

Town of Carolina Beach

North Carolina



Emergency Operations Plan
2022



Letter Of Promulgation

By virtue of the powers and authority vested in the Mayor and Town Council, I hereby promulgate and issue the revised Town of Carolina Beach Emergency Operations Plan (EOP), dated August 23, 2022, as a regulation and guidance to provide for the protection of the residents of Carolina Beach. The revised Town of Carolina Beach Emergency Operations Plan, hereafter, will be referred to as the “EOP.”

The EOP outlines the coordinated actions to be taken by Municipal officials and volunteer organizations to protect lives and property in natural or manmade disasters. It identifies manpower and other resources available to prevent, minimize, and recover from injury, loss of life, and destruction of property, which tragically characterize disasters. The Town of Carolina Beach endorses the use of the Incident Command System (ICS) at all levels of response, as promulgated in EOP.

This plan is an effective tool for emergency response and recovery planning and will be implemented when directed by the Town of Carolina Beach. The Emergency Management Coordinator (EMC) is responsible for the maintenance and update of the plan, as required by ordinance, in coordination and agreement with appropriate participating agencies and units of government.

The following agree to support the overall concept of operations of the Town of Carolina Beach Emergency Operations Plan and to carry out the functional responsibilities as assigned in the EOP. The EOP will be reviewed annually. If the EOP has substantial changes/revisions, the updated EOP will be taken before the council for formal promulgation.

Albert L. Barbee, Mayor

Jay Healy, Mayor Pro Tem

Joe Benson, Councilmember

Deb LeCompte, Councilmember

Mike Hoffer, Councilmember

Bruce Oakley, Town Manager

Attest: Kimberlee Ward, Town Clerk



Record of Changes



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Introduction

Purpose

This plan predetermines actions to be taken by government agencies and designated private organizations (in addition to their day-to-day responsibilities) within the Town of Carolina Beach (Town) during times of disaster or emergency. Activation of this plan will reduce the vulnerability of people and property to disaster and will enhance collective resource management to support preparedness, response, recovery, and mitigation efforts.

This plan provides for a coordinated effort to minimize the impact of natural or manmade disasters on residents and visitors. The Emergency Operations Plan (EOP) provides the mechanism for coordinating the delivery of assistance and resources to the residents, visitors, and businesses of the Town during a major disaster or emergency, showing the commitment between the Town, municipal partners, New Hanover County, non-profit organizations, private sector partners, citizens, and visitors in times of crisis.

The EOP in its entirety is made up of multiple pieces. This document serves as the base plan of the EOP. This base plan contains response structures which are relatively static and are germane to any response, whether it is a hurricane, terrorist event, or a planned event. These elements serve to guide the overall response in a broad sense. To supplement this response, the EOP also contains functional annexes. These annexes detail specific functional areas, such as Transportation or Communications, to identify and coordinate planning, response, recovery, training, and exercise efforts. To supplement even further are hazard- and incident-specific annexes, which detail the response to a specific threat, such as a hurricane. These three volumes form the comprehensive EOP.

Scope

This plan is designed to address natural and manmade hazards that could adversely affect the Town. The plan applies to all Town government departments and agencies, which are tasked to provide assistance in a disaster or emergency situation. It describes the fundamental policies, strategies, and general concept of operations to be used in the management of the emergency from its onset through the post disaster recovery phase.

Situation Overview

Due to the collaborative nature of a disaster/emergency, this plan will work in conjunction with other local, county, state, and regional plans. The following table lists the plans that may be used simultaneously and the agency/organization responsible:

| County/State/Regional Plans | Responsible Agency/Organization |
|---|---------------------------------|
| New Hanover County Emergency Operations Plan (NHC EOP) | New Hanover County |
| Southeastern North Carolina Regional Hazard Mitigation Plan | New Hanover County |



Description of Community

The Town of Carolina Beach is located in the southeast section of the State of North Carolina. It is located in New Hanover County which is bounded on the West by Brunswick County and the Cape Fear River, to the East by the Atlantic Ocean, and to the North by Pender County. The current population of Carolina Beach as provided by the State Office of Demographics is 6,324 as of 2020. During the summer peak tourist season, this number can triple according to some estimates. The total square mileage of Carolina Beach is 2.5 miles.

Form of Government:

- Council Manager
- Town Manager and/or their designee serves as the Emergency Management Coordinator (EMC).

Description of Hazards

The Town of Carolina Beach (Town) is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Potential hazards are:

- Hurricanes
- Tornadoes/Waterspouts
- Floods
- Tsunamis
- Hazardous Materials (stationary & conveyed on transportation systems)
- Droughts
- Fires/Forest Fires (including those which may impact urban areas)
- Severe Bridge Damage/Failures
- Civil Disorders
- National Security Emergencies
- Power Failures
- Incidents at Brunswick Nuclear Power Plant
- Earthquakes
- Aircraft Accidents
- School Emergencies
- Acts of Terrorism

The following is a list of the top 10 hazards facing New Hanover County as developed through the THIRA process.

1. Hurricane/Tropical Storms/Tropical Weather
2. Flood
3. Thunderstorm (includes lightning and hail)
4. Tornado
5. Wind Event
6. Evacuation
7. Winter Weather/Storm (includes ice and snow)
8. Pandemic
9. Hazardous Materials Incident (no mass casualty)
10. Drought



Planning Assumptions

- The occurrence of more than one of the above-listed emergency/disaster events could result in a catastrophic disaster situation that could overwhelm local and state resources.
- It is necessary for the Town to plan for and to carry out disaster response and short-term recovery operations utilizing local resources; however, it is likely that outside assistance would be available in most major disaster situations affecting the Town.
- Due to the threat of disruption of local government functions, all levels of government must develop standard operating procedures or guidelines (encompassing staffing, lines of succession, and mode of operations) to ensure continuity of government.
- Officials of the Town are aware of the possible occurrence of an emergency or major disaster and their responsibilities in the execution of this plan and will respond as needed.
- Continuity of government will be maintained through the development of guidelines, checklists, mutual aid agreements, and capabilities to track financial costs of response and recovery operations.
- Coordination with surrounding jurisdictions is essential when events occur that impact beyond jurisdictional borders.
- Departments, agencies, and organizations assigned either primary or supporting responsibilities in this document must develop implementation documents to support this plan. These departments are required to be NIMS compliant, and staff shall complete all appropriate Incident Command System (ICS) training.



Concept of Operations

The process outlined in the Concept of Operations describes the basic flow of a response to disaster and emergency situations with the steps and the activities that may need to be accomplished. Not all steps and activities will apply to all hazards. The plan is based on the utilization of the EOP and activation of the plan when needed.

This section describes the flow of the emergency management strategy for accomplishing a coordinated response within the Town. It delineates the roles and responsibilities of the organizations involved in managing a disaster/emergency. Primary roles include how information is gathered and shared; gaining situational awareness and an understanding of the impacts, response, coordinating activities and resources during an emergency; and plan for recovery. This section also describes the methods for active participants to report and share information to the Town and processes to promote the prioritization and coordination of resources.

Declaration of Emergency and Authorities

In the event of an emergency in the Town requiring a formal declaration of emergency, the Chief Elected Official or the designee of the jurisdiction (as defined in NCGS 14-288.1) may declare a “local” state of emergency to exist within the Town, or any part thereof, and begin implementing emergency procedures. This individual is also able to declare the termination of any declared emergency.

The process for declaring an emergency is as follows:

- The Town management and leadership will discuss the situation or potential situation in the event of an extended notice incident.
- Once a determination is made that a declaration is necessary, the **Mayor** will declare a local state of emergency. The Town Manager is charged to draft the document using the template created.
- The declaration will be signed by all appropriate parties and implemented immediately.
- The declaration is uploaded into WebEOC and sent to New Hanover County Emergency Management. When a local municipal government function declares a local state of emergency, the State of Emergency document must be sent to New Hanover County Emergency Management for upload into NC SPARTA, as soon as possible.

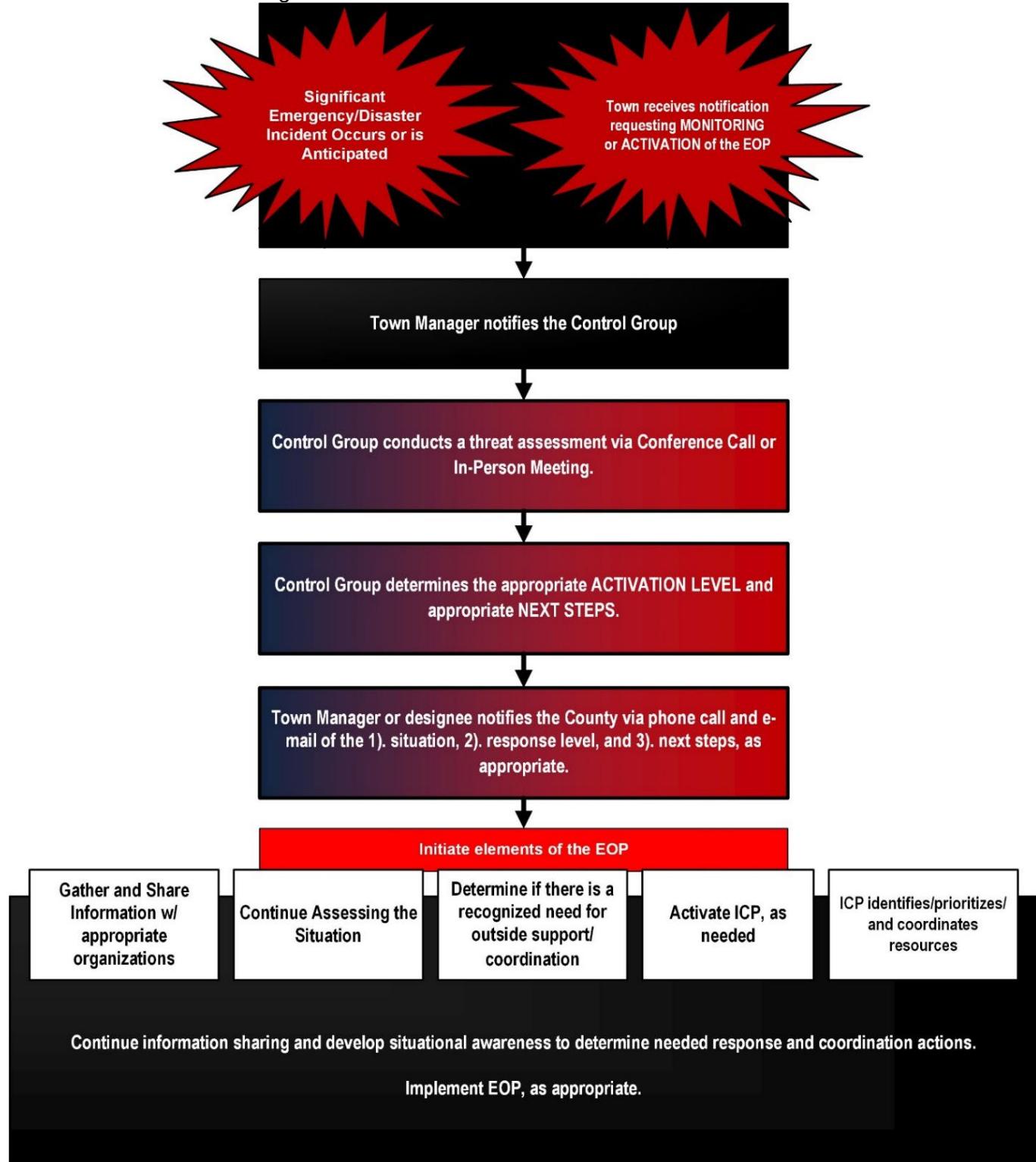
Town ICP/ICS Interface

The relationship between Incident Command (IC)/Unified Command (UC) and an open Incident Command Post (ICP) varies dependent upon the nature of the emergency. In smaller incidents requiring a limited response, the Town ICP will coordinate with IC/UC through dispatch or radio.



Activation Process and Levels

The Planning Cycle, or Planning “P” as it’s generally referred to, establishes a continuum for Incident Action Planning (IAP) during both emergency and non-emergency operations. The Town will follow the Planning “P.”





Incident Recognition and Request for Monitoring and/or Activation

The following are two (2) situations that the Town have pre-determined may result in the activation of this Plan. The nature of the incident will likely determine the level of response.



1) A significant **incident/event OCCURS** or is **ANTICIPATED**. Examples include, but are not limited to:

- Tropical Storm/Hurricane
- Multi-jurisdictional incident
- Awareness through open-source media, notification by a partner, notification by a local, state, or federal entity
- An incident in an area with few resources
- An incident large enough to require resource sharing and a significant response:
 - Facility Evacuation
- Any substantive alert message requiring action
 - A natural disaster
 - A biological attack
 - A chemical attack or spill
 - A radiological threat or incident
- A credible terrorist threat or actual terrorist incident

2) **Notification** is made or a **REQUEST** to monitor or activate the Plan

Request for Monitoring and/or Activation

A **request to monitor or activate** the Plan by the Town can be done by notifying the **Town Manager** who is also the Town Emergency Management Coordinator (EMC).



Initial Response and Assessment

Upon a request to monitor or activate the Plan by the Town Manager or designee and/or if a significant incident occurs or is anticipated, an Initial Response and Threat Assessment will be conducted by the Control Group.

- 1) The Town Manager will notify the Control Group via telephone. As a backup, the notification may be done via email and/or text messaging.
- 2) The Control Group will conduct a threat assessment via (1) Conference Call and/or (2) In-Person Meeting.
- 3) The Control Group or designee will determine the appropriate **ACTIVATION LEVEL** and appropriate next steps.
 - Potential **Next steps** may include, but are not limited to:
 - Determine that no further action is necessary at this time
 - Continue monitoring the situation, and reassess the situation at an appointed time or trigger
 - Activate the Plan
 - Complete ICS Form 201 and conduct briefing
- 4). The Town Manager will notify the County via WebEOC and/or email/phone call of the (1) situation (will share ICS Form 201), (2) response level, if applicable, and (3) next steps, as appropriate. In most cases, the Town Manager will notify applicable organizations when an Activation Level (Monitoring, Partial, Full) has been determined but may not always notify members if the Town is simply monitoring an incident.

Activation of the Town ICP

The Town Manager, who serves as the Town Emergency Management Coordinator (EMC), will determine the need to ACTIVATE the Incident Command Post (ICP) to assist in managing the incident. The Town ICP is the primary location for handling all aspects of a major emergency, e.g., management decision-making, staffing support, and information coordination. Within the Town, all coordination decisions and logistics during the event will be approved through the Town ICP. The Town ICP will operate using the Incident Command Structure. The Town Manager or designee is the Emergency Management Coordinator (EMC). All operational/tactical decisions from the various operation centers (e.g., Police, Fire, etc.) will be approved by and through the Town ICP. It is essential that department representatives designated for the ICP have decision-making authority for their respective operations center.

All actions, decisions, and strategies taking place during the event shall be recorded for appropriate documentation and training.



The ICP may be activated if one or more of the following situations occur:

- Imminent threat to public safety/health.
- Extensive multi-agency/jurisdictional response and coordination are required to resolve or recover from the emergency.
- Local resources are inadequate/depleted and significant mutual aid, state, and or federal resources are needed to resolve the emergency.
- Local emergency ordinances are implemented to control an emergency situation.
- Other situations as deemed appropriate by the Town



| ACTIVATION LEVELS | MONITORING | PARTIAL | FULL |
|-------------------------|---|--|--|
| EXAMPLE/ TRIGGERS | <p>Potential Situational Usage:</p> <ul style="list-style-type: none">• Use in the early stages of advanced notice events— hurricanes, VIP visits, planned events, winter weather, etc.• Small local events where current and future needs are unknown.• Agency-specific assistance is needed beyond the normal day-to-day channels on a limited scale.• Often monitoring status leads to partial or full activations once the situation develops further.• Severe weather watch issuance.• Emergency Classification Level (ECL) of Alert declared at Brunswick Nuclear Plant (BNP).• Large wildfire impacting the county or critical infrastructure.• Tsunami watch issuance. | <p>Potential Situational Usage:</p> <ul style="list-style-type: none">• Events where assistance is needed for collaboration within the Town or for a small local event, such as localized flooding, planned events, etc.• Can be used for extended events such as disease or potential disease monitoring.• Hazard-specific events where a small group of responders is needed, such as a hazardous materials release or an agency-specific cyber threat.• Hurricane watch.• Tsunami warning or advisory.• Incidents requiring local or limited evacuation (wildfires, hazmat, etc.). | <p>Potential Situational Usage:</p> <ul style="list-style-type: none">• Need is demonstrated for significant partner collaboration in an open ICP.• There is a need for sharing and/or prioritizing resources.• Local authorities have issued evacuation orders.• The response is across many disciplines.• Multi-jurisdiction response.• County, state and/or federal assets responding.• Major response effort, such as a hurricane, mass casualty incident, major flood, or terrorist attack.• ECL declaration of Site Area Emergency or General Emergency at BNP. |
| KEY RESPONSE ACTIVITIES | <ul style="list-style-type: none">• Multi-system monitoring, weather, media, WebEOC, etc. | <ul style="list-style-type: none">• Monitoring stage activities. | <ul style="list-style-type: none">• Monitoring and partial stage activities. |



| ACTIVATION LEVELS | MONITORING | PARTIAL | FULL |
|-------------------|---|--|---|
| | <ul style="list-style-type: none">• Proactive information sharing.• Situational assessments and updates. | <ul style="list-style-type: none">• Assessment and allocation of resources.• Physical response directed through ICS.• Collaboration and coordination with local elected officials and state responders.• Limited ICS structure and reporting.• Partial EOP activation. | <ul style="list-style-type: none">• Prioritization, tracking, and demobilization of resources.• Coordinated information sharing.• Tactical response, including operationalizing future planning initiatives.• Full ICS structure and reporting.• Full EOP activation. |
| ICP | <ul style="list-style-type: none">• No. Response is likely limited to key emergency personnel.• May lead to a partial or full activation or follow a partial or full activation during the demobilizing process. | <ul style="list-style-type: none">• Yes. Can be virtual or physical.• Limited participation from specific partners needed for the response.• Can also be activated as a result of scaling down a Full activation Incident Command Post (ICP) for long-term operations. | <ul style="list-style-type: none">• Full activation of Incident Command Post (ICP)• Will include multiple operational periods.• County EOC is activated.• Incident Command Post (ICP) will be fully staffed. |
| ICP Staffing | <ul style="list-style-type: none">• Incident Commander• Public Information Officer• Liaison Officer• Section Chiefs (as required)• Control Group Briefing | <ul style="list-style-type: none">• Incident Commander• Public Information Officer• Liaison Officer• Section Chiefs (as required)• Limited activation of other Incident Command Post (ICP) staff (as required) | <ul style="list-style-type: none">• Incident Commander• All Incident Command Post (ICP) functions and positions (as required) |



Town Incident Command Post (ICP)

Pre-Identified ICP Locations

The Town will coordinate the response by utilizing the Incident Command Post (ICP), as the situation necessitates.

| Facility Name | Address | Additional Information |
|--|---|--|
| Primary: Town Incident Command Post (ICP) | Carolina Beach Town Hall | The Carolina Beach Town Hall is designated as the Incident Command Post (ICP) during large scale emergencies or declared events. |
| Secondary/Backup: New Hanover County EOC | 230 Operations Center Drive Wilmington, NC 28412 | In the event the Incident Command Post (ICP) is required to evacuate, New Hanover County EOC is a potential alternate location. |

Activation Process for the Virtual and/or Physical ICP

1) The Town Manager or designee will determine if the Incident Command Post (ICP) needs to be activated either virtually and/or physically.

2) If the decision to activate the ICP is made, the following courses of action will follow:

- **Virtual ICP Activation**
 - Notify ICP staff/key positions, as determined by the Town Manager or designee.
 - Notifications will be made via telephone and email.
 - Notify Control Group that a VIRTUAL ICP has been activated.
 - Notifications will be made via telephone and/or email.
- **Physical ICP Activation**
 - Notify **ICP staff/key positions**, as determined by the Town Manager or designee.
 - Notifications will be made via telephone and email.
 - Notification message should include the **LOCATION** of the ICP; **WHO** should report to the ICP; **WHEN** to report; and anticipated **LENGTH** of deployment.



ICP Key Activities

- 1) The ICP will provide coordination and support activities, as needed.
- 2) Once activated, the ICP will serve as a mechanism for collecting and disseminating information regarding the availability of and need for resources.
- 3) The ICP will ensure a unified and coordinated incident management approach among the responding agencies and organizations in the Town.
- 4) The ICP will ensure a unified incident management approach with the County.

Virtual ICP

During a **virtual** ICP activation and response, ICP staff will coordinate the response **virtually** by utilizing the following information sharing and coordination systems:

- 1) WebEOC
- 2) Email
- 3) Conference Call
- 4) Video Teleconferencing and Desktop Sharing

ICP Staffing

The Control Group will be assembled by the Emergency Management Coordinator when an event or incident is determined to be imminent, and dissemination of information to key individuals is necessary. The Control Group may consist of, but is not limited to, the following:

- Town Manager—(Emergency Management Coordinator/ICP Director)
- Assistant Town Manager
- Fire Chief
- Police Chief
- Public Works Director
- Public Utilities Director
- Finance Director
- Town Clerk
- Chief Building Inspector
- Code Enforcement Officer
- Planning Director
- Public Information Officer
- Subject Matter Expert



The Emergency Management Coordinator may appoint additional personnel to the Control Group as needed. Due to the potential for 24/7 operations, alternate personnel will be designated by position and trained on incident management activities.

ICP Battle Rhythm and Staffing Plan

Town should begin staffing when the Town's ICP is opened. **Staff will rotate every 12 hours.** The rotation system shall be consistent with the Emergency Contact list. Individuals arriving and departing must determine if a substitute person will be needed or if the shift change should be delayed.

12 Hours Operational Periods: 0630-1900

Day Operations

- 0630 Oncoming shift arrives. Meal served (sign-in required)
- 0645 Oncoming staff briefed on IAP (DIV/GRP briefed by Operations Section Supervisors and ICP briefed by oncoming IC)
- 0700 Shift Change (off-going sign-out required prior to departure)
- 0730 Objectives Meeting (IC, Planning, Operations, Fire, Police, Logistics, PIO)
- 0800 Tactics/Planning meeting (Planning, Operations, Fire, Police, Logistics, PIO)
- 0900 Elected Officials Briefing
- 1100 Deadline for Mission Request for next ops period
- 1200 Meal served at ICP
- 1300 Planning Meeting (IC, Planning, Ops, Fire, Finance, Police, Logistics, PIO)
- 1500 Elected Officials Briefing
- 1600 Media Brief
- 1700 IAP submitted from Planning to IC
- 1830 DIV/GRP report to ICP (Operational Period Paperwork Due)
- 1830 Meal served at ICP
- 1900 Shift Change (off-going sign-out required prior to departure)

Operational Periods: 1830-0700

Night Operations

- 1830 Oncoming shift arrives. Meal served (sign-in required)
- 1845 Oncoming staff briefed on IAP (DIV/GRP briefed by Operations Section Supervisors and ICP briefed by oncoming IC)
- 1900 Shift Change (off-going sign-out required prior to departure)
- 2000 Objectives Meeting (IC, Planning, Operations, Fire, Police, Logistics, PIO)
- 2100 Tactics/Planning meeting (Planning, Operations, Fire, Police, Logistics, PIO)
- 2200 Elected Officials Briefing (If needed)
- 2300 Deadline for Mission Request for next ops period
- 0000 Meal served at ICP
- 0100 Planning Meeting (IC, Planning, Ops, Fire, Finance, Police, Logistics, PIO)
- 0400 IAP submitted from Planning to IC
- 0630 DIV/GRP report to ICP. Operational Period Paperwork Due
- 0630 Meal served at ICP
- 0700 Shift Change (off-going sign-out required prior to departure)



Organization and Assignment of Responsibilities

The Town EOP is modeled after the National Response Framework (NRF) in coordination with the New Hanover County EOP. The Basic Plan presents the policies and concept of operations that guide how the Town plans to coordinate its disaster response effort. It also includes planning assumptions, response, and recovery actions, and assigned responsibilities.

Organizations with assigned responsibilities should be familiar with the entire EOP; however, added emphasis must be given by those organizations to the sections for which they have a specific role. Governmental agencies and departments are responsible for establishing their own standard operating procedures and guidelines to conduct the operational tasks assigned to them in this plan. This EOP seeks to coordinate standard and emergency SOPs and SOGs to effectively and efficiently use resources and assets to stabilize and recover from any array of emergencies.

Municipality-Specific Organization and Assignment of Responsibilities for the Town ICP

| Organization | Key Responsibilities | Corresponding Annex(es) or Plan(s), if applicable |
|---|--|--|
| Elected Officials (Mayor and Mayor Pro Tem) | <ul style="list-style-type: none">• Responsible for policy guidance and key decisions relating to response and recovery efforts.• Carry out appropriate provisions of State General Statutes, in addition to local ordinances relating to emergencies. Follow incident guidance.• May activate emergency ordinance procedure.• Provide policy guidance to the Emergency Operations Center Director during the emergency response for situations that have not previously been addressed in emergency response plans.• Issues formal requests for additional resources and assistance (other jurisdictions, State, Federal),• Issue proclamations of disaster emergencies and recommend protective actions (evacuation or shelter in-place) if the situation warrants; and• Terminates State of Emergency or evacuation orders. | EOP Base Plan |
| Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC) | <ul style="list-style-type: none">• Serves as the Emergency Management Coordinator.• Serves as the ICP Director, or appoints the ICP Director position as necessary.• Ensures that emergency operation plans are up to date and functional for all departments and affected divisions.• Develops an on-going training program for key staff members to include test(s) and exercises.• Provides a post-incident summary of event activity and associated costs. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



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| | <ul style="list-style-type: none">• Develops a roster of essential employees who must remain during an emergency in the ICP, or return to relieve other key employees.• Acts as liaison between the ICP and other governmental and non-governmental agencies (i.e. Town Council, New Hanover County EOC).• Provides Town Council direction on policies, proclamations, and resource requests.• Determines objectives, priorities, and appropriate response organization.• Establishes the ICP.• Briefs Control Group.• Ensures key positions for safety and communications are filled.• Gives direction on the planned battle rhythm.• Ensures proper documentation is maintained by response personnel. | |
| Public Information Officer | <ul style="list-style-type: none">• Is appointed by and functions under the direction of the Emergency Management Coordinator.• Collects and distributes the most accurate and timely information regarding emergency events as approved by the EMC.• Acts as chief spokesperson and media contact person in an emergency situation.• Coordinates with the New Hanover County Public Information Officer.• Responsible for formation and dissemination of emergency public information and news releases to the media.• Establishes procedures for rumor control and emergency instructions.• Maintains a media kit for distribution to authorized media personnel to include maps (11" X 17"), IDs (generic "Media"), and procedural information to assist the media in expediting coverage. Meets media at the bridge and escorts to locations. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Planning Director | <ul style="list-style-type: none">• Determines/tracks resources that are available and/or needed.• Updates command on situational awareness via WEBEOC and Town operations.• Establishes information requirements and reporting schedules for ICP and field staff.• Provides Incident Map(s) for Incident Action Plan (IAP).• Meets with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.• Holds Section meetings as necessary to ensure communication and coordination among Section Leaders. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



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| | <ul style="list-style-type: none">Ensures damage assessment documentation is complete and submitted. | |
| Town Attorney | <ul style="list-style-type: none">Responsible for the preparation of any documents for consideration of the Town Council related to an event. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Admin Assistant to the Town Manager | <ul style="list-style-type: none">Updates Town of Carolina Beach website during event.Works with IT professionals and software vendors to establish disaster preparedness and recovery plans.Prepares backup tapes for file server(s) and store off-site.Coordinates volunteer meetings; collects and organizes volunteer applications; disburses information packets to volunteers; works with Volunteer Team Administrator.Notifies stems technology of impending event and make plans to back up and secure servers and computer equipment within the Finance Department. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Administration—Town Clerk | <ul style="list-style-type: none">Notifies members of council and establish meeting for review of plan and emergency action.Prepares Town offices for possible evacuation.Prepares and secures vital records.Assists with the operations at Masonboro Commons Operations Center when activated.Coordinates Board Members' location.Maintains communication with Town Manager, Council, and staff.Assists Town Manager as needed. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Fire Chief | <ul style="list-style-type: none">Works under general supervision and assists the EMC.Advises, provides, informs, and assists in coordination of emergency operations for planning, development, and activation of the emergency operations system.Deploys fire personnel and equipment during emergencies to provide fire suppression, rescue, decontamination, or related services.Works on a cooperative basis with Town departments to develop and maintain emergency operations plans and capabilities.Collects, maintains, and updates the notification and resource manual annually or as needed.Assists in the establishment of mutual aid or cooperative assistance to provide services, equipment, or other resources in the event of an emergency.Assists in warning affected populations of an existing or impending emergency, as appropriate.Maintains fire security in evacuated areas.Determines alternate staging areas and emergency operations center based on the emergency situation. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



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| | <ul style="list-style-type: none">• Assumes primary responsibility for route alerting of the public.• Assists with evacuation of affected citizens, especially those who are institutionalized, immobilized, or injured• Provides support personnel to assist in traffic control, clearance of debris, storm water, and damage assessment operations.• Assists in the development of an emergency alert system to notify the public in the event of an emergency.• Maintains communications of ongoing response operations with New Hanover County Emergency Operations Center and 911 center.• Maintains, updates, and distributes the Towns Emergency Operations Plan as needed, subject to approval by the EMC and/or Town Council.• Serves as EMC in absence of Assistant Town Manager. | |
| Police Chief | <ul style="list-style-type: none">• Develops a plan for conducting traffic control, evacuation/re-entry routes, movement of evacuees to shelters, and general law enforcement operations within the Town.• During an emergency, maintains communication of ongoing operations with County Sheriff, N.C. Highway Patrol, New Hanover County 911 Dispatch Center, and other appropriate law enforcement agencies.• Provides security and access control/re-entry to the damaged area(s) and vital facilities during and after an incident.• Provides for the use of emergency signs and other traffic movement devices.• Assists in warning affected populations of an existing or impending emergency, as appropriate.• Assists in the establishment of mutual aid or cooperative assistance to provide services, equipment, or other resources in the event of an emergency.• Assists Fire Department with route alerting of the public.• Coordinates with the Fire Department to implement the order for evacuation; responds to emergency protection of property and citizens; and assists the ICP with re-entry decisions.• Assists in the development of an emergency alert system to notify the public in the event of an emergency.• Assists with the evacuation of affected citizens, especially those who are institutionalized, immobilized, or injured.• Serves as EMC in absence of the Fire Chief | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



| | | |
|----------------------------------|---|--|
| Public Works Director | <ul style="list-style-type: none">• Responsible for maintenance and operation of all Town roads, municipal and public buildings, beach accesses, public restroom facilities, and storm water services.• Coordinates and implements debris management and removal activities.• Coordinates with NCDOT on emergency repairs and restoration of roads. Performs or identifies resources to assist with emergency repair and restoration of roads, vital facilities, and utilities as necessary.• Assists with support services for field emergency response units, including potable water, food, lights, and tents.• Emergency clearance and/or restoration of major streets and critical public facilities in support of emergency response operations.• Maintains a listing of Public Works assets as well as coordinating the assignment of those resources.• Appraises status of public works areas of responsibilities and takes action to correct and maintain critical services where feasible.• Provides EMC/ICP Director with status reports on emergency conditions.• Assists the EMC/ICP Director as directed. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Public Utilities Director | <ul style="list-style-type: none">• Responsible for the continuity of emergency services with respect to water and sewer.• Ensures the security of utility buildings to include the water treatment plant, sewage treatment facility, wells, and lift stations.• Appraises status of utilities areas of responsibilities and takes action to correct and maintain critical services where feasible.• Emergency restoration of critical public facilities, including the temporary restoration of water supplies and wastewater treatment systems.• Provides EMC/ICP Director with status reports on emergency conditions.• Assists the EMC/ICP Director as directed.• Assists with support services for field emergency response units including portable toilets and vehicular refueling. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Chief Building Inspector | <ul style="list-style-type: none">• Develops, reviews, and annually updates guidelines for damage reporting and accounting.• Identifies and maintains a list of critical facilities (public buildings, streets, bridges, etc.) requiring priority repairs.• Trains personnel in damage assessment, organization, techniques, and reporting guidelines.• Maintains a damage assessment team and notification/recall roster.• Ensures capability and readiness to conduct post event damage assessment. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



| | | |
|--------------------------------------|--|--|
| | <ul style="list-style-type: none">• Notifies builders with construction in progress to secure sites.• Reports to Town Hall upon activation and coordinate damage assessment operations.• Informs emergency operations officials of hazardous facilities, bridges, roads, etc.• Determines need and locations for damage assessment. | |
| Finance Director | <ul style="list-style-type: none">• Ensures that financial records of expenditures are kept during emergencies.• Be familiar with the FEMA equipment rate schedules.• Assists in the preparation of applications and claims for federal and state financial assistance and reimbursement.• Implements financial accounting record procedures for all town departments to report their emergency expenses.• Ensures that all essential records are preserved in a safe location. This procedure will include the back-up of all computerized records and information to a hard copy format for safe placement in a secure location.• Develops procedures for the procurement and delivery of essential supplies, equipment, and other resources. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Parks and Recreation Director | <ul style="list-style-type: none">• Responsible for securing the recreation building for use by emergency workers to provide assistance to the public during and after an emergency event.• Arranges for feeding operations of emergency workers, ICP staff, and volunteers.• Provides access to parks and recreation facilities for incident response, including establishment of incident facilities, as requested.• Arranges housing for military and other emergency personnel as needed. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |
| Human Resources Director | <ul style="list-style-type: none">• Responsible for ensuring the integrity of personnel and payroll throughout the event.• Responsible for coordinating emergency volunteer efforts and providing assistance to teams throughout the event.• Ensures that all essential personnel and payroll records are preserved in a safe location.• This procedure will include the back-up of all computerized records and the securing of all paper records for placement in a secure location.• Ensures all personnel-related legal documents are protected and preserved in accordance with existing laws, statutes, and ordinances.• Supports Finance Director during all phases of operation.• Serves as Safety Officer. | EOP Base Plan, Functional Annexes, Hazard-Specific Plans |



Functional Annexes and Primary and Support Agencies/Organizations

The EOP is supported specifically by 15 functional annexes. The following chart lists each annex and those agencies responsible for executing the annex.

| Functional Annexes | Primary Agency(ies) | Supporting Agencies |
|------------------------------------|---|--|
| Transportation | <ul style="list-style-type: none">• N/A | <ul style="list-style-type: none">• New Hanover County Schools Transportation Department• WAVE Transit• Fire & Ocean Rescue• Police Department |
| Communications | <ul style="list-style-type: none">• Fire & Ocean Rescue• Police Department• Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC) | <ul style="list-style-type: none">• Amateur Radio Emergency Services• NHC Emergency Management and 911 Communications• NHC Emergency Management |
| Public Works and Engineering | <ul style="list-style-type: none">• Public Works• Public Utilities | <ul style="list-style-type: none">• U.S. Army Corps of Engineers• Private Utility Contractors |
| Firefighting | <ul style="list-style-type: none">• Fire & Ocean Rescue | <ul style="list-style-type: none">• New Hanover County Fire Rescue |
| Mass Care | <ul style="list-style-type: none">• Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC)• Fire & Ocean Rescue• Police Department• Parks and Recreation | <ul style="list-style-type: none">• American Red Cross, Cape Fear Chapter• New Hanover County Schools• New Hanover County Emergency Management• Amateur Radio• United Way of the Cape Fear Area (UWCFA)• Salvation Army |
| Logistics and Resource Management | <ul style="list-style-type: none">• Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC)• Finance• Parks and Recreation | <ul style="list-style-type: none">• New Hanover County Emergency Management |
| Public Health and Medical Services | <ul style="list-style-type: none">• Fire & Ocean Rescue | <ul style="list-style-type: none">• New Hanover County Health and Human Services• Wilmington Health Carolina Beach |
| Search and Rescue | <ul style="list-style-type: none">• Fire & Ocean Rescue• Police Department | <ul style="list-style-type: none">• New Hanover County Emergency Management• New Hanover County Sheriff's Office• New Hanover County Fire Rescue• Local and Regional Search and Rescue Teams |
| Hazardous Materials | <ul style="list-style-type: none">• Fire & Ocean Rescue | <ul style="list-style-type: none">• New Hanover County Fire Rescue• New Hanover County Emergency Management• Wilmington Fire |



| Functional Annexes | Primary Agency(ies) | Supporting Agencies |
|---|--|---|
| | | <ul style="list-style-type: none">• New Hanover County Sheriff's Office• New Hanover County Health & Human Services—Environmental Health |
| Agricultural, Historical, and Natural Resources | <ul style="list-style-type: none">• N/A | <ul style="list-style-type: none">• New Hanover County HHS• New Hanover County Sheriff's Office—Animal Services Unit• New Hanover County Emergency Management• New Hanover County Cooperative Extension• New Hanover County Department of Social Services• New Hanover Humane Society• New Hanover County Soil and Water Conservation District• New Hanover County North Carolina County Extension and Arboretum |
| Energy | <ul style="list-style-type: none">• Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC) | <ul style="list-style-type: none">• Duke Energy• New Hanover County Emergency Management |
| Public Safety and Security | <ul style="list-style-type: none">• Police Department | <ul style="list-style-type: none">• New Hanover County Sheriff's Office• New Hanover County 911 Communications Center |
| Recovery and Mitigation | <ul style="list-style-type: none">• Finance• Assistant Town Manager/Emergency Management Coordinator (EMC) | <ul style="list-style-type: none">• New Hanover County Emergency Management• Community Nonprofit and Faith Based Organizations |
| Public Information, Alert, and Warning | <ul style="list-style-type: none">• Town Manager & Assistant Town Manager/Emergency Management Coordinator (EMC) | <ul style="list-style-type: none">• New Hanover County Communications and Outreach• New Hanover County Emergency Management• New Hanover County 911 Communications Center• New Hanover County Public Schools• New Hanover Disaster Coalition• American Red Cross• Duke Energy• United Way of the Cape Fear Area• National Weather Service—Wilmington Field Office |
| Financial Management | <ul style="list-style-type: none">• Finance | <ul style="list-style-type: none">• New Hanover County Emergency Management |



Direction, Control, and Coordination

This section outlines the direction and control procedures for emergency operations and identifies personnel and resources that are utilized in the coordinated response activities.

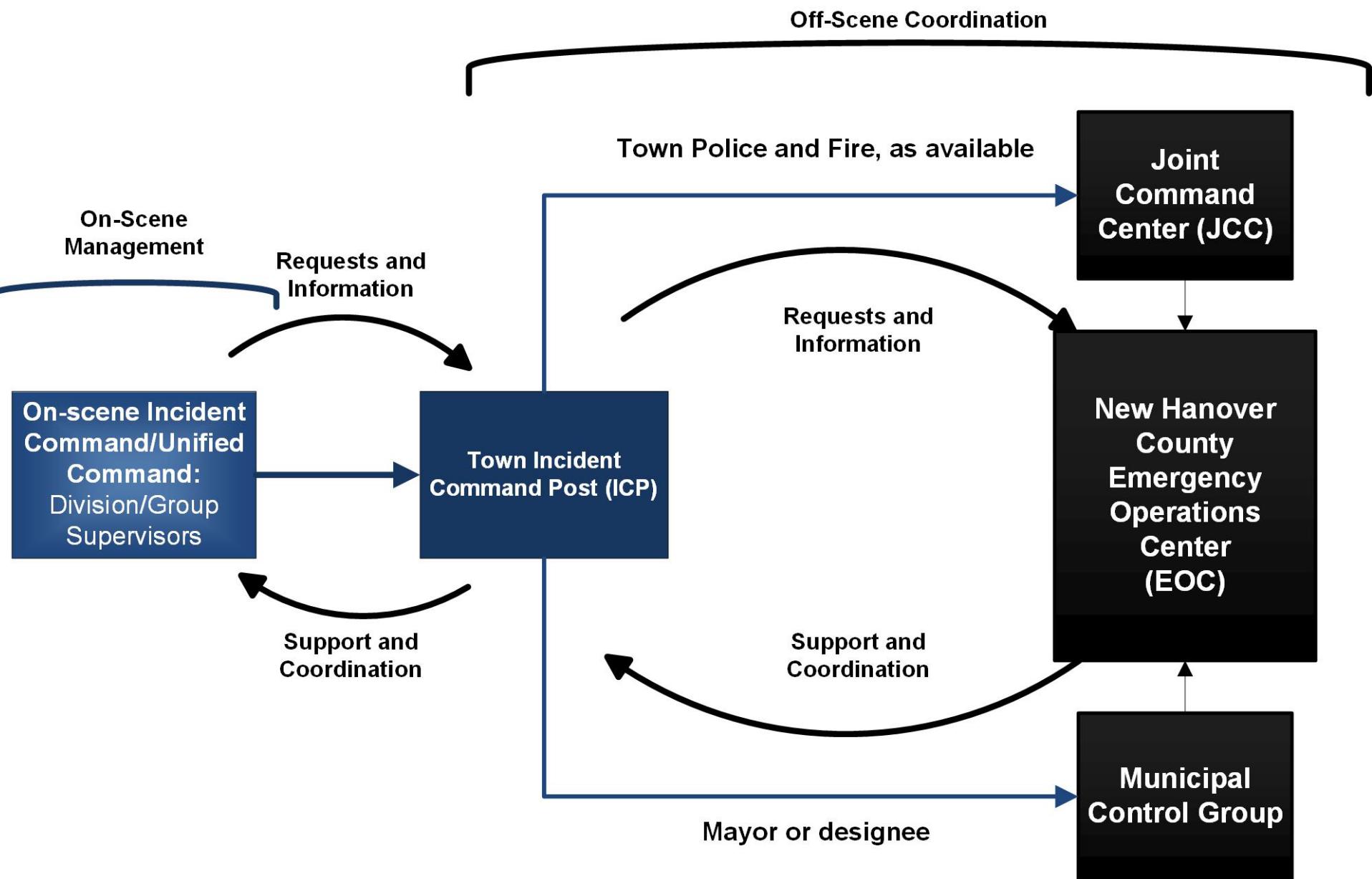
- The overall direction and control of the Town's emergency activities is vested with the Mayor and Town Council. The Town Manager/Emergency Management Coordinator carries out the function of disaster coordination at the direction of the Town Council. When relevant, the Incident/Unified Command will establish on-site management. Emergency Management may support the Incident/Unified Command. The supporting agencies and their respective responsibilities are identified in the Functional Annexes of this plan.
- Hazards existing within or near the Town have the potential to cause disasters of great magnitude; therefore, in order to conduct effective emergency operations, the direction and control function will operate from the ICP.
- The Town exercises independent direction and control of their own emergency resources. Requests for county, state and or federal assistance will be directed to the County EOC. If the County EOC is not operational, the requests will be forwarded to the New Hanover County Emergency Management Director or his/her designee.

New Hanover County EOC

- The County EOC serves as the central direction and control point for countywide emergency response activities.
- Most municipalities would dispatch representatives to the County EOC upon request. Communications between the County EOC and municipalities will be via phone, cellular phone, email, fax, radio, and/or WebEOC. Municipalities act in unity with the County on such issues as proclamations, security, evacuation, reentry, recovery, public information, instructions on protection of life and property, and resource management.
- Response agencies within the County will use the Incident Command System during incidents.
- Municipalities within the County will exercise independent direction and control of their own resources; County EOC coordination will be required when local resources are augmented by outside resources secured through mutual aid agreements or state and federal sources.
- Officials may elect to activate the County EOC under one or all of the following conditions:
 - Local resources are inadequate or depleted, and resources from outside the County must be used in the response.



- The disaster affects a large area of the county, requiring prioritization of scarce resources.
- The health and safety of the county is threatened to the extent that it will be necessary for multiple departments and agencies to respond to the event in a coordinated manner.
- The Municipal Control Group, if established, may consist of the Mayor or designee, selected Town Council Members, Town Manager/Emergency Management Coordinator, or designee functioning as an advisor. Each municipality may establish the structure it deems appropriate. This group is the mechanism in which the municipality will be integrated into the broader countywide system.
- A Joint Command Center (JCC) may be established between law enforcement, fire, and other relevant stakeholders in the County EOC to facilitate response operations, as well. Any established forward operating centers or on-scene responders coordinate resource requests from the JCC to the County EOC Logistics Section or through WebEOC for management.





Information Collection, Analysis, and Dissemination

Depending on the nature of the emergency, the ICP will collect data and information and synthesize it into useable intelligence for planning and decision making.

Law enforcement is the primary agency responsible for determining need-to-know levels. Law enforcement will coordinate intelligence products as well as determine with whom those products should be shared and through what means. The Town will always adhere to classifications of documents according to local, state, and federal laws. Classified documents are only shared according to applicable handling instructions and within the confines of the law.

Situation Reports and appropriate intelligence and information products are posted in the local WebEOC for viewing by local, regional, and state partners. Information may also be disseminated verbally, through emails, or by utilizing other information sharing platforms.

Critical information needs are largely conveyed and gathered through the use of the situation report process. SitReps are developed by the ICP. Situational awareness, resource needs, status report, on-scene conditions, weather, intelligence, and roadblocks to success are key information needs to mount a coordinated response.

Information Systems Utilized by the Town of Carolina Beach

Through collaboration with local agencies and organizations, the Town will utilize the following **primary** information-sharing systems when responding to an incident:

- a. **Web EOC:** WebEOC is a common tool used in disasters. Understanding the scope of an incident ensures limited resources are used to address the greatest needs and opportunities for providing assistance are identified. WebEOC allows local officials to make more informed decisions and helps develop a common operating picture.
- b. **Email**
- c. **Conference Calls**
- d. **Cityworks Management and Permitting Software**
- e. **ICS Forms**

Information Systems Utilized by New Hanover County:

- NCSparta
- WebEOC

Information Systems Utilized by the State of North Carolina:

- NCSparta
- WebEOC



Communications and Coordination

The Town will communicate with employees regarding “report to work” status using several methods: TV/radio reports, Town voicemail line, and email. Departments will contact employees as necessary through department phone trees.

The Town will designate radios and cellular phones in advance of the emergency (if possible) along with the necessary chargers and batteries. The Town will establish a backup communication system if cellular or radio repeater towers go down: couriers, phone dispatch for emergency personnel, limited range radios, etc. The Town ICP will test the communication system and numbers in advance of the emergency (if possible).

Administration, Finance, and Logistics

Administration

Documentation

A systematic process for documenting disaster response and recovery is key for Town departments and municipalities. This documentation allows the Town to comply with public records laws, create historical records, recover costs, address insurance and other legal requirements, develop mitigation strategies, and discover lessons learned for future responses. The Planning Section Chief is responsible for coordinating the specific documentation needs of the response. Documents are uploaded into Planning Section Chief and are kept within that system as an ongoing record.

Each responding agency is responsible for following internal SOPs and adhering to all applicable state and local laws detailing documentation procedures during and after emergencies. The Planning Section Chief will compile incident documentation to ensure coordinated incident operations and historical records are kept post-event. Incident command logs, communications plans, resource requests, and any other formal documentation must be kept in order to ensure the proper documentation is available for the incident.

Damage Assessments and cost recovery documents must be completed throughout the incident and forwarded to the Planning Section Chief for purposes of assessing whether assistance is needed or reimbursement dollars are available. FEMA designates record retention periods following the closure of the reimbursement event. Public Assistance documents are kept by the Planning Section Chief, and Individual Assistance is kept by Planning Section Chief. For non-FEMA related incidents, electronic versions are kept following the state archive rules and regulations.



After-Action Reports

Formal after-action reporting can be facilitated by New Hanover County Emergency Management but can also be conducted by the Town to create a formal written critique of emergency operations, response, and recovery efforts. Following established FEMA Homeland Security Exercise Evaluation Program (HSEEP) process, hotwashes, and debriefs should be conducted and documented across the response. Town departments will be charged with responsibilities and tasks identified through improvement plans designed to enhance capabilities, ensure plan modifications are made, direct equipment purchases, and implement other response enhancements.

Any documentation available for the incident (incident command logs, mitigation strategies, IAPs) will be used to ensure future responses and plans are enhanced with lessons learned and best practices through formal after-action reporting. The process of formally evaluating a response may also lead to an assessment of current capabilities and gaps, identification of needed improvements, and identification of future mitigation strategies.

Finance

Disaster expenditures should follow all local, state, and federal laws and policies. Contracting and emergency spending should be coordinated with fiscal agents to ensure compliance with applicable authorities.

See *Functional Annex: Financial Management* for additional information.

Costs incurred responding to disasters (equipment, personnel, emergency repairs, contracted services) must be documented according to the current state and federal guidance for recovering funds as a result of a disaster. Municipal funds will be recouped whenever possible according to FEMA Public Assistance Policy through New Hanover County Emergency Management. Individual Town residents will be assisted according to the guidelines set forth in the FEMA Individual Assistance (IA) Program. The initial coordination of these efforts will occur from the Town Incident Command Post (ICP). Accurate records must be maintained in order to create historical records, recover costs, address insurance needs, address gaps in current capabilities, and develop mitigation strategies.

Legal

Legal issues are handled through existing legal authorities already in place in the Town. In an open ICP, the Town Attorney has legal representation available for answering any questions and ensuring compliance with local, state, and federal laws. All legal documents of either a public or private nature recorded by designated officials must be protected and preserved in accordance with existing law, statutes, and ordinances.



Logistics

Logistical needs during a disaster will be met through varied means. These may include mutual aid agreements, private resources, and requests for New Hanover County assistance.

Coordination of incident logistics is done through the ICP. The ICP, in conjunction with Incident Command, will prioritize and coordinate resource allocation and distribution during incidents.

Four primary tasks will be accomplished through the ICP in regard to resource management:

1. Describing, inventorying, requesting, and tracking resources
2. Activating resource management systems prior to and during an incident
3. Dispatching resources prior to and during an incident
4. Demobilizing or recalling resources during or after incidents

All requests for resources will be verified and validated through the ICP. When available, reimbursement programs will be accessed. Proper protocol and documentation must be kept when seeking reimbursement.

Annually, the Town is asked to upload available resources into the New Hanover County WebEOC system, which is maintained by New Hanover County Emergency Management. Pre-event surveys are also conducted by New Hanover County Emergency Management to determine resource availability.

See *Functional Annex: Logistics and Resource Management* for additional information.



Plan Development and Maintenance

This Plan was drafted using planning guidance created by FEMA through Comprehensive Preparedness Guide (CPG) 101 v3 and the legal responsibilities identified in North Carolina General Statutes, Chapter 166-A. It provides all the necessary elements to ensure that local government can fulfill its legal responsibilities for emergency preparedness.

Copies of the Emergency Operations Plan will be distributed to all Town of Carolina Beach departments. Town Management staff and key personnel should familiarize themselves with the communications framework outlined in this plan. Each department head is responsible to the Town Manager for maintaining accurate rosters and contact information. The Town Manager reserves the right to modify/adjust the protocols in this manual based on the particular emergency.

The Departmental Emergency Plans that follow shall be consistent with the overall town Emergency Management Structure.

The EOP will be reviewed **annually** unless circumstances dictate a more immediate revision/review. Transient information (such as contact numbers, signatures, etc.) should be updated immediately. Revisions go to the Town Council at the direction of the Town Manager, as needed, and will formally be promulgated on a **4-year update cycle** consistent with the New Hanover County EOP.

The Emergency Management Coordinator will be responsible for managing and coordinating the annual review and maintenance of the EOP.

Revision Schedule

| Due Date | Agency Responsible for Maintenance | Position of Person at Agency Responsible | Reason for Maintenance (scheduled maintenance, gap identified, real-world event, exercise, etc.) |
|----------|------------------------------------|--|--|
| | | | |
| | | | |



Authorities and Reference

Below are elected references that form the legal basis for actions outlined in this plan. These references include the following:

- **Federal**
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended by Public Law 100-77.
 - Emergency Planning and Community Right to Know Act (SARA Title III).
 - OSHA 1910.120.
 - Civil Defense Act of 1950, as amended.
 - Oil Pollution Act of 1990 (OPA 90).
 - Comprehensive Environmental Compensation and Recovery Act (CERCLA).
- **State**
 - NCGS 166A Emergency Management Act.
 - NC Oil Pollution and Hazardous Substances Control Act of 1978.
 - NC Governor's Executive Order 73.
- **Local**
 - Sample Proclamation for State of Emergency.
 - Sample Termination of State of Emergency.
 - Local Emergency Planning Committee (LEPC) By-laws.
 - Mutual Aid Agreements with Partner Agencies.



Acronyms

| | |
|---------|---|
| AFN | Access and Functional Needs |
| APIO | Assistant Public Information Officer |
| ARC | American Red Cross |
| ARES | Amateur Radio Emergency Services |
| ASU | Animal Services Unit |
| BNP | Brunswick Nuclear Plan |
| CDC | Centers for Disease Control |
| CISM | Critical Incident Stress Management |
| EAS | Emergency Alert System |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| EPCRA | Emergency Planning and Community Right to Know Act |
| EPIC | Emergency Public Information Center |
| ERG | Emergency Response Guidebook |
| ESF | Emergency Support Function |
| FEMA | Federal Emergency Management Agency |
| GIS | Geographic Information Systems |
| IC | Incident Command |
| IC-3 | Individual Care Coordination Center |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IPAWS | Integrated Public Alert and Warning System |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| LEPC | Local Emergency Planning Commission |
| NAWAS | National Warning System |
| NC OEMS | North Carolina Office of Emergency Medical Services |



| | |
|---------|--|
| NC | North Carolina |
| NFPA | National Fire Protection Administration |
| NHC EM | New Hanover County Emergency Management |
| NHC EOC | New Hanover County Emergency Operations Center |
| NHC EOP | New Hanover County Emergency Operations Plan |
| NHC HHS | New Hanover County Health and Human Services |
| NHC | New Hanover County |
| NHCFR | New Hanover County Fire Rescue |
| NHCHD | New Hanover County Health Department |
| NNHRMC | Novant New Hanover Regional Medical Center |
| NOAA | National Oceanic and Atmospheric Administration |
| NWS | National Weather Service |
| OSC | On-Scene Coordinator |
| PETS | Pets Evacuation and Transportation Standards Act |
| PIO | Public Information Officer |
| PSAP | Public Safety Answering Point |
| RRT | Regional Response Team |
| SAR | Search and Rescue |
| SARA | Superfund Amendments and Reauthorization Act |
| SERC | State Emergency Response Commission |
| SMAT | State Medical Assistance Team |
| SMORT | State Mortuary Operations Team |
| SNS | Strategic National Stockpile |
| SPCA | Society for the Prevention of Cruelty to Animals |
| TTY | Teletypewriter |
| USAR | Urban Search and Rescue |
| USCG | United States Coast Guard |
| UWCFA | United Way of the Cape Fear Area |
| VIPR | Volunteer Intervention Prevention Response |
| WEA | Wireless Emergency Alerts |



Attachment 1: FEMA Community Lifelines

Planning and Community Lifelines

Lifelines are simply critical services within the community that must be stabilized to protect life and property. When lifelines are stabilized, other aspects of society are able to function as intended. A stable lifeline allows for continuous operation of critical government and business functions and is essential for human health and safety and economic security.^[1]

For the purposes of the plan, lifelines will be incorporated into all phases of emergency management to reframe the way that incidents are viewed during a response. Lifelines are designed to create solutions, which address the root cause of disruptions to critical functions such as energy, food and water, and communications. This root cause analysis and response will guide how the Town prioritizes resources as well as how decisions are made at all levels of the response. The seven lifelines are shown below.



Source: FEMA Community Lifelines Implementation Toolkit, version 2.0

Each lifeline has a number of components and subcomponents to help define key incident stabilization factors which help planners and responders determine the condition of each lifeline. These components help to target the response towards those functions that are critical to stabilizing the lifeline. Subcomponents are flexible and may be developed under each component as needed. The components under each lifeline are as follows:

^[1] <https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit>



Community Lifeline Components



Multiple components and subcomponents establish the parameters of the lifeline; component-level assessment is required to determine the condition of each lifeline.

1. Safety and Security

- Law Enforcement/Security
- Fire Service
- Search and Rescue
- Government Service
- Community Safety

2. Food, Water, Shelter

- Food
- Water
- Shelter
- Agriculture

3. Health and Medical

- Medical Care
- Public Health
- Patient Movement
- Medical Supply Chain
- Fatality Management

4. Energy

- Power Grid
- Fuel

5. Communications

- Infrastructure
- Responder Communications
- Alerts, Warnings, and Messages
- Finance
- 911 and Dispatch

6. Transportation

- Highway/Roadway/Motor Vehicle
- Mass Transit
- Railway
- Aviation
- Maritime

7. Hazardous Material

- Facilities
- HAZMAT, Pollutants, Contaminants

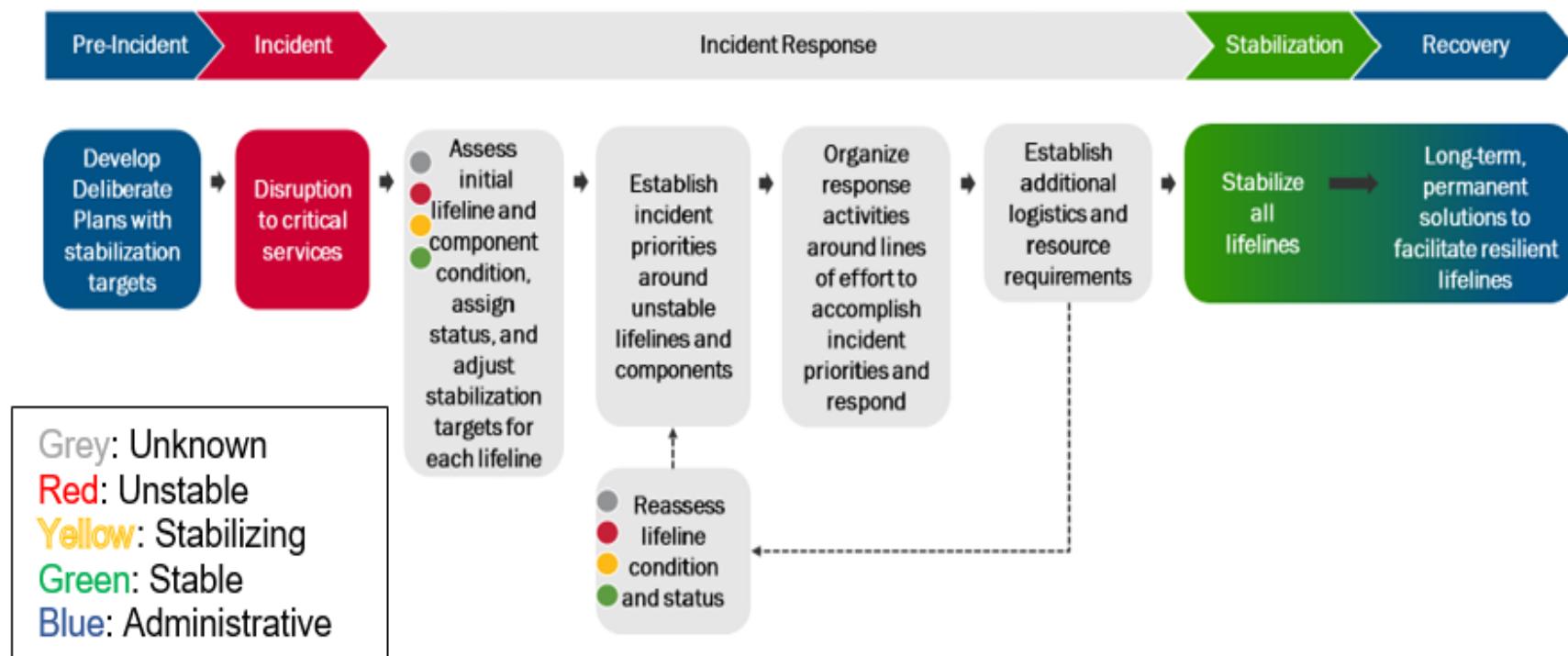
ASSESSMENT

| | |
|------------------|-------------------|
| Status | "What?" |
| Impact | "So What?" |
| Actions | "Now What?" |
| Limiting Factors | "What's the Gap?" |
| ETA to Green | "When?" |



Source: FEMA Community Lifelines Implementation Toolkit, version 2.0

The Town will begin to implement lifelines according to the following the diagram. Lifelines will continue to be integrated pre-event into planning documents. As incidents occur, responders will assess the community lifelines in order to determine status, impact, actions, limiting factors, and ETA to Green as indicated below. The majority of this work will take place in conjunction with the functional annexes through the operation of the Town ICP.



Source: FEMA Community Lifelines Implementation Toolkit, version 2.0



Attachment 2: Incident Command Post Supply List

The following is a suggested list of supplies to have on hand for an upcoming major emergency.

| | |
|---|------------------------------|
| Cell phones | Foul weather gear |
| Chargers/batteries for radios | Plastic covers for computers |
| Comprehensive employee phone list | Pre-made call-log forms |
| Food | Cots/blankets for sleeping |
| Ice machine (Fire Department) | Flashlights |
| Large Town Operations map (for Marking) | MISC. equipment and paper |
| Emergency journal for records | Emergency Plans |
| Notepads/pens/markers | |

| Toolkit | |
|--|---|
| 2 flashlights with extra batteries | 3-ring binder and 3-hole punch for printed emails, press releases, staff contact information, phone numbers, etc. |
| Pens, post-it-notes, 2 small pads of paper | 2 multi-line phones |
| 2 computers and a small printer | radio |
| Town name badges | |

| Personal Kit Items (Suggested) | |
|--|--|
| Change of clothes | Snacks, bottled water |
| Sleeping items (pillow, blanket, sleeping bag, etc.) | Tissues, cell phone (if possible), other personals |
| Toiletries (toothbrush, toothpaste, extra contact lens storage case, saline solution, glasses, etc.) | Games, cards, books |