

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

**TO: COUNTY GOVERNMENT
MUNICIPAL GOVERNMENT
RESIDENTS OF PAMLICO COUNTY**

By virtue of the powers and authority vested in me as the Chairman, County Board of Commissioners, I hereby promulgate and issue the Pamlico County Emergency Operations Plan for Multihazards dated March 31, 1998 as regulation and guidance to provide for the protection of the residents of Pamlico County.

This plan outlines the coordinated actions to be taken by the County Officials and volunteer organizations to protect lives and property in natural or man made disasters. It identifies forces and resources available for employment to prevent, minimize and recover from injury, loss of life, and destruction of property which tragically characterizes disasters.

This plan is effective for planning on receipt and for execution when directed. The County Manager is responsible for the maintenance and updating of this plan, as required, in coordination with appropriate participating agencies and units of government.

Sincerely,

Carl J. Ollison, Chairman
County Board of Commissioners

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

STATEMENT OF APPROVAL

The undersigned agree to the responsibilities assigned to their organization in the Pamlico County Emergency Operations Plan, dated April 1998 and as revised May 2004.

Chairman, County Board of Commissioners

Date

County Manager, Pamlico County

Date

Coordinator, Emergency Management Agency

Date

Sheriff, Pamlico County

Date

Fire Marshal, Pamlico County

Date

Captain, Rescue Squad

Date

Director, Social Services

Date

Director, County Health

Date

Superintendent of Schools

Date

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

**PAMLICO COUNTY
EMERGENCY MANAGEMENT**

Mission Statement

To ensure the preparedness of Pamlico County from the effects of natural or man-made disaster that could cause undue hardship on the citizens of Pamlico County as well as its visitors, through effective management of programs designed for preparedness, response, recovery and mitigation.

PAMLICO COUNTY EMERGENCY OPERATIONS PLAN

FOREWORD

The Pamlico County Emergency Operations Plan was developed to address multiple hazards which threaten a jurisdiction. Through use of a functional format, the document encourages an Integrated Emergency Management System (IEMS) approach to disasters; and fosters prompt, efficient and coordinated response operations by elements of the emergency organization. IEMS requires a system-wide integration of skills, people and resources. IEMS 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 document presents a Basic Plan which serves as a summary document to the functional annexes. The annexes define who will do what and when in an emergency situation. Defining the roles of each response agency reduces the confusion, chaos and conflict during emergencies and significantly decreases vulnerability of the public and their property to hazardous threats.

This plan does not attempt to define for each agency how to perform the tasks. The manner in which the tasks are to be performed is contained in the agencies Standard Operating Procedures (SOP), which are contained in the implementation document that supports this plan.

An additional companion document entitled “**IMPLEMENTATION DOCUMENT**” must be consulted when implementing portions of this plan. This document contains agency agreements, SOP’s, agreements between governmental and private organizations, memorandums of understandings, organizational charts, agency checklists, standard news releases, etc.

This plan meets the requirements of **FEMA** planning guidance, **CPG 1-8, CPG 1-8A, NRT-1** and the legal responsibilities identified in **North Carolina General Statutes, Chapter 166-A**. It provides all the necessary elements to insure that local government can fulfill its legal responsibilities for emergency preparedness.

All prior plans are rescinded, effective May 2004.

PAMLICO COUNTY EMERGENCY OPERATIONS PLAN

May 30, 2004

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INSTRUCTIONS FOR USE

It is intended that this plan, in conjunction with the implementing document, be used by the Pamlico 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:** To be used by chief executives and policy officials.
- **Annexes:** Address the specific functions for use by the operational managers.
- **Implementing Document:** Contain technical information, details, and methods (such as standard operating procedures and checklist) for use by emergency response personnel.

Each section of the plan contains a purpose statement for that section. All individuals with assigned responsibilities should be familiar the entire plan, however added emphasis must be given to those sections for which they are responsible. While circumstances cannot be addressed, the content of this plan should be used as a guide for those things that do occur but not specifically addressed herein.

Distribution List

County Board of Commissioners	Mayor, Town of Bayboro
County Manager	Mayor, Town of Alliance
Emergency Management Coordinator	Mayor, Town of Stonewall
Sheriff	Mayor, Town of Arapahoe
Captain, Rescue Squad	Mayor, Town of Minnesott Beach
Director - Social Services	Mayor, Town of Vandemere
Director - Finance Office	Mayor, Town of Mesic
Director - Health Department	Mayor, Town of Oriental
Superintendent of Schools	Arapahoe VFD
President, Fireman's Association	Southeast Pamlico VFD
County Landfill and Solid Waste	Olympia VFD
County Library	Triangle VFD
American Red Cross	Reelsboro VFD
U. S. Coast Guard Station Hobucken	Vandemere VFD
Craven Regional Medical Center	Goose Creek Island VFD
Mayor, Town of Grantsboro	Grantsboro/Silverhill VFD
Florence/Whortonsville VFD	

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN
Basic Plan**

I. PURPOSE:

This Plan sets forth the following actions to be taken by the government agencies designated as emergency organizations by Pamlico County and cooperating private institutions to:

- Prevent disasters or reduce impact of disasters;
- Reduce the vulnerability of County residents to any disaster that cannot be prevented;
- Assess capabilities of emergency organizations
- Establish procedures for protecting citizens from the effects of disasters;
- Respond effectively to the actual occurrence of disasters; and
- Provide for recovery in the aftermath of any emergency involving extensive damage or other debilitating influence on the normal pattern of life within the county.

Used as a management tool, this plan will increase the County's ability to develop a timely and efficient emergency program, thereby mitigating the effects of an emergency or disaster on people and property.

The Emergency Operations Plan (**EOP**) emphasizes the extraordinary emergency response functions applicable to all emergencies or disasters, while recognizing the unique aspects of specific types of hazards. In addition, the EOP outlines basic response functions commonly applicable to all hazards in developing a systematic approach to the management of any type or magnitude of emergency or disaster.

The guidelines and procedures included in this plan have been prepared utilizing the best information and planning assumptions available at the time of preparation. There is no guarantee implied by this plan. In an emergency, resources may be overwhelmed and essential services may not be available. Deviation from these guidelines may be necessary given the facts of any particular situation.

PAMLICO COUNTY EMERGENCY OPERATIONS PLAN

II. SITUATION and ASSUMPTIONS:

A. Situation

Pamlico County is exposed to various hazards, which have the potential to disrupt the community, cause and create casualties and property damage. Possible natural hazards include hurricanes, tornadoes, flood, ice/snow, drought, fire, and other severe weather. There is also the threat of technological hazards, those caused by human omission or error, such as transportation accidents, hazardous materials, incidents, or utility failures. A civil disturbance or a terrorism incident could also occur.

- 1) Pamlico County is located in the Central Coastal Section of the State. It is bounded on the East by the Pamlico Sound, on the South by the Neuse River, on the North by Beaufort County and on the west by Craven County. The estimated population of the County and its municipalities is approximately 13,000 (based on the 2000 census). Due to the large number of recreational camps (5), long shoreline facing the Intracoastal Waterway (ICWW) and increasing number of waterfront residential resorts the expected peak population of 20,000 can be anticipated during the summer months.

There are 9 municipalities within the county as shown below:

Alliance	Minnesott Beach
Arapahoe	Oriental
Bayboro	Stonewall
Mesic	Vandemere
Grantsboro	

- 2) The major traffic arteries in the county are, N.C. Highway 55 and N.C. Highway 306.
- 3) There are not any railroads within the county.
- 4) The Pamlico County Airport located in Bayboro is a lighted 2,800 ft. Sod grass strip serviceable for light aircraft and is used by the division of Forest Services and National Guard.
- 5) Access into and out of Pamlico County by highway is dependent on several key bridges: The Neuse River Bridge; The Alligator Creek Bridge; The Hobucken Bridge. These bridges remaining passable will be crucial to a timely evacuation of the population and visitors during the threat of severe weather or hurricane.
- 6) Several other bridges throughout the county are crucial for timely evacuations to occur. These bridges are listed in the Pamlico County Hurricane Evacuation Plan on file in the Pamlico County Emergency Management Office.

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- 7) Pamlico County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Potential hazards are:
- a) Hurricanes
 - b) Major Fire
 - c) Tornadoes
 - d) Floods
 - e) Hazardous Materials
 - f) Drought
 - g) Forest Fires
 - h) Severe Bridge Damage
 - i) Civil Disorders
 - j) Utility Failures
 - k) National Security Emergency

B. Assumptions

1. Pamlico County will continue to be exposed to the hazards noted above as well as others which may develop in the future.
2. One or more of the above listed emergency/disaster events occurring could impact Pamlico County severely with any one of the following results:
 - Loss of electrical power
 - Loss of water distribution, waste water, and water treatment capabilities
 - Road networks becoming impassable
 - Need for mass care and or feeding operations
 - Damage or destruction of telephone and communication networks
 - Dramatic increase in media attention necessitating public information/rumor control
 - Reentry for public into damaged areas
 - Need for damage assessment - State and/or Federal assistance
 - Auxiliary power for essential facilities
 - Problem of donated goods
 - Contamination of public and private wells
 - Depletion of staffs
 - Damage or destruction of vital facilities
 - Reconstruction management program
 - Isolated citizens
 - Severe economic impact
 - Environmental impact on wildlife and the natural environment
 - Need for debris clearance and removal
 - Need for temporary debris reduction sites
 - Increased number of vectors
 - Damage or destruction of vital records

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- Presidential declaration of emergency or disaster
 - County and local governments resources could be overwhelmed
3. County and city governments are primarily responsible for emergency management actions and will commit all available resources to protect lives and minimize damage to property.
 4. Outside assistance will be available in most emergency situations affecting the County. Although this Plan defines procedures for coordinating such assistance, it is essential for Pamlico County and the municipalities to plan for and to carry out disaster response and short-term recovery operations utilizing local resources on an independent basis.
 5. The occurrence of more than one of the above listed emergency/disaster events could result in a catastrophic disaster situation which could overwhelm local and state resources.
 6. A major disaster event will likely affect the lives of many Pamlico County and other local response agency employees limiting or preventing them from performing emergency response activities.
 7. Due to the threat of disruption of local government functions, all levels of government must develop standard operating procedures (encompassing staffing, lines of succession, and mode of operations) to ensure continuity of government.
 8. It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible; however, many disasters and events can, and will, occur with little or no warning.
 9. Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their respective responsibilities in the implementation of this Emergency Operations Plan.
 10. The intent of this Emergency Operations Plan is to reduce disaster-related losses.

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III. PHASES OF EMERGENCY MANAGEMENT:

The Basic Plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard-specific; therefore, this Plan accounts for activities before and after, as well as during, emergency operations. The phases of emergency management are addressed below.

Mitigation

Mitigation activities are those which eliminate or reduce the probability of a disaster occurring, including long-term activities that lessen the undesirable effects of unavoidable hazards.

Preparedness

Preparedness activities, programs, and systems are those that exist prior to an emergency and are used to support and enhance response to an emergency or disaster. Planning, training, and exercising are among the activities conducted under this phase.

Response

Response involves activities and programs designed to address both immediate and short-term effects at the onset of an emergency or disaster. Response is geared towards reducing casualties, damage, and facilitating recovery. Activities include direction and control, warning, evacuation, rescue, and other similar operations.

Recovery

Recovery involves both short-term and long-term processes. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or an improved, state of affairs. The appropriate time to institute mitigation measures, particularly those related to a recent emergency, is during the recovery period, including reassessing the EOP and planning process for deficiencies. Restoration to upgrade damaged areas is appropriate if it can be shown extra repairs will mitigate or lessen the chances of damages caused by another such similar disaster.

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IV. LEVELS OF EMERGENCY:

To ensure that the County responds appropriately, emergency status and levels are listed below along with the action to be taken during each level. Emergency situations that are within the normal scope and control of the responsible department are not considered here.

Any given level may be bypassed, if necessary, to allow response to proceed directly to a higher level. As an emergency progresses to higher levels, the stated activities of previous levels will continue to be enacted.

Level One: Potential Emergency

Definition

At this level, there is a strong potential that the department attempting to control the emergency will exhaust its resources before bringing the emergency under control.

Action

All Department Heads (or their designees), the Public Information Officer (County Manager), and the 911 Center are notified of a possible emergency and will alert key personnel within their respective departments of the situation.

Level Two: Actual Local Emergency

Definition

The responsible department has determined that an emergency has proceeded beyond its capability to control, given its resources. The responsible department requires assistance from other departments to control a problem.

Action

Initial staffing for the EOC Executive Group will consist of the County Manager, Finance Officer, Fire Association President, Emergency Manager, Operation's Chief, , and the Planning Chief. Department Heads not immediately reporting to the EOC and the County Attorney (if needed) will report to their respective offices and follow the procedures as outlined in the Emergency Operations Plan and their respective annexes.

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Level Three: Declare State of Emergency

Definition

The emergency is of a magnitude requiring State and/or Federal assistance. Local resources, including mutual assistance response, are insufficient to cope with the situation, and the incident requires response from other levels of government to protect lives and minimize property damage for a large portion of the population.

Action

The County's Emergency Plan and EOC will be activated as outlined in the step 1-2-3-4 911 call-out procedures.

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V. STEPS FOR DECLARATION OF EMERGENCY:

The Chairman of the County Board of Commissioners will sign an order declaring a State of Emergency for Pamlico County when the situation progresses to a level three emergency. The County must first expend, or nearly deplete, its own resources, including those available through mutual aid agreements, before requesting assistance from State of North Carolina. All requests will be made by the Emergency Management Coordinator or by another official duly authorized by the County Manager. After County resources have been expended, a declaration may be requested through the State.

Requests for State or Federal assistance, including National Guard or other military services, will be made to the North Carolina Emergency Management Agency in Raleigh *through* the Pamlico County Emergency Coordinator. Only the County's governing body may ask the Governor for a declaration of emergency. Only the Governor may request a declaration of emergency from the President of the United States. Following a presidential declaration of emergency, Federal assistance will be made available.

PAMLICO COUNTY EMERGENCY OPERATIONS PLAN

VI. CONCEPT OF OPERATIONS:

Local government has the primary responsibility for emergency management operations. Those operations are designed to protect lives, minimize property damage, and provide for continuation of critical services to customers. This Plan is based upon the concept that the emergency functions for various departments involved in emergency management will generally parallel normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases; however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of an emergency, and efforts that would typically be required for normal daily functions will be redirected to the accomplishment of emergency tasks by the department concerned.

If it should be determined that the normal functions of the County are not sufficient to meet the emergency or disaster effectively, the Chairman of the Board of Commissioners may declare a state of emergency. The effect of the declaration is to activate recovery and rehabilitation aspects of the Plan and authorize the furnishing of aid and assistance.

1. General Statute 166A-2 requires County/City governments to organize and plan for the protection of life and property from the effects of hazardous events within its borders.
2. In significant emergencies or disasters, direction and control will be carried out by the executive group under the direction of the County Manager or his designee.
3. The County Emergency Operations Center (EOC) will be staffed and operated as the situation dictates. When activated, operations are supported by ranking representatives from local government, state government (if representatives are provided), private sector and volunteer organizations to provide information, data, resources, and recommendations as to actions needed to cope with the situation.
4. The senior elected official or the designee of the jurisdiction as defined in G.S. 288.1 may declare a State of Emergency to exist within the jurisdiction of any part thereof and begin implementing emergency procedures (Reference Authorities Section).
5. Termination of a State of Emergency shall be declared by the authority by whom it was issued.
6. Facilities that are vital to the operation of the county and local government functions have been identified (Reference Vital facility-Annex D). Facilities that are essential will receive priority for restoration as directed by the executive group.
7. The County Manager and County Emergency Management Coordinator will coordinate and control resources of the county. Mayors of the municipalities will control their own resources.

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8. Emergency public information will be disseminated by all available media outlets through the Public Information Officer (County Manager).
9. Prior planning and training of personnel are prerequisites to effective emergency operations and must be considered as integral parts of disaster preparations.
10. Coordination with surrounding jurisdictions is essential when events occur that impact beyond jurisdictional borders.
11. All legal documents of either a public or private nature recorded by designated officials must be protected and preserved in accordance with existing laws, statutes, and ordinances.
12. When Local Government Resources prove to be inadequate during emergency operations, a request for assistance will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or emergency negotiating mutual aid agreements and understanding. Request for State or Federal resources must be made through the Pamlico County Emergency Management Coordinator to the Eastern Branch Division of Emergency Management Office and forwarded to the State EOC.
13. When a disaster overwhelms the capability of State and Local governments, resources of federal departments and agencies may be needed. The process for requesting and obtaining these federal resources must be understood by all parties.
14. The Federal Response Plan establishes the basis for fulfilling these Federal Government roles 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. Under this plan, departments and agencies having various authorities and resources have been assigned primary and support agency responsibilities for various Emergency Support Functions (ESF's). These emergency support functions will work in concert with state agencies to provide the needed resources.
15. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a Federal Coordinating Officer (FCO) will be appointed as the Presidents 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 FCO.
16. Local governments will use their normal channel for requesting assistance and/or resources, i.e., through the Eastern Branch Emergency Management Office to the State EOC. If state resources have been exhausted, the state will arrange to provide the needed resources using the ESF's as described in the Federal Response Plan.

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VII. DIRECTION and CONTROL:

General

The County Manager is responsible for ensuring that coordinated and effective emergency response systems are developed and maintained. Departments will perform emergency activities closely related to those they perform routinely. Specific positions and departments are responsible for fulfilling their obligations are presented in the Basic Plan and individual annexes. The County Manager will designate an Incident Commander, based on the type of emergency at hand. Each department will be responsible for having its own standard operating procedures (SOPs) to be followed during applicable response and recovery operations.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used as an adjunct to existing County services when the situation threatens to expand beyond the County's response capabilities.

Continuity of County Operations

Succession of Authority

To maintain County operation and ensure the orderly continuation of leadership in an emergency situation, the following order of responsibility is established.

- County Manager
- Sheriff
- Emergency Management Coordinator
- Finance Officer
- Tax Collector

Preservation of Records

In order to provide normal government operations following a disaster, vital records must be protected, including legal documents and personnel records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. The responsibility of this falls to the County Clerk and Finance Director.

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VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The County Manager mandates the development and annual review of this plan by all officials involved and will coordinate the necessary revision effort through the Emergency Management Agency. This review may include a critique of actions taken in support of the plan following any event in which the plan or portions of the plan have been implemented in an emergency event to determine if revisions can be made that would improve disaster response and recovery operations in the future.
- B. Local government agencies charged with responsibilities are responsible for development of standard operations procedures to support operations outlined in this plan, review of those portions of the plan actually implemented in the emergency, and providing copies of the agreements and standard operating procedures to the Emergency Management Office for placement in the Implementation Manual.
- C. The development and continued update of all functional annexes is the responsibility of each of the lead departments identified on each annex and in the Basic Plan section of this document. At approximately six-month intervals (April and October), the Emergency Manager will send out an update notice. Each department/division is responsible for reviewing its Functional Annex sections and updating with current information upon request from the Emergency Manager. All changes must be forwarded on hard copy-no exceptions will be made to this rule. The Emergency Manager will make the revisions and forward copies to those individuals on the Plan distribution list.
- D. Each department is responsible for ensuring their respective section of the Resource Guide is kept updated with the most current information. At six-month intervals (approximately May and November) the Emergency Manager will send out update notices, and hard copies of the Resource Guide will be reprinted and distributed to authorized locations.
- E. An annual review and update of the Basic Plan, as well as other remaining components of the Plan, will be the responsibility of the Emergency Manager.
- F. The Plan will be updated, as necessary, based upon deficiencies identified by drills and exercises, changes in local government structure, technological changes, etc. Approved changes will be incorporated into the Plan and forwarded to all departments and individuals identified as having possession of a full version of the plan. Changes to the Basic Plan will be forwarded to holders of a full plan as well as to those who hold Basic Plans only.
- G. The Plan will be activated at least once a year in the form of a simulated emergency in order to provide practical experience to those having EOC responsibilities.
- H. Each department will be responsible for providing the appropriate training to those individuals who will be expected to participate in the implementation of the Plan.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

- I. This Plan supersedes and rescinds all previous editions of the Pamlico County Emergency Operations Plan and is effective upon signing by the County Manager. If any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this Plan.

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IX. EMERGENCY MANAGEMENT ORGANIZATION:

The Emergency Management Team (**EMT**) consists of all levels of County government. The Chairman, County Commissioners, County Manager, Department Heads, County Attorney, and individual departments all have certain responsibilities in the mitigation, preparedness, response, and recovery phases of emergency management for the Pamlico County.

The Emergency Operations Plan (**EOP**) is based on the Integrated Emergency Management System (**IEMS**). The EMT is structured to fit both the Integrated Emergency Management System and the Incident Command System (**ICS**). Responsibilities within the EMO structure are as follows:

CHAIRMAN AND COUNTY COMMISSIONERS:

- Convene County Commissioners for emergency session(s) [Chairman];
- Assist in communication and coordination efforts with elected officials of other governmental entities [Manager];
- Coordinate emergency public information with CMO staff and PIO;
- Be available to address the community, and act as a conduit, within their respective wards or evacuation centers, to disseminate information during the course of a disaster event;
- Meet, as needed, to provide policy direction and enact ordinances that reduce the impact to citizens. Examples include flood plan ordinances, land use and development codes, and anti-price-gouging ordinances; and
- Determine funding levels through the budget for emergency mitigation, planning, response, and recovery activities.

EXECUTIVE GROUP:

The County Manager will determine, based on the nature of an emergency, which Department Head will staff the Policy Room. Department Head's not immediately reporting to the EOC will either report to their respective departments to provide staff assistance or prepare to take a later shift as part of the Executive Group. The County Attorney's role is to advise other members of the Executive Group regarding legal matters and provide assistance in presenting emergency ordinances to the County Commissioners for adoption. Members of the Executive Group will determine which legal measures are to be processed by the County Commissioners. The Chairman is responsible for declaring a state of emergency and, if necessary, requesting additional assistance from other jurisdictions or higher levels of government. Responsibilities of the Executive Group are as follows:

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- Provide resources to ensure staff receives necessary training for managing emergency events, including maintenance of the Emergency Plan;
- County Manager (or designee) will appoint the Incident Commander and a second shift Incident Commander, when it becomes apparent the event will extend into a second shift;
- Maintain communication and support with County Manager and County Commissioners; stay informed of event status;
- Determine County services to be curtailed or modified during the course of an emergency, including determining an appropriate time for services to come back online;
- Provide policy guidance to the Incident Commander;
- Review critical press releases prior to release;
- Determine priorities for County resources;
- Recommend emergency ordinances to the Commissioners; and
- Review ordinances for legal and liability issues [County Attorney].

INCIDENT COMMAND SYSTEM (ICS):

The Pamlico County has selected the Incident Command System (**ICS**) and the National Incident Management System (**NIMS**) as the method for managing emergency incidents. The ICS structure utilizes a standard format, defining operational and support functions, by providing a standard description and pre-defining duties and responsibilities for each function, and delineating lines of authority and communication.

The County Manager is responsible for appointing the Incident Commander and will coordinate appointment of the IC with the Department Head of the specific department assigned responsibility for the disaster. The County Manager may determine that a unified command is appropriate for responding to certain events.

Department responsibilities are:

Water Department

- Weather-related events, i.e., hurricane, tornado, ice, snow, wind, flood;
- Volcanic eruption; and
- Earthquake.

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Fire & EMS Department

- Conflagration;
- Hazardous materials incident; and unidentified spills or dumping
- Transportation/mass casualty incident.

Sheriff Department

- Civil disturbance; and
- Terrorist attack.

INCIDENT COMMANDER (IC):

In charge of all operational aspects of an emergency, the IC also acts as a liaison between the Executive Group and operational staff activities. In addition, the IC is responsible for coordinating all efforts and determining necessary resources for any given emergency. The IC will determine which elements of the Incident Command System will be implemented and may choose to delegate some duties.

COMMAND STAFF:

Command staff includes the Public Information Officer; Liaison Officer; and Safety Officer, all of whom report directly to the IC.

GENERAL STAFF:

General staff includes the Operations Chief, Planning Chief, Logistics Chief, and Finance Chief, all of whom report directly to the IC.

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X. EMERGENCY OPERATIONS CENTER (EOC):

Response and support activities will be coordinated from the Pamlico County Emergency Operations Center (EOC), a predesignated facility (Health Department Conference Room). The EOC will be activated upon notification of a possible or actual major emergency. During any emergency, the EOC is the seat of government for the duration of a crisis.

The EOC consists of two rooms—a Policy Room and an Incident Command Room. The EMO IC, Command Staff, and General Staff will report to, and remain in the Incident Command Room during the emergency.

The Executive Group consists of the County Manager, pre-assigned Department Heads, and may include the County Attorney, as well as others as needed. This group will meet in the Policy Room to determine policy issues, such as legal measures needed, declaring a state of emergency, and requesting additional assistance. The County Manager will appoint the IC.

The primary EOC is the Pamlico EOC, located in the Health Department in Bayboro. If this facility is not functional when the EOC is activated, the backup EOC, the Pamlico County Court House will be used, and if this site is also not functional the tertiary backup EOC will be located at the Pamlico County Community College.

During operations and upon activation, the EOC will assemble, as outlined under the **Organization and Assignment of Functional Annex Responsibilities** heading, and exercise direction and control as outlined below:

- 1) Authority for activating and initiating the command structure of the EOC will be one of the following (as appropriate):
 - County Manager
 - Finance Officer
 - Sheriff
 - Emergency Management Coordinator
- 2) The Incident Commander will determine the level of staffing required; alert the appropriate personnel, agencies, and organizations; and keep the County Manager advised as to the status throughout the event;
- 3) The Incident Commander will serve as the overall EOC controller or may choose to delegate this function;
- 4) The EOC will operate on a 24-hour basis with rotating shifts as necessary until an emergency is over (typical rotation is on a 12 hour basis);

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- 5) The Incident Commander will ensure the municipalities of Pamlico County are immediately notified upon activation. Periodic updates will be made as the situation requires;

- 6) **EOC Locations:** Two Emergency Operations Centers will be maintained:

Primary EOC

The Pamlico County, located at the Health Department on North Street in Bayboro, will be the EOC for all activations unless it sustains damage or is otherwise inaccessible

Backup EOC

The Pamlico County Courthouse, located at the County Courthouse on Main Street in Bayboro, will be the secondary or 1st backup EOC for all activations while the Health Department EOC is inoperable or inaccessible.

If neither the primary nor the backup EOC is functional, the next alternate location is the Pamlico County Community College, located at NC Hwy 306, Grantsboro, NC.

- 7) **EOC Staff**

Levels of staffing will be determined by the County Manager; generally, the IC and its command staff, general staff positions, and the Executive Group will report to the EOC;

- 8) **Mobile EOC/Field Incident Command Post**

The Field Incident Command Post is normally the point from which the actual field direction to emergency services personnel takes place, and can be utilized in a limited scope as an EOC in the event that all fixed EOCs are out of service. The Field Incident Command Post can, with its communications and administrative capabilities, be operated at a safe designated site as the EOC. It may be staffed by Sheriff or Fire & EMS personnel in the event of a major incident, or by representatives from various departments.

- 9) **Joint Information Center (JIC)**

A Joint Information Center (JIC) will be established to support all EOC activations. The JIC will be located at the operational EOC. The JIC will open for all Pamlico County EOC activations. The JIC will

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coordinate all media and public information requests from the EOC and Field PIOs.

10) Public and Media Inquiry Center (PMIC)

A Public and Media Inquiry Phone Center will be established to support all EOC and JIC activations. The PMIC will be located at the operational EOC. County Courthouse administrative personnel will staff the PMIC and remain operational until deactivated by either the EOC Incident Commander or the County Manager. The PMIC will be the point of contact for the media and public in the event of a major emergency in the County. News media are not authorized to be in the EOC during activation.

The use of reports and records will vary according to the type and scope of the emergency; however, complete and accurate records must be maintained.

Appropriate security to the EOC will be maintained to prevent entrance by persons not connected with an emergency situation. Authorized EOC staff will be clearly identified with a vest or other visible identification.

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XI. EMERGENCY AUTHORITY:

In accordance with this policy, the County Manager may take extraordinary measures in the interest of effective emergency management. Procedures associated with emergency powers are contained in the Legal Annex. These powers include but are not limited to:

- Declaration of a local state of disaster
- Wage, price, and rent controls and other economic stabilization measures
- Curfews, blockades, and limitations on utility usage
- Rules governing ingress to and egress from the affected area
- Other security measures

All physical resources within Pamlico County, whether publicly or privately owned, may be utilized when deemed necessary by the County Manager. Pamlico County assumes no financial or civil liability for the use of such resources. Accurate records of such use will be maintained to ensure proper reimbursement for those resources.

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XII. ORGANIZATION and ASSIGNMENT of FUNCTIONAL ANNEX RESPONSIBILITIES:

The Emergency Operations Plan (EOP) consists of several components--the Basic Plan, Functional Annexes, Resource Guide, and a Departmental appendix. The Basic Plan describes the overall general framework and operation of the Emergency Operations Plan. Members of the Executive Group will follow the Basic Plan during an emergency; their responsibilities are outlined in this component of the plan. All other individuals assigned to a position in the Emergency Management Organization will find a checklist of the assigned position's responsibilities in one of the functional annexes of the plan.

How the Functional Annexes Work

Each annex is set up to include a list of emergency personnel positions which may be staffed when the EOC is activated. For the purposes of this plan, a personnel position is a title identified within a functional annex and accompanied by a checklist of responsibilities. An ICS position has standard ICS duties, titles, and a checklist of responsibilities.

Based upon the Integrated Emergency Management System (IEMS), all of the activities that occur during an emergency situation are grouped into general categories, such as evacuation and law enforcement. In most cases, the department for which these functional activities most resemble normal day-to-day operations will take the lead on developing, carrying out, and updating the annex. For example, the Sheriff Department is normally responsible for traffic control. This responsibility will carry through as traffic control is needed in evacuation and other circumstances. Most of the individuals who staff that annex will probably be from that department; however, in some cases, other departments may have an assisting role in carrying out that annex. When this happens, those individuals from assisting departments who help to staff the positions outlined in the annex will report to the appropriate person designated in annex chain of command flow chart. This person may or may not be from the department for which the individual works under normal operating conditions.

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XIII. ADMINISTRATION and LOGISTICS:

Mutual Aid Agreements

Should local resources prove to be inadequate during an emergency; requests will be made for assistance from other local jurisdictions and agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

State/Federal Assistance

Requests for State or Federal assistance, including National Guard or other military services, will be made to the North Carolina Emergency Management Agency (NCEM) in Raleigh *through* the Pamlico County Emergency Coordinator. Only the Governor may request a declaration of emergency from the President of the United States. Following a presidential declaration of emergency, Federal assistance will be made available.

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XIV. EMERGENCY MANAGEMENT PREPAREDNESS:

- Ensure Command staff and General staff have attended basic Incident Command System (ICS) training and annual training on emergency management; staff trained in ICS should receive a 4-hour refresher course every two years;
- Ensure staff designated for ICS positions receive the North Carolina Emergency Management (NCEM) course related to the positions they are designated for. The Disaster Operations Task Team (DOTT) will conduct one tabletop exercise and one functional or full-scale exercise annually for EMO staff. The EOC will be tested during at least one of the annual exercises.
- The DOTT will keep the Pamlico EOC and back-up EOC in a state of readiness. The Pamlico EOC will be started up and tested by DOTT a minimum of one time per year.
- Ensure the County Resource Guide is kept updated on an ongoing basis and the Basic Plan, Functional Annexes, and other remaining components receive an annual review and are updated as needed.
- Recommend ordinances which provide for emergency powers as well as promulgation of the Emergency Operations Plan which will supersede other ordinances and procedures during a disaster situation.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

AUTHORITIES

Annex A

I. PURPOSE

This Section provides the legal references to support actions in the event of an emergency/disaster situation occurring in the county.

II. SITUATION AND ASSUMPTIONS

A. Situation

- 1) Actions taken during emergency/disaster events require that legal guidelines are followed to assure protection of the general public and to maintain law and order in the county.
- 2) Decisions implemented during times of disaster or impending disaster will sometimes have a negative economic impact on the county or portions thereof.
- 3) Written and verbal mutual aid agreements exist between some agencies and departments with Pamlico County and its municipalities and with some surrounding county/municipal agencies and departments.

B. Assumptions

- 1) Some actions taken during pre-emergency and emergency periods 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 within the county.

III. CONCEPT OF OPERATIONS

- A. Selected references on file in the Pamlico County Emergency Management office include:
 - G.S. 166-A N.C. Emergency Management Act
 - Pamlico County Management Emergency Ordinance

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- Proclamation of State of Emergency (including description of Imposition of Prohibitions and Restrictions)
 - Termination of State of Emergency
- B. An additional reference book, on file in the Pamlico County Emergency Management Agency, will be available during times of emergency. This reference document will include:
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended by Public Law 100-707
 - Mutual Aid Agreements for Fire and Rescue
 - Mutual Aid Agreements with Municipalities
 - Agreements with American Red Cross
 - Agreements with County School System
 - Emergency Planning and Community Right to Know Act (SARA Title III)
 - OSHA 1910.120
 - Civil Defense Act of 1950, Public Law 81-920
 - N.C. Governor's Executive Order 18
 - Local Emergency Planning Committee Bylaws and Roster
- C. County agencies with established mutual aid agreements are responsible for providing copies of subject documents to the Emergency Management Office.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

DIRECTION AND CONTROL

Annex B

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 (EOC) function in order to conduct effective and efficient emergency operations.
- 2) Municipalities within the county may exercise independent direction and control of their own emergency resources. Additional resources may be acquired through use of Mutual Aid and assigned to the municipality. Requests for state/federal government assistance will be directed to the County EOC / Emergency Management Coordinator.
- 3) The county EOC may be activated (including representatives from agencies/departments assigned primary responsibility in this plan) if one or more of the following situations occur:
 - a. Imminent threat to public safety/health;
 - b. Extensive multi-agency/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 situation;
 - e. Local emergency ordinances are implemented to control the emergency situation.

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- 4) The county EOC (located inside the Health Department, 203 North Street, Bayboro) serves as the central direction and control point for county-wide emergency response activities. Should this facility become inoperable, the alternate EOC at Pamlico County Courthouse would be utilized for direction and control functions.

B. Assumptions

- 1) The municipalities within the county would not dispatch representatives to the county EOC; but would maintain communications with the county EOC via phone, fax or radio.
- 2) Towns would act in unity with the county on such issues as proclamations, security, evacuation, reentry, recovery, and public information/instructions on protection of life and property.

III. CONCEPT OF OPERATIONS

A. General

- 1) Most of the routine emergency situations within the county are directed by a single agency with direction and control being exercised by the senior on-scene officer. When two or more agencies respond, the response is done in accordance with local ordinances, policies, and procedures, and agreements. Response forces within the county will utilize the Incident Command System (ICS).
- 2) Municipalities within Pamlico County will normally exercise independent direction and control of their resources, outside resources committed to the jurisdictions by the emergency operations center, and resources secured through existing mutual aid agreements with other municipalities.
- 3) Prior to activation of the Pamlico County Emergency Operating Center, requests for state or federal assistance will be directed to the County Emergency Management Coordinator for coordination with the Eastern Branch Office of the N.C. Division of Emergency Management.
- 4) The type of event and the magnitude of the emergency will have a bearing as to when the county EOC will be activated. Officials may elect to activate the EOC under one or all of the following conditions:
 - a. Local resources are inadequate or depleted and significant resources from outside the county must be utilized in the response.

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- b. The disaster affects large areas of the county and the various areas are relying on the same resources therefore mandating prioritization of resources.
 - c. The health and safety of the county are threatened to such an extent that it will be necessary for multiple departments and agencies to respond to the event in a coordinated manner.
- 5) Whenever the EOC is activated or activation becomes imminent, the County Emergency Management Coordinator will notify the EOC personnel and the N.C. Division of Emergency Management, Eastern Branch Office. Additionally, he/she is charged with carrying out all administrative decisions in regards to proper operational procedures of the EOC.
- 6) Existing standard operating procedures will be utilized within the EOC to manage operations and dispatching of resources.

B. Staffing

- 1) Personnel assigned or responding to the EOC will normally be assigned duties in one of the two following groups:
- a. The Execution Group (Responsible for overall direction and control of operational forces, operational policies)
 - Chairperson, Board of County Commissioners
 - Mayors of Towns
 - Sheriff
 - County Manager
 - Town Administrators
 - Emergency Management Coordinator
 - b. The Operations Group consists of the following, however, staffing may be adjusted by deletion or addition of private, volunteer or governmental agencies in response to the specific emergency:
 - 1. EOC Operations Management Section
 - EM Coordinator (EOC Operations Manager)

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- Clerical support staff
- 2. Law Enforcement Section
 - Sheriff's Operations Officer
 - NC Highway Patrol Liaison
 - Clerical support staff
- 3. Emergency Services Section
 - President of the Firemen's Association
 - Rescue Squad Captain
 - Transportation Coordinator
 - Clerical Support Staff
- 4. Human Services Section
 - Health Director
 - Social Services Director
 - School Superintendent
 - American Red Cross Liaison
- 5. Analysis and Resources Section
 - - Emergency Public Works Coordinator
 - - Finance Officer
 - - Damage Assessment Officer
 - - Support staff of Damage Assessment
 - - Team(s), recorders, analysts and plotters
- 6. HazMat Section (when needed)
 - President, Firemen's Association
 - President, Rescue Squad
 - Emergency Management Coordinator
- 7. Donated/Unmet Needs Section
 - Director, Council on Aging
 - Others as appropriate
- 8. Volunteers:
 - Amateur Radio Operators

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN
ASSIGNMENT OF RESPONSIBILITIES**

Annex C

I. PURPOSE

This section tasks departments of the Pamlico County government with specific emergency functions which are in addition to their day to day operations. Each department is responsible for the development and maintenance of internal standard operating procedures, checklists, and memorandums of understanding, letters of agreement and for providing copies of these documents to the County Emergency Management Office. Additionally, some responsibilities for organizations which are not a part of the county governmental structure are also outlined.

II. ORGANIZATION

A. *Executive Group (Control)*

- 1) The Pamlico County Emergency Control Group consists of:
 - Chairperson of the Board of Commissioners
 - County Manager
 - County Emergency Management Coordinator or designee

- 2) The Municipal Emergency Control Group (if established) may consist of the following:
 - Mayor or designee
 - Selected Board Members
 - Town Manager(s)
 - Clerk to municipal council
 - County Emergency Management Coordinator or designee

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B. Support Groups

When established, these groups consist of representatives of pre-determined governmental, quasi-governmental and volunteer groups. These groups are tasked with the responsibility of implementing control group decisions.

C. Assignment of Responsibilities

1) Chairperson, Pamlico County Commissioners

- a. Carry out provisions of N.C. General Statutes and local ordinances relating to emergencies.
- b. Declare a State of Emergency for Pamlico County and assume direction and control of emergency operations in cooperation with other members of the control group to include:
 1. Execution of the Pamlico County Emergency Operations Plan.
 2. Order an evacuation to include all or parts of the county.
 3. Restrict the sale of alcohol and or firearms.
 4. Order a curfew.
 5. Restrict entry into Pamlico County.
 6. Enforce ordinances in effect.
 7. Ensure adequate planning for hazardous materials events.
 8. Ensure that the line of succession for county departments and agencies is adhered to.
 9. Relocate the seat of government if administrative offices become damaged beyond usage.
 10. Declare a state of emergency in existence for the unincorporated areas of the county, if necessary.
 11. Request assistance from State Government through the Emergency Management Coordinator, as needed, to protect life and property.

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- c. Execute the Pamlico County Emergency Operations Plan.
 - d. Implement other measures to protect life and property.
 - e. Nominate members for the Local Emergency Planning Committee to the Chairman of the State Emergency Response Commission.
 - f. Coordinate emergency response actions with Chairpersons of adjoining jurisdictions, and also with mayors in Pamlico County.
- 2) County Manager/Public Information Officer/Budget Officer
- a. Implement the County Emergency Plan by authority of the Chairperson, County Board of Commissioners, and adhere to the County personnel policy.
 - b. Direct county agencies to develop and update emergency plans and SOP's to respond to emergencies.
 - c. Support the Emergency Management Agency in annual exercises and tests of the emergency plan/drills.
 - d. Function as the Public Information Officer or assure that a qualified PIO is in place.
 - e. Authorize the release of emergency public information, in conjunction with the Chairperson of the Commissioners.
 - f. Coordinate emergency response actions with managers of adjoining jurisdictions.
 - g. Implement direction, control, coordination, and policy making functions as necessary to provide for optimum protection of public health and safety.
 - h. Ensure that all responding agencies document expenditures related to coping with the emergency/disaster.
 - i. Determine sheltering / evacuation needs, in coordination with the Emergency Management Coordinator.
 - j. Issue orders to terminate non-essential functions of local government and re-direct forces to cope with disaster.

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- k. Plan for the activation of damage assessment / recovery functions of local government.
 - l. Ensure that persons with special needs have been provided assistance, if needed.
 - m. Prior to the beginning of Hurricane Season, review Hurricane Standard Operating Procedures and County Hurricane Plan.
 - n. Provide rumor control in the EOC. Assist with inquiring as to missing relatives, damaged areas, etc.
 - o. Ensure that debris has been cleared from public rights-of-way.
 - p. Inform citizens about evacuation routes, flooded areas, and other impediments to evacuations.
 - q. Develop financial accounting procedures to assist local agencies in recording and reporting emergency expenses.
 - r. Assist in the establishment and management of post-disaster donated funds.
 - s. Provide county budget information in support of the Governor's request for a Presidential Declaration of a Disaster.
 - t. Ensure that visually impaired and non-English speaking groups have been provided adequate warning materials / instructions.
 - u. Provide media briefing times and locations, when appropriate.
- 3) Mayors, Pamlico County Municipalities
- a. Utilize municipal personnel, facilities, and equipment resources to support the Pamlico County response operations, not to conflict with municipal requirements.
 - b. Assess the needs of the affected municipality and request resources through the Emergency Management Coordinator.
 - c. Enforce provisions of the local ordinances relating to disasters/emergencies as well as N.C. General Statutes.
 - d. Declare a State of Emergency for the Municipality and ensure enforcement.

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- e. Ensure the Protection of Life and property within the municipality.
 - f. Assist county officials with damage assessment / recovery activities.
 - g. Provide copies of mutual aid agreements, letters of agreement, or memorandum of understanding to the Pamlico County Emergency Management Agency.
- 4) Emergency Management Coordinator/Fire Marshal
- a. Maintain and update Emergency Operations Plan, standard operating procedures, implementing documents and resource manuals used during emergency operations by all county agencies. Ensure that agencies assigned response functions develop SOP's and provide copies to the EM agency for Filing.
 - b. Perform assigned duties according to State General Statutes and local ordinances.
 - c. Develop plans in accordance with Federal and State guidelines.
 - d. Maintain current notification and recall lists of operational personnel.
 - e. Provide for the training / crisis training of emergency forces within the emergency management organization.
 - f. Maintain and update a current list of government and private resources in the county.
 - g. Receive and coordinate request for resources from municipalities; direct resources to areas of greatest need.
 - h. Coordinate with private industry for use of privately-owned resources.
 - i. Forward request for additional resources to the Eastern Branch Emergency Management Office for situations in which county resources are unable to meet recovery requirements.
 - j. Alert and activate county emergency management forces when informed of an impending emergency in the county.
 - k. Ensure that emergency information and reports are delivered to responding agencies in a timely manner.

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- l. Serve as a member of the Pamlico / Craven Counties Local Emergency Planning Committee as defined by SARA Title III planning requirements.
- m. Coordinate emergency response actions with Emergency Management Coordinators in adjoining jurisdictions.
- n. Serve as the principal advisor to the executive control group during emergency operations.
- o. Identify and arrange for suitable shelters for identified hazards.
- p. Provide shelter supplies.
- q. Maintain operational readiness of the EOC, when activated.
- r. Maintain liaison with utility company representatives for back-up water, power and telephone communications should they become necessary.
- s. Maintain administrative records as needed. Ensure that operational and narrative journals are maintained during an emergency period.
- t. Function as the alternative PIO.
- u. Ensure adequate warnings are disseminated throughout the emergency organization and the county.
- v. Develop procedures to activate the EAS system.
- w. Provide damage assessment training on an annual basis.
- x. Disseminate, as appropriate, public information and education programs relating to disaster recovery procedures.
- y. Assist with securing DAC facilities and equipment.
- z. Identify and notify applicants that may be eligible for Public Assistance programs.
- aa. Assist the LEPC in planning for Hazardous material events.
- bb. Ensure that the public is educated through public awareness programs concerning the various hazards in the area and the need to be self-sufficient for a period of three days.

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- cc. Ensure the crisis training of county staff that fulfills operational roles.
- dd. Support the LEPC in maintaining liaison with facility emergency coordinators to ensure availability of current information concerning hazards. Also, respond to incidents.

5) Sheriff/Communications Director

a. Law Enforcement

1. Develop and maintain SOP's to direct and control law enforcement operations during emergencies / disasters.
2. Provide direction and control for law enforcement, traffic control, evacuations, and community re-entry.
3. Identify law enforcement assistance needs and develop necessary mutual aid agreements to support those needs.
4. Provide security for the EOC, staging areas, shelters, vital facilities, and essential equipment locations.
5. Assist in dissemination of emergency public information and warnings to the public and hearing impaired persons.
6. Provide security and backup communications forces for the EOC.
7. Control ingress and egress into damaged, evacuated, and secured areas and facilities.
8. Relocate and house prisoners when necessary.
9. Coordinate the need for additional law enforcement support with State Highway Patrol and adjacent jurisdictions.
10. Develop procedures to ensure that law enforcement personnel can respond at the awareness level for hazardous material accidents.
11. During non-emergency periods, serve as the official spokesperson for law enforcement related events. Otherwise coordinate the release of all

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public information / instructions with the county public information officer.

12. Provide transportation for EOC personnel on an emergency basis, as warranted.

b. Communications

1. Establish and maintain the communications network for two-way communications between the EOC and field forces.
2. Disseminate warning information to emergency response personnel.
3. Develop, maintain, and update SOP's for communications center operations during emergencies.
4. Provide back-up communications for the EOC and critical points through the use of mobile units.
5. Ensure that communications procedures are established for the use of logs, messages, and forms, and message control.

6) Municipal Law Enforcement

- a. Anticipate resources needed to support county law enforcement activity during emergencies, evacuations, and plan for timely resource requests.
- b. Assist in the notification and warning of municipal residents, non-English speaking, hearing impaired, and those with special needs.
- c. Provide security of homes, businesses, and vital facilities identified within municipal borders.
- d. Assist with reentry of evacuees into damaged area.

7) Social Services Director

- a. Develop, maintain, and revise standard operating procedures for Social Services operations during emergency/disaster periods.
- b. Coordinate emergency shelter opening with American Red Cross and Pamlico Community College.

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- c. Coordinate with health department concerning special needs of the population.
 - d. Provide shelter managers and other support personnel during sheltering periods.
 - e. Coordinate transition of emergency shelter operations with Red Cross.
 - f. Provide liaison to Red Cross and Salvation Army for the receipt, management, and distribution of solicited and unsolicited donated goods following a disaster.
 - g. Ensure that nursing homes, rest homes, and retirement centers develop evacuation or in-place care plans and that said plans coordinate with the Social Services and Emergency Management departments.
 - h. Develop procedures to provide care for CAP, PCS, pregnant clients (more than 7 months), and home-bound individuals.
- 8) Director, Pamlico County Health Department
- a. Develop, maintain, and revise standard operating procedures for emergency public health operations during emergencies.
 - b. Coordinate health care for emergency shelters and mass care facilities with DSS (when shelters are opened).
 - c. Coordinate with water supply authorities to expedite emergency water supply for the public.
 - d. Provide health inspection and immunizations to evaluate, detect, prevent or control communicable disease.
 - e. Coordinate environmental health activities for waste disposal, refuse, food, water, sanitation, vector/vermin control.
 - f. Coordinate with the Social Services Department in the identification and care of special needs populations.
 - g. Provide inspection of mass care facilities, to assure proper sanitation practices are being followed.
 - h. Coordinate with the proper authorities to establish a temporary morgue, if necessary.

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- i. Staff disaster assistance center, if necessary.
 - j. Ensure that crisis counseling is provided in shelter areas, if requested.
 - k. Coordinate with area mental health center to ensure that crisis counselors are available in disaster assistance centers, shelter areas, and for support staff, if needed.
 - l. Provide a 24-hour crisis line for staff during periods of emergency.
 - m. Coordinate public health services in shelter and mass care facilities.
 - n. Coordinate the distribution of exposure limiting drugs, vaccines, or other preventatives, when required.
 - o. Provide interpreters for non- English speaking people in shelters.
- 9) Director, Pamlico County Water Department
- a. Plan for temporary repair and restoration of vital water facilities, water distribution, and waste water systems.
 - b. Develop and maintain resource lists with source, location, and availability of equipment, fuel, and operational personnel to support response / recovery operations relating to the water system.
 - c. Assist with debris removal.
 - d. Identify manpower and equipment limitations and provide for resources to cover any shortfalls.

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- e. Provide storage and access to fuel for emergency service vehicles during emergencies.
- f. Maintain emergency water resources at vital facilities during periods of emergencies.
- g. Develop, maintain, and update standard operation procedures for public works functions during emergency periods.
- h. Terminate non-essential services and re-deploy personnel and equipment resources to areas of greatest need.
- i. Support damage assessment / recovery operations; relay damage assessment to the EOC.

10) Pamlico County Tax Assessor (Damage Assessment Coordinator)

- a. Develop, maintain and revise standard operating procedures for county tax operation and record protection during disaster / emergency situations.
- b. Coordinate damage assessment teams conducting field survey, and assure teams are properly trained and equipped. Forward assessments to Eastern Branch, Emergency Management Office.
- c. Provide property tax information assistance for county residents at Disaster Application Centers.
- d. Assist the executive group in prioritizing repairs and restoration of affected facilities during the recovery period.
- e. Revise property tax records to reflect damages to privately owned property.

11) Superintendent, Pamlico County Schools

- a. Develop, maintain, and revise standard operating procedures for the safety and protection of students, faculty, and other personnel during emergency situations.
- b. Coordinate evacuation and transportation operations for students during emergencies.
- c. Provide support personnel, equipment, and facilities as necessary (schools, bus drivers, cafeteria personnel, and other equipment, etc.).

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- d. Provide support personnel to the EOC during activation of the facility.
- e. Provide school facilities for temporary shelters and medical treatment facilities, as needed. Develop memorandum of understanding for use of facilities.
- f. Plan for the transportation of county residents in a disaster or emergency situation, including the elderly, handicapped, and other special needs citizens.
- g. Maintain school transportation resources and provide for the refueling of these resources when necessary.
- h. During recovery period, assess damage to school properties and report to Emergency Management Coordinator for computation.

12) Captain, Pamlico County Volunteer Rescue Squad

- a. Develop, maintain, and revise standard operating procedures for emergency rescue service activities during emergency / disaster situations. Provide copies of agency SOP, checklist, memorandums of understanding, etc., to the Emergency Management Coordinator for the implementation manual.
- b. Plan for the coordination of ambulance / rescue activities throughout the county during emergencies / disasters.
- c. Identify equipment and manpower limitations and develop mutual aid agreements for the procurement of needed resources during emergency / disaster events.
- d. Coordinate with area hospital concerning the receipt of mass casualties during emergency disaster situations.
- e. Coordinate with the County Health Director and Social Services Director to determine emergency transportation needs for special needs populations.
- f. Coordinate with home health care agencies to allow for the transport of patients in Britthaven Nursing Home should the need arise.
- g. For disasters / emergencies in which the Incident Command Structure is employed, coordinate with the rescue incident commander to provide triage services (treatment at scene; categorize injured; prioritize transportation).

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- h. Review procedures for recovery, identification, registration and disposition of deceased. Notify next of kin.
- i. Coordinate, when appropriate, with funeral homes, pathologists, ARC Liaison, dentists, and other health care professionals.
- j. Provide for the extrication and rescue of victims during emergency operations.
- k. Support traffic control and movement operations, if staff permits.
- l. Establish liaison with medical facilities and coordinate with receiving facilities, maintain field communications with other response groups.
- m. Supplement medical resources in shelters in coordination with ARC and other volunteer groups.
- n. Maintain a casualty tracking system.

13) Chiefs, Pamlico County Volunteer Fire Departments

- a. Assist law enforcement with dissemination of warning of impending disaster / emergency situation.
- b. Provide support personnel to assist in traffic control, and rescue operations.
- c. Provide direction and control during hazardous materials incidents.
- d. Provide fire protection for shelters, mass care facilities, vital facilities, and evacuated areas.
- e. Conduct fire inspections during recovery operations.
- f. Assist in search and rescue operations during emergency/disaster situations.
- g. Identify equipment and manpower limitations / shortages, and works from mutual aid agreements for the procurement of needed resources during emergency and disaster events.
- h. Coordinate fire fighting activities with the County Fire Marshal during times of emergencies.
- i. Designate staging areas for mutual aid forces responding from outside the county.

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- j. Alert all emergency support services to the dangers associated with hazardous materials emergencies.
- k. Support the evacuation of special institutions, handicapped / disabled and special needs individuals.
- l. Provide resource lists, copies of departmental SOP's, letters of agreement, and mutual aid agreements to the Emergency Management Office prior to an emergency situation.

14) American Red Cross Liaison

- a. Coordinate activities with the Director, Pamlico County Social Services Department and Pamlico County Health Department in providing shelter / mass care services and personnel.
- b. Provide support personnel as requested for shelter / mass care operations.
- c. Provide shelter managers and staff to operate ARC designated shelters.
- d. Provide training for shelter staff in support of shelter operations.
- e. Arrange for staffing of ARC shelters and feeding of evacuees / emergency workers.
- f. Cooperate / coordinate with Salvation Army and other volunteer agencies in the delivery of mass feeding services.
- g. Designate a coordinator and personnel to assist the Director of Social Services in the management of post disaster donated goods.
- h. Operate missing persons inquiry service to advise families on status of missing / injured persons.

15) Military Support Liaison (when provided)

- a. Forward resource requests to counterpart on State Emergency Response Teams.
- b. Coordinate with the County Office of Emergency Management regarding the availability of personnel and equipment resources from local military installations.

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16) Amateur Radio Operators

- a. Provide a liaison to the Pamlico County EOC during emergency activations.
- b. Transmit / receive emergency traffic as necessary during emergency conditions.
- c. Disassemble and relocate radio equipment to alternate locations, if necessary.
- d. Maintain message log for all traffic.
- e. Support post disaster emergency communication requirements, if needed.

17) Pamlico / Craven Counties Local Emergency Planning Committee

- a. Carry out the responsibilities for local emergency planning pursuant to Title III in adherence to the policies of the NC Emergency Response Commission.
- b. Assess and make recommendations as to the current level of prevention, preparedness and response capabilities and to identify existing programs and capabilities.
- c. Insure the development of plans to protect the public during a hazardous materials accident by developing a Hazardous Material Emergency Operating Plan consistent with guidance contained in the N.C. Plan for Multi-Hazards prototype.
- d. Develop and ensure that procedures for notification are in place and effective in the event of a hazardous materials accident.
- e. Ensure adequate training of responders to hazardous materials events.
- f. Identify individuals and or groups in areas of hazardous materials risk with special transportation needs.
- g. Identify resources needed for response to hazardous materials emergencies and make recommendations to the Board of Commissioners.
- h. Ensure that the provisions of the Super Fund Amendments and Reauthorization Act of 1986 are complied with.
- i. Ensure that facility emergency coordinators provide information to the LEPC in a timely manner.

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- j. On a yearly basis, publish the legal notice for the emergency planning committee in the local newspaper.

18) Director, Pamlico County Recreation Department

- a. Provide staff, equipment, and supplies to operate the local receiving point for receipt of emergency goods
- b. Provide staff, equipment, and supplies to operate the local distribution point for distribution of emergency goods
- c. Continue to provide recreation program for residents.

19) State and Federal Representatives

- a. The Eastern Branch, Area 3 Coordinator for the N.C. Division of Emergency Management will coordinate State Government Resource requests for Pamlico County.
- b. N.C. Highway Patrol may provide a liaison to the Pamlico County EOC, if needed.

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VITAL FACILITIES

Annex D

I. PURPOSE

This section provides for the identification and management of critical / vital facilities.

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 long-term recovery operations.
- 2) Several categories of vital facilities have been identified in Pamlico County including:
 - a. Electrical Distribution System Components
 - b. Health / Medical Facilities
 - c. Transportation Networks
 - d. Communications Network Components
 - e. Public Buildings
 - f. Emergency Service Facilities
 - g. Water Distribution / Waste Water Facilities
 - h. Historic Structures
 - i. Landfill and Debris Sites
 - j. Public / Private Supply Centers
 - k. Helicopter Landing Sites
 - l. Boat Landings

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- 3) Pamlico County Emergency Management maintains a list of public and private sector resources that could be utilized during an emergency / disaster response.
- 4) Pamlico 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 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.

II. CONCEPT OF OPERATIONS

- A. Information pertaining to vital facilities and resources will be maintained in Pamlico County computer systems and accessible to Pamlico County and Municipal Emergency Operation Centers.
- B. Continuous update of the vital facilities inventory will be maintained.
- 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.

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COMMUNICATIONS / NOTIFICATION/ WARNING

Annex E

I. PURPOSE

This annex describes the County's communication / notification / warning systems, policies and procedures to be used by county government agencies to disseminate warning information to response agencies and the public.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) The emergency communications center for the county is located in and operated by the Pamlico County Sheriff's Department, 202 Main Street, Bayboro and is operational 24 hours per day. Initial warnings and public inquiries are received at this facility and disseminated to the county forces.
- 2) This facility is equipped with a TDD machine for communicating with hearing impaired persons, as required by the Americans With Disabilities Act.
- 3) One dispatcher is usually required to receive and dispatch traffic. Each shift is supervised by a shift supervisor: however, the Chief Jailor functions as the Communications Director.
- 4) Emergency communications and it's associated networks are heavily dependent upon commercial telephone (operated by Sprint Telephone) interconnected by private phone lines and cell phones.
- 5) Emergency Management has the capability to use the Emergency Broadcast System to deliver warnings / instructions to the public. Special needs groups, schools, persons, in group quarters, camps, and boaters in waterways may require special warning.
- 6) Scanners owned by private citizens, national weather radio (NOAA Weather Radio Systems) receivers, and fire / rescue pagers, provide additional means of providing warnings.
- 7) Key individuals within county government also have private pagers operated from the Metrocall network located in Greenville, N.C.

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B. Assumptions

- 1) Use of all available forms of warning and notification will not provide sufficient warning to the general public and special needs groups.
- 2) During emergency and disaster situations the commercial telephone system would probably become overloaded thus delaying calls or making calls impossible due to increased usage.
- 3) Some remote communities and isolated groups of individuals may not receive warnings in a timely manner and may be without communications for an extended period of time.
- 4) Loss of the single communication tower on the law enforcement / rescue / fire repeater system could seriously hamper the ability to page and dispatch emergency personnel.
- 5) Commercial repair technicians from outside the county would have to be contacted to effect repairs on the communications systems. Due to long travel times, they could become delayed or unable to arrive in a timely manner.
- 6) State assistance may be needed to procure supplemental communications equipment or to locate available repair technicians following a major disaster.

III. CONCEPT OF OPERATIONS

A. General

- 1) The Pamlico County Warning Point (operational 24 hours per day) will initiate notification and warning of appropriate personnel by telephone, radio, or pager (fire / rescue) as required, utilizing established notification procedures. This facility may receive warning directly from the State Warning Point - N.C. Highway Patrol Raleigh Communications Center.
- 2) Law enforcement, fire and rescue vehicles equipped with public address systems may be used to supplement warning issued to the general public.
- 3) The National Weather Service may issue weather watches or warnings directly to the public and the affected communications centers. Also the county warning points may receive notice of watches and warning via the DCI system.
- 4) Local government will utilize all communication means possible to disseminate warning to the public in a timely manner. These means include one or more of the following systems: local radio stations; NOAA Weather Radio; sirens; horns; mobile PA systems; telephones; print media; and broadcast over all radio frequencies.

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- 5) The fire / rescue network will be the primary means by which the executive group will communicate with field forces in the county.
- 6) The Eastern Branch Emergency Management Office will relay watches and warnings received from the National Weather Service utilizing fax and radio capabilities.

B. Specific Systems

1) Telephone / Cellular Service

- a. Commercial telephone service is provided by Sprint Telephone, New Bern.
- b. Cellular phone service is provided in the county by 360° Communications and U.S. Cellular.
- c. Sprint Telephone will be furnished a restoration priority list for telephone service prior to and/or following a disaster.

2) Two-Way Radio Systems

- a. The County's Communication System is designated as the principal system to be used for direction and control activities. Principal users of this system include: law enforcement, emergency management, and fire / rescue.
- b. The following county departments, agencies and organizations operate two-way radio systems.

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- Sheriff's Department
 -
 - Pamlico County Recycling Center (Coastal Regional Solid Waste Authority)
 - County Volunteer Fire Departments
 - Oriental Police Department
 - Health Department
 - Water Department
 - Rescue Squad
- c. The following county volunteer organizations operate two-way radio systems.
- Amateur Radio Emergency Service (ARES)
 - Carteret Civil Air Patrol (CCAP)
 - Citizens Radio Service
- d. Other two-way communications systems which may be used to communicate with the State EOC during emergencies include:
- Division of Criminal Information (DCI) (Formerly Police Information Network, PIN)
 - Amateur Radio Emergency Services (ARES)
 - Civil Air Patrol Radio Systems
 - State Emergency Management (FM) voice radio
 - Commercial telephone
 - Satellite Radio/Telephone
- e. The following communications systems can be accessed from the communication center:

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- Sheriff's Department Radio System
- County Fire / Rescue Network
- Hospital System
- Rescue Squad Radio System
- The County ARES Network
- The Local Area Police Network

3) Other Communications Systems

The following communications systems are available but not operated from the communication center.

- a. Citizens Radio System
- b. Civil Air Patrol Squadron

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PUBLIC INFORMATION

Annex F

I. PURPOSE

This annex describes the process for staffing, operating, and maintaining a public information system to disseminate understandable emergency information to the public during emergency / disaster situations.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Broadcast and print media will be relied upon to assist in the dissemination of information to the general public. Most of the media outlets are located outside of the county.
- 2) The Public Information Officer (County Manager) and the Emergency Management Coordinator have the capability to activate the Emergency Alerting System to warn the public or provide instructions.
- 3) The county is served by the following media outlets:
 - The Sun Journal, New Bern
 - The Pamlico News, Oriental
 - WDLX 93.3 FM Radio, Washington
 - WIKS 102 FM, New Bern
 - WSFL 106 FM, New Bern
 - WTKF 107.3 FM, Newport
 - WZYC 103 FM, Newport
 - WRNS 95.1 FM, Kinston
 - WCTI Television, New Bern
 - WFXI Television, Newport
 - WNCT Television, Greenville
 - WITN Television, Washington
 - UNC Public Television System
- 4) The county would receive extensive regional and national media coverage during and after an emergency or disaster situation.

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- 5) Scanners, fire and rescue pagers are used extensively by residents and volunteers in the county. This system may be used to supplement public notification / instructions provided by media outlets.
- 6) Marine traffic and boaters in the waterways and rivers may be provided information / instructions by the U.S. Coast Guard.

B. Assumptions

- 1) In a large scale or protracted emergency period, the County Manager (Public Information Officer) would designate an additional person to act as the official spokesperson for the county.
- 2) In-county printed media outlets may not be able to deliver timely emergency public information or instructions.
- 3) Depending on the severity of the emergency, telephone, radio and television communications may be disrupted. If this occurs, public address systems and door-to-door sweeps may be initiated.
- 4) Demand for information may be very heavy; therefore, sufficient staff will be provided and trained.
- 5) Rumor control will probably be necessary as portions of the public will accept rumors and half-truths as official information.
- 6) Demand for official guidance, information or instructions may be heavy and overwhelm the ability of local government to respond to requests on a timely basis, at least for an initial period of time.

III. CONCEPT OF OPERATIONS

A. General

- 1) The content of all news media releases will be cleared through the Public Information Officer and the control group prior to release.
- 2) For law enforcement related events, the Sheriff or Chief Deputy will handle all inquiries from the media. When requested, the County Manager or his designee may provide assistance.

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- 3) Public education programs designed to increase public awareness as to the potential hazards in the county, family preparedness matters, shelters, flood prone areas, evacuation route, and hurricane preparedness will be conducted.
- 4) The Emergency Alerting System (EAS) must have authorization of the County Manager or the Emergency Management Coordinator to be utilized.
- 5) The National Weather Service will issue weather watches or warnings directly to the public and media.
- 6) The control group will take actions to correct false, misleading or erroneous information released by the media.
- 7) News releases disseminated by the county will be provided to the media and faxed to the N.C. Division of Emergency Management, Eastern Branch Office.
- 8) Instructions, guidance, and warnings will be provided to isolated and Non-English speaking groups during and following emergency / disaster events.

**PAMLICO COUNTY
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LAW ENFORCEMENT

Annex G

I. PURPOSE

This annex provides for security of vital facilities, maintenance of law and order, and traffic control during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) The Pamlico County Sheriff's Department, and Oriental Police Department provide law enforcement services.
- 2) State law enforcement agencies that operate in Pamlico County are the N.C. Highway Patrol, N.C. Wildlife Resource Commission, State Bureau of Investigation, N.C. Marine Fisheries Division, Division of Motor Vehicles Enforcement Division (DMV-Enforcement), and Alcohol Law Enforcement Division (ALE-Division).
- 3) Federal law enforcement agencies that operate within the borders of Pamlico County include the U.S. Fish and Wildlife Services, and the U.S. Coast Guard. Occasionally, the Federal Marshals and Federal Bureau of Investigation may operate in this area.
- 4) Federal and state law enforcement agencies generally cooperate with local law enforcement agencies during emergency events.
- 5) The N.C. Highway Patrol may assign a ranking officer to the Pamlico EOC to coordinate traffic control and movement, when requested.
- 6) Pre-determined traffic control points have been identified in several emergency plans and have been coordinated with the N.C. Highway Patrol, Sheriff's Department and municipal police departments.

B. *Assumptions*

- 1) Activities of local law enforcement agencies will increase dramatically during periods of disasters. When local law enforcement resources are overwhelmed, state and federal resources may be assigned as support agencies.

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- 2) An evacuation of the coastal area, whether ordered or voluntary, would have a significant impact on the ability of law enforcement to conduct traffic control operations.
- 3) Local law enforcement personnel in the county may not be adequate to provide for security or 24 hour operations until supplemented by outside resources.
- 4) Following an emergency or disaster, it may be necessary to supplement local law enforcement personnel with officers from other jurisdictions, state or federal law enforcement agencies.

III. CONCEPT OF OPERATIONS

- A. Emergency law enforcement operations will be an expansion of normal functions and responsibilities. These responsibilities will include maintenance of law and order, traffic control, crowd control, security of vital facilities, warning of isolated populations, and enforcement of State of Emergency Proclamation by the Board of Commissioners.
- B. The Pamlico County Sheriff's Department will be the single coordinating agency for all law enforcement operations in the county during emergency or disaster events. All law enforcement will remain under the control of the senior law enforcement officer for the jurisdiction in which the emergency operation is taking place.
- C. Violations of laws or the need to re-deploy law enforcement resources will be coordinated through the senior law enforcement officer in the EOC.
- D. Law enforcement personnel may be called upon to assist in warning isolated persons or persons with special needs, under the direction of the senior law enforcement officer in the EOC.

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FIRE SERVICES

Annex H

I. PURPOSE

This section provides for the coordination of fire activities to ensure the safety of life and property within the county during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Pamlico County is served by nine volunteer fire departments.
- 2) The Pamlico County Fire Fighters Association, composed of all fire departments, serves as an advocacy group for fire fighters. The Pamlico County Emergency Management Coordinator acts as the county's liaison to the Pamlico County Fire Fighters Association.
- 3) The N.C. Division of Forest Resources is the lead agency for forest fire control in Pamlico County. Forestry maintains equipment in the county at the zone headquarters in Grantsboro. Pamlico is located in District 4. District 4 headquarters are located in New Bern.
- 4) Urban interface has increased the hazard posed by forest fires.
- 5) All fire departments rely on the Pamlico County 911 communications system for primary dispatching and communications.
- 6) No fire department is trained beyond the operations level for responding to hazardous materials spills. No hazardous material response team is located within the county.
- 7) Mutual aid agreements exist among fire departments within the county.
- 8) The Fire Marshal for Pamlico County is also the Emergency Management Coordinator.

B. *Assumptions*

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

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- 2) Existing fire personnel and equipment will be able to cope with most emergency situations through the use of existing mutual aid agreements.
- 3) When additional or specialized support is required, assistance can be obtained from state and federal agencies.
- 4) Incidents may require response by multiple local, state and even federal agencies.
- 5) Fire departments may be requested to perform tasks not associated with routine duties, such as search, traffic control, emergency debris removal, alert and notification, evacuation, shelter staffing.
- 6) Fire stations will become a community focal point where people seeking basic necessities and information may congregate following an emergency / disaster. It is expected that fire stations in affected areas will be manned during critical periods of an emergency / disaster.

III. CONCEPT OF OPERATIONS

A. *General*

- 1) Incident command will be implemented on an appropriate scale at the scene of every fire event in Pamlico County. If fire or threat of fire is involved, the fire chief of the district or his designated representative will be the incident commander.
- 2) When two or more state agencies respond to an event, the North Carolina Division of Emergency Management's Eastern Branch, Area 3 Coordinator will serve as the lead for coordination of all state resources during an emergency.
- 3) Volunteer fire stations will not be utilized as shelters for the public. In instances of extreme need, volunteer fire department family members may be housed at the stations.

B. *Fire*

- 1) The North Carolina Division of Forest Resources is the lead agency for wild land and forest fire control. During forest fire events, the local fire departments role will be the protection of structures threatened by the forest fire.
- 2) Resources required by fire departments beyond those available through mutual aid will be requested through Division of Emergency Management's Eastern Branch or State EOC.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN**

RESCUE / MASS CASUALTY

Annex I

I. PURPOSE

This annex provides for the coordination of rescue / mass casualty activities to ensure the safety of life / property and care / identification / disposal of mass casualties.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Pamlico County does not have an existing hospital or emergency treatment facility. Residents needing emergency medical attention are transported to Craven Regional Medical Center in New Bern.
- 2) One rescue squad operates within the county. Personnel are certified to; EMT, EMT-D, EMT-I level by NC Office of Emergency Medical Services.
- 3) The nearest trauma center is Pitt Memorial Hospital in Greenville, which can be reached by East Care Helicopter service in about 35 minutes from any point in Pamlico County.
- 4) Pamlico County does not have a Coroner / Medical Examiner.
- 5) Britthaven is the only nursing home / retirement center in the county, housing approximately eighty-five residents. Additionally, Gardens of Pamlico provides assisted living housing to up to 40 residents.
- 6) All rescue units rely upon the Pamlico County Sheriffs Department for dispatching.

B. *Assumptions*

- 1) A large scale or prolonged disaster / emergency period will result in increased demands on the limited rescue capabilities within the county.
- 2) Disruption of the county communications systems will severely impede the delivery of rescue services thus making it more likely that many injured persons will be transported to medical facilities by family or friends who are not trained in rescue procedures.

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- 3) Debris, increased traffic on the limited road network, and difficulty in crossing the Neuse River Bridge (only bridge linking Pamlico to Craven County) will hamper the response of rescue units.
- 4) Catastrophic disaster may affect large areas of the surrounding counties, making nearby medical resources unavailable. Additional medical resources can be secured through the Eastern Branch of Emergency Management.
- 5) Following a disaster in which rescue facilities are damaged, new bases of operations may have to be established, thus increasing the response time of the rescue squad.
- 6) In the event of a mass casualty occurrence, county funeral home directors will be available to assist in the identification / care / disposition of remains.

III. CONCEPT OF OPERATIONS

- A. During emergency or disaster periods, rescue and fire service must be prepared to support each other utilizing available expertise, equipment and manpower.
- B. In an emergency which requires a number of services (eg. Fire, rescue, law enforcement, etc.) to respond, all units, regardless of service, will be coordinated by the Incident Commander.
- C. When needed, patient triage, holding, treatment and transportation areas will be established by the rescue squad captain.
- D. U.S. Marine Search and Rescue, U.S. Coast Guard, East Care and Life Flight air ambulances could be utilized for patient evacuations in times of life-threatening situations.
- E. Additional rescue resources will be secured through the N.C. Division of Emergency Management Eastern Branch Office or the State Emergency Operations Center in Raleigh.
- F. Operations for mass casualty events will be coordinated by a medical examiner / coroner, if one is provided by the state, in conjunction with the Emergency Management Coordinator.
- G. County funeral directors will be available to support identification and disposition of remains.

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- H. When disaster conditions permit, and an estimate can be made of the number of deceased, temporary morgue sites will be selected and activated. Remains will be recovered and evacuated to temporary morgues for identification purposes and safeguarding of personal effects. Necessary information about each victim will be compiled and processed. When authorized by either family members or officials, remains will be released for final disposition.
- I. Temporary morgue (s) will be organized and administered by a state supplied coroner / medical examiner and supported by staff of the county funeral homes. Functions carried out in each morgue will be dictated by circumstances.
- J. Mass burial will only be considered when the number of remains cannot be adequately managed, refrigerated, identified or processed in a timely manner in which to avoid a human health concern.
- K. Cremations for disposal of the remains will not be considered.
- L. Every effort will be made to recover all remains. However, in the event that it is not possible to recover each victim, efforts will be made to notify family for inclusion in a non-denominational service.
- M. A number of seafood packing houses operate refrigerated trucks. Landscaping firms and farmers operate specialized equipment that could be used to perform heavy rescue and recovery.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN
HEALTH AND MEDICAL SERVICES**

Annex J

I. PURPOSE

This annex provides for protection of the public's health and provisions for medical services during natural, technological and man caused emergencies.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) The County Health Department, located in Bayboro, is the only provider of public health services in the county. The department consists of one family nurse practitioner who provides the highest level of care available. Acute care beyond first aid response will be handled by the Pamlico County Rescue Squad and patients will be transported for treatment to the nearest medical center. Due to limited capabilities / services, emergencies are transported to the Craven Regional Medical Center, in New Bern.
- 2) Additionally, home health care is provided by Tarheel Home Health, Craven Regional Medical Center and Aurora Medical Center for residents who do not need hospitalization.
- 3) Bay River Metropolitan Sewer operates a local system covering Oriental, Alliance, Bayboro, Mesic, Stonewall, and parts of Grantsboro and Reelsboro.
- 4) The four private camps and multiple recreational areas operate private water and sewage systems. These private systems could be subjected to failure or ground water contamination.
- 5) The majority of county residents are served by the county operated water system; however, they must rely on private septic systems. These septic systems are susceptible to flooding and contamination problems.
- 6) Special needs populations shall be coordinated through Department of Social Services and Senior Services. This information shall be provided to the Emergency Management Office and Health Department.

B. *Assumptions*

- 1) Most emergency situations can lead to public health and medical problems.

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- 2) A large-scale emergency will result in increased demands on the personnel and equipment resources of the health department and the rescue squads.
- 3) During the recovery period following a major disaster / emergency, the health department will focus on controlling the spread of communicable diseases resulting from contaminated water supplies, failed septic tank systems, spoiled or contaminated food supplies, and unsanitary living conditions. The department will follow the specific guidelines for any public health concerns as approved by the Pamlico County Board of Health.
- 4) EMS is most critical within the first 30 minutes of the emergency. Mutual aid assistance usually arrives after this critical period.
- 5) A catastrophic disaster could result in multiple fatalities resulting in the establishment of temporary morgues and family inquiry services.
- 6) When local resources can no longer meet the demands of the situation, additional resource requirements will be requested through the Emergency Management Coordinator who will request assistance through the Division of Emergency Management, Eastern Branch Office.

III. CONCEPT OF OPERATIONS

A. *General*

- 1) The Health Department will implement effective environmental health, nursing, and health education practices to minimize the incident of disease.
- 2) The Health Department will coordinate health care in Red Cross approved shelters and mass care facilities (if established).
- 3) Inspections of damaged areas and emergency shelters will be carried out in order to determine pest control, sanitation, inoculations and water purification needs.
- 4) Testing of water supplies will be overseen by the Health Department.
- 5) The movement of home bound patients normally cared for by home health care services and special needs populations will be coordinated by the Health Department after obtaining the list from Department of Social Services.
- 6) The Health Director will coordinate with the county PIO concerning the distribution of information relating to disaster related health procedures and advisories.

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RESTORATION OF ESSENTIAL SERVICES

Annex K

I. PURPOSE

The purpose of this section is to provide for essential public works services during an emergency / disaster, including solid waste disposal, water distribution, sewer system, and debris removal.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

1) Pamlico County

- a. Pamlico County does not operate a Public Works Department. The County does operate a Building and Grounds Department and a Water Department with ten employees who perform general maintenance and repairs.
- b. A regional landfill utilized by several counties is located in Craven County off of N.C. Hwy 118. This landfill is owned and operated by CRSWMA. Solid waste is transported to this landfill by Waste Industries, Inc., and Coastal Sanitation Services. The Town of Oriental has its own garbage collection. Garbage collection is transported to the Grantsboro Transfer Station in Pamlico County.
- c. All public roads in Pamlico County (excluding towns) are owned by the State or Federal government and maintained by the N.C. Department of Transportation, Division of Highways.
- d. The Bay River Metropolitan Sewer System provides sewer service in the areas of Oriental, Bayboro, Alliance, Stonewall, Vandemere, Mesic and parts of Grantsboro; rural homes and small businesses not served by this system utilize private septic tanks.
- e. County residents are served by a county-owned water system that provides service to almost 90% of the county. Those county residents not on the water system utilize private wells.

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- f. Electrical service is provided throughout the county by Carolina Power and Light Company and Tideland Electric Membership Cooperative, which purchases power wholesale from Carolina Power and Light Company.
 - g. The area's electric utilities have mutual aid agreements with other companies which allow augmentation of emergency repair crews during emergencies / disasters.
 - h. Land-based commercial and residential telephone service for the entire county is provided by Sprint Telephone in New Bern.
 - i. Metrocall, a private communications company based in Greenville, provides paging services in the area and paging service for most of Pamlico County Government officials.
 - j. Cellular phone service in the area is provided by 360° Communications and U.S. Cellular.
 - k. The Pamlico County Board of Education has a limited public works capability that could be utilized during an emergency / disaster.
 - l. Pamlico County is served by the Division of Highways maintenance yard located in Grantsboro, which is in Division 1 of the Highway Department, headquartered in New Bern.
 - m. Emergency fuel for County vehicles will be available at either the Sheriff's Department, the School Bus Garage located in Bayboro, or Hardison Oil Tire in Alliance.
- 2) Municipal
- a. The Town of Bayboro Public Works Department consists of general maintenance capabilities. The work force in this department is comprised of three persons. The Town of Oriental Public Works Department consists of general maintenance capabilities. The work force in this department is comprised of two persons.
 - b. No other towns in the county operate any other type of municipal services--water, garbage collection or sewage services.
 - c. The amount of equipment owned by the county and the municipalities is minimal and inadequate for disaster operations.

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- d. Debris is a consequence of certain disasters; the emergency removal of debris by public works forces is critical to the restoration of vital/essential services.
- e. A number of logging companies and loggers are located in Pamlico County which have equipment ideally suited for debris removal and chipping.
- f. Numerous pieces of heavy equipment suitable for debris removal can be found throughout the County at various farm, business, and industry sites.
- g. The North Carolina Division of Forest Resources maintains an equipment headquarters in Grantsboro, with equipment suitable for debris removal operations.
- h. Certain facilities will receive priority in the restoration of essential services (See Implementation Manual).
- i. State owned or supported vehicles can be refueled at the Division of Highways yard or field-fueled from DOT tanker trucks.
- j. The Division of Forest Resources has fuel at its Grantsboro Facility.

B. Assumptions

- 1) Following a catastrophic event, most roads and streets will be impassable due to debris.
- 2) Volunteers will be available and willing to assist with emergency debris removal.
- 3) Interruption of some or all essential services is an expected consequence of an emergency / disaster, resulting in large numbers of people without essential services.
- 4) A catastrophic event affecting multiple counties and / or states may result in the following consequences:
 - loss of some or all essential services for extended periods of time.
 - a shortage of available outside assistance
 - a shortage of materials for repair of utilities
 - overall delay in restoration of essential services
 - rapid exhaustion of local resources

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- inability to relay resource requests / needs
 - attempted price gouging for repair of essential services
- 5) The North Carolina Division of Highways will remove debris from the highway and road system. The division will not remove debris from private property except in extraordinary cases cleared through the State EOC.
 - 6) The North Carolina Division of Forest Resources can perform emergency debris removal beyond State property when requested and approved through the State EOC.
 - 7) Privately owned farm and industrial equipment will be heavily utilized by volunteers assisting with debris removal.
 - 8) Controlled burning of debris will be allowed as a means of disposal.

III. CONCEPT OF OPERATIONS

- A. Priority for emergency debris removal will be given to the following:
 - 1) potential rescue sites
 - 2) Pamlico Airstrip
 - 3) known helipads
 - 4) EOC
 - 5) emergency services locations
 - 6) medical facilities
 - 7) primary streets and roads
 - 8) vital utilities (power lines, substations, waste water plants, communication sites)
 - 9) Disaster Application Center Sites
 - 10) Shelters
 - 11) staging areas / refueling areas
- B. The North Carolina Forest Service will be the lead agency for debris removal.
- C. The Coordinator of Essential Services, located in the EOC, will receive requests for emergency debris removal, prioritize tasks, and deploy available public and private resources. The Pamlico County Water System radios will be utilized to coordinate debris removal operations.
- D. Temporary debris storage, sorting, and chipping sites will be established throughout the affected area to facilitate management of debris. Sites will be located in areas where burning of debris can be done within applicable regulations.

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- E. The Regional Landfill will assist in the storage and disposal and sorting of large quantities of debris.
- F. Sites will be established throughout the affected area for distribution of emergency water supplies to the public.
- G. When available, emergency generators will be deployed to vital public facilities which do not have power.
- H. If available, portable toilets will be provided to the general public and to work sites.

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EVACUATION / RE-ENTRY

Annex L

I. PURPOSE

This section provides for coordinated evacuation and re-entry of the county population when 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 the county is most vulnerable to.
- 2) Segments of the population pose special considerations in any evacuation. Non-English speaking groups and persons living in remote areas of the county are being identified with assistance from several sources.
- 3) An attempt has been made by the Pamlico County Department of Social Services and the Health Department to identify special needs populations which may have special evacuation requirements.
- 4) A comprehensive hurricane evacuation study was completed in 1987. This study included a traffic analysis defining evacuation routes and clearance times, potential areas that could flood, and a behavioral analysis.
- 5) Pamlico County emergency personnel have not experienced a general evacuation in recent years, thus limiting experience in evacuation and re-entry procedures.
- 6) There is no commercial public transportation serving Pamlico County. Social Services and Senior Services do operate a van service.
- 7) The county contains numerous mobile homes located on individual sites or in mobile home parks.
- 8) Pamlico County or its municipalities do not issue or utilize formal re-entry permits.

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- 9) Decisions on re-entry into damaged or isolated areas will be made by the control group (s) of the affected jurisdictions.
- 10) N.C. Highway 55 is the only highway into and out of the county from New Bern. Evacuations that require the use of this route could become impossible or greatly delayed.
- 11) The N.C. Department of Transportation operates the Minnesott Beach Ferry at N.C. 306 South from Pamlico County to Craven County.

B. Assumptions

- 1) Emergency situations may require evacuation of all or part of Pamlico County. Small-scale, localized evacuation may be needed as a result of a hazardous materials incident, major fire, or other incident. Large-scale evacuation may be needed in the event of an impending hurricane.
- 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. Still, others who are non-English speaking may have to be provided interpreters.
- 9) Debris on or damage to the roadway could hamper re-entry.
- 10) Effective evacuation should be completed during daylight hours.
- 11) Large-scale evacuations from ocean front counties or contiguous counties will impact Pamlico County.
- 12) Effective traffic control points will facilitate orderly re-entry into isolated or evacuated areas.

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- 13) Evacuations, when ordered by the Chairman, Board of Commissioners, will be voluntary rather than mandatory.
- 14) Re-entry into evacuated areas will be ordered by the Chairman, Board of Commissioners, after the emergency or disaster situation has ceased to be a threat to life and property.

III. CONCEPT OF OPERATIONS

A. *General*

- 1) The responsibility for ordering a county-wide evacuation or re-entry rests with the Chairman, County Board of Commissioners.
- 2) Public information concerning the Chairman's evacuation or re-entry orders will be released through all available media.
- 3) The incident commander at the scene of an isolated emergency in Pamlico County has the authority to order an evacuation of the area specific to the incident.
- 4) Regional coordination of traffic control, shelter / mass care and public information will enhance the total evacuation and re-entry process. The Eastern Branch Office of the 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) Evacuation
 - a. Traffic control points to support evacuation have been pre-determined.
 - b. The size of the threatened area to be evacuated will be determined by conditions at the time of the emergency.
 - c. Access to defined evacuation areas will be denied to non-essential personnel once an evacuation order has been issued.
 - d. Vehicles experiencing mechanical problems during the evacuation will be moved off the roads by necessary means as authorized by law enforcement officials.

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- e. Stranded motorists will be assisted by law enforcement officers in reaching a location of best available shelter.
 - f. Institutions (nursing homes, rest homes, retirement centers, etc.) within the county must develop procedures for evacuation of patients or residents. When the capabilities of an institution to meet resource requirements are exceeded, the institution will be assisted by the EOC with resource procurement.
 - g. Schools will develop evacuation procedures. Pre-designated buses will be utilized for students without their own vehicles. Schools within the danger zone for hazardous material spills will develop procedures for in-place sheltering and “walk-away” evacuations. Parents will be advised of the location of reception centers.
 - h. That segment of the county’s population lacking transportation to a shelter facility will be assisted by the most appropriate means of transportation available, possibly including law enforcement vehicles, school busses, emergency vehicles, church busses, senior citizens vans, and privately owned vehicles.
 - i. Designated special needs shelters will be opened to accommodate that population; specialized means of transportation will be needed to accomplish movement of these people to shelter. Due to the limited numbers of specialized vehicles available for transportation, evacuation of the special needs populations will be initiated in advance of a general evacuation.
- 2) Re-entry
- a. The decision to allow re-entry to any evacuated / restricted areas of Pamlico County will be made by the Chairman, Board of Commissioners, based on considerations of public safety.
 - b. Evacuated emergency service equipment and personnel will re-enter prior to the re-entry of the public.
 - c. The Chairman, Board of Commissioners will establish the order for the re-entry of the public.
 - d. Staging areas for incoming resources will be established. All incoming relief resources and personnel reporting to Pamlico County will be routed to one of the following staging areas at the directions of the local or state EOC.

1. Pamlico High School

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2. Pamlico Community College
 3. Pamlico County Middle School
 4. Fred A. Anderson Elementary School
 5. Arapahoe Charter School
-
- e. Locations being utilized as shelters will not be utilized as a resource staging area.
 - f. Privately-owned sites for forwarding resources throughout the County will be negotiated and utilized as needs dictate.
 - g. Certain regional staging areas will be utilized as mobilization points to receive and organize emergency relief personnel and equipment.
 - h. Sections of the County may remain isolated or closed to the public even after re-entry begins.

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SHELTER / MASS CARE

Annex M

I. PURPOSE

This annex provides for the care of the population through the identification of shelters and provision of mass care and social services in the shelters.

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 storms, tornadoes, floods, hazardous material accidents, fires and hurricanes. (see Basic Plan for complete listing)
- 2) There is only one identified HURRICANE shelter for pre-landfall use in Pamlico County. Pamlico Community is the facility identified.
- 3) Pamlico County does not have the capability for auxiliary power at the designated hurricane shelter.
- 4) Sheltering for Pamlico County residents (excluding special needs) will be coordinated through the Eastern Branch Office of Emergency Management.
- 5) A written agreement exists between the American Red Cross, Pamlico County Department of Social Services and Pamlico Community College for the coordination of and use of school facilities for shelter / mass care activities.
- 6) When needed, emergency workers and their families will be provided shelter facilities to themselves. These shelters will require limited support from the Department of Social Services.
- 7) Special needs shelters will be opened to accommodate those persons requiring specialized care at Craven Regional Medical Center.

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B. Assumptions

- 1) Local grocery stores, restaurants and other businesses will support initial shelter / mass care operations with donations of emergency supplies.
- 2) For out-of-county evacuation, sufficient shelter capacity exists in adjacent counties. Shelter locations can be arranged through the Eastern Branch Office of Emergency Management.
- 3) A high percentage of evacuees will seek shelter with friends or relatives rather than go to a public shelter.
- 4) Churches and other groups may open shelters independently. These shelters can not be supported by the County or American Red Cross.
- 5) Special needs residents of Pamlico County will be able to secure transportation to Craven Regional Medical Center in New Bern.
- 6) Evacuees will be provided with public information in the shelter concerning the emergency event.
- 7) Following a major disaster there will be an abundance of goods delivered to the disaster area by well intended citizens outside the impacted area.

III. CONCEPT OF OPERATIONS

- A. The Chairman, Board of Commissioners or his designee, in coordination with the Emergency Management Coordinator, will make decisions on when and where to open shelters in a county wide emergency. However, in a small isolated emergency, the Incident Commander may request the opening through the Emergency Management Coordinator.
- B. The County DSS, serving as the lead agency for Shelter / Mass Care, will coordinate shelter location and operation with the American Red Cross (ARC), and will mutually support shelter operations with shared personnel and support services whenever possible.
- C. If additional shelter support is needed following a disaster event, request for assistance should be made through the Eastern Branch Office of Emergency Management.
- D. Public and private providers of institutional care (medical and residential) remain responsible for shelter plans for their residents.

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- E. Pamlico County will not assume any responsibility / liability for unauthorized shelter openings during emergency events.
- F. The Pamlico County Department of Social Services, the Pamlico County Board of Education, the American Red Cross and the Pamlico County Emergency Management Coordinator will decide when shelters are to be closed.
- G. At each Pamlico County supported shelter location, the county will provide health / medical support, communications, fire protection and security.
- H. Churches, fire stations, and community centers can be used as pick-up points for persons or groups requiring transportation to shelters.
- I. Crisis intervention and mental health counseling should be provided at shelters.
- J. Residents utilizing public shelter spaces will be instructed to bring medications, blankets, special foods / formulas for children, and a supply of food for personal consumption.
- K. The Pamlico County Sheriff's Department will enforce security within the shelter and the area(s) immediately adjacent to the shelter (including parking locations).
- L. Residents will be instructed not to bring pets, alcohol, drugs (other than prescription which will be turned in to the nursing staff), guns, boom boxes, radios, tv's, perishable goods, or other weapons. Law enforcement will have the authority to search bags and confiscate any items brought into the shelter. Confiscated items will be returned upon leaving the shelter.
- M. Children under 18 years of age must be accompanied by an adult when entering the shelter.

IV. GUIDELINES FOR OPERATION OF SHELTER

- A. The Pamlico County Social Services Director shall provide personnel and scheduling for shelter operations during a declared emergency.
- B. A shelter manager shall be designated by the Social Services Director; and this manager shall be responsible for setting up and opening the shelter, assigning personnel to staff the shelter, and coordinating activities of all shelter staffers before, during and after the emergency occupation of the shelter.
- C. Shelter staffers shall be assigned from DSS personnel.

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- D. Representatives from the Sheriff's Department shall be designated and scheduled by the Pamlico County Sheriff.
- E. Nurses and other medical personnel shall be designated and scheduled by the Pamlico County Health Department.
- F. No citizen seeking refuge at the shelter shall be turned away. Every effort shall be made to provide for the safety of any citizen seeking sanctuary during the emergency.
- G. All persons must register upon entering the shelter.
- H. All persons or families shall be given a list of rules of the shelter.
- I. The shelter shall remain in operation until the emergency is declared by the proper authorities to be over.
- J. Assignment of personnel and their duties shall be kept on file in the DSS office on a perpetual basis at all times. This assignment data shall be up-dated on a regular basis.

**PAMLICO COUNTY
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DAMAGE ASSESSMENT

Annex N

I. PURPOSE

This annex describes the process of damage assessment reporting procedures, and outlines the criteria for individual assistance and public assistance programs, qualifications.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Most hazardous events which may affect Pamlico County or its municipalities 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, the following series of damage assessment activities will be conducted by local government.
 - a. Initial impact assessment by field services
 - b. Preparation of an Immediate Situation report for each Control Group
 - c. Determination of the need for outside assistance / resources
 - d. Notification / transmittal of Immediate Situation Report to Eastern Branch Office / State Emergency Operations Center
 - e. Initiation of detailed damage assessment activities including dispatch of teams to the field
 - f. Summarization of field information gathered by damage assessment teams for each control group
 - g. Submission of detailed damage assessment information by each Control Group to Eastern Branch Office / State Emergency Operations Center.
- 3) Electric power is essential in order to duplicate county tax maps needed for detailed damage assessment.

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- 4) The magnitude of the emergency / disaster may necessitate a need for additional personnel trained in damage assessment.
- 5) Persons trained and experienced in damage assessment can be found throughout the state, in local and state government, and in the business community.
- 6) Following a disaster, independent damage assessment activities will be conducted by a variety of organizations including, but not limited to:
 - a. State and Federal Damage Assessment Teams
 - b. American Red Cross
 - c. Insurance Companies
 - d. Utility Companies

B. Assumptions

- 1) A catastrophic disaster will exceed the damage assessment resources of the County and will require additional damage assessment personnel.
- 2) State, County and Municipal personnel not impacted by the emergency / disaster may be available to assist with impact assessment.
- 3) A catastrophic disaster will impede the ability of emergency services to provide immediate situation reports.
- 4) The demand for information by the media may interfere with the County's ability to conduct impact assessment.
- 5) Damage to the utility systems and the communications systems may hamper the impact assessment process.
- 6) The thoroughness and accuracy of damage assessment can affect the receipt of recovery assistance.

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III. CONCEPT OF OPERATIONS

A. *General*

Responsibility for preliminary and detailed damage assessment lies with county and municipal governments.

B. *Specific*

- 1) Damage assessment activity will be coordinated from the County EOC.
- 2) The Damage Assessment Officer will coordinate the compilation of damage assessment information, the plotting of damaged areas on local maps, and the preparation of damage assessment reports for the Control Groups.
- 3) Damage Assessment Reports will include, but not be limited to, information on persons affected, victim mass care, infrastructure survival, damage to vital facilities, and economic impact.
- 4) Damage Assessment Reports will be forwarded to the N.C. Division of Emergency Management, Eastern Branch Office.
- 5) Damage Assessment Reports will be reviewed to determine if any outside assistance will be necessary to recover from the event.
- 6) The Governor may request a Presidential declaration of a “major disaster”, “major emergency” or a specific federal agency disaster declaration (SBA, Department of Agriculture, and United States Army Corps of Engineers (USACE)) to augment state / local / private relief efforts.
- 7) When the President issues a “Major Disaster Declaration”, two basic types of disaster relief assistance are authorized.
 - a. Individual Assistance (IA) Includes:
 - Temporary housing (100% federal funds)
 - Individual / Family Grants (IFG) (25% state / 75% federal funds)
 - Disaster unemployment assistance
 - Agricultural assistance
 - Legal Services to low-income families
 - Consumer counseling; assistance in obtaining insurance benefits

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- Social Security benefits assistance
- Veterans assistance
- Casualty loss tax assistance

b. Public Assistance (PA) 25% State Funds / 75% Federal Funds

- Debris removal
- Emergency protective measures
- Funds to permanently repair / replace road systems, water control / disposal / treatment facilities, public buildings, public /equipment, public recreational facilities, etc.

- 8) When a major federal declaration is received, the President appoints a Federal Coordinating Officer (FCO) and the Governor appoints a Governor's Authorized Representative (GAR) to coordinate relief efforts and delivery of disaster assistance.
- 9) A Disaster Field Office (DFO) will be established near the disaster area. If the disaster affects a large region, a satellite DFO may be opened to handle disaster claims.
- 10) Disaster Application Centers (DAC's) will be established in the disaster area for individuals to make application for assistance.
- 11) If the declaration includes Public Assistance, an applicant briefing will be conducted for those officials in county, state, local and private non-profit entities wishing to apply for reimbursement of disaster related expenses. During this briefing, each eligible entity will submit a Notice of Interest (NOI) and appoint an Applicants Agent to coordinate the submission of disaster documentation to the DFO.

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN
RESOURCE MANAGEMENT**

Annex O

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.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Many of the resources listed below would be critical in both an immediate response and long-term recovery period within the county. These critical resources may include:
 - Personnel
 - Equipment
 - Facilities
 - Information
 - Commodities
- 2) The Pamlico County Emergency Management Coordinator maintains a list of the resources available within the county from both public and private sources. It is generally recognized that these resources, somewhat limited in scope, would be inadequate to fulfill all the needs of the various agencies in a protracted emergency / disaster.

B. *Assumptions*

- 1) Locally owned or controlled resources will be the first employed to respond to a disaster or emergency situation in the county.
- 2) Adequate local resources to respond to a long-term emergency would not be available in the county.

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- 3) Necessary personnel, equipment, and supplies will be available initially to support the emergency response.

III. CONCEPT OF OPERATIONS

- A. County and municipal departments and agencies will use their own resources and equipment during emergencies and will have control over the management of these resources when the resources are needed to respond to the emergency situation.
- B. Staging area(s) for incoming resources will be identified as needed and located in accessible areas as a mobilization point for incoming resources.
- C. The Finance Officer will prepare routine procurement procedures during day-to-day operation and also develop a procurement system to acquire expendable supplies during emergencies.
- D. The Emergency Management Coordinator will also identify those resources and capabilities that are available in local business and industry and other contributing organizations, and develop the mutual aid agreements required to acquire those resources to support the County under emergency conditions.
- E. Resource management will be coordinated from the county Emergency Operations Center during county wide emergency / disaster situations under the leadership of the Emergency Management Coordinator. The agency that has day-to-day control of a resource needed to respond to the disaster will continue to have operational control of the resource during an emergency period.
- F. Coordinators of the various functions within county government will coordinate the need for additional personnel and equipment with the Finance Officer or his designee.

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RESOURCE MANAGEMENT**

Annex P

I. PURPOSE

This annex presents a system for the provision of disaster recovery / assistance following a disaster or emergency event.

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 interdependent 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) Recovery from a significant disaster will be managed in two identifiable phases:

a. Short Term Recovery

This is the emergency reaction phase which begins with the implementation of emergency plans. Actions during this period include:

- initial emergency response (i.e., Fire / Rescue, Law Enforcement, EMS Operations, mass care)
- initial impact assessment
- emergency debris removal from transportation routes
- restoration of vital services
- security of damaged / evacuated areas
- management / distribution of donated goods
- preliminary damage assessment
- temporary repairs to roads / bridges

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b. Long Term Recovery

Actions during this phase include:

- completion of damage assessment
 - completion of debris removal
 - request for disaster declaration / assistance
 - restoration of essential facilities
 - repair / rebuilding of damaged public and private facilities / buildings
 - repair / rebuilding of roadways and bridges
 - repair / rebuilding of private homes and businesses
 - hazard mitigation
- 4) 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.
- 5) The President's Disaster Relief Program is designed to supplement the efforts and available resources of State and local government, 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.
- 6) A full Presidential Declaration of Disaster includes all of the following emergency assistance programs:
- Public Assistance (PA)
 - Individual Assistance (IA)
 - Small Business Administration Assistance
 - Hazard mitigation programs
- 7) In lieu of a full Presidential Declaration, Federal assistance can also be delivered through a partial Declaration, Emergency Declaration, or 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 and Businesses

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- 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 Stafford Act)
- 8) 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. Guidance, direction, and assistance on emergency programs are provided by the USDA State Emergency Board.
- 9) 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 preeminent responsibility and authority.
- 10) Close cooperation among the agents of local, State and federal government will be essential in expediting assistance to the County after any Presidential Declaration.
- 11) 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 county applicants.
- 12) 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.
- 13) Businesses which intend to apply for Small Business Administration Disaster Loans, and other loans. Will need thorough documentation of the history of the business and the effect of the disaster on the business.
- 14) Pamlico County will automatically become eligible for federal assistance if a county contiguous to its borders 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.

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- 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) Disaster Field Offices and Satellite Field Offices will be set up in the State by the Federal Emergency Management Agency. The DFO (and any satellite offices) will be near the disaster site. It is highly unlikely that a DFO or satellite DFO will be established in Pamlico County due to the lack of suitable facilities for such an office.
- 5) Individuals with unmet needs (generally those lacking means or adequate insurance) to recover from the long term effects of the disaster, will be identified in the initial damage assessment.
- 6) A minimum loss of 30% of one of the County's major crops will qualify the County's agribusiness community for USDA disaster assistance; however, the loss must be incurred as a result of a natural disaster.
- 7) The State's share of Public Assistance funds provided for will be 25%, supplementing the mandated Federal share of 75%. However, the President may wave the mandatory 25% contribution by the state in large scale disasters which have a high impact on the state budget.
- 8) Mitigation actions taken prior to a disaster have become increasingly important to local officials who must bear the agony of loss of life and property when disaster strikes.

III. CONCEPT OF OPERATIONS

A. *General*

- 1) County government is responsible for the coordination and support of recovery activities.
- 2) Recovery operations will initially be coordinated from the Emergency Operations Center.
- 3) Accurate emergency logs and expenditure records will be kept from the onset of the disaster by each local government. These forms will be available through the County Finance Office.
- 4) The President may authorize the utilization of any federal equipment, personnel and other resources.
- 5) 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.

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- 6) The ASCS 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 Assessment Reports
 - Decision made by State Board on Concurring and not Concurring with Information in the Damage Assessment Reports
 - Forwarding of Reports to Farmers Home National Headquarters to Support a Request for Designation of the County for FHA Emergency Loans
- 7) A Presidential Declaration of Disaster will initiate the following series of events:
- a. A Federal Coordinating Officer (FCO) will be appointed by the President to coordinate federal efforts.
 - b. A State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) will be appointed by the Governor to coordinate 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. Disaster Application Centers (DACs) will be established in the affected areas to accommodate persons needing Individual Assistance (IA).
 - e. An Applicants' Briefing will be held to explain Public Assistance eligibility criteria for officials of the county, cities, and private nonprofit organizations. The Emergency Management Coordinator will assist with identification and notification of potential applicants.
 - f. Each eligible entity will submit a Notice of Interest (NOI) within thirty days of the Declaration.
- 8) A Presidential Declaration of Disaster may authorize two basic types of disaster relief assistance:

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- a. 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 dollars)
 - individual and family grants (IFG) 75% federal, 25% state/local
 - 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

 - b. 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 available public assistance 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.
- 9) 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.
- 10) A Public Assistance Damage Survey team will be comprised of the following:
- a. A federal representative who will serve as the team leader.
 - b. A State representative

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- c. Local applicant's representative
- 11) The Emergency Management Coordinator or designee will take the lead in determining mitigation projects needed following a disaster, and make applications for available mitigation grants.
- 12) Following any major emergency or disaster event, a critique will be held to evaluate the jurisdictions response to the event. A critique will include the following issues related specifically to recovery.
- a. Mitigation of potential problems through use of Hazard Mitigation Grants
 - b. Plan revision based on lessons learned
 - c. Unmet needs status
 - d. Management of donated goods
 - e. Interagency cooperation
 - f. Damage Survey Report process
 - g. Recovery training needed
 - h. Development of Agency SOP's to address specific needs

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HAZARDOUS MATERIALS

Annex Q

I. PURPOSE

This annex provides additional information for response to a hazardous material emergency and assists the Local Emergency Planning Committee (LEPC) in meeting its requirements under the Emergency Planning and Community Right to Know Act of 1986, SARA Title III.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) The specific facilities and the facility emergency coordinator involved with Hazardous Materials subject to the emergency planning requirements of Section 302 of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) have been identified and are listed in the implementation manual.
- 2) Hazardous materials emergencies could occur from any one of several sources including shipping, roadway transportation, aircraft accident or fixed facilities in the county.
- 3) A hazardous material accident could result in the spread of contaminants in varying degree throughout the County, or in the destruction of dwellings and property from fire or explosion necessitating evacuation or sheltering of large segments of the population of the county.
- 4) Volunteer fire fighters are usually the first responders to incidents involving hazardous materials and are limited in their response capabilities to defensive measures. All fire departments are trained to the operations level of certification.
- 5) Victims of hazardous materials accidents may require unique or special medical care not typically available in the county or area.
- 6) The Local Emergency Planning Committee (LEPC) has been established in the county by the State Emergency Response Commission to assist in identifying the magnitude of the chemical hazard present in the community, assess the vulnerability of the community to the hazard, and provide planning guidance for emergency response to hazardous materials events.

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- 7) Hazardous materials emergencies may occur without warning requiring immediate response actions and may result in short/long term health, environmental, and economic effect.
- 8) The local jurisdiction must be prepared to respond to the hazmat incident without assistance from outside the jurisdiction including notification and warning of the public, evacuation or in-place sheltering, immediate first aid, and isolation of the scene.
- 9) Pamlico County is served by the North Carolina Regional Hazardous Material Response Team located in Williamston.

B. Assumptions

- 1) Planning and training prior to an incident will significantly reduce the risk of loss of life to response personnel.
- 2) If a fixed facility is involved in a hazardous material incident, it will have provided the information on all chemicals as required by SARA Title III, Section 304.
- 3) Emergency response personnel are knowledgeable in the use / availability of local resources.
- 4) The hazardous material involved in an accident can be identified within a reasonable period of time from the owner of the facility or the vehicle, from the shipping documents, from the properties of the material itself or from information provided pursuant to Title III of the Right to Know Act. For facilities, it is assumed that the facility involved in a hazardous material accident will attempt to provide all information required by SARA Title III, Section 304.
- 5) The U.S. DOT Emergency Response Guidebook (DOT P 5800.6) or an equivalent document, either alone or in combination with other information sources will be used as a guide for initial action to be taken to protect the responders and the general public when responding to incidents involving hazardous materials.
- 6) Parties responsible for the hazardous material incident are charged with clean-up costs.

III. CONCEPT OF OPERATIONS

- A. There are several types of incidents involving a response to hazardous materials that responders could be faced with in Pamlico County. Hazardous material incidents could include:
 - Incidents at fixed facilities
 - Shipping incidents

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- Highway accidents involving hazardous materials
 - Unknown material on the beaches, rivers, and intracoastal waterways
- B. The level of response will be determined by:
- The amount and toxicity of the material involved in the accident or release
 - The population or property threatened
 - The level of protective equipment required for the involved substance
 - The type and availability of protective equipment required for the released material
 - The probable consequences should no immediate actions be taken
- C. When responding to a fire at a location where hazardous materials are known to be present, the responders will assume the involvement of the most toxic substance at that location, unless otherwise informed.
- D. Incident command will be implemented on an appropriate scale at the scene of every hazardous material event in the county. The fire chief of the district in which the event occurs will be the Incident Commander.
- E. Pamlico County recognizes the role and authority of the U.S. Coast Guard Marine Safety Office and the district office located in Wilmington, N.C.
- F. Warning and notification of the public, including warning and notification to special populations such as the handicapped, will be accomplished in accordance with the Communication and Warning Annex (Annex E) of this plan. Where procedures for public warning have been developed for the population and institution in the hazard zones surrounding identified fixed facilities, those procedures will be followed. As necessary; emergency vehicles with effective sound devices (sirens and / or public address systems) may be used as a public alerting system. If a fixed notification system is in place around the facility in the evacuation area, vehicles may be used as a backup system. Vehicles will be dispatched within the evacuation area and will stop at each quarter (1/4) mile in populated areas and at each house or group of houses that are more than 1/4 mile apart. The emergency vehicle will notify the public of the situation and / or recommended protective action.
- G. To ensure receipt of the initial warning by all members of the community, each route should be run twice if possible. The second run or back run will be to confirm alert and notification. Back runs need only stop at houses where it is apparent that people are not complying with instructions. If necessary, door-to- door alerting will be accomplished during the second run.

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- H. Training programs for emergency responders in the county will be through individual agency in-service training programs, community college courses, and other offerings of related training. Exercise schedules for this plan are developed and maintained by the emergency management office.
- I. The Pamlico County Emergency Operations Plan will serve as the official LEPC plan for response to hazardous material events / emergencies.
- J. Current SARA information is on file in the Pamlico County Emergency Management Office and is accessible after hours through the Sheriff's Department communication center.

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DONATED GOODS MANAGEMENT

Annex R

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) Historically, individuals and organizations not directly affected by an emergency or 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 for victims of the disaster.
- 3) The timely release of information to the public on the types of relief supplies needed and the points of contact is essential to the management of donated goods.
- 4) FEMA, The National Red Cross, and The Salvation Army are but a few of the national level organizations that have established telephone numbers for disaster relief inquiries.
- 5) Donated goods and services are essential to recovery efforts in most disasters. Suitable facilities, equipment and personnel are needed for the management of this effort.
- 6) The coordination of the collection, packaging, and shipment of goods specifically requested are best handled at the county level.
- 7) Historically, churches and fire stations have served as central collection points for donations of disaster supplies.
- 8) No food bank or religious group in the county distributes food on a regular basis. Further, no food bank is located within Pamlico County.

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B. Assumptions

- 1) Suitable space and equipment will be available to receive, sort, store and ship donated goods.
- 2) Adequate personnel for donated goods operations will be available.
- 3) Unsolicited donations of goods and services can be expected.
- 4) In the event of a large scale disaster, the state would establish a regional reception and distribution center.
- 5) Donations of non-useful and unwanted goods can be expected; these items might include loose, un-sized clothing, extremely perishable food items and items worn out.
- 6) Some donors of relief supplies will seek to bypass the distribution system established by the county or state.
- 7) Individuals and businesses who elected to donate money and goods will seek guidance on methods of participation.
- 8) Donated goods that are surplus to the needs of the disaster victims will require disposal.
- 9) An aggressive public information campaign will assist in expediting the donation of goods and services and will limit the donation of unwanted goods.

III. CONCEPT OF OPERATIONS

A. Receipt of Donated Goods in Pamlico County

- 1) Christian Aid Services of Pamlico County will serve as the lead agency for the receipt and distribution of donated goods.
- 2) The magnitude of the disaster and the severity of local need(s) will dictate the amount of space and the number of personnel required for receipt and distribution of donated goods and services.
- 3) A central reception and sorting area for the receipt and distribution of donated goods will be established. Separate locations convenient to the disaster area will be selected and utilized as distribution centers.
- 4) All other agencies, public and private groups will coordinate their efforts with the Pamlico Christian Services to avoid duplication of efforts.

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- 5) Volunteers will be solicited from churches, civic, and private groups in the county.
- 6) The Pamlico County Public Information Officer or his designee will serve as the chief spokesman for the donated goods effort.
- 7) Request for needed goods and or re-supply of needed goods will be channeled through the regional distribution center (if established) or the State EOC.
- 8) Upon receipt, donated goods and services will be inventoried, sorted, and packed for redistribution to the disaster victims.
- 9) Unwanted goods will be refused, if identifiable.
- 10) Surplus goods will be disposed of in a manner (sold, land filled, or given to other agencies) consistent with the policies established by Pamlico County and the Christian Aid Group.

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 the collection of goods.
- 2) A system will be established for collection of the donated goods to be shipped.
- 3) Goods will be sorted and packaged in a manner to accomplish the following:
 - Timely and undamaged arrival at the destination
 - Proper identification of contents
 - Minimal need for repackaging / sorting
 - Ease of loading and unloading
 - 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 transportation will be arranged for delivery of the shipments in a timely manner.

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- 6) When appropriate, shipments of donated goods will be coordinated with the Eastern Branch Office of Emergency Management.

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EOC Checklist

Annex S

I. PURPOSE

This annex describes the supplies and equipment that are not immediately available in the EOC (Emergency Operations Center). A check list is provided to guide the user through activation of the Pamlico County EOC.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

- 1) The EOC has been activated and departments have been requested to follow procedures determined in the EOP and specific departmental SOP's.

B. *Assumptions*

- 1) The County Commissioners have convened and an incident has warranted the activation of the EOC.
- 2) The Primary EOC, Pamlico County Health Department Conference Room, is accessible and in useful condition.

III. CONCEPT OF OPERATIONS

Each Department Head named is requested to follow the checklist provided to ensure adequate equipment and supplies to operate the EOC during the initial phase of activation.

A. *Health Director:*

- 1) Provide switchboard operator
- 2) Provide LCD projector
- 3) Provide laptop from Environmental Health for use with LCD to display Hurrevac software
- 4) Provide laptop with EM 2000 software

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- 5) Provide television with cable
- 6) Provide three digital telephones to the EOC. The existing phone and phones from Health Department Offices.
- 7) Router for high speed connection
- 8) Provide facsimile machine
- 9) Provide network printer

B. Emergency Manager:

- 1) Provide 4 data entry (2 per shift) clerks to monitor EM 2000
- 2) Provide display boards (cork and dry erase boards)
- 3) Provide County maps
- 4) Provide laptop with EM 2000 software, and printer
- 5) Contact Hardison (Eastern Propane) for generator fuel
- 6) Contact HAMM Radio Operator

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MANAGING THE EMERGENCY CONSEQUENCES OF
TERRORIST INCIDENTS**

Annex T

I. PURPOSE

The purpose of the Terrorist Incident Appendix (TIA) is to develop a consequence management for managing the consequences of terrorist incidents that involve weapons of mass destruction (WMD) and other terrorism hazards. This considers a broad range of terrorist incidents, including assaults on infrastructure and electronic information systems that could result in consequences affecting human life, health, and safety.

Local governments have primary responsibility in planning for and managing the consequences of a terrorist incident using available resources in the critical hours before State and Federal assistance can arrive.

II. SITUATION AND ASSUMPTIONS

A. *Situation*

1) This section describes the basic information on possible terrorist incident threat or potential threat. A general description of the area and specifics of the locale for which the threat may occur. Consideration should be given to maintaining information in a secure place.

a. Environment

1. Geographically, Pamlico County has total area is 576 square miles, and is entirely in the Coastal Plain Region of North Carolina. It is bounded on the East by the Pamlico Sound, on the South by the Neuse River, on the North by Beaufort County and on the west by Craven County. Pamlico County is typically marshy and framed by many creeks and rivers; the county is 41 percent water (235 of 576 square miles).
2. Physiographic area includes: Pocosins, Carolina bays, non-alluvial forested wetlands, and maritime forests backed by marshland. Estuaries are saline marshes nearest the sounds and terrain becomes increasingly wooded farther inland, supporting significant areas of bottomland hardwood forest. Uplands are historically dominated by fire-maintained pine forests, with longleaf being the most predominant species.

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3. Weather and Climate; Pamlico County's average annual temperature is 62.6 degrees, January typically the coldest month average temperature is 45 degree with June average of 79.6 degrees. Average annual rainfall is 54.6 inches, with snow rarely occurring. While there are no distinct wet and dry seasons in North Carolina, average rainfall does vary around the year. Summer precipitation is normally the greatest, and July is the wettest month. Summer rainfall is also the most variable, occurring mostly in connection with showers and thunderstorms. Autumn is the driest season, and November the driest month. Precipitation during winter and spring occurs mostly in connection with migratory low pressure storms, which appear with greater regularity and in a more even distribution than summer showers. Winter-type precipitation usually occurs with southerly through easterly winds, and is seldom associated with very cold weather.
 4. OTHER CLIMATIC FACTORS - The average relative humidity does not vary greatly from season to season but is generally the highest in winter and lowest in spring. Average humidity is the highest in the Coastal Region, averaging around 75 percent. Sunshine is relatively abundant, the average annual percent of possible sunshine ranges from 58 to 65 at the various stations having sunshine recorders. Averages of 126 days per year are clear, 117 partly cloudy and 122 cloudy, while measurable rain falls on 120 days. The prevailing winds are generally from the southwest for 10 months of the year, and from the northeast during September and October. The average wind speed is about eight to 10 miles per hour.
 5. SEVERE STORMS – In most years the greatest economic loss entailed in North Carolina from severe weather is probably due to summer thunderstorms. These storms usually affect only limited areas, but hail and wind occurring with some of them account for an average yearly loss of over \$5 million. In any given locality, 40 or 50 thunderstorms may be expected in a year. North Carolina is outside the principal tornado area of the United States, but still averages two to three per year. They occur mostly east of the Mountains during early spring. Tropical hurricanes come close enough to influence North Carolina weather about twice in an average year. Much less frequently, perhaps averaging once in 10 years, these storms strike a part of the State with sufficient force to do much damage to inland property. Coastal properties occasionally suffer severe damage from associated high tides.
- b. Population: Countywide: The estimated population of the County and its municipalities is approximately 13,000 (based on the 2000 census). Due to the large number of recreational camps (5), long shoreline facing the Intracoastal Waterway and increasing number of waterfront residential resorts the expected

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peak population of 20,000 can be anticipated during the summer months. There are several special needs individuals, day care centers, schools and retirement/nursing homes in the county. Ever increasing are the number of resident as well as seasonal non-English speaking people related primarily to the farming industry which require County staff or retained translators when communication is required.

- c. Regionally Pamlico County is rural. With the largest population centers being Bayboro the county seat with 900 residents and Oriental with 875 residents.
- d. Critical Infrastructure/Transportation: The major highways are NC 304, NC 306, NC 307 and NC 55. Highway 55 is the primary artery running in and out of the county running East-West from Craven County line through the Town's of Bayboro and Stonewall and turning a more southerly route into and terminating in the Town of Oriental. NC 304 begins just east of Bayboro from NC 55, then runs northeast and terminating in the Hobucken/Lowland Peninsula. Highway 306, runs North-South completely bisecting the County from Beaufort County in the North to Minnesott Beach. There are man secondary roads, tertiary roadways, dirt/gravel roads throughout the county. There are no overpasses/cloverleaves, tunnels or railroad crossings in Pamlico County. Bridges of concern would be the Hobucken Bridge on Hwy 304 crossing the Intra-coastal Waterway (ICWW), and the Highway 55 Bridge System crossing the rivers in Craven County. This bridge system would be the primary method of delivery and transport of outside services including the regional hospital.
- e. Trucking/Transport Activity: Though Pamlico County is surrounded by water, there are no ports or major cargo loading/unloading facilities. The docks and boat basins are primarily in the Town of Oriental, Vandemere, and are made up of pleasure boats and small commercial fishing vessels. The fishing, crabbing and shell fishing industry again are small vessels with a few facilities that unload fish and crab directly from the docks. Navigable waterways include the ICWW, Pamlico Sound and Neuse River, all of which from time to time carry barged cargo that could include Hazardous Materials (HazMat).
- f. Airports: The Pamlico County Airport located in Bayboro is a lighted 2,800 ft. Sod grass strip serviceable for light aircraft and is used by the division of Forest Services and National Guard. The airport does not have an air traffic control tower, nor is it used to manage cargo.
- g. There is no rail service, either passenger or cargo in Pamlico County.
- h. Government Facilities: Government facilities in Pamlico County that may be targeted for terrorist activities include: The Pamlico County Government Complex & Courthouse, Pamlico County Community College, Town Halls of Alliance, Arapahoe, Bayboro, Grantsboro, Minnesott Beach, Oriental, Stonewall and Vandemere. Federal facilities include: the US Coastguard Station –

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Hobucken, US Post Offices in Grantsboro, Arapahoe, Bayboro, Stonewall, Meritt, Oriental, Vandemere, Hobucken, and Lowland.

- i. Recreation Facilities: Auditorium and Stadium at the high school in Bayboro, Pamlico County does not have any sports arenas, theaters, malls, or theme parks. Large gatherings occur occasionally through the year at annual festivals generally sponsored by the Town's or Civic Groups.
- j. Other Facilities: There are few banks in the county, primarily concentrated in Bayboro and Oriental. There are no universities, hospitals, other nationally symbolic buildings or monuments, and research institutes that would contain significant quantities of Weapons of Mass Destruction (WMD) nuclear, biological, or chemical.

B. Hazard Identification

- 1) Nature of the Hazard presented by terrorism can be identified as WMD hazards, and other means of attack to include high and low tech, all of which could potentially affect Pamlico County.
 - a. WMD include: conventional explosives, secondary devices, chemical and biological and combined hazards.
 - b. Other include: High Tech (cyber terrorism), Low Tech devices and delivery (infrastructure attacks).
- 2) WMD Hazard Agents must be evaluated on identification, risk, risk area, and treatment, which will be unique to each incident. General identification of the hazard agent are included here, as well as an assessment of the risk and definition of the risk area.

a. Chemical

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in *Table 1*. Early in an investigation, it may not be obvious whether an outbreak was caused by an infectious agent or a hazardous chemical; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and nonpersistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Nonpersistent agents have high evaporation rates, are lighter than air, and disperse

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rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

Pamlico County's rural nature and few manufacturing facilities will limit most chemical related acts of Terrorism. However, the chemicals that are available are found generally on farms where security is minimal. There is no rail service through the county to the larger manufacturing facilities in adjacent counties, i.e. Weyerhaeuser. However, chemicals are delivered to PCS Phosphates (Aurora in Beaufort County) by truck on Highways 306. Save for the crossroad at Alliance on Highway 55 this region is relatively sparse in population.

Farm chemicals – Nitrogen fertilizers, fuels, herbicides and pesticides.

1. Assessment of risk: Quantities are generally small limiting overall single incident risk. However accessibility by those with mal-intent is great because of limited or no regular security.
2. Risk area: Farms that contain small quantities of these general chemical lists are found throughout the county. However, these chemicals are typically stored in sparsely populated areas where an intentional release from the location of storage would have limited effect on population centers.

Industrial chemicals – Fertilizers, Acids, Caustics, and Ammonia.

1. Assessment of risk: Quantities are generally small in the business and Industry of Pamlico County. Additionally, an Industrial Chemical release would most likely occur during transport on Highway 306 to PCS Phosphate, or by barge through one of the adjacent waterways.
2. Risk area: The risk area is minimal due to volumes stored in the industries of Pamlico County. However, chemicals are delivered to PCS Phosphates (Aurora in Beaufort County) by truck on Highways 306 and by barge. Save for the crossroad at Alliance on Highway 55 this region is relatively sparse in population and risk to population centers is minimal.

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Table 1. General Indicators of Possible Chemical Agent Use
➤ Stated Threat to Release a Chemical Agent
➤ Unusual Occurrence of Dead or Dying Animals
○ For example , lack of insects, dead birds
➤ Unexplained Casualties
○ Multiple victims
○ Surge of similar 911 calls
○ Serious illnesses
○ Nausea, disorientation, difficulty breathing, or convulsions
○ Definite casualty patterns
➤ Unusual Liquid, Spray, Vapor, or Powder
○ Droplets, oily film
○ Unexplained odor
○ Low-lying clouds/fog unrelated to weather
➤ Suspicious Devices, Packages, or Letters
○ Unusual metal debris
○ Abandoned spray devices
○ Unexplained munitions

b. Biological

Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Table 2.

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Terrorism utilizing biological weaponry may include introduction of a pathogen to human and animal population.

1. Assessment of risk: Farms with livestock may be one of the most risk related locations for a biological incident with the risk specifically for the livestock because of limited or no regular security. Additional location for introduction of a biological agent is the water systems of Pamlico County and the Town of Oriental.
2. Risk area: Depending on the pathogen source and concentration the risk area for livestock could infect a large area as much livestock is traded as stock to other locations and could infect populations at large slaughter houses. The immediate risk to the potable water supply is limited as wells and treatment facilities are generally gated, with limited access, but one with mal-intent could easily penetrate such area as they are not professionally patrolled or full time security provide.

Table 2. General Indicators of Possible Biological Agent Use
➤ Stated Threat to Release a Biological Agent
➤ Unusual Occurrence of Dead or Dying Animals
➤ Unusual Casualties
○ Unusual illness for region/area
○ Definite pattern inconsistent with natural disease
➤ Unusual Liquid, Spray, Vapor, or Powder
○ Spraying; suspicious devices, packages, or letters

c. Nuclear/Radiological

The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Table 3 lists some indicators of a radiological release.

The scenarios constituting an intentional nuclear/radiological emergency include the following:

- (i) Use of an improvised nuclear device (IND) includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.

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- (ii) Use of a radiological dispersal device (RDD) includes any explosive device utilized to spread radioactive material upon detonation. Any improvised explosive device could be used by placing it in close proximity to radioactive material.
- (iii) Use of a simple RDD that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

The threat of nuclear or radiological terrorism in Pamlico County is relatively non-existent. No facilities or industries in the county generate nuclear power, store nuclear weapons, utilize or fortify radiological substances.

1. Risk of Nuclear / Radiological substances is negligible.
2. The risk area would involve Pamlico County, only if a radiological/nuclear device were imported to the county or fallout from another target.

Table 3. General Indicators of Possible Nuclear Weapon/Radiological Agent Use
➤ Stated Threat to Deploy a Nuclear or Radiological Device
➤ Presence of Nuclear or Radiological Equipment
○ Spent fuel canisters or nuclear transport vehicles
➤ Nuclear Placards/Warning Materials Along with Otherwise
➤ Unexplained Casualties

d. Explosives/Incendiaries

The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Explosions and fires also can be caused by projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

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Explosives are used on occasion in Pamlico County. Farmers and Property Owners obtain dynamite through a FFL (Federal Firearm Licensed) Dealer for use on the property, predominantly for breaking beaver dams. However, the process for obtaining these devices requires a permit be prepared by the Pamlico County Emergency Coordinator.

1. The risk of Explosives and or Incendiaries being utilized in an act of Terrorism is minimal based on limited availability in the county and minimal high-profile targets. Legally purchased Explosives and or Incendiaries found in the county will be in relative small quantities.
2. Locations where legally purchased Explosives and or Incendiaries are stored by farmers and property owners are generally far from population centers and risks in these locations are far more likely to be accidental.

e. Combined Hazards

WMD agents can be combined to achieve a synergistic effect—greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

A combined hazard terrorism incident, utilizing two (2) or more devices from sections a through d above are possible, however minimal. The lack of high profile facilities in Pamlico County lessens the likelihood of the additional planning required to unleash a combined hazard.

1. Assessment of risk for combined hazard terrorism incident is minimal.
2. The risk area would require importation of the combined hazard. Locations where the combined hazards may be stored, only Farm Chemicals and the occasional explosive kept by farmer for beaver dam maintenance is the only location where these combined threats may be found. However, storage of these hazards will most likely be away from population centers.

2) Other Terrorism Hazards

- a. Low-tech devices and delivery may include small firearms, and use of vehicles and equipment in public location.

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1. The possibility of this act of terrorism is more likely than others expressed in this Annex. Small firearms are readily found in Pamlico County. Pamlico County has a large number of sportsmen and hunting clubs found throughout the county increasing availability. Additionally heavy equipment is stored in many of the logging communities, and on farms which could be used in such acts of terrorism.
 2. The area of risk for such acts utilizing small firearms will be the population areas found in Section h. of II Situation and Assessment of this Annex.
- b. Infrastructure attacks utilizing low-tech devices are also probable in Pamlico County.
1. Use of vehicles, farm equipment and heavy equipment are likely methods to attack infrastructure. The infrastructure of the county, local governments and water and sewer authority provide limited or security.
 2. The area of risk for such acts utilizing small firearms will be the population areas found in Section h. of II Situation and Assessment of this Annex.
- c. Cyber terrorism risk in Pamlico County is minimal and will not be evaluated as there are no high profile business corporate offices, or government facilities.

III. CONCEPT OF OPERATIONS

This concept of operations section explains Pamlico County's overall concept for responding to a WMD incident and correlation and cooperation with the local, State, Federal, and any intermediate interjurisdictional responsibilities. The activation of the EOP; and other elements of Emergency Response are as set forth in the Basic Plan Content

A. Direction and Control.

- 1) Pamlico County emergency response organizations will respond to the incident scene(s) and make appropriate and rapid notifications to municipal and State authorities (Table 5). Control of the incident scene(s) most likely will be established by the first responders from either fire or police. To assure continuity of operations, it is important that the Incident Command Post be established at a safe location and at a distance appropriate for response to a suspected or known terrorist incident. In addition, in severe terrorist attacks, response operations may last for very long periods, and there may be more leadership casualties due to secondary or tertiary attacks or events. Planning should therefore provide for staffing key leadership positions in depth.

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- 2) The Incident Command System (ICS) will be used by all responding fire, police, and emergency management personnel, and all relevant responder personnel will be trained in ICS use to prevent security and coordination problems in a multi-organization response. The ICS that was initially established will transition into a Unified Command System (UCS) as mutual-aid partners and State and Federal responders arrive to augment the Pamlico County responders.

- 3) Pamlico County, Municipal, State, and Federal regional law enforcement officials are to develop consensus “rules of engagement” early in the response process to smooth the transition from ICS to UCS. This unified command (UC) structure will facilitate both crisis management and consequence management activities. The UC structure used at the scene will expand as support units and agency representatives arrive to support crisis and consequence management operations. The site of a terrorist incident is a crime scene as well as a disaster scene, although the protection of lives, health, and safety remains the top priority. Because of all of these considerations, as well as logistical control concerns, it is extremely important that this incident site and its perimeter be tightly controlled as soon as possible.

- 4) Table 5 provides an overview of events likely to occur in a WMD incident. It is designed to help establish and coordinate the interface that State and local response will likely have with Federal response organizations. The table includes both crisis management and consequence management activities that would be operating in parallel and is intended to illustrate the complex constellation of responses that would be involved in a WMD incident.

Table 5. Responses to a WMD Incident and the Participants Involved	
Events	Participants
<p>1. Incident occurs.</p> <p>2. 911 center receives calls, elicits information, dispatches first responders, relays information to first responders prior to their arrival on scene, makes notifications, and consults existing databases of chemical hazards in the community, as required.</p> <p>3. First responders arrive on scene and make initial assessment. Establish Incident Command and set up Command Post in an area that is safe from potential secondary hazards/devices. Determine potential weapon of mass destruction (WMD) incident and possible terrorist involvement; warn additional responders to the scene of potential secondary hazards/devices. Perform any obvious rescues as incident permits. Establish security perimeter and credentialing. Determine needs for additional assistance. Begin triage and treatment of victims. Begin hazard agent identification.</p> <p>4. Incident Command manages incident response; notifies medical facility, emergency management (EM), and other local organizations outlined in Emergency Operations Plan (EOP); requests notification of Federal Bureau of Investigation (FBI) Field Office.</p>	<p>911 Center, first responders.</p> <p>Incident Command: Fire, law enforcement, emergency medical services (EMS), and HazMat unit(s).</p> <p>Incident Command.</p>

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**Table 5. (cont)
Responses to a WMD Incident and the Participants Involved**

Events	Participants
5. Special Agent in Charge (SAC) assesses information, supports local law enforcement, and determines WMD terrorist incident has occurred. Notifies Strategic Information and Operations Center (SIOC), activates Joint Operations Center (JOC), coordinates the crisis management aspects of WMD incident, and acts as the Federal on-scene manager for the U.S. government while FBI is Lead Federal Agency (LFA).	FBI Field Office: SAC.
6. Local Emergency Operations Center (EOC) activated. Supports Incident Command, as required by Incident Commander (IC). Coordinates consequence management activities (e.g., mass care). Local authorities declare state of emergency. Coordinates with State EOC and State and Federal agencies, as required. Requests State and Federal assistance, as necessary.	Local EOC: Local agencies, as identified in basic EOP.
7. Strategic local coordination of crisis management activities. Brief President, National Security Council (NSC), and Attorney General. Provide Headquarters (HQ) support to JOC. Domestic Emergency Support Team (DEST) may be deployed. Notification of FEMA by FBI/SIOC triggers FEMA actions.	SIOC: FBI, Department of Justice (DOJ), Department of Energy (DOE), Federal Emergency Management Agency (FEMA), Department of Defense (DoD), Department of Health and Human Services (HHS), and Environmental Protection Agency (EPA).
8. Manage criminal investigation. Establish Joint Information Center (JIC). State and local agencies and FEMA ensure coordination of consequence management activities.	FBI; other Federal, State, and local law enforcement agencies. Local EM representatives. FEMA, DoD, DOE, HHS, EPA, and other Federal Response Plan (FRP) agencies, as required.
9. State EM supports local consequence management. Brief Governor. Declare state of emergency. Develop/coordinate requests for Federal assistance through FEMA Regional Operations Center (ROC). Coordinate State request for Federal consequence management assistance.	State EOC, State EM, and other State agencies, as outlined in the basic EOP.
10. DEST provides assistance to FBI SAC. Merges into JOC, as appropriate.	DEST: DoD, DOJ, HHS, FEMA, EPA, and DOE.
11. FEMA representative coordinates Consequence Management Group. Expedites Federal consequence management activities and monitors crisis management response to advise on areas of decision that could impact consequence management response.	FBI, FEMA, EPA, DoD, DOE, HHS, and other FRP agencies.
12. Crisis management response activities to incident may continue.	FBI, Incident Command System (ICS), Special Operations, Hazardous Materials Response Unit(HMRU), Joint Technical Operations Team, Joint Inter-Agency Intelligence Support, and additional authorities, as needed.
13. Federal Response efforts coordinated and mission assignments determined. A consequence management support team deploys to incident site. All EOCs coordinate.	ROC and regional-level agencies.
14. An Emergency Response Team - Advance Element (ERT-A) deploys to State EOC and incident site, as needed. Base installation sites identified for mobilization centers. Liaisons from WMD-related agencies requested for Emergency Support Team (EST) and ROC. Disaster Field Office (DFO) liaisons as needed (may be after extended response phase).	ERT-A: Regional-level FEMA and FRP primary support agencies, as needed.

PAMLICO COUNTY EMERGENCY OPERATIONS PLAN

**Table 5. (cont)
Responses to a WMD Incident and the Participants Involved**

Events	Participants
15. A consequence management support team provides operational technical assistance to Unified Command (UC).	FEMA, DOE, DoD, HHS, EPA, and FBI.
16. Recovery operations. Transition of LFA from FBI to FEMA.	

IV. SUMMARY OF PAMLICO COUNTY TERRORISM RESPONSE ROLE

- First response (911 dispatch, police, fire, hazmat, EMS)
- Incident Command
- Warning and evacuation
- Situation assessment
- Local agency coordination
- Identification of requirements exceeding local capabilities
- Requests for mutual aid
- Requests for State assistance

**PAMLICO COUNTY
EMERGENCY OPERATIONS PLAN
EMERGENCY MANAGEMENT
PLAN TELEPHONE NUMBERS**

Annex U

Pamlico County Personnel:

County Manager	Ann Holton (Interim)	252-633-3797 (home) N/A (cell)
Finance Director	Jim Philyaw	252-745-3004 (home)
E.M. Director	David Spruill	252-745-4468 (home) 252-671-5653 (cell)
Sheriff	Bill Sawyer	252-745-4480 (home) 252-671-6862 (cell)
Parks Dir.	Gary Cooper	252-745-3772 (home) 252-670-1227 (cell)
Code Enforcement	Skip Lee	252-249-0750 (home) 252-670-1227 (cell)

Elected Officials:

Chairman	Doug Brinson	252-249-0690 (home) 252-249-1738 (cell)
Vice Chairman	Ann Holton	252-633-3797 (home)
Commissioner	Roy Brinson	252-745-4368 (home)
Commissioner	Christine Mele	252-249-2344 (home)
Commissioner	Jimmy Spain	252-745-3456 (home) N/A (cell)
Commissioner	Carl Ollison	252-745-5670 (home)

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Other Numbers:

State Highway Information Hotline	919-733-3861
NCDOT	919-733-2520
NC Highway Patrol	919-733-7952
Area 3, NC EM EMC	252-756-7442 (home) 252-520-4923 (office) 252-944-6948 (cell)
Progress Energy	800-452-2777 (office) 800-419-6356 (office)
CRSWMA Allen Hardison	252-633-1564 (office) 252-229-2010 (cell)
Time Warner	252-745-5842 (office)
Sprint	252-633-9011 (office)
American Red Cross, Michelle Souders	N/A (home) 252-637-3405 (office) 252-671-6046 (cell)
Pamlico News	252-249-1555 (phone) 888-249-0926 (toll-free) 252-249-0857(fax)
New Bern Sun Journal	252-638-8101(phone) 252-638-4664(fax)

ATTEST

PAMLICO COUNTY

Kathy Cayton, County Clerk

Dough Brinson, Chairman