

**SCOTLAND COUNTY
EMERGENCY MANAGEMENT**



Emergency Operations Plan

January 1996
Revised
January 2016

STATEMENT OF APPROVAL

The undersigned agree to the responsibilities assigned to their organization in the Scotland County Emergency Operations Plan.

Chairman, County Board of Commissioners _____ Date

Sheriff, Scotland County _____ Date

Mayor, City of Laurinburg _____ Date

County Manager, Scotland County _____ Date

City Manager, City of Laurinburg _____ Date

Executive Director, Red Cross _____ Date

Coordinator, Emergency Management _____ Date

STATEMENT OF PURPOSE

The Scotland County Emergency Operations Plan was developed to address multiple hazards which threaten a jurisdiction. Through use of a functional format, the plan 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 plan presents a basic plan, which serves as a summary document to seventeen (17) functional annexes. The annexes define who will be responsible for each function. Defining the roles of each response agency reduces the confusion, chaos and conflict during emergency; and significantly decreases vulnerability of the public and their property to hazardous threats.

This plan meets the requirements of FEMA planning guidance, CPG 18 and CPG 18A, and the legal responsibilities identified in North Carolina General Statutes, Chapter 166A. It provides all the necessary elements to insure that local government can fulfill its legal responsibilities for emergency preparedness.

RECORD OF CHANGES

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (SIGNATURE)
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SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN

INSTRUCTIONS FOR USE

It is intended that this plan, when implemented, be used by the Scotland 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: Defines the roles and responsibilities of key officials and their organizations.

Annexes: Identifies the specific functions of the plan as well as the individual/agency responsible for the coordination of activities for that function.

Each section of the plan contains a purpose statement for that section. All individuals with assigned responsibilities should be familiar with the entire plan; however added emphasis must be given to those sections for which they are responsible. While all 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.

Copies of this plan have been distributed to the following:

Chairman, Board of Commissioners	NC State Highway Patrol
Scotland County Manager	NC Dept. of Transportation
Laurinburg City Manager	NC Forest Resources
Town of Gibson	County Social Services
Town of Wagram	County Humane Society
Scotland County Memorial Library	Mental Health
American Red Cross	County Medical Examiner
Central Branch Office, NCEM	County Finance Department
Plans Branch, NCEM	County Tax Office
Superintendent of Schools	County Health Department
Sheriff of Scotland County	Scotland Memorial Hospital
Emergency Services	County Rescue Squad
Each Fire Department	County Parks & Recreation
Laurinburg Public Works	County Solid Waste
Laurinburg Police Department	County Inspections
School Transportation Director	County Transportation

SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN BASIC PLAN

I. PURPOSE

This plan predetermines actions to be taken by the government agencies and private organizations of Scotland County to reduce the vulnerabilities of people and property to disaster and establish capabilities to respond effectively to the actual occurrence of a disaster. The plan addresses planning for, responding to, recovering from, and mitigating any current or future disaster situation that impacts the population and geographic area of Scotland County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Scotland County is located in North Carolina Emergency Management Area D and FEMA Region IV. It's geographic location is the southern section of the State. It is bound on the East by Robeson County, on the South by Marlboro County, SC, on the North by Hoke and Richmond Counties, on the West by Richmond County. The current population of the County is approximately 35,988.
2. The major traffic arteries are: US Hwy 74, US Hwy 15/501, US Hwy 401 and NC Highway 79. Highway 74 is scheduled to become an Interstate highway in the next six years.
3. Railroads are: CSX, and Laurinburg and Southern.
4. The county has one public airport, the Laurinburg/Maxton Airport, which has a 5000 foot and a 6500 foot paved runway. The airport is located north of Highway 74 Bypass on the eastern side of the county near the Scotland/Robeson County line. The property was a built as military glider base in the 1940s and has an extensive infrastructure.
5. The County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Potential hazards identified for Scotland County are:

Hazardous Materials Accidents (including pipeline)
Transportation Accidents (Roads, Rail and Air)
Hurricanes/Tornadoes/Windstorms
Flooding/Dam Failure
Winter Storms/Ice Storms
Drought

Major Fires (to include forest fires)
Civil Disorder/Terrorist Incidents
(Foreign and Domestic)
Fixed Nuclear Facility (within the 50 mile EPZ)

B. Assumptions

1. It is necessary for the County to plan for and to carry out disaster response and short term recovery operations utilizing local resources; however, it is likely that outside assistance would be available in most major disaster situations affecting the County.
2. Officials of the County are aware of the possible occurrence of an emergency or major disaster and their responsibilities in the execution of this plan and will fill these responsibilities as needed.
3. Implementation of this plan will reduce or prevent the loss of lives and damage to property.

III. SCOPE OF OPERATIONAL PREPAREDNESS

A. General

1. For Emergency Management planning and operations, the County has been divided into seven operational zones (being the seven fire districts): to include the incorporated and unincorporated parts of the County.
2. If more than one operational zone is affected or if there is a serious emergency in one zone, the County Emergency Operations Center (EOC) will be activated to coordinate a County-wide response.
3. The County Emergency Management Coordinator (EMC) will coordinate and activate existing agreements with adjoining counties during emergencies that have the potential to threaten the safety of its citizens or the citizens of the neighboring county. Response to this emergency will be coordinated by the Emergency Operations Center.
4. The County Emergency Management will be supported, as necessary, by State Emergency Management which can provide direct support and serve as a channel for obtaining and providing resources from the state and federal government and adjoining states.
5. As the emergency situation develops, the Chairman of the County Commissioners and/or Mayor of any municipality, or his designee, may declare a "State of Emergency" to exist within the County/

City/Town and begin implementing emergency procedures.
(Reference PROCLAMATION OF A STATE OF EMERGENCY).

6. The County Manager, **acting for the Chairman of the County Commissioners**, with the assistance of the County Emergency Management Coordinator, will coordinate and control County resources and advise municipalities of needs or progress.
7. Termination of a State of Emergency shall be declared by the authority by which it was proclaimed. (Reference PROCLAMATION TERMINATING A STATE OF EMERGENCY).

B. Phases of Comprehensive Emergency Management

1. **Mitigation:** Mitigation activities are those designed to either prevent the occurrence of an emergency or minimize the potentially adverse effects of an emergency. Some mitigation activities include development of public health and zoning/building code ordinances and enforcement of those regulations on a day-to-day basis.
2. **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.
3. **Response:** Response activities and programs are designed to address the immediate effects of the onset of an emergency or disaster and help to reduce casualties and damage and to speed recovery. Response activities include direction and control, warning, evacuation, mass care, and other similar operations.
4. **Recovery:** Recovery activities involve restoring systems to normal. Short term recovery actions are taken to assess damage and return vital life support systems to minimum operating standards; long term recovery actions may continue for many years.

C. Federal Assistance with Resources

The Federal Government can provide federal resources to local governments through State channels to provide 12 Emergency Support Functions (ESFs) listed in the Federal Response Plan (FRP). These functions are:

Transportation	Communications
Public Works	Fire fighting
Information and Planning	Mass Care
Resource Support	Health and Medical

Search and Rescue
Food

Hazardous Materials
Energy

The primary method recommended for channeling the Federal ESFs to local governments, when requested, is to place in the State EOC one Federal representative with one State representative for each Emergency Support Function. Thus, when requests for assistance from local governments are received at the State EOC, and the State resource is exhausted, the request can immediately be turned over to the Federal representative responsible for that ESF. These requests can be fulfilled on a mission basis with the State retaining direction and control authority.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. Organization: Most of the departments within local government have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining their own Standard Operating Procedures (SOPs) for their assigned emergency responsibilities which are outlined below under the following section entitled "Responsibilities" as well as in the functional annexes of this plan. Responsibilities for some organizations which are not a part of local government are also presented.
- B. Responsibilities
 1. **Chairman, County Commissioners**
 - a. Carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies.
 - b. Declare a "State of Emergency" at the County level and assume direction and control of emergency operations, through the County Manager.
 - c. Request assistance from State government, through the Emergency Management Coordinator, to assist with control of an emergency.
 - d. Insure that emergency information and reports are forwarded through the Area Office to the State Division of Emergency Management.
 - e. Report to the EOC, upon activation.

2. **County Manager**

- a. Ensure County agencies develop and continually update Standard Operating Procedures (SOPs) to respond to emergencies.
- b. Serve as Public Information Officer (PIO) during an EOC activation.
- c. Ensure that exercises and tests of the emergency systems are conducted on a regular basis.
- d. Ensure that representatives from various departments are designated to report to the EOC upon activation to provide assistance.
- e. When directed, act on behalf of the Chairman, County Commissioners in the control of emergency operations.
- f. Ensure that financial records of expenditures are kept during emergencies.
- g. Report to the EOC, upon activation.

3. **Emergency Management Coordinator**

- a. Perform assigned duties according to state statutes and local ordinances.
- b. Responsible for planning in accordance with Federal and State guidelines and coordinating of emergency operations within the jurisdiction.
- c. Establish and equip the County Emergency Operating Center (EOC) to include primary and backup communications (fixed and mobile), emergency power, and provide for operations on a continuous basis as required. Upon activation of EOC, EM Coordinator is responsible for development of, documentation of, and implementation of Incident Action Plan (IAP).
- d. Ensure adequate training for the emergency management organization. Local EM will provide annual EOC activation exercise, EOP orientation, and other training for EM personnel as deemed necessary.
- e. Recruit and insure training of staff to handle response and recovery operations.

- f. Maintain current list of available resources.
- g. Coordinate exercises and tests of the emergency systems within the jurisdiction.
- h. Maintain liaison with utility companies to arrange for backup water, power and telephone service during emergencies.
- i. Maintain administrative records as required.
- j. Alert and activate, as required, the County Emergency Management organization when informed of an emergency within the County.
- k. Receive requests for assistance from municipalities within the County and direct aid to areas where needed.
- l. Ensure that narrative and operational journals are kept during the emergency.
- m. Ensure necessary information and reports are issued on schedule.
- n. Develop mutual aid agreements and/or memorandums of understanding, as needed.
- o. Report to the EOC, upon activation.

4. **Public Information Officer (County Manager Designee--County Clerk)**

- a. Prepare procedures for the conduct of public information services during disasters.
- b. Maintain current listing of points of contact with the news media in the area.
- c. Coordinate all media releases pertaining to emergency planning and operations.
 - a. Provide for rumor control and emergency instructions.
 - b. Develop media advisories for the public.
 - i. Provide emergency information for the public including the visually impaired, hearing impaired and non-English speaking groups.

ii. Report to the EOC, upon activation.

5. **Sheriff/Police Chiefs**

- a. Plan for the coordination of traffic control, security and other law enforcement operations with the law enforcement agencies in the County during emergencies/disasters.
- b. Develop mutual aid agreements with surrounding law enforcement agencies.
- c. Coordinate security for personnel and equipment at shelters and at the EOC.
- d. Report to the EOC, upon activation.

6. **Fire Services**

- a. Plan for coordination of firefighting operations throughout the county during time of emergency/disaster.
- b. Provide for coordination of manpower, as needed, during disaster operations.
- c. The NC Forest Service will direct and control activities for all grass and woods fires with manpower assistance from the county fire departments, as needed.
- d. Provide manpower and equipment to assist with debris clearance activities.
- e. The Fire Chiefs are responsible for fire activities within their respective districts with overall coordination coming from the EOC through the Laurinburg Fire Chief.
- f. Individual fire departments will provide facilities to be used, as needed, for a command post/ community information point/ resource distribution point, to be established serving as a link to the EOC.
- g. The Laurinburg Fire Chief will report to the EOC, upon activation.

7. **Emergency Medical Services Director**

- a. Plan for coordination of on-scene patient care and ambulance activities throughout the County.

- b. Develop mutual aid agreements with regards to EMS activities.
- c. Coordinate with hospital disaster coordinator on use of medical facilities within the County for mass casualty incidents.
- d. Report to the EOC, upon activation.

8. **County Rescue Squad Commander**

- a. Conduct search operations, in conjunction with Emergency Management and law enforcement agencies in the County.
- b. Conduct rescue operations, as deemed necessary by the Incident Commander / EOC.
- c. Assist EMS with patient care and transport.
- d. Provide medical assistance at shelters, as needed.

9. **Social Services Director**

- a. Plan for coordination of social services operations during disaster.
- b. Coordinate with medical/health care facilities (e.g. nursing homes, rest homes, etc.) to insure development of emergency procedures in conjunction with appropriate agencies to provide for these citizens with special needs.
- c. Coordinate emergency activities during response and recovery with American Red Cross, and other volunteer organizations working with shelter, feeding and clothing.
- d. Report to the EOC upon activation, as needed.

10. **Communications** (Emergency Communications Director)

- a. Plan and direct communications and warning systems, including two-way radio systems throughout the County, describing methods of communications between EOC, field forces, shelter facilities, adjacent jurisdictions and area/State EOC.

- b. Coordinate activities with law enforcement communications centers within the County.
- c. Disseminate warning information.
- d. Coordinate message flow between 911 PSAPs and the EOC.
- e. Insure that an adequate backup system of communications is set up through Amateur Radio Emergency Services (ARES).

11. **Public Works Director** (City of Laurinburg)

- a. Plan for emergency repair and restoration of vital facilities and public utilities during disasters.
- b. Coordinate with NCDOT and Scotland County Solid Waste to assist with debris clearance/ removal.
- c. Provide needed equipment and supplies to the EOC staff as needed.
- d. Store and provide fuel for emergency vehicles.
- e. Coordinate all animal protection/control activities for the City of Laurinburg.
- f. Report to the EOC, as needed.

12. **Public Health Director**

- a. Develop procedures for emergency public health operations.
- b. Plan for inspection of food and water throughout the County and issuance of instructions for decontamination, distribution and usage.
- c. Conduct sanitation inspections of shelters, restaurants, and livestock operations.
- d. Provide health care professionals to assist Red Cross in the operation of shelters.
- e. Direct/coordinate animal control and protection activities within the County.

- f. Provide lead agency guidance in a Bio-terrorism event in regard to any and all public health issues.
- g. Report to the EOC, upon activation.

13. **Hospital/Medical Examiners**

- a. Develop and maintain procedures to handle mass casualty incidents, to include the decontamination and treatment of patients exposed to a biological or chemical terrorist event.
- b. Respond to notifications of fatalities from local authorities and establish an adequate morgue.
- c. Supervise the location and transportation of the remains of the deceased.
- d. Certify the causes of death of the deceased victims and issue death certificates.
- e. Notify next of kin and release the remains and personal effects to proper authorities.
- f. Issue press releases in conjunction with the Public Information Officer.

14. **Transportation (School Transportation Director)**

- a. Plan for transportation of County residents in a disaster, including special population groups (handicapped; elderly, etc.).
- b. Coordinate transportation operations using available school system vehicles/personnel, supplemented by SCATS vehicles and personnel.
- c. Coordinates the use of school system facilities for Red Cross shelters.
- d. Coordinate the use of the County School Bus Facility to serve as the County Receiving and Distribution Point during any disaster operations.
- e. Report to the EOC, upon activation

15. **Finance Management/Accounting (Finance Officer)**

- a. Under the direction of the County Manager, and in coordination with the Emergency Management Coordinator, handle all documentation relating to county funds being spent on all personnel and equipment during the emergency, to include tracking of time, labor cost, compensation and workers compensation claims, travel request, purchasing of equipment, supplies, or services, contractual agreements, or any other financial issue necessary to respond to or recover from the incident.
- b. Develop financial accounting record procedures for agencies to report their emergency expenses.
- c. Ensure that all municipalities designate a person to maintain financial accounting records during emergencies/disasters and that these records are coordinated with the County.
- d. Report to the EOC, upon activation.

16. **Damage Assessment Officer (Tax Appraiser)**

- a. Coordinate disaster assessment teams conducting field surveys.
- b. Collect data and prepare damage assessment reports, to include GIS mapping of areas affected by the respective disaster situation.
- c. Report to the County Tax Office, upon an EOC activation, to coordinate data regarding damage assessment.

17. **American Red Cross**

- a. Coordinate with Social Services and School System personnel regarding shelter/mass care operations.
- b. Provide direct assistance to citizens affected by the disaster.
- c. Provide personnel to support and assist the County Tax Appraiser with damage assessment activities.
- d. Report to the EOC, upon activation.

18. **Donations Management (Parks and Recreation)**

- a. Coordinate the management of material goods that have been donated to the affected population.

- b. Coordinate offers and request for volunteer services to the affected population.

19. **Resource Management (Solid Waste / Inspections)**

- a. Develop procedures to access and operate equipment to support countywide needs during emergency/disaster situations.
- b. Mobilize and manage county personnel to support the needs of the EOC during times of disaster.
- c. Report to the EOC, upon activation.

V. DIRECTION AND CONTROL

- A. Direction and Control provides for an efficient response to an emergency by coordinating all response and recovery activities through one central location. The Emergency Operating Center (EOC) is the base of operation for all emergency management activities for the County. Members of the Emergency Management organization will be familiar with plans and procedures to cope with an emergency. The overall direction and control of emergency activities in a crisis situation is vested with the Chairman, County Commissioners and carried out by the County Manager.
- B. Upon declaration of an emergency or disaster, the Chairman of County Commissioners, County Manager, Emergency Management Coordinator, and other key personnel from various departments and agencies will operate from the Emergency Operating Center (EOC).
- C. Onsite direction and control will be established by personnel of the emergency service having primary responsibility for the situation utilizing the National Incident Management System (NIMS) model of Incident Command System (ICS).

VI. CONTINUITY OF GOVERNMENT

- A. General
 - 1. The possibility that emergency and disaster occurrences could result in disruption of government functions necessitates that all levels of local government and their departments develop and maintain procedures to ensure continuity of government. These procedures will name who will be the decision makers if an elected official or department head is not available.
- B. Line of Succession

1. The line of succession for the County proceeds from the Chairman of the County Commissioners to the Vice-Chairman, then to the members of the board (by seniority), then to the County Manager, in accordance with County policy.
 2. Lines of succession for Emergency Services and other department/agency heads will be directed by the County Manager in conjunction with the appropriate department/agency heads.
- C. Preservation of Vital Records
1. It is the responsibility of the **Register of Deeds, the Clerk to the Board of Commissioners, and the Clerk of Superior Court** to insure that all legal documents of both a public and private nature recorded by designated officials be protected and preserved in accordance with existing laws, statutes, and ordinances.
 2. Each department/agency is responsible for the preservation of their essential records to ensure continued operational capabilities.
- D. Relocation of Government
1. The County provides for the relocation of the governing body to the EOC during times of emergency.
 2. If the primary EOC, located in the County Annex Building in Laurinburg, is determined inoperable, the governing body will relocate to an alternate EOC facility, located in the Dulin Center at Scotland Memorial Hospital in Laurinburg.

VII. ADMINISTRATION AND LOGISTICS

- A. General
1. There is one consolidated communications centers in Scotland County. It operates continuously 24 hours per day, 7 days a week. The 911 PSAP is located in the same facility as the County EOC Building and serves as the County Warning Point.
 2. The operational readiness of the EOC is the responsibility of local Emergency Management.

B. Records and Reports

1. Records of expenditures and obligations during emergency operations must be maintained by County/ City/Town governments finance personnel.
2. Narratives and operational journals of response actions will be kept by Emergency Management.

C. Consumer Protection Consumer complaints pertaining to alleged unfair or illegal business practices during emergencies will be referred to the State Attorney General's Consumer Protection Division.

D. Non-Discrimination

1. There will be no discrimination on grounds of race, color, religion, nationality, sex, age, or economic status in the execution of disaster preparedness or disaster relief and assistance functions.
2. This policy applies equally to all levels of government, contractors, and labor unions.

E. Agreements and Understandings

1. Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing whenever possible prior to emergency situations.
2. Should local government resources prove to be inadequate during emergency operations; requests for assistance will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings. Requests for State and Federal resources must be made through the Emergency Management Coordinator to the Area Office. From there, such requests are forwarded to the State Emergency Operating Center (EOC).
3. Organizations tasked with responsibilities in the implementation of this plan are responsible for providing their own administrative and logistical needs and for the preparation and maintenance of a resource list for use in carrying out their emergency responsibilities.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The County Manager, through the Emergency Management Coordinator, will insure that development and annual review of this plan is conducted by all officials involved and will coordinate necessary revision efforts. That shall include review of those portions of the plan actually implemented in an emergency.
- B. This plan shall be exercised in accordance with the Federal Emergency Management Agency (FEMA) exercise plan to insure a readiness posture for those who have an emergency responsibility. Training is scheduled and coordinated by Emergency Management and will provide access to ICS 100, 200, 300, 400, plus 700 & 800 classes for all response personnel in all agencies that require such training.

IX. AUTHORITIES AND REFERENCES

- A. The following listed authorities and references were consulted to support this plan:
 - 1. Public Law 93288 as amended by Public Law 100-707
 - 2. National Security Decision Directive #259
 - 3. N.C. General Statutes, Chapter 166A
 - 4. N.C. Executive Order 18
 - 5. N.C. General Statutes 115C242 (6)
 - 6. N.C. General Statutes Article 36A of Chapter 14
 - 7. N.C. Executive Order 61
 - 8. N.C. General Statutes, Chapter 143B, Article 1
 - 9. N.C. General Statutes, Chapter 14, Article 36A
 - 10. N.C. General Statutes, Chapter 147, Article 3A
 - 11. N.C. General Statutes, Chapter 160A, Article 6 and Article 8

SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX A
DIRECTION AND CONTROL

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Direction and control of normal day-to-day emergencies is performed by senior on-scene emergency response personnel (i.e. law enforcement, fire, rescue, EMS) in accordance with local ordinances, policies and procedures.
2. 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.
3. Municipalities within the county may exercise independent direction and control of their own emergency resources, outside resources assigned to the municipality by the County EOC, and resources secured through existing mutual aid agreements with other municipalities. Requests for state/federal government assistance will be directed to the County EOC and coordinated through the County Emergency Management Coordinator.
4. Centralized countywide direction and control (EOC activation) is desirable when one or more of the following situations occur:
 - a. there exists an imminent threat to the public safety/health;
 - b. extensive multi-agency/jurisdiction response and coordination is 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.
- 5. The County Emergency Operations Center serves as the central direction and control point for countywide emergency response activities.
- 6. The primary County Emergency Operations Center (EOC) is located at the Scotland County Complex at 1403 West Blvd. in the City of Laurinburg. This facility also houses the 911 Consolidated Communications Center and all radio communications systems and equipment for Scotland County. It is a harden facility, constructed in 2014, with multi level electrical and communications redundancy.
- 7. In the event the primary EOC is inoperable, an alternate EOC may be established in the Scotland Memorial Hospital in the Dulin Center at 500 Lauchwood Drive Laurinburg.

B. Assumptions

- 1. The designated EOC will be activated upon the threat or occurrence of a major emergency/disaster and designated personnel will report to the EOC as soon as possible.
- 2. The County EOC facility and equipment is adequate for coordinating countywide emergency operations.
- 3. Sufficient procedures have been developed to effectively direct and control disaster operations/recovery.
- 4. Emergency operations and coordination at all levels of government will be carried out according to plans and procedures.

III. CONCEPT OF OPERATION

A. General

- 1. Emergency operations shall include all activities which are directed toward reduction of the immediate hazard, establishing situation control and restoration of normal operations within the county.
- 2. The Emergency Management Coordinator (EMC) will activate, organize, and operate the EOC in a flexible manner based on the magnitude of the situation.

3. The organizational structure of the EOC will be arranged according to the type of incident, agencies and/or jurisdictions involved, objectives and strategies selected to resolve the situation and the demands of the emergency. Municipalities will provide representation in the County EOC for inter-jurisdictional coordination when the event severely affects the jurisdiction or as requested.
4. The Chairman of the Board of Commissioners will be notified by the Emergency Management Coordinator or County Manager when EOC activation is warranted to direct and control emergency operations.
5. The EOC will be managed in accordance with the County EOC Standard Operating Procedures.
6. On-scene activities of emergency response personnel will be managed utilizing the NIMS model of the Incident Command System (ICS).

B. Staffing

Personnel assigned to the EOC will operate in one of five functional sections as assigned by the EMC.

1. The Executive Group, under the direction of the Chairman of County Commissioners, consists of the elected officials, jurisdictional management and liaison officials, jurisdictional Public Information Officer (PIO) and is responsible for:
 - a. the approval of policies and strategies pertinent to the emergency/disaster situation.
 - b. conducting briefings of the EOC staff to assure coordination of information.
2. The Operations Group, under the direction of the Operations Officer (EMC) and consisting of the designated representatives of the agencies conducting emergency operations (law enforcement, fire, EMS, others as appropriate), is responsible for the direct supervision of on-scene operations including the allocation of resources necessary to implement the approved strategies and policies.

3. The Planning Group, consisting of a radiological officer, the damage assessment officer and other technical advisors pertinent to the type of emergency/disaster, may be established to:
 - a. collect, evaluates, display and disseminate information regarding the incident and status of resources;
 - b. maintains a journal, post data and maintain status boards;
 - c. analyzes the predictable probable course of emergency incident events;
 - d. develop strategies (action plans) and alternatives to control operations for the incident; and,
 - e. anticipates resource requirements.
4. The Logistics Group, consisting of the communications/warning supervisor, and representatives of emergency support agencies (i.e. shelter and mass care, public works, communications, etc.), may be established to coordinate the acquisition of supplies, equipment and other resources (public and private) necessary and approved to resolve/recover from the emergency or disaster situation.
5. The Finance Group, under the direction of the County Finance Officer, may be established to:
 - a. compile and maintain documentation of purchases, acquisition and utilization of emergency supplies, equipment and other services;
 - b. performs financial and cost analysis to develop conclusions on efficient methods of resolving and recovering from the emergency/disaster situation.

IV. ORGANIZATION AND ASSIGNMENTS OF RESPONSIBILITIES

A. Organization

1. The onset of an emergency adds to the normal day-to-day role of existing agencies and organizations within the county in order to protect the population and property. Where possible, the emergency responsibilities in this plan have been assigned similar to the day-to-day responsibilities of the agencies/organizations.

2. Through the County Office of Emergency Management, the County Board of Commissioners exercises its emergency responsibilities during emergencies and disasters to provide for the health and safety of the public.
3. The Emergency Management Coordinator is appointed in accordance with county personnel policy to manage the county emergency management program.
4. When activated, the EOC serves as a central, coordinating point for obtaining, analyzing, reporting and retaining disaster related information.
5. The senior emergency response official responding to an emergency shall, in most cases, become the individual in charge of a site-specific Incident Command System (ICS). Each responding agency/organization shall send a senior representative with communications capability to remain at the Command Post to establish a unified joint command. All activities and communications shall be coordinated and controlled through the Incident Commander in charge of the ICS assisted by that senior official present for each organization. [29 CFR 1910.120(q)(3)(i)]
6. For long-term emergency/disaster situations, the "Incident Commander" will be designated by the on-scene senior officials of the emergency response agencies or by the County EOC (when activated) based on the type, nature, or location of the incident.
7. In situations where the disaster effects are widespread (many incident sites), the EOC may select to establish the county fire districts or any other distinguishable boundaries as the "incident sites" in order to achieve a manageable span of control.
8. **A single "Command Post" will be established near the scene of each emergency/disaster situation by the Incident Commander.** Senior officials of the emergency agencies involved in the emergency response shall report to this location to afford optimum coordination. This location will serve as the central command and control point for all on-scene activities. The Staging Area, as well as the location for the media shall remain separate and apart from the Command Post.

V. DIRECTION AND CONTROL

- A. The responsibility for the direction and control of disaster situations is vested in the County Board of Commissioners and is routinely exercised through the appointed Emergency Management Coordinator.
- B. The EOC is the operational area from which emergency response activities are directed, controlled and coordinated and utilizes the local communications center.
- C. The mechanics of the EOC operation are contained in the EOC Standard Operating Procedures (SOP).

VI. CONTINUITY OF GOVERNMENT

- A. Staffing assignments for positions in the EOC will allow for continuous 24-hour operations. EOC operations will normally function on two 12 hour shifts beginning at 06:00 and 18:00 hours daily. Selection and assignment of personnel will be the responsibility of each agency assigned to respond to the EOC upon activation.
- B. In the event that the primary EOC is not functional, the alternate EOC will be activated.

VII. ADMINISTRATION AND LOGISTICS

- A. Facilities to be used as an EOC are provided by the Scotland County Emergency Services. This includes furnishings, equipment and communications necessary for the operations staff. Expendable supplies and displays will be provided through the Emergency Management Office.
- B. The mechanics of activating, arranging and internal functioning of the EOC are contained in the EOC SOP.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The EOC SOP will address staffing, activation, internal functions and administrative and logistical support.
- B. Operational plans and procedures will be developed by service chiefs and department heads to support both this plan and the activities of their department personnel in the EOC.
- C. Periodic review and amendment of this plan will be identified in the plan by signature and change of the approval date of the plan. This action will be accomplished at least annually.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX B
WARNING**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County Warning Point (Scotland County Emergency Communications) will normally initiate warning and notification.
2. Broadcast media will be relied upon as the primary means to assist in the dissemination of warning to the general public.
3. Operational telephone and/or radio communications may be utilized to notify public officials, EOC staff, emergency personnel and others as required.
4. Emergency service vehicles are available for back-up warning to the general public via siren and Public Address systems.
5. Special needs populations in health care facilities and those with vision, hearing or language needs will have to be provided special warning notification. These locations should be pre-identified and planned for to receive warning by on site assistance by emergency services personnel.

B. Assumptions

Use of mobile public address systems and/or house-to-house alert warning may be necessary when the urgency of the particular hazard requires immediate evacuation actions.

III. CONCEPT OF OPERATION

- A. Emergency warning may originate at the national, state or local level of government. Timely warning requires dissemination to the public by all available means.

B. Receipt and Dissemination of Warning

1. The N.C. Highway Patrol is the State Warning Point at the Raleigh Communications Center. NAWAS and NWS alerts are received there from Federal agencies. The North Carolina Emergency Management EOC in Raleigh will serve as the point of contact for local EOC operations. The State EOC can be accessed at 1-800-858-0368. In a regional event, the Central Branch Office of NCEM may serve as the point of contact for the local EOC. The Central Branch of NCEM in Butner, NC can be accessed at 1-919-575-4122.
2. Warning received from the site of an emergency is normally reported to the County Warning Point.
3. Notification of governmental officials and emergency response personnel from the County Warning Point will follow established procedures. Annual update of Emergency Personnel and contact information will assure 24/7 accessibility.

C. Dissemination of Warning to the General Public of major emergencies will be by:

1. Emergency Alert System (EAS)
2. NOAA Weather alert radios
3. Mobile public address systems
4. House to house alert by emergency personnel
5. Cable television
6. County and City Emergency Services radio frequencies
7. Local AM / FM Radio Stations

D. Dissemination of Warning to Special Populations

1. Hearing impaired, special care groups, persons in group quarters and non-English speaking groups are notified by the most expedient means possible.
2. Public schools, and other special warning locations are notified by emergency personnel from the County Warning Point through use of the School System radio and paging system.

IV. ORGANIZATION

A. Organization

1. The County Warning Point (Scotland Base), located in the Emergency Services Building in Laurinburg, serves on a continuous 24-hour basis from which key officials and the public can be alerted. The County Warning Point has the capability to simultaneously activate warning devices for the public.
2. The Emergency Alert System (EAS) provides an operational public warning capability to federal, state and local governments.

V. DIRECTION AND CONTROL

- A. The Chairman of the County Board of Commissioners, or their designee, has the authority to direct and control the County warning system.
- B. The Emergency Services Director is designated as the County Warning Coordinator and will follow established County warning procedures.

VI. ADMINISTRATION AND LOGISTICS

- A. The County has the following warning systems available for use in an emergency:
 1. Emergency Alert System
 2. NOAA Weather Radio System
 3. DTN Weather satellite downloads
 4. Internet weather monitoring

5. County wide all frequency paging access
 6. State Satellite Radio/Telephone access
- B. Special needs populations in the County (e.g. handicapped; hearing impaired; non-English Speaking) will be identified to ensure that they are contacted during alert conditions.
- C. Oral Agreements have been made with WLNC radio station owner/managers to disseminate information 24 hours / 7 days a week in accordance with this Annex. WLNC has both FM and AM capability as of 2014.

VII. PLAN DEVELOPMENT AND MAINTENANCE

- A. This annex will be reviewed on an annual basis.
- B. Law enforcement agencies and fire departments with warning duties will develop and maintain departmental SOPs, mutual aid agreements, personnel rosters, emergency telephone lists and equipment inventories.
- C. The County notification list will be updated as required.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX C
COMMUNICATIONS**

I. PURPOSE

This annex describes the communications systems within the County and presents available communications sources and policies to be used by local governmental agencies during emergency and disaster situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Communications play a critical role in emergency operations. Communications networks and facilities exist and operate throughout the County. Properly coordinated, these facilities provide for effective and efficient response activities.
2. The Scotland County Emergency Communications Center is located in the Scotland County Complex at 1403 West Blvd. Antennas for all county and city Public Safety radio frequencies are located on the County Communications tower located at the County Complex on West Blvd. in Laurinburg.

B. Assumptions: It is assumed that the communications system will survive and/or withstand the effects of a disaster. This annex will provide coordination of all communications systems during an emergency situation facilitating timely response activities.

III. CONCEPT OF OPERATIONS

A. General

1. There is one consolidated communications center located within Scotland County. The center has the capability to dispatch County Emergency Services (EMS), County Sheriff's Dept., Laurinburg Police Dept., and the City of Laurinburg's Fire Department and all County Volunteer Fire Departments and the County Volunteer Rescue Squad.
2. The County Warning Point is operated 24 hours a day and is the Emergency Communications 911 Center. This is located at the Scotland County 911 Center at 1403 West Blvd. (910-277-3231)

3. The Emergency Communication Center will be expanded as required. The center will have 3 staff dispatchers at all times with the capability to expand to up to 8 dispatch positions in a disaster situation.
4. Emergency communications procedures will be implemented and backup capabilities activated as necessary.
5. Appropriate communications personnel will be notified. IT support staff will also be notified to provide technical support for all computer based communication equipment.
6. Communications equipment is vulnerable during time of emergency particularly during periods of national emergency. Support IT staff will be critical to insure continuity of communications equipment throughout any incident.
7. Communications personnel must possess appropriate security clearances to send or receive classified information.

B. Specific

1. Telephone Service
 - a. Hard wire telephone service in the County is provided by Alltel, Sprint, and AT&T. Wireless service is provided by Verizon, Sprint, Alltel, and AT&T Wireless.
 - b. The telephone companies will be provided with a list of essential users of telephone service.
 - c. Essential users will receive priority telephone service during emergencies.
2. Two Way Radio Systems
 - a. Two way radio systems throughout the County are designated to be used for direction and control of activities. They provide voice communications between mobile units operated by governmental agencies within the County with the various Communications Centers. The principal operators are:
 - (1) Law Enforcement, City and County

- (2) Emergency Management
- (3) Scotland County EMS/Rescue
- (4) Scotland Memorial Hospital
- (5) Scotland County Health Dept
- (6) Scotland County DSS
- (7) Scotland County Local Government
- (8) Scotland County Transportation System
- (9) Scotland County School System
- (10) Scotland County Fire
- (11) Laurinburg Public Works

b. The following additional organizations also operate two way radio systems:

- (1) North Carolina DOT
- (2) North Carolina Forest Service
- (3) North Carolina Highway Patrol
- (4) North Carolina Wildlife Division
- (5) North Carolina Emergency Management
- (6) North Carolina department of Correction
- (7) North Carolina Office of Emergency Medical Services

c. The following volunteer organization operates various two way radio systems:

- (1) Amateur Radio Emergency Service (ARES)

- d. Two way communications systems which may be used to communicate with the State EOC during emergencies include:
 - (1) State Emergency Management VIPER Voice Radio Network
 - (2) Amateur Radio Emergency Service (ARES)
 - (3) Commercial Telephone and Fax Machine
 - (4) Cellular Phones / Texting
 - (5) Radio Communications
 - (6) Internet links (Web EOC)
 - (7) VIPER 800 MHz Radio

IV. ORGANIZATION

Organization

- 1. The Communications Directors for each agency are responsible for planning and developing emergency communications systems and operating procedures.
- 2. The County Warning Point is the central control point for coordinating communications.

V. DIRECTION AND CONTROL

- A. The County EMC will be notified when a major emergency situation has occurred or is imminent. The County EMC will then inform County officials in accordance with the County procedures.
- B. Authority to direct and control the use of communications systems and services available to County departments and agencies is delegated to the Communications Directors.
- C. In a county-wide disaster, Fire Stations 2, 3, 4, 5, and 7 will be identified as community Command Post. They will communicate with Stations 1 and 6 (CENTRAL) or the EOC on the primary Fire Frequency (Channel 1).

All other Fire traffic will be confined to Channel 2 so as to limit airway confusion.

VI. PLAN DEVELOPMENT AND MAINTENANCE

- A. This annex will be reviewed on an annual basis.
- B. All departments/organizations within the County providing emergency communications will develop and maintain communications SOP's, mutual aid agreements, personnel rosters, including 24hour emergency telephone numbers and communications equipment inventories.

VII. REDUNDANCY

Scotland County 911 Communications has an MOU with Richmond County 911 Communications to provide redundant 911 and radio communications capability for each respective county. This is to address the issue of complete system and facility failure as a result of a natural or manmade disaster event and also to comply with NC 911 Board requirements for operational redundancy. Both Communication Centers have identical equipment, software and data to allow for complete county operation of both the 911 Center and County Communications for either county from both locations. The system is tested at a minimum of twice a year to assure data compliance and operational proficiency. The vendors for Radio equipment, CAD and CAD Software and CAD Mapping, Data Recording Equipment, and Telephone 911 Services are the same in both locations to also assure continuity of services.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX D
EMERGENCY PUBLIC INFORMATION**

I. PURPOSE

This annex presents a plan of action to provide prompt, authoritative and understandable emergency information to the public for natural and technological emergencies.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County is vulnerable to a variety of hazards. Media outlets exist which, if effectively employed, can be used to inform the population of the events that are occurring and how they may best respond to them.
2. The county is served by the news media outlets listed in the County Resource Manual.
3. During periods of emergency, the public needs and generally desires detailed information regarding protective action to be taken for minimizing loss of life and property. There are times, however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency, the public is made aware of potential hazards and the protective measures that can be employed.
4. The public may accept as valid rumors, hearsay and half-truth information which may cause unnecessary fear and confusion.

B. Assumptions

1. Local print and broadcast media have agreed to cooperate in broadcasting and publishing detailed disaster related instructions to the public.
2. Depending on the severity of the emergency, telephone communication may be disrupted. Local and regional radio/television stations without emergency power may also be off the air. If this occurs, public address systems and door-to-door sweeps may be initiated.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency Public Information (EPI) efforts will focus on specific, event-related information.
2. This information generally will be of an instructional nature focusing on such things as warning, evacuation and shelter. It also is important to keep the public informed of the general progress of events. A special effort will be made to report the facts as accurately as possible and provide advice concerning necessary protective actions. Rumor control will be a major aspect of the information program and will operate from the EOC.
3. The PIO will be responsible for the coordination of special measures to warn the visually impaired, hearing impaired and non-english speaking groups.
4. The PIO (County Clerk or their designee) will serve as the single point of contact for the media during an emergency to ensure coordination of local public information activities with all local, state, and federal agencies, in conjunction with the Emergency Management Coordinator.

B. Execution

1. Ongoing public education programs will be conducted to increase public awareness of potential hazards and necessary responses.
2. The County Public Information Officer (PIO) will coordinate with local media to provide information and education programs relating to emergency management. In non-emergency situations, the LEMC will assist in providing this education.
3. EPI documents for major hazards will be prepared and maintained during normal periods of readiness. When evacuation is imminent, public information will expand its capabilities to answer Public inquiries and prepare new or modified public announcements.

IV. ORGANIZATION

Organization

1. The County Clerk (or their designee) will serve in the capacity of Public Information Officer (PIO).
2. The County will establish an emergency information center , sometimes referred to as a Joint Information Center (JIC), at or near the EOC as a point of contact for the media during an emergency and provide necessary staff and equipment to support its operation.

V. DIRECTION AND CONTROL

- A. General - The Public Information Officer is responsible for all news releases and public information disseminated at the County level. In times of emergency the PIO will operate from the EOC if appropriate.
- B. Educational and Public Information Programs - The PIO in conjunction with the Emergency Management Coordinator will provide the media with information on new developments affecting emergency management. The PIO also will utilize other types of information and programs on emergency management such as delivering lectures or presentations, organizing tours of the EOC, distributing education brochures and showing films.

VI. ADMINISTRATION AND LOGISTICS

- A. Media Organizations - A list of media organizations involved in local emergency management programs can be found in the County Resource Manual.
- B. Films and Publications - Films, videos and publications dealing with various aspects of emergency management are available from various sources including the local, area and State Office of Emergency Management and the Federal Emergency Management Agency
- C. Pre-scripted news releases for various natural and technological hazards are contained in this annex under the section titled SAMPLE NEWS RELEASES.
- D. Accounting procedures to recover costs incurred for emergency operations will be established by the County Finance Officer.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The Public Information Officer will develop and maintain PIO programs to support this plan.
- B. This annex will be reviewed on an annual basis.

IX. SAMPLE NEWS RELEASES

A. Shelters opened for Natural or Technological Hazard

SHELTERS OPENED FOR NATURAL OR TECHNOLOGICAL HAZARD
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

_____, Chairman of the County Commissioners, announced today that, due to the loss of electrical power, the Scotland County Plan for Emergency Shelters would be implemented. Emergency shelters are being established at _____ and _____. The shelters are being set up in coordination with the Red Cross, County Department of Social Services, and the County School System and will provide shelter and food for () County citizens who are without electricity.

Chairman _____ pointed out that although the shelters are being opened, space is limited and a visit to friends or relatives who have electrical power and heat would be a good idea. Also he said that pets are not allowed in the shelters and should be left at the animal shelter, animal hospital, kennel, or other safe place.

_____, Emergency Management Coordinator for Scotland County, said all persons coming to the shelter should bring bedding, special medicines and foods, including foods and dippers for babies, and flashlights with batteries. If transportation is needed, call the County School Transportation Officer at telephone number _____.

Many disabled and elderly persons who live at home may require assistance in order to relocate to the reception area. If neighbors or nearby relatives are unable to assist you, please contact Scotland County Department of Social Services, phone _____.

NOTE: Radio and television, please repeat release at 15 minute intervals.

B. Evacuation Plan

EVACUATION PLAN
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

The Governor has directed State and Local Emergency Management Personnel, County officials and allied support services to begin preparation for possible implementation of the State and County Evacuation Plans.

The Governor's action was taken due to current tensions and advice by Federal officials of the distinct possibility of an enemy attack on this nation.

Parts of _____
_____ Counties, have been designated as host areas for approximately
_____ evacuees from the _____ County hazard area. Host Areas are
considered to be safe from the direct effects of a nuclear weapon heat and blast waves.

The _____ County Evacuation Plan spells out the details for moving all residents out of their hazard area into the various host areas for a period of seven to fourteen days. This plan also provides for a phased and orderly movement of people to be completed within three days. Movement of the hazard area residents would be initiated only by the Governor of N. C. and only at the request of the President. Extensive planning has been completed by County officials to prepare for this possibility.

C. Initial News Release Format

EMERGENCY PUBLIC INFORMATION
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

Governor _____ today directed evacuation be implemented following the announcement of a national emergency by President _____.

Residents of _____ County will begin arriving in _____ County according to a spokesman for the _____ Office of Emergency Management.

The Governor said the evacuation plan will afford the maximum safety possible for those citizens asked to leave their homes and he assured them their property would be protected by law enforcement authorities.

County officials asked that all residents of _____ County assist those coming into the communities in any way possible. He said they would be traveling via car and bus and would be registered and assigned to emergency shelters at the reception centers located in _____ County. He also noted that volunteers to serve as host families are needed. Anyone interested in serving in that role should contact the Office of Emergency Management located in _____.

Governor _____ also urged all residents to conserve resources, particularly fuel. He said he could not predict the duration of the evacuation, but he assured everyone it would end as soon as possible.

All residents of _____ County should remain tuned to _____ for the duration of the crisis for current information.

D. Rumor Control

RUMOR CONTROL
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

Because of the uncertain international situation and confusion that sometimes accompanies population evacuation, rumors are likely to spread. These stories could cause public panic and make an already strained situation worse.

Believe only official information released by the County Public Information Officer, _____ and disseminated over radio, TV and in the local newspapers.

A number has been established to assist in correcting rumored information.

Any person who has a question about the validity of any information may call _____ 24 hours a day, during this crisis situation.

Again, believe only official information released through the Public Information Officer.

E. Information for "Stay Puts"

INFORMATION FOR "STAY PUTS"
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

Note: This should not be broadcast until after the evacuation phase is complete.

Those persons who have not relocated from the _____ hazard area are strongly urged to do so immediately. Preparations have been made to provide housing, food and other necessities in the reception areas.

Keep in mind that normal services in the hazard area will be severely curtailed. Essential supplies and services will be redirected to the host areas in _____.

If you decide not to relocate to the host areas, there is certain important information that you will need to know. Life-sustaining services will be maintained at only a few locations within the hazard area. Their primary purpose is to support key personnel that are operating within the area to maintain essentials. If you need assistance, go to one of these areas _____.

F. Hazardous Materials

HAZARDOUS MATERIALS EMERGENCY
SCOTLAND COUNTY

Contact: _____ Date: _____ Time: _____

Phone: _____

_____ have advised that an accident has occurred at the _____.

The accident involves the (potential) release of hazardous materials from the facility at a level which might be hazardous to the public.

(Select one or both options)

1. Those people living or working within _____ of the facility should remain indoors, close all windows and doors, turn off fans, air conditioners, and forced-air heaters, and move to the basement or part of the building that offers the most protection.

REPEAT:

2. Those people living or working within _____ of the facility should evacuate their homes and businesses. A shelter will be set-up for you at _____.
PLEASE REGISTER AT THIS SHELTER.

REPEAT:

If anyone in your area is working with loud machinery, please inform them of the emergency situation.

(If the emergency occurs at night, read: If your neighbors' houses are dark, try to wake them and inform them of the emergency situation.)

Stay tuned to a radio or television station serving your area for additional important information.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX E
EVACUATION AND TRANSPORTATION**

I. PURPOSE

This annex provides for an orderly, coordinated evacuation of the County population during emergencies/disaster.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Several emergency situations may require evacuation of all or part of the County. Small-scale, localized evacuations may be needed as a result of a hazardous materials incident, major fire, or other incident. Large scale evacuation may be needed in the event of a countywide disaster.
2. A hazard analysis has been completed which identifies the types of threats and the areas and population in the County that are most vulnerable to these threats.
3. A demographic analysis has been completed. Facilities and populations within the County that pose special evacuation problems have been identified.
4. An evacuation may require substantial physical resources for transportation, communication and traffic control. Available public and private resources have been identified.
5. Large scale disasters may necessitate the rapid evacuation of nursing homes and non-ambulatory populations.

B. Assumptions

1. Sufficient warning time will normally be available to evacuate the threatened population.
2. The principal mode of transportation will be private vehicles supplemented by the county transportation resources from the Scotland County School System and from the Scotland County Area Transit System (SCATS).

3. Particular areas of the County, or special populations within the County, will need additional time to accomplish an evacuation.
4. The public will both receive and understand official information related to evacuation. The public will be expected to act in its own best interest and will evacuate dangerous areas promptly when advised to do so.
5. If there is sufficient advanced warning, 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.

III. CONCEPT OF OPERATIONS

A. General

1. The ultimate responsibility for ordering an evacuation rests with local government. If a municipality is to be evacuated, the Mayor will issue the order. If the evacuation involves more than one jurisdiction, or an area outside of a municipality, the order will be issued on a County level by the Chairman of the County Commissioners, or his designated representative.
2. By monitoring the progress of the evacuation, any impediments to the evacuation can be recognized and contingency options can be implemented.

B. Specific

1. Movement Control and Guidance
 - a. The size of the threatened area to be evacuated will be determined by conditions at the time of the emergency.
 - b. Traffic movement during evacuation will be controlled by use of designated routes and traffic control points. The evacuation area will identify at least two routes of egress.

One lane of each route will be kept open to permit ingress of emergency vehicles.

- c. Vehicles experiencing mechanical problems during the evacuation will be moved off the roads. Stranded evacuees will be picked up by other evacuating vehicles, or by emergency response personnel.
2. Evacuation of Special Populations (Institutions, Facilities and Special Care Individuals)
- a. Institutions within the County should develop procedures for evacuation.
 - b. Most patients and staff of the County's medical facilities will be evacuated by buses. Ambulances and vans will be provided for evacuation of non-ambulatory individuals. Procedures for rapid evacuation and/or in-place sheltering have been included for facilities in the danger zone from hazardous materials spills.
 - c. Schools will develop evacuation procedures. Pre-designated buses will be utilized for students without their own vehicles. Schools within the danger zone for hazardous materials spills will develop procedures for in-place sheltering and "walk-away" evacuations. Parents will be advised of the location of reception centers.
 - d. The public will be given a telephone number(s) for handicapped or disabled persons without transportation. The County Emergency Management Coordinator will plan for help to come from the County Transportation Resources to arrange pickup of these citizens. The County Department of Social Services will need to advise the LEMC of individuals known to need transportation assistance.
 - e. Each prison and detention center within the County will develop procedures for the relocation of prisoners to similar facilities outside of the threatened area.
 - f. Evacuation from County or State parks and recreation areas will be coordinated by the Emergency Management Coordinator and the agency with jurisdiction of the respective park facility in question.

- g. Large employers within the County have procedures for evacuation of their employees. These procedures include, if needed, the temporary shutdown of their facilities.

- 3. Emergency Public Information Procedures

- a. Warnings to the public and information concerning evacuation will be broadcast over the EBS network and/or by emergency vehicles equipped with sirens, warning lights, and/or loudspeakers moving through the threatened areas. For localized evacuations, warning and evacuation instructions may also be given door-to-door.

IV. ORGANIZATION

- A. Organization

- 1. Law Enforcement in the County and in the Municipalities are responsible for implementing the County Evacuation Annex to facilitate the evacuation process during emergencies.
- 2. During an evacuation, County emergency operations will be directed by the Chairman of the County Commission and coordinated by the County Office of Emergency Management. The County Transportation Director will provide coordination of all transportation resources needed for an evacuation.

V. DIRECTION AND CONTROL

- A. Direction and control of evacuation is the responsibility of the Chairman, County Board of Commissioners. In the Chairman's absence, the commissioner next in line of succession will serve as replacement representative.
- B. During large scale evacuations involving the relocation of the population from an entire municipality, County, or several counties, the Governor may declare a State of Disaster or Emergency. At that point the Governor assumes direction and control of the situation and evacuation operations will be coordinated by the State Emergency Response Team (SERT) upon activation of the State EOC.
- C. When an emergency situation requires timely evacuation and before the EOC can be activated, the "on scene" commander can call for evacuation in accordance with the County's State of Emergency ordinance.

VI. ADMINISTRATION AND LOGISTICS

- A. Instructional materials identifying evacuation zones, routes, parking facilities and shelters will be developed for evacuees.
- B. Emergency public information instructions (EPIs) for a nuclear attack/disaster will be prepared in advance and distributed as necessary.

VII. PLAN DEVELOPMENT AND MAINTENANCE

- A. This annex will be reviewed on an annual basis.
- B. Emergency response forces which participate in an evacuation effort are responsible for maintenance of departmental SOPs, mutual aid agreements, equipment inventories and personnel rosters including 24hour emergency notification telephone numbers.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX F
SHELTER AND MASS CARE**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

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 and fires.

B. Assumptions

1. Sufficient in county sheltering exists to meet the needs of an evacuation during emergencies or disaster.
2. For out of county evacuation, sufficient shelter capacity exists in adjacent counties and shelter locations can be arranged and made available.
3. A high percentage of evacuees will seek shelter with friends or relatives rather than go to public shelter.

III. CONCEPT OF OPERATIONS

A. The NC Department of Human Resources through the NC Division of Social Services and the County Department of Social Services is responsible for shelter and mass care matters. The American Red Cross through written agreement with the State of North Carolina and by NCGS 166A-9 may provide shelter and mass care to the general population in designated counties in non-war caused emergencies. The DHR will assure that shelter care is made available to complement American Red Cross services, and in those situations in which American Red Cross cannot provide shelter and mass care.

B. The DHR will support county social services efforts, arrange for shelters at DHR institutions, and transfer social services personnel to the affected area as needed. DHR will work in conjunction with the American Red

Cross, Scotland County Health Department, Salvation Army and volunteer organizations to provide care for disaster victims.

- C. In conjunction with the County Emergency Management Coordinator, the County DSS and the American Red Cross will coordinate shelter location and operation, and will mutually support shelter operations with shared personnel and support services whenever possible. These agreements will be included in the local written plan.
- D. Public and private providers of institutional care (medical and residential) remain responsible for having shelter plans which are approved by local DSS and emergency management, and for continued care of their clientele when in shelter. American Red Cross shelters are not staffed or equipped for the needs of special populations.

IV. ORGANIZATION

A. Organization

- 1. The Emergency Management Coordinator is responsible for developing a comprehensive shelter program.
- 2. DSS is designated as the lead governmental agency for shelter activation and operation.
- 3. When the local American Red Cross provides shelter care, it will be administered in accordance with a Letter of Understanding between the Red Cross and the County Department of Social Services and the local school systems.
- 4. The county DSS remains responsible for answering the provision of shelter care as follows:
 - a. for special needs groups within the general population;
 - b. for the general population in which American Red Cross does not provide shelter and mass care; and
 - c. for all citizens in the event of a war caused situation.
- 5. The NC Department of Human Resources supports local emergency management by assuring that all public and private special needs care providers plan for shelter and mass care needs of their populations and that public shelter is provided when necessary for comprehensive shelter care.

V. DIRECTION AND CONTROL

- A. The Director of Social Services will direct and control DSS shelter/mass care operations for the County.
- B. The American Red Cross will direct and control American Red Cross shelter/mass care operations.
- C. Assumption of financial responsibility dictates direction and control.

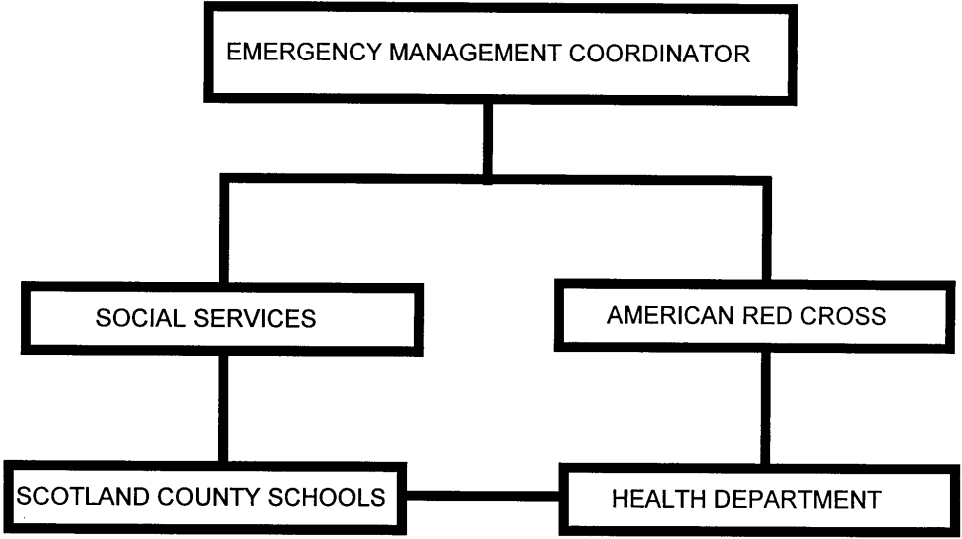
VI. ADMINISTRATION AND LOGISTICS

- A. Shelter supplies consisting of appropriate forms, handbooks and identification will be provided by the Red Cross. The shelter supplies will include, but not be limited to shelter registration forms, shelter occupancy reports, inventory reports and event log forms.
- B. The primary communications link between shelters and the EOC will be telephone. Amateur radio operators and/or law enforcement personnel assigned to the shelters will provide additional radio support. The Red Cross will also have access to portable radios with local government frequencies.
- C. Shelters will be stocked with appropriate supplies, as time allows, and in accordance with agencies' SOPs.
- D. Sheltering will follow a nondiscrimination policy; however shelter assignments may be required for evacuees with special needs.

VII. PLAN DEVELOPMENT AND MAINTENANCE

- A. This annex will be reviewed on an annual basis and after each exercise where this function is tested and evaluated.
- B. All involved agencies will maintain departmental SOP's, letters of agreement, personnel rosters and resource inventories.

**ANNEX F
APPENDIX 1
SHELTER AND MASS CARE
ORGANIZATIONAL STRUCTURE**



———— COORDINATION

**ANNEX F
APPENDIX 2
RECEPTION AND CARE FACILITIES**

A listing of Reception and Care Facilities will be kept on file in the Scotland County Emergency Management Office.

**ANNEX F
APPENDIX 3
MULTIHAZARD SHELTER
FACILITIES**

A listing of Multi-Hazard Shelter Facilities will be kept on file in the Scotland County Emergency Management Office.

**ANNEX F
APPENDIX 4**

**STATEMENT OF UNDERSTANDING
BETWEEN
THE SCOTLAND COUNTY CHAPTER
OF THE
AMERICAN RED CROSS
AND THE
SCOTLAND COUNTY OFFICE OF EMERGENCY MANAGEMENT**

PURPOSE

The purpose of this statement of understanding is to provide for the cooperation and coordination between the County of Scotland and its agencies and the Scotland County Chapter of the American Red Cross, in carrying out their assigned responsibilities in the event of natural or manmade disasters or enemy attack.

DEFINITION OF DISASTER

A disaster is an occurrence such as hurricane, tornado, storm, flood, high water, wind driven water, tidal wave, earthquake, drought, blizzard, pestilence famine, fire, explosion, volcanic eruption, building collapse, transportation wreck, or other situation that causes human suffering or creates human needs that the victim cannot alleviate without assistance.

AUTHORITY

County of Scotland Ordinances

General Statutes of North Carolina Chapter 166A, North Carolina Management Act.

Scotland County All-Hazard Emergency Operations Plan

The Scotland County Chapter of the American Red Cross

The American Red Cross is an instrumentality of the United States Government, with a Congressional Charter, codified at 36 U.S.C., Section 1 et. seq., under which it is charged to "...carry on a system of relief in time of peace and apply the same in mitigating the suffering caused by pestilence, famine, fire, floods and other great national calamities..." This role has been restated in the Disaster Relief Act of 1974 (P.L. 93288), which says "...nothing contained in this act shall limit, or in any way affect the responsibilities of the American Red Cross under the Act of January 5, 1905.

SCOPE OF SCOTLAND COUNTY CHAPTER OF THE AMERICAN RED CROSS ACTIVITIES

Natural Disasters

The magnitude of a disaster may be such that it simultaneously affects tens of thousands of people in several states or it may be suffering and anguish to just a few persons in one apartment building or group of houses. Regardless of the extent of the disaster, it is the responsibility of the National American Red Cross to help meet the human needs that the disaster has caused. These needs may include food, clothing, shelter aid and other basic elements for comfort and survival. As an instrumentality of the National American Red Cross, the Scotland County Chapter would conform to these standards on the County level.

The Scotland County Chapter of the American Red Cross also helps disaster victims needing long term recovery assistance by advising and counseling them on the availability of resources, so that they can resume living in keeping with acceptable standards of health, safety and human dignity. Such resources include those of their own family, as well as federal, state and local agencies, both public and private. If there are no other resources available, the Scotland County Chapter of the American Red Cross may provide direct additional assistance to enable the victims to reestablish themselves.

Red Cross assistance to disaster victims is not dependent upon a Presidential or other federal, state or local disaster declaration but is provided regardless of the size of the catastrophe or disaster incident.

In carrying out its responsibilities to provide for mass care in peacetime disasters, including precautionary evacuations and peacetime radiological emergencies/nuclear accidents, the American Red Cross will operate appropriate shelters facilities and arrange for mass feeding and other appropriate support. In doing so, the Red Cross will pay related costs only when such activities are under the administrative control of or authorized by the American Red Cross, or when prior written agreements have been made for some other organization to provide emergency services on behalf of the Red Cross.

American Red Cross disaster responsibilities are nationwide. Therefore, when the American Red Cross Chapter is unable to meet the needs of the disaster victims, the resources of the total organization are made available.

The American Red Cross provides blood and blood products and handles welfare inquiries from anxious relatives outside the disaster area. The Scotland County Chapter of the American Red Cross may conduct an appeal for voluntary contributions of funds at the time of a disaster.

In disasters with company or owner liability implications, the customary emergency services will be extended on either a mass care basis or to individuals and families if such help is not or cannot be provided immediately by the owner of the property involved, [after such unpredictable catastrophes as collapse of private dams, fires in motels, theaters, night clubs or pleasure boats]

Peacetime Radiological Emergencies/Nuclear Accidents

In the case of peacetime radiological emergencies/nuclear accidents, which have company or owner liability implications, the American Red Cross will conduct shelter and feeding operations in centers and facilities designated in advance by the County Office of Emergency Management, under arrangements worked out among the County Office of Emergency Management, the American Red Cross and officials or owners of the buildings.

Civil Disorders

Where there is suffering and want resulting from civil disorders and fundamental human needs are not met, the Scotland County Chapter of the American Red Cross will participate in community action to supplement the efforts of the responsible civil authorities in extending emergency services and relief to the victims of such disturbances.

Other Emergency Situations

Situations caused by economic, political and social maladjustment including the usual hazards of industry and agriculture, are not usually considered to be within the American Red Cross responsibility for disaster preparedness and relief. There may be other kinds of emergencies involving large numbers of people; or problems related to energy outages, costs or shortages that create evident human needs or in which public officials request Red Cross assistance.

War Caused Situations

In war caused situations, the Scotland County Chapter of the American Red Cross will use its facilities and personnel to support and assist mass care and emergency operations of the County Office of Emergency Management, to the extent the Red Cross considers possible, while carrying out its other essential responsibilities and assignments.

COORDINATION AND COOPERATION

In the discharge of its responsibilities, the Scotland County Chapter of the American Red Cross recognizes the responsibility of the Scotland County Office of Emergency Management in disasters and will coordinate its activities as required. This is essential when a state of emergency is declared by the Governor or the President has declared an emergency or major disaster.

The Scotland County Chapter of the American Red Cross will keep the Emergency Management Coordinator or his designee advised of actions taken and will keep a continuing liaison with the Scotland County Office of Emergency Management to ensure effective assistance to all disaster victims.

Responsibility for coordinating the services or other voluntary agencies or groups during and after a major disaster will be undertaken by the American Red Cross upon a request from the Scotland County Office of Emergency Management and with the consent of such agencies.

The Scotland County Chapter of the American Red Cross agrees that, in an emergency, at the request of the Scotland County Office of Emergency Management, the Red Cross liaison person will be provided at the Scotland County EOC.

PLANNING AND IMPLEMENTATION

Cooperative arrangements for planning, exchange of information and continuing liaison regarding preparedness and disaster operations will be developed and maintained by the Scotland County Office of Emergency Management and the Scotland County Chapter of the American Red Cross.

IN WITNESS WHEREOF, the parties hereto have executed this Statement of Understanding on the dates indicated.

COUNTY OF SCOTLAND

SCOTLAND COUNTY CHAPTER

DATE

DATE

**ANNEX F
APPENDIX 5
SPECIAL NEEDS SHELTERING AND CARE**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

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

B. Assumptions

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

5. Special needs shelters may be in a separate section of the same building which has a shelter for the general population, or in separate facilities.

III. CONCEPT OF OPERATIONS

- A. Sheltering for special needs populations will be accomplished through the coordinated efforts of private facilities, governmental agencies, and county-to-county mutual aid agreements.
- B. The Department of Human Resources (DHR) has lead responsibility for sheltering and mass care in North Carolina. Within DHR, the Division of Social Services (DSS), and the 100 county Departments of Social Services (county DSS) are designated as the lead agencies to insure that shelter care is provided for special needs groups. This may involve team planning for special needs shelters with public agencies, private facilities, and the medical profession.
- C. Local Emergency Management coordinators will assist county DSS and other local agencies with issues related to special needs sheltering, including operation of special needs shelters when a publicly operated special needs shelter is necessary.
- D. Divisions under the Department of Human Resources that operate residential facilities are required to have current plans in-place for the evacuation and sheltering of special needs populations. Any plan which includes the use of a state facility for local groups must have prior approval of DHR.
- E. Private facilities will be responsible for the evacuation and sheltering of their patients, to include transport to and from any special needs shelters.
- F. Sheltering needs of special needs groups may be met: in the county if an appropriate facility is available; in adjoining counties; with prior approval from DHR in certain DHR state-operated facilities; or, in shelters administered by county DSS's.

IV. ORGANIZATION

A. Organization

1. The State of North Carolina is responsible for the sheltering of special needs groups within the general population and in government operated and contracted facilities, and for assuring that operators of privately operated facilities including hospitals, rest homes, nursing homes, adult day care, and pre-school day care provide for the sheltering needs of their populations.
2. The county DSS is designated as the lead agency for working with public and private facilities and local emergency management in the development and revisions of acceptable sheltering plans for facility clientele. In situations where a private facility cannot provide shelter, the county may, by written agreement, provide shelter space; however, the staffing, feeding, care, protection, etc. of the facility's clients remain the responsibility of the facility operator. The county DSS is the primary agency for shelter activation and operation, unless a particular county government has designated another agency.
3. The American Red Cross can provide support services in special needs shelters through pre-disaster agreements with local agencies.
4. Volunteer agencies in the community, such as the Council on Aging, advocacy groups, Salvation Army, volunteer organizations, civic and religious organizations may be able to provide staff, equipment, or special services for special needs shelters.
5. Private facilities caring for special needs groups are responsible for the on-going care of their clients during evacuation and post evacuation periods; transportation to and from the shelter area is also the responsibility of the caretaker.

SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX G
LAW ENFORCEMENT

I. PURPOSE

This annex provides for crime prevention, maintenance of law and order and traffic control during emergency situations.

II. SITUATION AND ASSUMPTIONS

- A. Situation - During emergencies law enforcement agencies must expand their operations to provide the increased protection required by disaster conditions. Numerous federal, state and County law enforcement agencies are available to support local law enforcement agencies within the County.
- B. Assumptions - Activities of local law enforcement agencies will increase significantly during emergency operations. Adequate law enforcement resources and services will often be available through existing mutual aid agreements. If local capabilities are overtaxed, support will be obtained from state and 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 and security.
- B. Law enforcement activities will remain under the control of the senior law enforcement officer for the jurisdiction in which the emergency has occurred.
- C. Law enforcement agencies will have responsibility for warning the public, for traffic control and security in and near an evacuated area and in other areas of emergency or disaster operations.
- D. In the event of an act of terrorism or criminal event, the respective law enforcement agency with jurisdiction will be the lead agency responsible for initial crisis management, investigation, and scene security prior to Federal Agency involvement.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The Sheriff is responsible for coordinating law enforcement operations within the county. Municipalities within the county will coordinate law enforcement activities for their respective jurisdictions.
2. Other law enforcement agencies will support emergency law enforcement activities.
3. Routine law enforcement procedures will be followed during emergency situations if feasible.

B. Responsibilities

1. Sheriff

- a. Develop and update on an annual basis the SOPs to support this annex.
- b. Obtain mutual aid agreements with other law enforcement agencies.
- c. Maintain current internal notification/recall rosters and communications systems.
- d. Provide direction and control for law enforcement operations.
- e. Assist in warning and notifying the affected population of an existing or impending emergency.
- f. Provide traffic control during emergencies.
- g. Assist in evacuation of the disaster area and movement to shelter.
- h. Provide security and protection for the damaged area and critical facilities and control access to affected areas.
- i. Provide security in the EOC, reception centers, and shelters, lodging and feeding facilities during emergency operations.

- j. Relocate and house prisoners when necessary during periods of evacuation.
- k. Coordinate additional law enforcement support with State Highway Patrol and other counties and/or municipalities during response activities
- l. Deliver radiological monitoring kits when requested by Emergency Management.
- m. Limit access to the areas of evacuation during response and recovery operations.

2. Municipal Law Enforcement Agencies

- a. Maintain law and order within local jurisdictions.
- b. Provide mobile units for warning operations.
- c. Provide security for essential facilities such as shelters.
- d. Provide vehicle security in reception center parking areas.

V. DIRECTION AND CONTROL

- A. The Sheriff is responsible for the direction and control of law enforcement activities during emergencies that occur outside the municipalities.
- B. The Chief of Police for each municipality will be in charge of law enforcement for their municipality.

VI. ADMINISTRATION AND LOGISTICS

- A. Records and Reports -The Sheriff/Police Chief will maintain records and reports including expenditure reports, detailing law enforcement operations and activities during the emergency.
- B. Communications - The communications network between County and municipal law enforcement agencies will make maximum use of available radio and telephone communication resources.
- C. Vehicle Passes - The decision to require passes will rest with the Chairman, County Board of Commissioners. The order for requiring passes will be issued from the EOC. The law enforcement agencies will be responsible for issuing passes upon the direction of the EOC.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. This annex will be reviewed on an annual basis.
- B. Departments within the County that have a role in this annex will maintain SOPs, personnel rosters and telephone numbers to support this annex.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX H
FIRE SERVICES**

I. PURPOSE

This annex provides for the coordination of fire services activities to ensure the safety of life and property within the County during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

Fire prevention, fire suppression, and hazardous materials operations are daily problems faced by fire service personnel.

B. Assumptions

Existing fire personnel and equipment will be able to cope with most emergency situations through the use of existing mutual aid agreements. When additional support is required, assistance can be obtained from state and federal agencies.

III. CONCEPT OF OPERATION

A. During emergencies, fire services must be prepared to support each other utilizing available expertise, equipment and manpower.

B. In an emergency that requires a number of emergency services (e.g. fire, rescue, law enforcement, etc.) to respond, all units, regardless of service, will be coordinated by an incident commander.

C. On scene, the chief fire officer of the district in which the incident occurred is the incident commander (IC).

D. Under the North Carolina Hazardous Material Right to Know Law, the Fire Chief should survey facilities within his jurisdiction to identify types and volume of hazardous materials located within the County. He should consider this information when developing response plans for hazardous materials accidents within the County. Coordination of facility emergency response plans with the Local Emergency Planning Committee will be included in fire service planning.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. Fire departments in Scotland County are made up of organized and trained units utilizing paid or volunteer personnel and serve a specific geographical area (Fire District), providing service to local governments. The primary concern of these departments is structural fires within their jurisdictions. Some fire departments include personnel with Rescue and EMT training.
2. The control and prevention of forest fires is the responsibility of the State Division of Forest Resources. Through mutual aid agreements, local fire departments support the State Division of Forest Resources in this responsibility.

B. Responsibilities

1. Fire Chiefs

- a. Analyze fire potential and identify fire service requirements.
- b. Assist in the preparation of SOPs for coordination of fire fighting during emergencies.
- c. Develop mutual aid agreements.
- d. Prepare inventories of fire equipment and personnel resources.
- e. Report to EOC, as necessary upon activation, and coordinate fire services operations.
- f. Assist in warning and notifying the affected population of an existing or impending emergency.
- g. Deploy fire personnel and equipment during emergencies.
- h. Provide for protective equipment, instruments, antidotes and clothing to perform assigned tasks in a hazardous chemical or radiological environment.
- i. Provide fire equipment and personnel to supplement reception areas fire service.
- j. Direct and dispatch fire fighting aid from municipalities (if applicable) and other counties to the disaster site.

- k. Designate staging areas for mutual aid and volunteer forces responding from other areas.
- l. Alert all emergency support services to the dangers associated with technological hazards and fire during emergency operations.
- m. Advise decision makers on the hazards associated with hazardous materials.
- n. Support rescue operations.
- o. Provide support for any WMD event or radiological and hazardous material event requiring decontamination and monitoring support.
- p. Provide fire protection for emergency shelters.
- q. Provide for maintaining exposure records and ensure that dosimeters are read and reported at appropriate frequencies.
- r. Assist in handling inquiries and informing families on the status of individuals injured or missing due to a disaster event.
- s. Provide support personnel to assist in traffic control and damage assessment operations.
- t. Conduct fire safety surveys during recovery.
- u. In a time of disaster and/or a “State of Emergency”, support the request of County and State Emergency Management and the EOC to perform any task necessary to support the effective recovery of the county from the effects of the disaster.

V. DIRECTION AND CONTROL

- A. Direction and Control of local fire departments is exercised by the executive branch of government under the supervision of the Laurinburg Fire Chief for the County during EOC activation and under the Fire Chiefs in the municipalities and Fire Districts.

- B. Coordination of fire services in an emergency is accomplished by the Fire Chiefs, utilizing mutual aid agreements developed with local units; and statewide, through the State Emergency Response Team.

VI. ADMINISTRATION AND LOGISTICS

- A. A listing of personnel and equipment for fire services located in the County will be maintained by the County Emergency Management Office.
- B. Reports and records of fire services activities during a County-wide emergency or disaster will be collected and maintained by the County Emergency Management Office.
- C. Agreements between fire services and related organizations will be kept on file in the County Emergency Management Office or in the respective agency involved in the agreement.
- D. Fire services will maintain current maps and charts of their respective fire districts along with current notification/recall rosters.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. Each fire department will maintain procedures that reflect their operational capabilities.
 - 1. This annex will be reviewed on an annual basis.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX I
HEALTH AND MEDICAL SERVICES**

I. PURPOSE

This annex provides for protection of the public health and provisions for medical services during natural and technological emergencies.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Most emergency situations can lead to public health and medical problems.
2. A well planned health and medical support network is essential during emergency situations.
3. Existing medical facilities located in the county are listed in the County Resource Manual.
4. Depending on the nature of the incident, complications may include general health problems, traumatic injury, and communicable disease, contamination of food and water and mental health ailments.
5. The release of toxic or hazardous materials may result in air, water or soil contamination. In the event of a Biological or Chemical terrorist incident, citizens may become exposed to or overcome by the specific release.

B. Assumptions

1. A large scale emergency may result in increased demands on hospitals, EMS and health and medical personnel.
2. Many injuries, both minor and relatively severe, will be self treated by the public.
3. Many of the injured will be transported to medical facilities by people other than medical personnel.
4. EMS is most critical within the first 30 minutes of the emergency. Mutual aid assistance usually arrives after this critical period.

5. Resources available through area and regional medical, health and mortuary services mutual aid agreements will be provided.
6. When local resources can no longer meet the demand of the situation, State agencies will be contacted to provide additional resources and/or to assume control of the response.
7. Catastrophic disasters may affect large areas of the County or the State and medical resources may be damaged, destroyed, or unavailable.
8. In an attack, terrorist event, or natural disaster situation it may be necessary to relocate hospital facilities and seriously ill patients.

III. CONCEPT OF OPERATION

A. General

1. Emergency operations for public health and medical services will be an extension of normal agency and facility duties.
2. Coordination between Health/Medical providers is necessary to ensure emergency operational readiness.

B. Health

1. The primary concern of public health is disease control. The County Department of Health will implement effective environmental health, nursing and health education practices to minimize the incidence of disease. In the event of a biological or chemical terrorist attack, the Health Department would assume control as the lead agency regarding public health.
2. Frequent inspections of damaged housing and emergency shelters will be necessary to determine the need for emergency repairs, pest control, sanitation, or other protective procedures.

C. Medical

1. EMS will provide ALS care as needed during emergency situations and coordinate necessary medical transportation.
2. EMS capabilities will be supported by the Rescue Squad and Fire Departments serving their respective response districts. In the event citizens become contaminated with the products of a

chemical or biological terrorist act, EMS, Fire and Rescue personnel will all be needed in the decontamination process of the affected population.

3. During mass casualty incidents, EMS will establish patient triage, holding, treatment, and transportation areas.
4. When necessary, an EMS official will be located at an established incident command post (ICP) to coordinate responding medical units and establish communication links with hospitals and the County Communications Center (or EOC).
5. Transfer of authority on scene will be in accordance with established Unified Command procedures per the NIMS ICS model.

D. Mortuary - The Medical Examiner will identify and take charge of the proper recovery of human remains.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. The County Health Director will coordinate, organize and supervise emergency public health operations.
2. The EMS Director will coordinate emergency medical service operations.
3. The Medical Examiner will coordinate activities relating to the identification of the dead and mortuary services.
4. Emergency health and medical teams will be provided with safety and health equipment for response to hazardous materials incidents.

B. Assignment of Responsibilities

1. Health Director
 - a. Prepare procedures for emergency health operations, develop mutual aid agreements.
 - b. Develop and implement health awareness and public information programs regarding personal health.

- c. Report to the EOC upon activation and provide direction and control for emergency health operations.
- d. Provide for health care at emergency facilities, including shelters and congregate care/reception centers.
- e. Provide for medical needs of special needs population.
- f. Provide continuous health inspections and immunizations when appropriate to evaluate, detect, prevent and control communicable disease. In the event of a biological event, coordinate the operation of clinical immunization sites.
- g. Coordinate environmental health activities for waste disposal, refuse, food, water control and vector/vermin control and sanitation.
- h. Supervise laboratory activities for examination of food and water. Provide for the monitoring and evaluation of environmental health hazards and arrange for corrective measures.

2. Emergency Medical Services Director

- a. Develop EMS procedures and mutual aid agreements.
- b. Coordinate with all medical facilities and air medical transport services; as well as maintain field communications with other response groups.
- c. Maintain liaison with American Red Cross (ARC) and other volunteer service agencies to support first aid and supplement medical resources in shelters and other disaster situations.
- d. Provide for the dispatch of ambulances and the transport of victims to medical facilities.
- e. Coordinate response capabilities utilizing the emergency rescue, medical and ambulance units.
- f. Maintain a casualty tracking system.

- g. Provide for nursing care to the extent that local medical standing orders allow.

3. Rescue Squad Commander

- a. Provide trained personnel to support EMS as first responders and back up personnel to operate EMS unit.
- b. Provide trained personnel to conduct search and rescue operations, in conjunction with local EM and local Law Enforcement agencies.
- c. Conduct rescue operations as deemed necessary by the Incident Commander or the EOC.
- d. Provide personnel and equipment to respond to aquatic emergencies, both on and below the surface of any body of water in the county.
- e. Assist in traffic control as necessary.
- f. Assist other agencies with personnel and expertise as needed in a disaster situation. Coordinate with Fire and EMS when events require decontamination of patients prior to transport to medical facilities.

4. Hospital Disaster Coordinator

- a. Maintain listing of medical facilities.
- b. Provide direction and control for hospital staff during emergencies, coordinating transportation of casualties and medical resources to other health care facilities.
- c. Identify facilities that could be expanded into emergency treatment centers.
- d. Prepare procedures for reducing patient populations (e.g., discharge of less critically ill patients.)
- e. Implement hospitals disaster plans.
- f. Maintain liaison with EM Coordinator and the EOC when activated. Provide medical guidance as needed to field units.

- g. Establish and maintain field and inter-hospital medical communications.
- h. Provide for emergency treatment and hospital care of disaster victims and arrange for a hospital triage team when appropriate.
- i. Dispatch triage physician teams to disaster site as requested.
- j. Provide for medical care centers in the hazard area and provide for the medical care and preventative medical treatment of essential workers and injured persons. Provide for decontamination of contaminated patients who may present at the local emergency department.
- k. Arrange for the restocking of medical supplies and equipment during the recovery phase.
- l. Provide for medical care of relocated persons at shelters and congregate care/reception centers.

5. Medical Examiners

- a. Develop procedures for the recovery, identification, registration and disposition of the dead. These procedures should include use of professionals and volunteers to sort, document, identify dead and the establishment of a morgue.
- b. Identify resource equipment and supplies (e.g., refrigerated trucks; body bags.)
- c. Coordinate with search and rescue teams.
- d. Determine cause of death and issue death certificates.
- e. Notify next of kin and release remains and personal effects of the deceased.
- f. Issue press releases in conjunction with the County Emergency Public Information Officer (PIO).

- g. Coordinate with funeral directors, ambulance services, pathologists, ARC, dentists, the state medical examiners office, X-ray technicians and law enforcement in a mass casualty incident.

6. Mental Health Director

- a. Develop procedures to provide mental health services during emergencies.
- b. Provide crisis intervention training for personnel assigned to mental health service teams.
- c. Implement disaster plans for mental health facilities.
- d. Provide mental health professionals for treatment of disaster victims.
- e. Assist ARC with inquiries and inform families on status of individuals injured or missing.
- f. Maintain a 24hour Crisis Line during periods of evacuation.
- g. Identify evacuees in reception centers and shelters who have experienced mental stress and provide them with mental health services.
- h. Ensure continuity of mental health treatment and medication for relocated persons.
- i. Provide crisis counseling to professionals and support staff working with the relocated population.
- j. Arrange Critical Incident Stress Debriefings for emergency workers and disaster victims.

7. Nursing Home Coordinator

- a. Ensure that nursing homes develop evacuation procedures including the discharge of less critically ill patients.
- b. Ensure that nursing homes develop procedures and shelter in place plans for the care of those patients remaining in hazard area (e.g., patients; key workers).

- c. Maintain listing of nursing homes, administration and nursing staff, and facility patient capacities, which will be updated annually, and copies sent to local Emergency Management.
- d. Provide space as available for temporary hospital/medical treatment facilities.

8. Superintendent of Schools

- a. Provide trained medical/health personnel (e.g., school nurses, counselors, etc.) as available.
- b. Provide school facilities for temporary medical treatment facilities, as needed.
- c. Provide buses and drivers, on request, for evacuations of medical and health care facilities.

9. American Red Cross Liaison (ARC)

- a. Provide food for emergency workers and patients.
- b. Maintain a medical evacuee tracking system.
- c. Provide blood through blood donor program.
- d. Provide nursing staff and nursing aides as requested.
- e. Support the emergency response by medical/health and mental health agencies as requested.
- f. Provide volunteers to assist in the care of special needs population.
- g. Answer inquiries and inform families on status of individuals injured or missing.

10. Volunteer Groups (e.g., Salvation Army, Ministerial Association)
 - a. Provide support personnel for counseling services for disaster victims.
 - b. Provide appropriately trained personnel, as available, to response teams.
 - c. Assist ARC in handling inquiries and informing families on the status of individuals injured or missing.

V. DIRECTION AND CONTROL

- A. Emergency public health operations will be directed from the EOC by the Health Director.
- B. The EMS Director will direct and control EMS operations. For on scene incidents, the senior EMS staff member will assume direction and control.
- C. The Medical Examiner will direct and control all activities connected with identification of, the transport of, and mortuary services for the dead.
- D. The Health Director and EMS Director will maintain communications with their field forces and will keep the EOC informed of activities performed along with personnel and equipment needed to maintain adequate response and recovery efforts.

VII. ADMINISTRATION AND LOGISTICS

- A. General
 1. The County Department of Health will arrange for the collection and processing of vital statistics and other documentation.
 2. Data related to disease outbreaks will be collected and forwarded to appropriate State and Federal officials.
 3. Health inspections will be conducted with increased frequency.
 4. The Health Director and EMS Director will determine what operating records will be essential for post disaster analysis and will require maintenance of these records. Every effort will be taken to observe all HIPAA regulations regarding patient confidentiality.

B. Logistical Support

1. Arrange for mutual aid medical response teams.
2. Provide for augmentation personnel to support medical response teams.
3. Provide for the acquisition of medical/health equipment and supplies.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The Health Director, EMS Coordinator and Medical Examiner will develop/maintain procedures to support this Annex.
- B. Involved agencies will maintain current internal notification/recall rosters.
- C. This annex will be reviewed on an annual basis.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX J
RESOURCE MANAGEMENT**

I. PURPOSE

This section provides for the identification and management of resources that may be utilized during emergency/disaster situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Many of these resources would be critical to the immediate emergency response following a major emergency/disaster event, and others may be critical for long-term recovery operations.
2. Several categories of resources have been identified in Scotland County and its municipalities to include:
 - Personnel
 - Equipment
 - Facilities
 - Information
3. Scotland County Emergency Management maintains a list of public and private sector resources that could be utilized during an emergency/disaster response.
4. Scotland County's resource inventory is updated on a regular basis.

B. Assumptions

1. During or following an emergency/disaster situation, the initial emergency response will be dependent upon local public and private resources.
2. Adequate local resources do not exist to cope with a catastrophic emergency/disaster response.

3. Identified public and private sector resources will be available when needed for emergency/disaster response.
4. Necessary personnel and supplies will be available to support emergency resource response.

III. CONCEPT OF OPERATIONS

- A. Scotland County and Municipality Departments and Agencies will use their own resources and equipment during emergency/disaster situations and will have control over the management of the resources as needed to respond to the situation.
- B. The commitment of resources from outside county government will be initiated by the Emergency Management Coordinator with operational control being exercised by the on-site commander of the service requiring that resource.
- C. Resource management will be coordinated by the Scotland County Buildings and Grounds Dept. and the Scotland County Inspection Dept. from the County EOC during county-wide emergency/disaster situations and by local officials from municipality in local EOCs during smaller in-town emergencies.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX K
ANIMAL PROTECTION AND CONTROL**

I. PURPOSE

To protect, control and ensure the humane care and treatment of animals (domestic and wild) during an emergency or a disaster situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

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

B. Assumptions

1. Scotland County will be able to expect outside assistance from the State (State Animal Response Team-SART) and private sector.
2. Animal protection planning will ensure the proper care and recovery of animals impacted during an emergency.
3. Personnel with proper training and protective equipment will be available to reenter evacuated areas for the purpose of rescue or care of livestock or domestic animals.

III. CONCEPT OF OPERATIONS

- A. The sheltering and protection of companion animals and livestock is the responsibility of their owners. Animal owners should plan for animal care during a disaster as they prepare their family protection and preparedness plan.
- B. The Scotland County Humane Society Shelter and the Scotland County Health Dept. will serve as the lead agencies for situation assessment and

determination of resource needs. As needed, other city/county agencies may be called upon to assist. Concerns will include rescue, shelter, control, feeding and preventive immunization of animals left homeless, lost or strayed as a result of the disaster.

- C. Requests for animal protection assistance will be routed through the Scotland County Humane Society and the Scotland County Health Dept. Request from within the Laurinburg City Limits will be routed to the Animal Control Officer in the Laurinburg Public Works Dept.
- D. Wild animals, out of their natural habitat, that are in danger, either to themselves or humans, will be handled by the North Carolina Wildlife Resources Commission. Domestic farm animal situations will require the assistance of the State Animal Response Team (SART).
- E. Shelters that have been established for human disaster victims **will not accept animals**. However, if an evacuee comes to the shelter with a pet, efforts will be made to assist in placing the pet in a safe place away from the general population.

IV. DIRECTION AND CONTROL

- A. The Scotland County Humane Society, Scotland County Health Dept. Animal Control Officer, and the City of Laurinburg Animal Control Officer will direct and control all activities related to animal protection and control during an emergency or disaster situation.
- B. As needed, the Scotland County Humane Society, the Scotland County Health Dept. Animal Control Officer, and the City of Laurinburg Animal Control Officer will coordinate efforts with local law enforcement and State agencies.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX L.
DONATIONS MANAGEMENT**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Historically, persons not directly affected by an emergency/disaster are eager to render aid to disaster victims through donations of money, goods, and services.
2. Lack of an organized system of management for the identification, receipt, organization, and distribution of donations will result in chaos.
3. The timely release of information to the public regarding needs and points of contact is essential to management of donated goods.
4. Donated goods are essential to recovery in most cases.
5. Suitable facilities, equipment, and personnel are needed for the management of donated goods.
6. The coordination of the collection, packaging, and shipment of goods to a disaster area is best accomplished at the county level.
7. Scotland County Parks and Recreation has been designated as the lead agency in Scotland County to manage the collection, handling, storage, tracking, and distribution of donated goods.
8. Monetary donations, staple goods, and those items specifically requested best serve the needs of victims. Monetary donations will usually be the preferred and encouraged method of donation, due to flexibility it provides in meeting the needs of the disaster victims.

9. Distribution of donated goods must be coordinated with the identification of unmet needs. The distribution of all donated goods, funds, or services will need to be tracked and recorded.

B. Assumptions

1. Suitable space and equipment will be available to receive, sort, and store the influx of donated goods.
2. Adequate personnel for donated goods operations will be available.
3. Local distribution sites will be convenient to the affected populations.
4. A regional reception and distribution site for donated goods will be established by the State.
5. Unsolicited donations of goods can be expected.
6. Donations of non-useful and unwanted goods can be expected; these include loose, unsorted clothing, extremely perishable items, and worn-out items.
7. People unaffected by the disaster will seek to receive donated goods.
8. Some donors will seek to bypass the distribution system established by the County.
9. An aggressive public information effort will expedite the distribution of goods as well as limit an influx of unwanted items.
10. Citizens and businesses of Scotland County will elect to donate money and goods to disaster victims elsewhere; they will need and seek guidance on methods of participation.
11. Transportation will be available to ship donated goods from the County to other destinations.
12. It is inevitable that there will be a surplus of some donated goods which will require disposal.

III. CONCEPT OF OPERATIONS

A. Receipt of Donated Goods for Scotland County

1. Scotland County Parks and Recreation will serve as the lead agency for the reception and distribution of donated goods.
2. The magnitude of the disaster and the severity of local need will dictate the amount of space and personnel required for the reception and distribution of donated goods.
3. Ideally, a central reception and sorting center for donated goods should be established, and separate locations convenient to the affected areas of the County should be utilized as distribution centers.
4. Parks and Recreation will coordinate with other relief agencies working on the disaster to ensure needs are met without duplication of effort.
5. Operational personnel will be solicited from the Volunteer Coordinator's list of available personnel resources.
6. Public information regarding distribution sites, needed goods, volunteers, and other pertinent matters will be coordinated by the Public Information Officer.
7. Requests for needed goods and re-supply of needed goods will be channeled through the State EOC.
8. Upon receipt, donated goods must be sorted and packaged in a manner suitable for distribution.
9. When identified as not needed, unwanted goods should be refused.
10. Surplus donated goods will be sold or otherwise disposed of in a manner consistent with the donor's apparent intent.

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

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

2. A systematic method will be established for collection of the donated goods to be shipped
3. Goods will be sorted and packaged in an appropriate manner prior to shipment to accomplish the following:
 - 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 transport will be arranged for delivery of the shipment in a timely manner.
6. When appropriate, shipments of donated goods should be coordinated with the Central Branch Office of the NC Division of Emergency Management.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX M
RECOVERY/DAMAGE ASSESSMENT**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Most hazardous events, which may affect Scotland County, have the potential for causing damage. A planned damage assessment program is essential for effective response and recovery operations.
2. If a significant emergency/disaster occurs, a series of damage assessment activities will be required in the following order:
 - a. The County Immediate Situation Report results in notification to the State EOC, information on the severity of the problems and the determination of need for further assistance.
 - b. The State supported Impact Assessment results in the identification of immediate life support needs.
 - c. Federal/State supported Damage Assessment precedes the delivery of a Presidential Disaster Declaration and defines the specific needs for long term recovery.
3. Following a significant disaster/emergency occurrence, a multitude of independent damage assessment activities will be conducted by a variety organizations including County Damage Assessment Teams, American Red Cross, Insurance Companies, Utility Companies, Federal Agencies (National Park Service, Fish and Wildlife, Coast Guard), etc. Scotland County will utilize the personnel from both the County and City Tax Dept. and the American Red Cross to conduct the official "Scotland County Damage Assessment".
4. Recovery from a significant disaster will be managed in two identifiable phases as follows:

- a. Phase One is the emergency reaction phase and the implementation of emergency plans. Actions under this phase include emergency security, debris removal, mass care, and restoration of essential services. The County Emergency Management Office will assume the lead role in coordination of this phase.
 - b. Phase Two is the long-term reconstruction phase. Actions under this phase include: rebuilding of damaged public buildings, rebuilding of roadways and bridges, restoring utility services, rebuilding of private homes and private businesses, etc. The lead role in this phase will be assumed by the County Manager, the County Finance Officer, and the Emergency Management Coordinator.
5. If the magnitude and severity of the emergency or disaster warrants it, a Presidential Disaster Declaration can be granted thus making Federal Government Assistance available to Scotland County.

B. Assumptions

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

7. A major disaster affecting the County could result in the severance of a main transportation artery resulting in a significant alteration of lifestyle in the County.

III. CONCEPT OF OPERATIONS

A. General

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

B. Specific

1. Emergency and recovery operations will initially be coordinated from the county Emergency Operation Center. Each municipality affected will maintain a presence in the Scotland County EOC.
2. Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency/organization.
3. The Damage Assessment Officer (Tax Dept. Appraiser), with assistance from the American Red Cross, will coordinate the compilation of damage survey data, prepare damage assessment reports for the Emergency Management Coordinator, and plot damaged areas on local maps.
3. The Emergency Management Coordinator (EMC) will review, with other appropriate local officials, the damage assessment reports to determine if any outside assistance will be necessary to recover from the disaster.
4. The EMC will forward damage assessment reports and any requests for assistance to the N.C. Division of Emergency Management, Central Branch Office by the quickest means available. Web EOC will be used if the specific disaster has not disabled the system.
5. By Executive Order, the Secretary, N.C. Department of Public Safety is authorized to commit any state resources to assist with the emergency/recovery efforts.
6. Based upon the local damage assessment reports, the State Emergency Operations Team will determine what recovery

capabilities are available to meet the anticipated requirements.

7. The Governor may request a Presidential Declaration of a "major disaster", "major emergency", or a specific federal agency disaster declaration (Small Business Administration, Department of Agriculture, Corps of Engineers, etc.) to augment state/local/private disaster relief efforts.
8. The President, under a "major emergency" declaration may authorize the utilization of any federal equipment, personnel and other resources.
9. The President, under a "major disaster" declaration may authorize two basic types of disaster relief assistance:
 - a. Individual Assistance (IA)
 - i. Temporary housing (100% federal dollars)
 - ii. Individual and family grants (IFG) [75% federal, 25% state/local funds]
 - iii. Disaster unemployment assistance
 - iv. Disaster loans to individuals, businesses, and farmers;
 - v. Agricultural assistance;
 - vi. Legal services to low-income families and individuals;
 - vii. Consumer counseling and assistance in obtaining insurance benefits;
 - viii. Social security assistance;
 - ix. Veteran's assistance;
 - x. Casualty loss tax assistance.
 - b. Public Assistance (PA) [75% federal, 25% state/applicant funds]
 - i. debris removal;

- ii. emergency protective measures;
- iii. permanent work to repair, restore or replace road systems, water control facilities, public buildings and equipment, public utilities, public recreational facilities, etc.

10. In the event a major disaster or emergency is declared:

- a. A Federal Coordinating Officer (FCO) will be appointed by the President to coordinate the federal efforts.
- b. A State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) will be appointed by the Governor to coordinate the state efforts.
- c. A Disaster Field Office (DFO) will be established within the state (central to the damaged areas) from which the disaster assistance programs will be administered.
- d. For IA only, Disaster Application Centers (DACs) will be established central to the affected areas where individuals may apply for assistance.
- e. If the area is declared eligible for Public Assistance programs, an Applicant's Briefing will be conducted for officials of the county, cities, and private nonprofit organizations to explain eligibility criteria. The Emergency Management Coordinator will be requested to assist with identifying and notifying eligible applicants.
- f. At the applicant's briefing, each eligible entity will submit a Notice of Interest (NOI).
- g. Each PA applicant (including local government entities) will appoint a "Applicant's Agent" to coordinate the collection of documentation and submission of information to the DFO.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX N
HAZARDOUS MATERIALS**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The threat of a major disaster involving hazardous materials has escalated due to the increase in everyday use and transportation of chemicals by the various segments of our population. The threat of a terrorist event has also heightened the potential for hazardous material as a result of a WMD, biological, or chemical event.
2. Hazardous materials emergencies could occur from any one of several sources including shipping, roadway and rail transportation, aircraft accidents, fixed facility accidents or terrorist incident.
3. Evacuation or sheltering in place may be required to protect portions of the population of Scotland County.
4. Certain hazardous material incidents will require response capabilities that are not currently available in Scotland County. For example: Chlorine leak requiring use of level A equipment, significant fuel spill, etc.
5. Victims of a hazardous materials incident may require unique or special medical care not typically available in Scotland County.
6. Victims exposed to chemical or biological event may require decontamination prior to receiving medical care.
7. The release of hazardous materials may have short and/or long term health, environmental and economic effects depending upon the chemical composition of the substance.
8. Hazardous materials emergencies may occur without warning requiring immediate emergency response actions.

9. The local Fire Department and Emergency Services will respond to the incident in the initial phase without assistance from outside the jurisdiction. This includes notification and warning of the public, evacuation or sheltering in place, immediate first aid, and isolation of the scene.
10. Currently there are State Regional Response Teams (RRT) trained and equipped to respond to and resolve any hazardous material emergencies. Legislation has been passed that provides funding for Regional Response Teams on contract to the State. The RRT for Scotland County will be stationed in Fayetteville, N.C. and will be accessed through the State EOC at 1-800-858-0368.

B. Assumptions

1. Planning and training prior to an incident will significantly reduce the risk to personnel.
2. A facility involved in a hazardous material incident will provide all information required by SARA, Title III, Section 304 on a timely basis.
3. Emergency response personnel are knowledgeable in the use of available resources.
4. The U. S. DOT Emergency Response Guidebook, alone or in combination with other information sources, is used as a guide for initial protective action at incidents involving hazardous materials.
5. Response time for resources requested from outside the County will require a minimum of two hours.
6. Incidents in which the military can be identified as the responsible party will generally be resolved by Federal resources.
7. Hazardous materials incidents that occur in which the responsible party cannot be identified will be resolved at the expense of the jurisdiction in which the event occurred.

III. CONCEPT OF OPERATIONS

- A. There are several types of incidents involving hazardous materials: (1) incidents at fixed facilities, (2) Shipping incidents, (3) Roadway or Rail transportation accidents, and (4) unknowns materials on the river shore, railroad, or roadway.
- B. The level of response required for an incident is determined by:
 - 1. the quantity, quality and the toxic effects of the material involved in the release;
 - 2. the population and/or property threatened;
 - 3. the type and availability of protective equipment required for the released material, and;
 - 4. the probable consequences should no immediate action be taken.
- C. Depending upon the threat posed by the incident, protective measures initiated for the safety of the public could include in place sheltering, evacuation, and/or isolation of the contaminated environment.
- D. Response procedures for each incident will be according to local policies and procedures in compliance with worker safety standards. The Incident Commander will appoint a Safety Office for each incident to ensure the safety of all personnel on scene and responding to the incident.
- E. This plan recognizes that a hazardous materials incident can change with time, and necessitate escalating the response, or downgrading the response as the situation dictates.
- F. The Local Emergency Planning Committee has been re-established in 2015 at the County level to identify the magnitude of the local hazard, assess the vulnerability of the community to that hazard, and provide planning guidance for emergency response. A point of contact, The Facility Coordinator, will be identified at each covered facility as defined by SARA, Title III, Section 302.
- G. Specific hazardous materials facility information has been gathered and is available to the response community through the Scotland County Office of Emergency Management.

- H. Coordination between jurisdictions will be achieved through regional coordination with the Central Branch Office of NCEM or through direct contact with towns and other counties.
- I. Training programs for emergency responders in the County will be through individual agency in-service training, community college courses, and other offerings of related training. Exercise schedules for this plan are developed and maintained by the emergency management office. All training will use the ICS of management to provide command and control of all incidents.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX O
VITAL FACILITIES**

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Many of these identified facilities would be vital to emergency response during a major emergency or disaster event. Other facilities would be critical for immediate and long-term recovery operations.
2. Several categories of vital facilities and resources have been identified in Scotland County including:

Vital Facilities:

- a. Shelter Facilities
- b. Health/Medical Facilities
- c. Government Facilities
- d. Communications Facilities
- e. Public Buildings
- f. Emergency Service Facilities

Vital Utilities:

- a. Communications network components
- b. Electric distribution system components
- c. Transportation networks
- d. Water distribution/waste water facilities

Special Needs Facilities:

- a. Correctional Facilities
- b. Congregate Care Facilities
- c. Day Care Facilities

Vital Resource and services sites:

- a. Private Shelter/Reception Centers
 - b. Landfill and debris collection sites
 - c. Public/Private supply centers
 - d. Helicopter landing sites
3. Scotland County Emergency Management maintains a list of public and private sector resources that could be utilized during an emergency/disaster response.
 4. Scotland 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.

III. CONCEPT OF OPERATIONS

- A. Information pertaining to vital facilities and resources will be maintained in the Scotland County Emergency Management Office, and accessible to agencies in Scotland County that would have a need to use it.
- 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.

**SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN
ANNEX P
PUBLIC WORKS**

I. PURPOSE

The purpose of this annex is to provide essential public works services during an emergency/disaster to reduce the impact of the emergency.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. In an emergency, there is frequently a need for manpower and equipment to remove obstructions or clear a way to an accident site for emergency debris removal and for restitution of essential utilities.
2. The County's capability in public works is presently limited to landfill operations, however, the City of Laurinburg has capabilities for building, grounds and street maintenance, water, power and sewage, utility services, equipment maintenance and trash collection. North Carolina Department of Transportation (NCDOT) also has numerous resources to maintain and clear roadways in Scotland County.

B. Assumptions

1. The County may require extensive assistance during disaster operations for debris removal and restoration of essential utilities.
2. Additional public works resources will be available from the City of Laurinburg, local contractors, contiguous counties through mutual aid, NCDOT and the Federal government.

III. CONCEPT OF OPERATION

During emergencies, the public works function expands and the coordination of public works emergency operations is essential. Public works arranges for support services for emergency response agencies and coordinates with the private sector.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. During emergencies, public works in Scotland County will be coordinated by the Laurinburg Public Works Director, the Scotland County Engineer, and by the NCDOT County Engineer.
2. Public works must be prepared to assist in lengthy operations which start in response and continue through recovery involving clean-up activities and the return of resources.

B. Responsibilities

1. Public Works Director (City of Laurinburg)
 - a. Prepare procedures to provide public works functions during emergencies.
 - b. Develop and maintain resource lists with source, location, availability of equipment, fuel, and operational personnel to support response/recovery operations.
 - c. Develop mutual aid agreements.
 - d. Jointly with the NCDOT, direct and dispatch public works mutual aid from other jurisdictions and the State.
 - e. Maintain emergency power, water and sanitation resources at vital facilities in the City during emergencies.
 - f. Prepare required reports and forward to the County EOC.
 - g. Conduct debris clearance operations.
 - h. Provide emergency potable water.
 - i. Store and provide fuel for emergency vehicles.
 - j. Provide sanitation services during emergencies.
 - k. Assist in damage assessment operations and relay damage assessment information to the EOC.

V. DIRECTION AND CONTROL

- A. The Public Works Director will direct and control public works activities during emergencies and coordinate with the EOC and other response forces.
- B. The Public Works Director will maintain direct communication with on-site personnel via the public works radio system.
- C. When notified of an emergency situation, the Public Works Director will determine the resources to be committed and alert appropriate personnel.

VI. CONTINUITY OF GOVERNMENT

The line of succession for Public Works is:

- 1. Laurinburg Public Works Director
- 2. Scotland County Engineer
- 3. Scotland County Landfill Manager
- 4. N.C. DOT County Engineer

VII. ADMINISTRATION AND LOGISTICS

- A. Records and Reports
 - 1. Records of personnel and equipment will be maintained.
 - 2. Informational data and maps pertaining to City and County facilities, streets and utility systems will be maintained.
 - 3. Records and reports regarding expenditures incurred during emergency response/recovery activities (i.e. personnel, equipment, and supplies) will be kept.

B. Communications

The communications system will make maximum use of available radio and telephone communications.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

- A. Review of this annex on an annual basis will insure that needed changes are made.
- B. The Public Works Director, the N.C. DOT Engineer, and the County Engineer will develop and maintain procedures as well as personnel notification and recall rosters to support this annex.

SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN TERRORISM RESPONSE

ANNEX Q

I PURPOSE

This section provides information and guidance to responders of local government to an incident involving terrorist activity. It is meant as guidance only.

II SITUATION AND ASSUMPTIONS

A. Situation

1. The threat of an incident involving terrorism has increased.
2. Initial emergency response efforts would focus on protecting human health, the environment, and property. Such measures could involve parallel efforts to include: command and control, evacuations, fire suppression, rescue, mass casualty/triage operations, containment/control, and cleanup. Additional response will be associated with recovery and consequence management.
3. The successful response to and management of a terrorist incident requires a well-planned, integrated and coordinated response from local government, neighboring jurisdictions, the private sector, and state and federal agencies.
4. The 9-1-1 telecommunicators are usually the first interface between the terrorist incident and the emergency responders. The information obtained from callers can have a crucial impact on the safety and welfare of emergency responders.
5. Some of the major issues that will require attention during management and control of a chemical or biological terrorist incident include:
 - a. agent detection
 - b. identification and isolation
 - c. downwind evacuation or shelter-in-place
 - d. traffic rerouting, congestion and control

- e disposition of the deceased
 - f. hospital casualty overload
 - g. public fear
 - h. public information dissemination
 - i. spread of contamination and disease
 - j. safety and welfare of emergency responders
 - k evidence identification and preservation
 - l. suspect(s) identification, arrest and criminal prosecution.
6. Mass casualty triage and medical management, as well as mass decontamination procedures must be practiced with sufficient frequency to build both confidence and competence in emergency responders.
 7. A chemical, biological or explosives-related terrorist incident is a **federal crime scene**, and in accordance with Presidential Decision Directive 39, the FBI has overall responsibility for crime scene management.
 8. Because of the likelihood of mass casualties and large numbers of emergency responders from Scotland County and other nearby jurisdictions, and from state and federal agencies, it is imperative that a comprehensive accountability system be implemented and maintained throughout the incident.
 9. A terrorist incident involving a chemical or biological agent is still a hazardous materials incident, but with the potential for far greater consequences and challenges for emergency responders. It is also likely to be a mass casualty incident, however biological agent release will evolve over time, as the bacterial/viral symptoms may take hours or days to present, and the infected people may or may not be infecting others.
 10. Communication is an extremely critical element in the management of terrorism incidents. It is important that timely and accurate information be shared with the various agencies involved in the incident. The community must also be kept apprised of matters that could potentially impact their safety and welfare.

B. Assumptions

1. Planning, training, and coordination of emergency response personnel prior to an incident will significantly reduce the risk of injury.
2. Local emergency response personnel are knowledgeable in the use of available resources and will be able to effectively cope with most hazardous incidents.
3. Major emergency situations may require assistance from neighboring jurisdictions, the State of North Carolina, or the federal government. Additional resources could be rapidly deployed through existing mutual aid agreements. Response time for resources requested from outside Scotland County could potentially delay operations.
4. Local officials may find it necessary to issue evacuation orders. The affected population will cooperate with local officials and follow recommended protective actions, including instructions for evacuation to designated reception/shelter areas.
5. Hazardous materials involved in an incident can be identified within a reasonable period of time from many sources, including:
 - a. *U. S. Department of Transportation Emergency Response Guidebook*
 - b. *NIOSH Pocket Guide to Chemical Hazards*
 - c. *NFPA Fire Protection Guide to Hazardous Materials*
 - d. *Farm Chemicals Handbook*
 - e. *CHRIS Hazardous Chemical Data*
 - f. CHEMTREC
 - g. Material Safety Data Sheets (MSDS)
 - h. Tier II Emergency and Hazardous Chemical Inventory
 - i. SARA designated Facility Emergency Coordinator
 - j. Shipping papers

- k. Placards and product labels
- l. Product containers

III DEFINITION

Terrorism can be defined as criminal acts or threats by individuals or groups to achieve political, social or economic gain or recognition by fear, intimidation, coercion, or violence against the government and its citizens. There are two primary phases associated with terrorist incidents:

A. Crisis Management

Crisis Management addresses the **cause** of a terrorist incident, the identity, motivation, and capability of the terrorists and the weapons they employ. It includes the broad spectrum of data collection and dissemination of information. Crisis Management is a law enforcement function and includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve the threat or act of terrorism. In a terrorist incident, a crisis management response may include traditional law enforcement missions such as intelligence, surveillance, tactical operations, behavioral assessment, negotiations, forensics, and investigations, as well as technical support missions such as agent identification, search, render safe procedures, transfer and disposal, and limited decontamination.

B. Consequence Management

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

IV CONCEPT OF OPERATIONS

As part of the awareness program associated with acts of terrorism, the first responders (Fire, EMS, Law Enforcement, and Rescue) must first insure their own protection and the protection of all responding departments. A new way of thinking, a new assessment process, and new response protocols will be required for first-in response departments. Listed below are the primary components associated with acts of terrorism. The primary first responders can address some of these components; the Incident Command System (ICS) and/or the EOC, when activated, will address other components.

1. Threat assessment levels
2. Notification process-internal-external-primary and support
3. Command and control function-ICS and Unified Command
4. New entry protocols
5. Crisis Management
6. Consequence Management
7. Roles, responsibilities, and checklist
8. Chain of evidence and evidence preservation
9. Other primary considerations as identified by response organizations

NOTE: The above is **NOT** an all-inclusive list. It is intended to emphasize the need for a more deliberate response process that will enhance responder and public safety. Each of the above items will be covered as part of response overview.

A. Threat Assessment

This element will be the responsibility of law enforcement agencies that consist of Police Departments, Scotland County Sheriff's Department, State Bureau of Investigation, Federal Bureau of Investigation, and Bureau of Alcohol Tobacco and Firearms, and other law enforcement agencies that provide information on terrorist groups, individuals, and threat situations based on collected intelligence. The FBI will have primary responsibility for coordinating intelligence and threat assessment information. The

Scotland County Sheriff's Department and Laurinburg Police Department will coordinate distribution of information to the primary response departments.

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

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

Primary Response Departments

All Law Enforcement Agencies (local, state, and federal)
Fire Service
Emergency Medical Service
Rescue Squad

Primary Support Departments

Scotland Memorial Hospital
Scotland County Public Health Department
NC Division of Emergency Management-RRT (Regional Response Team-Fayetteville, NC)
Public Health Regional Response Team # 3
Scotland County Department of Social Services
Southeastern Regional Mental Health
Debris removal-Laurinburg Public Works, NC DOT,
Scotland County Solid Waste
Public Information-City & County
American Red Cross – Scotland County Chapter
Poison Control Center- Charlotte, NC
SORT (Special Operations Response Team) Winston Salem, NC
SMAT (State Medical Assistance Team)

This list can be expanded as the need arises or as the scope of operations expands. The IC can demobilize departments if the situation changes. Each agency should develop its own internal notification procedures.

C. Command and Control

This function is critical for ensuring a successful operation. It is **ABSOLUTELY IMPERATIVE** that a team approach for command and control be used for response. In all incidents within Scotland County, **the affected Fire Department will assume command of the consequence management phase of the incident.** Because

of the nature of these incidents, the responsibility of stabilizing the immediate area of operations within the definition of consequence management lies with the fire department, who may request assistance from other local agencies. The Incident Commander (IC) of any such incident will be responsible for the appointment of a Safety Office to insure the safety and well-being of all responding personnel.

Within the definition of crisis management, the affected Law Enforcement Agency will assume responsibility for the situation and take appropriate action. There may be situations where consequence and crisis management must be addressed simultaneously where law enforcement and the fire department share command and control. As soon as possible, the core group will establish a Unified Command structure for tactical and investigative functions. The core group will consist of:

1. Affected local law enforcement agency
2. SBI
3. FBI.
4. Volunteer fire departments, based on jurisdiction boundaries
5. Scotland County EMS
6. Scotland County Rescue Squad
7. Scotland County Emergency Management

Once established, the unified command will agree upon criminal tactical and investigative issues.

There is no clear separation between consequence and crisis management in instances where both consequence and crisis are operational concurrently. The NIMS model of Unified Command will prevail in instances where the consequence and crisis functions cross the determination made, to insure the health and safety of responders, the general public, and evidence in that order.

It is possible that command of the scene may be transferred back and forth between consequence and crisis based on needs, several times before the incident is brought to a resolution. The various agencies that comprise both consequence and crisis management may be brought to the forefront depending on the immediate

circumstances and requirements faced as the situation unfolds. The safety officer appointed by the IC, regardless of consequence or crisis management, will always be on scene to over-see the safe operation of all agencies involved.

It is imperative that immediate command and control be established to insure control measures are implemented for life, safety, and evidence preservation.

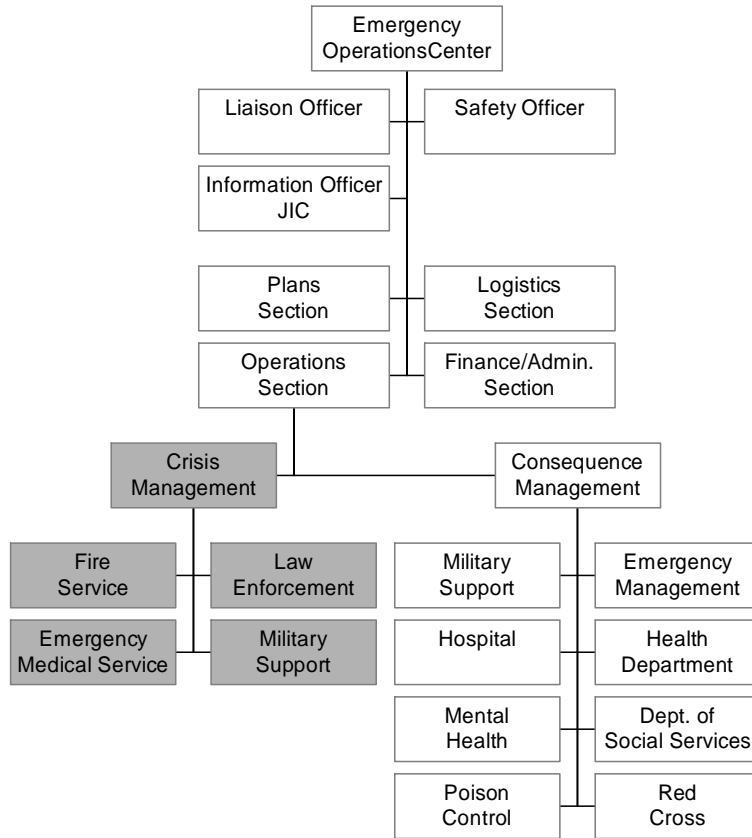
All responding departments of local government must be prepared to interface with their state and federal counterparts at both the incident site and the EOC.

The EOC, when activated, will be the command and control center. Operational command will be maintained at the incident site.

Unified Command:

This type of command and control is represented by multiple levels of government and is more often than not seen in the EOC environment. A *unified command system* consists of a core group of agencies from city, county, state, and federal governments in a common location. This command structure is also found in large-scale incidents such as terrorist acts or WMD events.

Terrorism Response & Recovery



D. New Entry Protocols

§ A terrorist incident or WMD event will require new entry protocols to insure responder safety. Guidelines are to be established based on threat level at the time of the incident. Entry into an area or building that may be contaminated or may have been destroyed by an explosion can range from normal site access with no protective measures to Level A entry suits with **HOT ZONES** set to protect responders.

§ Threat levels as defined in Section V, Item A, will set new protocols.

E. Crisis Management and Consequence Management

These sections are combined because they operate in parallel and continuous fashion from initial response to final recovery. They deal with all phases of incident operation to include, but not limited to, response, recovery, clean up, and site restoration.

F. Roles, Responsibilities and Checklist

This part of the planning document is detailed in Section VI, Item B and in each of the core group's internal SOGs. The listing represents the primary factors associated with response to terrorist incidents

G. Preserving and Collecting Evidence

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

V. IMPLEMENTING GUIDELINES

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

A. Threat Assessment Levels

This level is constantly being monitored by all law enforcement to the best of their ability. The primary law enforcement agency, in this regard, is the Federal Bureau of Investigation. The primary state law enforcement agency is the North Carolina State Bureau of Investigation. The primary law enforcement agency for Scotland County is the Sheriff's Department. The primary law enforcement agency for the City of Laurinburg is the Police Department. Other federal, state, and local law enforcement agencies may also have information available. One of the FBI's primary missions is to monitor terrorist groups, corroborate information received, identify terrorist members and prepare a law enforcement interdiction plan.

As part of this ongoing initiative, information discovered or obtained from other sources will be shared with other law enforcement agencies as appropriate for law enforcement action and later with appropriate local and/or state officials. **IN THE EVENT OF DANGER TO THE HEALTH OR WELFARE OF THE GENERAL PUBLIC, THE FBI WILL SHARE ALL INFORMATION NECESSARY TO SAFEGUARD THE SAFETY, HEALTH, AND WELFARE OF THE GENERAL PUBLIC.**

Because a threat may be received by or relayed to the Emergency 9-1-1 Telecommunicators, it is incumbent that the 9-1-1 staff and supervisors receive awareness training to assist them in recognizing a terrorist threat/act and respond accordingly. Emergency 9-1-1 communication center supervisors will be provided information so that they may better fulfill their role and responsibilities. All E-9-1-1 communications center supervisors/managers should be involved in the intelligence briefings that are part of threat level assessment.

Scotland County has chosen to establish threat levels to assist in a response to a terrorist incident. They are as follows:

Threat Level 4- Minimal Threat:

Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert (agencies are operating under normal day-to-day conditions).

Threat Level 3- Potential Threat:

Intelligence or an articulated threat indicates a potential for a terrorist incident. However this threat has not yet been assessed as credible.

- § Credibility assessment process is initiated.
- § Request and deployment plans for resources should be made, should the resources be required.
- § Notification of primary response departments is required. Primary response departments are appropriate law enforcement, fire department, rescue, EMS and Emergency Management.

Threat Level 2- Credible Threat:

A threat assessment indicates that the threat is credible, and confirms the involvement of a WMD in the developing terrorist incident. Threat Level 2 requires the tailoring of response actions needed to anticipate, prevent and/or resolve the crisis.

- § Notification to primary response departments is required.
- § Development of Unified Command structure should be implemented among the primary response departments.
- § Activation of the Emergency Operations Center (EOC) with representation limited to the primary response departments should be considered.
- § Notification of primary support departments may be implemented upon approval of the Unified Command structure.
- § Primary support departments include but are not limited to NCDDEM, NCDOT, Law Enforcement, Fire Departments, County EMS, NCOEMS, SORT, SBI, Health Department, Red Cross and local Emergency Management.

Threat Level 1- Terrorism Incident:

A terrorism incident has occurred which requires the immediate use of local resources in response to limited or major consequences of the event.

Local response to the incident requires augmentation by State and Federal resources.

- § Unified Command structure shall be implemented.
- § Activation of the Emergency Operations Center is required.
- § Incident Command will be transferred to the EOC. Operations Command will be maintained at the incident site.
- § Joint Information Center (PIOs) needs to be operational

VI. NEW ENTRY PROTOCOLS

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

- § Awareness of the possibility of secondary explosive devices or secondary hazards.
- § Personal protective equipment - when and what to wear as minimum requirement for entry into an incident site.
- § Who should enter the facility
- § Maintaining the *chain of evidence* process
- § Training standards- all training is the same format to insure uniformity
- § Clearly defined **hot** zones, **warm** zones, and **safe** zones
- § Signs and symptoms- Critical for early identification of agent or chemical
- § SOG development team
- § Other

A. Roles, Responsibilities, and Checklists

This section outlines the primary areas of responsibility for the responding organizations. The checklist identifies critical items of concern for all organizations. All additional checklists, or areas of responsibilities, will be covered in SOGs.

B. Areas of Concern- Threat Level Conditions

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

- § Develop internal notification procedures for responding departmental personnel
- § Insure internal distribution of response plan
- § Follow directions of Unified Command through IC and EOC
- § Insure implementation of adequate departmental training programs
- § Develop control measures for Chain-of-Evidence process

- § Provide department representatives to incident site and EOC
- § Document all response activities from time of notification until termination
- § Participate in Direction and Control team as directed by IC or EOC
- § Anticipate the committing of all available departmental resources to response and recovery effort
- § Provide department needs assessment for operation to IC or EOC
- § Develop a need-to-know list for internal operations (each department)
- § Other as directed by IC or EOC
- § Adhere to site entry protocols

C. Law Enforcement Agencies- Local

- § Develop or enhance intelligence gathering capability for acts of terrorism
- § Establish distribution of notification process for sharing of information
- § Determine Threat Level (TL) based on information assessment
- § Initiate notification process to all organizations listed in Section IV, Item C
- § Maintain open lines of communications on intelligence with state and federal agencies
- § Review Personal Protective Equipment (PPE) requirements and site entry protocols
- § Initiate a meeting of organizations based on assessment of conditions
- § Assign representative to development team for SOGs
- § Establish site security based on **hot** zones, **warm** zones, and **safe** areas
- § Assist in site evacuation of personnel
- § Provide shelter security for activation of shelters resulting from incident
- § Provide guidance or training for maintaining Chain-of-Evidence process
- § Provide Awareness level training to all employees
- § Provide IC level training to all supervisors
- § Provide stand by capabilities for security at hospital and medical facilities
- § Establish ICS if first on scene
- § Develop Bomb Tech/Haz-Mat Tech SOGs
- § Other as identified by local law enforcement

D. Fire Service- Local

- § Assign representative to SOG development team (all departments)
- § Provide fire suppression at site and surrounding location as required
- § Determine **hot** zone, **warm** zone, and **safe** zone
- § Assist in evacuation of personnel from site
- § Determine area to be evacuated for public safety
- § Work with law enforcement for preservation of site evidence
- § Identify, to maximum extent possible, injured personnel and facilities
- § Assist medical examiner with remains recovery
- § Establish ICS if first on scene
- § Provide Operations level training to all employees/members
- § Provide IC level training to all supervisors
- § Provide Haz-Mat level training to all Haz-Mat Technicians
- § Train personnel in signs and symptoms of chemical and biological agents
- § Provide IC and EOC with needs assessment for incident resolution
- § Observe site entry protocols
- § Provide mass decontamination of on-site personnel
- § Provide mass decontamination at local hospitals needed by a predetermined system
- § Develop Mutual Aid plans which allow for the immediate utilization of on duty resources
- § Develop new site entry protocols as part of SOG team development
- § Other- to be determined

E. Search and Rescue Providers- Local

- § Assist with Mass decontamination of on site personnel
- § Assign representative to SOG development team
- § Determine **hot** zone, **warm** zone, and **safe** areas
- § Provide rescue and search resources for operation
- § Provide Emergency Medical Technician (EMT) level for medical assistance
- § Assist in evacuation of personnel from site
- § Interface with EMS paramedics on medical assistance

- issues
- § Develop new site entry protocols as part of SOG team development
- § Assist medical examiner with remains recovery
- § Establish ICS if first on scene
- § Provide Operations level training to all employees
- § Provide IC level training to all supervisors
- § Provide or arrange to assist with medical coverage at shelter site
- § Provide for medical monitoring of response personnel
- § Train personnel in signs and symptoms of chemical and biological agents
- § Provide IC and EOC with needs assessment for incident resolution
- § Observe site entry protocols
- § Develop Mutual Aid Plans which allow for the immediate utilization of on duty resources
- § Other (to be determined)

F. Emergency Medical Service Provider

- § Assume lead role for on-site medical assistance
- § Develop interface with medical doctors for on-site triage of patients
- § Develop procedures for notification of medical service providers
- § Assign representative to SOG development team
- § Identify to maximum extent possible injured personnel and fatalities
- § Assist medical examiner with remains recovery
- § Provide Awareness level training to all employees
- § Provide IC level training to all supervisors
- § Provide or arrange for medical coverage at shelter site
- § Provide for medical monitoring of response personnel
- § Train personnel in signs and symptoms of chemical and biological agents
- § Provide IC or EOC with needs assessment for incident resolution
- § Observe site entry protocols
- § Assist with mass decontamination of on-site personnel
- § Other

G. Review General Guidelines for Roles, Responsibilities, and Checklists

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

VII. CHAIN OF EVIDENCE

A. New Site Entry Protocols

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

B. Considerations

- § Do not throw away any debris or trash from the scene
- § Debris removal will be controlled by law enforcement agency at local, state, or federal level.
- § Rescue personnel and medical personnel at the site and at the hospital should be familiar with this operation and will do all within their power to insure preservation of evidence short of life safety or life and death situation.
- § Private contractors for debris removal **MUST** follow directions of law enforcement agencies.
- § Debris disposal will also be directed by law enforcement agencies.
- § Other

VIII. MASS DECONTAMINATION

A. This segment of response to terrorist incidents or WMD events is a very critical part of response. The ability to conduct mass decontamination of large numbers of people in a very short period is imperative to limit exposure, possible burden to hospitals, and spread of contamination. The role of decontamination falls under the Fire Department. The primary departments assigned this program element are:

1. County Fire Departments

2. Mutual Aid Fire Departments for
 - a. Dependable source of clean water
 - b. Adequate resources to conduct operation
 - c. Adequate workforce to perform mission
 - d. Ability to conduct operation at multiple locations
 - e. What other resources are needed?
3. EMS/Rescue units for trained manpower
4. State resources located within local jurisdiction

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

IX. PUBLIC INFORMATION

This area of response for incidents of terrorism or suspected acts of terrorism or WMD events is critical to insure public confidence, eliminate rumors, and provide accurate, timely information to concerned responders and to citizens. This activity **MUST** be a joint effort by all levels of government and **MUST** be centrally located, preferably near the EOC. The establishment by local government of a **Joint Information Center (JIC)** with all levels of responding government organizations present will be the basis for disseminating information to the media and the public. The Scotland County Public Information Officers Procedures Guide will be followed in this process. (to be developed)

X. DEMOBILIZATION/DEACTIVATION

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

XI. DOCUMENTATION

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

XII CRITICAL INCIDENT STRESS DEBRIEFING

The Incident Commander shall take into account the need for on-scene debriefing of personnel. Each agency shall establish internal SOGs for debriefing within their respected agency. Combined or common debriefing sessions should be made available to first responders as soon as the crisis phase is over. Lumber River COG CISM team shall serve as a resource for this phase.

SCOTLAND COUNTY EMERGENCY OPERATIONS PLAN STRATEGIC NATIONAL STOCKPILE

ANNEX R

I. Purpose

This section is to provide for ensuring medical resources are available during major outbreaks or large scale emergencies.

II. Situations and Assumptions

A. Situation

1. Various emergencies have shown the abilities to greatly impact the medical infrastructure and resources.
2. Medical supplies and medications are essential to protecting the public's health from the incident, as well as normal disease and illness.
3. The inability for society to protect the public's health can lead to further damage to the economy and society.

B. Assumptions

1. Large scale emergencies and outbreaks will overwhelm the medical system in Scotland County.
2. Local medical resources (e.g. medications, gloves) could easily be destroyed during an incident.
3. Local agency's wholesalers may not be able to maintain the supply as compared to the demand of medical supplies and medications.
4. Large scale outbreaks could warrant the need for large amounts of medications such as antibiotics for prophylaxis of all citizens.

III. Definitions

A. Strategic National Stockpile (SNS)

Large cache of medical supplies owned by the Centers for Disease Control and Prevention and prepositioned throughout the United States. Cache includes medications such as Doxycycline and Versed and supplies such as medical gloves and intubation equipment. There are two parts of the SNS: 12 Hour Push Package and Managed Inventory.

B. 12 Hour Push Package

The 12 Hour Push Package is an all hazards type package of supplies and medications. It is meant to be deployed when the cause of the situation is unknown such as a large scale outbreak of an unknown illness. This cache is set to be able to be delivered to anywhere in the United States within 12 hours of the federal decision to deploy it.

C. Managed Inventory

Managed Inventory is a specific package of medications and supply. This type of the SNS is used when the cause or origin of the problem is known. Such an example is when there is an epidemic or pandemic of influenza (flu) and antivirals or personal protective equipment is needed.

IV. Concept of Operations

A. General

The Scotland County Health Department is responsible for maintaining a specific plan that allows for rapid mass dispensing and the receipt, staging, and storage of SNS assets. Please refer to the Scotland County Health Department SNS Plan.

B. Specific

1. Local medical supplies are exhausted causing need for request.
2. Request for SNS assets will come from Scotland County Emergency Services to State Emergency Management.
3. Coordination of request, receipt, staging, and storage will occur between the Health Department and Emergency Services.
4. For further planning and response guidelines refer to the Scotland County Health Department SNS Plan.