other expenditures.
  - Damages to public buildings, equipment, utilities, etc.
  - Loss of life of any public servant.
  - Documents regarding economic impact.
- Develop or generate reports for the following, as appropriate:
  - FEMA
  - State
  - Local elected officials
  - County/City /Town Managers
  - Others requiring or requesting reports
- Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.
- Establish donated goods management based on policy and procedure.
- If a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.
- Ensure public officials are made aware of the assistance application process, if applicable.
- Ensure the general public is made aware, through the public information officer, of the assistance application process, if applicable.
- Perform an incident critique as soon as possible with all possible response organizations.
- Review agency and self performance.
- Review the weaknesses of the plan.
- Correct weaknesses.
- Implement hazard mitigation or modify hazard mitigation plan accordingly.
- Brief elected officials with updated information and disaster recovery progress.