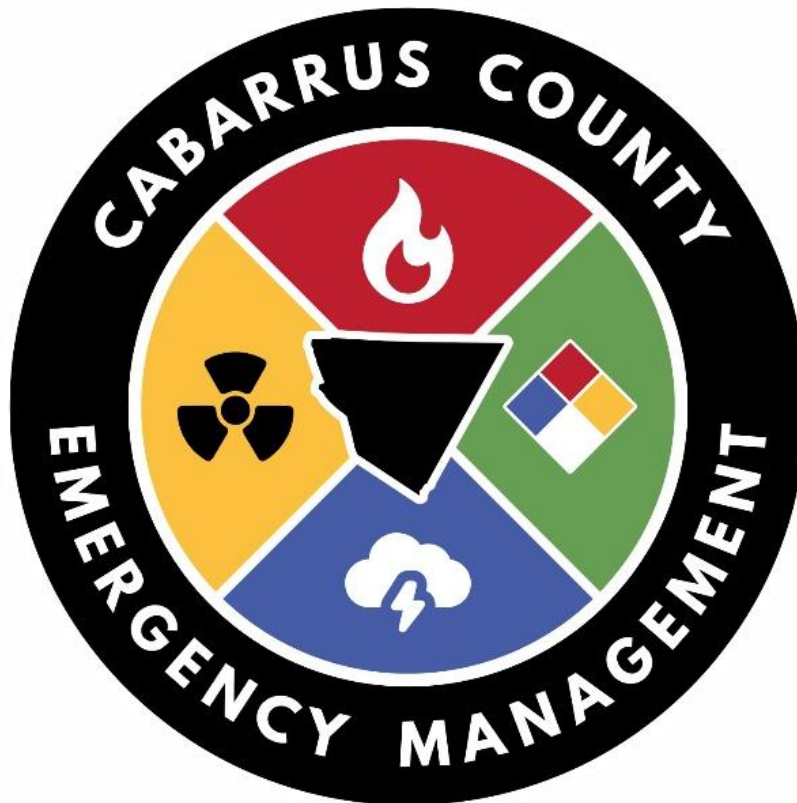


CABARRUS COUNTY EMERGENCY OPERATIONS PLAN (EOP)



EMERGENCY MANAGEMENT

EFFECTIVE DATE: January 22, 2001

REVISION DATE(S): May 19, 2003, November 17, 2008,

April 21, 2014, May 20, 2019, April 20, 2026

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NON-DISCLOSE STATEMENT

Chapter 166A of the North Carolina General Statutes requires Cabarrus County government to organize and plan for the protection of life and property from the effects of an emergency.

When needed, the Cabarrus County Board of Commissioners may declare a “State of Emergency” as defined by Article III of Chapter 22, Civil Emergencies of the Code of Ordinances in Cabarrus County, North Carolina and Article 1A of Chapter 166A of the North Carolina General Statutes. The Cabarrus County Board of Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a “State of Emergency” within its municipal limits in the event of a disaster, or by resolution or municipal concurrence, can sign off on a County “State of Emergency” declaration.

Prior to any disclosure, publication, public release, or sharing of information contained in this plan, the resources, contacts, databases, or any of the plan annexes and appendices, written permission must be obtained from Cabarrus County Emergency Management hereinafter referred to as “Emergency Management”. Failure to obtain this required written permission and resultant unauthorized release may result in civil fines and/or penalties.

Public Access

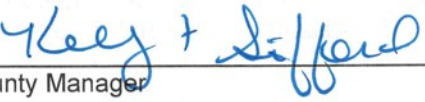
Anyone may review this plan by contacting Emergency Management and requesting access. Those parts of the plan that deal with the preparations for and response to terrorism are “Classified” and will not be made available to the public. Copies of the plan may be obtained from Emergency Management at the fee charged by Cabarrus County for copies of public documents.

STATEMENT OF APPROVAL

The undersigned agree to the responsibilities assigned in this plan. This document is formally recognized as the Cabarrus Emergency Operations Plan (EOP).


Chairperson, Board of County Commissioners

4-20-2026
Date


County Manager

4-20-26
Date


Emergency Management Director

04/20/2026
Date

National Incident Management System/Incident System Adoption: January 24th, 2005

FOREWORD

The April 20, 2026 revision of this EOP addresses multiple hazards that could threaten our County and its citizens and supersedes all previous versions of this document. The EOP uses a functional format and employs the National Incident Management System (NIMS), a nationwide standardized approach to incident management and response. NIMS establishes a uniform set of processes and procedures that emergency responders will use to conduct response operations.

This EOP establishes a framework of policy and guidance for County disaster preparedness, response, recovery, and mitigation operations. The EOP consists of the basic plan and 18 functional annexes. These annexes define responsibilities and actions of County government personnel during emergency situations. The definition of the missions of each response agency reduces confusion and conflict during emergency operations and significantly decreases vulnerability of the public and their property to hazards that develop in emergency situations. This EOP (and annexes) consider planning and response activities related to children, those with functional needs, household pets, and service animals.

This EOP meets the requirements of the Department of Homeland Security (DHS) state and local planning guidance, and the legal responsibilities identified in Chapter 166A of the North Carolina General Statutes. This EOP provides all the necessary elements to ensure that the County can fulfill its legal responsibilities for emergency preparedness.

INSTRUCTIONS FOR USE

It is intended that this plan, when implemented, be used by the County response organizations to maximize use of existing resources, organizations, and systems in their response to emergencies and disasters that could and/or have occurred in the County.

Basic Plan: Used by Chief Executives and Policy Officials. Provides the intent of the County government leaders in responding to emergency situations.

Functional Annexes (Annexes): Address the specific functions for use by the Operational Managers. Appendices provide additional information on selected topics covered in the annex.

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

RECORD OF CHANGES

[illegible]

RECORD OF DISTRIBUTION

Department or Agency
Active Living and Parks
Arena and Events Center
Board of Elections
Board of County Commissioners
Cabarrus Health Alliance (CHA)
Communications and Outreach / Public Information Officer (PIO)
Consolidated Human Services Agency (CHSA)
Construction Standards
Cooperative Extension
County Attorney
County Manager
Assistant County Manager(s)
Emergency Management
Emergency Medical Services (EMS)
Finance
Human Resources
Infrastructure & Asset Management (IAM)
Information Technology Services (ITS)
Library System
Planning and Development
Register of Deeds
Sheriff's Office
Sheriff's Office – Animal Services Division
Sheriff's Office – Communications Division
Solid Waste Management
Tax Administration

RECORD OF DISTRIBUTION

Department or Agency
Volunteer (Combination) Fire Departments
Allen Fire Department
Cold Water Fire Department
East Gold Hill Fire Department
Flowes Store Fire Department
Georgeville Fire Department
Midland Fire Department
Mt. Mitchell Fire Department
Mt. Pleasant Fire Department
Northeast-Cabarrus Fire Department
Odell Fire Department
Richfield-Misenheimer Fire Department
Rimer Fire Department
American Red Cross – Southern Piedmont Chapter
Atrium Health Cabarrus
Cabarrus County Schools
City of Concord
City of Kannapolis
Kannapolis City Schools
NC Emergency Management (NCEM) - Area 11 Coordinator
NCEM - Western Branch Office
NC Forest Service
NC State Highway Patrol
Partners Health Management
The Salvation Army

RECORD OF DISTRIBUTION

Department or Agency
Town of Harrisburg
City of Locust
Town of Midland
Town of Mt. Pleasant
Water and Sewer Authority of Cabarrus County (WSACC)

SECTION 1

INTRODUCTION

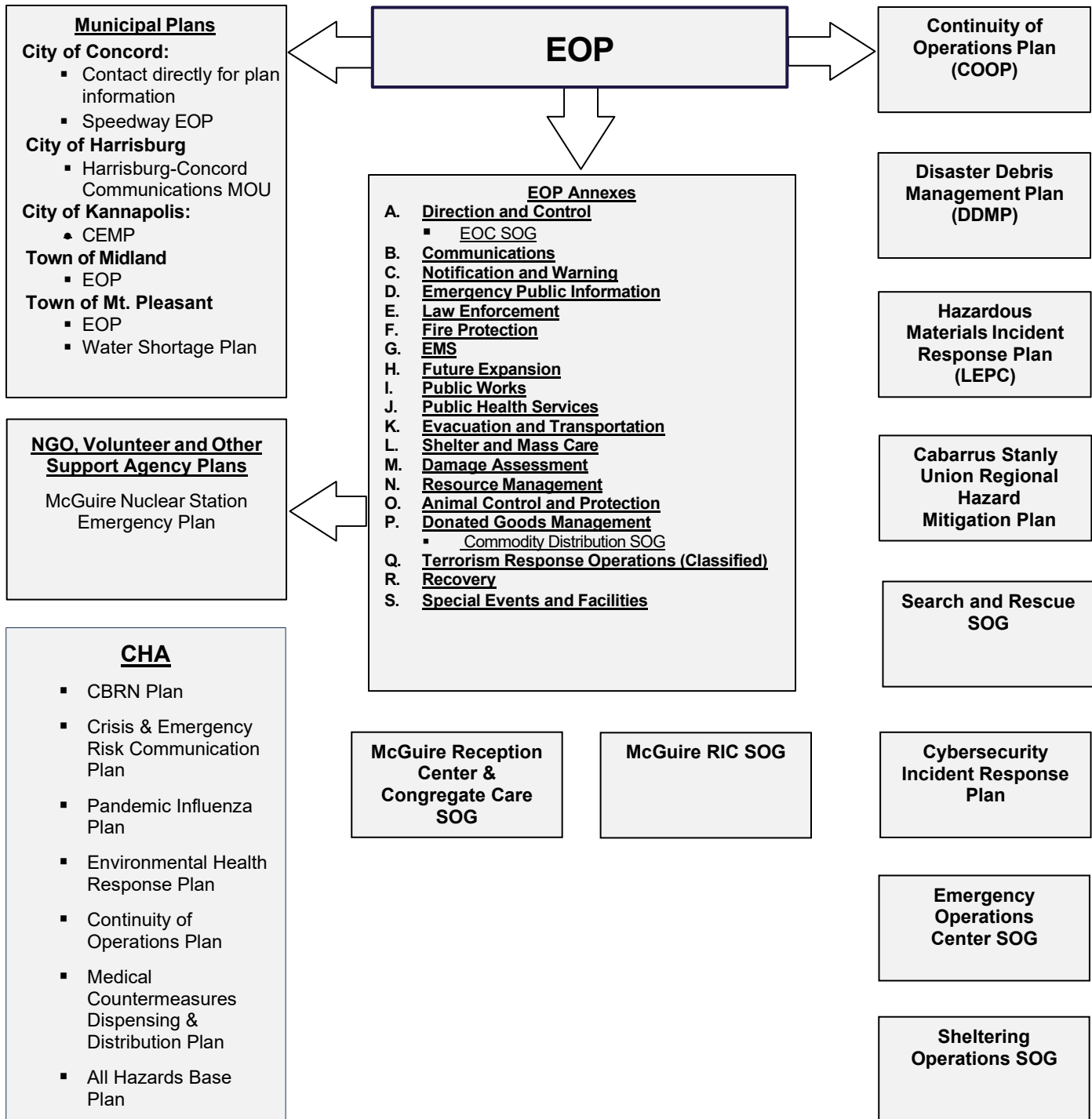
This EOP establishes a framework for emergency planning and response in the County. The plan adheres to National Incident Management System (NIMS), which integrates the capabilities and resources of various municipal jurisdictions, emergency response disciplines, nongovernmental organizations (NGO's), and the private sector. Incorporating an all-hazards approach, the EOP can be partially or fully implemented in anticipation of or in response to any event requiring multi-jurisdictional or multi-discipline coordination. Selective implementation through the activation of one or more of the plan components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand. The EOP, as the core operational plan for incident management, establishes county-level coordinating structures, processes, and protocols that will be incorporated into existing hazard-specific plans, policies, and procedures.

1.1 Purpose

This plan defines the actions that the County government departments/agencies and selected NGOs in the County will take to reduce the vulnerability of people and property to a disaster and establish the ability to respond effectively to any emergency. The plan takes a comprehensive, countywide, all-hazards approach to incident management across all phases of emergency management, including prevention, preparedness, response, and recovery. The plan describes capabilities and resources and establishes responsibilities, operational processes, and protocols to help plan for and respond to both natural and human-caused hazards. The EOP serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement incident management activities and assistance in the context of specific types of incidents and events. A number of plans are linked to the EOP but remain as stand-alone documents in that they also provide detailed protocols for responding to routine emergencies. Stand-alone documents and plans are referenced throughout the EOP. Refer to exhibit 1-1 for a graphic identifying the County Emergency Management Program.

SECTION 1 INTRODUCTION

**Exhibit 1-1
Cabarrus County Emergency Management Program**



SECTION 1 INTRODUCTION

1.2 Scope

In this document, incidents include actual or potential emergencies or all-hazards events that range from accidents and natural disasters to actual or potential terrorist attacks. They include events wholly contained within a single jurisdiction and others that are catastrophic in nature. It is not always obvious at the outset whether a seemingly minor event might be the initial phase of a larger, rapidly growing threat. The EOP incorporates standardized organizational structures that promote on-scene initiative, innovation, and sharing of essential resources drawn from all levels of government, NGO's, and the private sector. Response must be quickly scalable, flexible, and adaptable. The EOP is also intended to accelerate the assessment and response to incidents that may require state or federal assistance.

The County provides the following services:

- Active Living and Parks
- Construction Standards (Building Inspections)
- Cooperative Extension Services
- Economic Development
- Education / Public Instruction; School Buildings / Grounds
- Elections Administration
- Emergency Communications (E-911)
- Emergency Management/Fire Services
- EMS
- Finance Department / Procurement Services
- Consolidated Human Services Agency (CHSA)
 - Adult and Family Services
 - Behavioral Health
 - Child Support Services
 - Child Welfare
 - Economic Services
 - Family Support Services
 - Medicaid Services
 - Transportation
 - Veterans Services
- Landfill/Recycling
- Law Enforcement (Sheriff's Office)
 - Animal Services
 - Communication Division
- Library
- Planning (911 Addressing/ Flood Damage Prevention)
- Register of Deeds
- Tax Administration

SECTION 1

INTRODUCTION

The County provides additional services by contract or agreement with these outside agencies or organizations:

- American Red Cross – Southern Piedmont Chapter
- Cabarrus Health Alliance (CHA)
- Partners Health Management
- Volunteer (Combination) Fire Departments
- Water and Sewer Authority of Cabarrus County (WSACC)
- Private contractors provide sanitation services for unincorporated areas in Cabarrus County.

The plan is applicable to all departments, agencies, and organizations with identified roles and responsibilities. Local jurisdictions participating in the development, implementation, and maintenance of this plan as well as the services they provide are listed below:

- City of Concord: Law Enforcement, Fire Department, Electric Utilities (ElectraCities Member), Public Works, Sanitation and Recycling, Communications, Airport Operations, Parks and Recreation, Public Housing, Community Development.
- Town of Harrisburg: Fire Department, Water and Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Sheriff's Office.
- City of Kannapolis: Law Enforcement, Fire Department, Public Works, Sanitation and Recycling (Contracted), Communications, Parks and Recreation.
- City of Locust: Law Enforcement. Contracts for services with the County or other contractors; Fire Services are provided by Midland and Georgeville Fire Departments.
- Town of Midland: Contracts for services with the County or other contractors; Fire Services are provided by Midland Fire Department and Law Enforcement is provided through the Sheriff's Office. The Town of Midland also has some private/contracted service providers.
- Town of Mt. Pleasant: Fire Department, Water & Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Sheriff's Office.

1.3 Situation and Assumptions

This section of the EOP describes the geographic and demographic characteristics and hazard considerations unique to the County. It also describes specific planning assumptions regarding preparedness, response, recovery, and mitigation that were taken into consideration during the development of this plan.

1.3.1 Demographic and Geographic Characteristics

Demographic Characteristics

The County is located in the southern Piedmont region of North Carolina. It is bordered to the west by Mecklenburg County, to the southeast by Union County, to the north by Rowan County, to the northwest by Iredell County, and to the east by Stanly County. The County is just north of the state line with South Carolina and the City of Charlotte. There are (6) municipal areas in the County: City of Concord, Town of

SECTION 1

INTRODUCTION

Harrisburg, City of Kannapolis, City of Locust, Town of Midland and the Town of Mt. Pleasant. The County is located in Area 11 of the Western Branch, North Carolina Emergency Management and in Federal Emergency Management Association (FEMA) Region IV. The County encompasses approximately 365 square miles, most of which is land and a small portion of which is water. The County is also home to the Concord-Padgett Regional Airport, Charlotte Motor Speedway, and Concord Mills, which is the largest tourist attraction in the State of NC.

In 2022, the U.S. Census Bureau estimated the County's population was approximately 235,797. The County seat is the City of Concord. Some susceptible populations within Cabarrus County can be identified using census data. Over 6 percent of the population is under 5 years old and another 13.8 percent is over 65 years old. Over 13.8 percent of the population speaks a language other than English at home. 8 percent of the population are identified as people in poverty. This plan works to incorporate and consider vulnerable populations and residents into the planning process.

Geographic Characteristics

Major traffic arteries:

- US Interstate 85 Highway: Runs northeast-southwest through northwest section of the County.
- US Highway 29: Runs north-southwest through the central section of the County.
- US Highway 601: Runs north-south through the central section of the County.
- NC Highway 3: Begins in Concord, runs north to Kannapolis, then west-northwest out of the County towards Mooresville.
- NC Highway 24/27: Runs east-west through the southern side of the County.
- NC Highway 49: Runs northeast-southwest through the eastern half of the County.
- NC Highway 52: Runs northwest-southeast through the northeastern corner of the County.
- NC Highway 73: Runs east-west through the central part of the County.
- NC Highway 200: Branches off US Highway 601 through the southeastern corner of the County.
- Kannapolis Parkway: Extends from NC Highway 3 in Kannapolis across US Interstate 85 Highway then converting to George W. Lyles Parkway across US Highway 29 then converting to Stough Road at Roberta Road and continuing to NC Highway 49.

Railroads:

- The North Carolina Railroad: Runs north to south through the middle of the County. This dual track railroad passes through the municipalities of Kannapolis, Concord, and Harrisburg. Norfolk Southern Railway has contracted with the North Carolina Railroad (NCRR) for rights to haul freight on this line. The NCRR operates daily passenger service, which stops in Kannapolis.
- The Aberdeen Carolina and Western Railroad operate the east-west rail line through the southern corner of the County, passing through the community of Midland. This line carries short-haul freight traffic.
- CSX Corporation operates the rail line that runs through the northeast corner of the County. This line carries freight traffic along the NC Highway 52 corridor.

SECTION 1

INTRODUCTION

Gas Pipelines:

- The Colonial Pipeline Company operates two parallel hydrocarbon transmission lines that enter the County near Shiloh Church Road from Mecklenburg County and extends into Rowan County near Alexander Road and Plum Road in the northwest section of the County.
- Kinder Morgan operating as Products (SE) Pipeline operates a hydrocarbon transmission line that enters the County from Poplar Tent Road in Mecklenburg County and extends into Rowan County near Tuckaseegee Road and Mill Creek in the northwest section of the County.
- Enbridge Gas operates two natural gas transmission lines. One starts near Eva Drive and Poplar Tent Road starting from Eva Drive and Poplar Tent Road (Concord) and extending into Iredell County near Mooresville Road and Stirewalt Road in the northwest section of the County. The second begins near Branchview Drive NE and runs parallel to Old Salisbury-Concord Road until it extends into Rowan County near the roundabout with Irish Potato Road.
- City of Monroe Natural Gas Department operates a natural gas transmission line entering into the County from Union County near Bethel Avenue Extension (Midland) and extending into Iredell County near Archer Road and Coddle Creek in the northwest section of the County.
- Piedmont Natural Gas Company, Inc. has two transmission lines that run southeast from the northwestern section of the County along the Mecklenburg/Cabarrus boundary line to Harrisburg. This line then traverses the southwestern side of the County, passing north of Midland and exiting into Stanly County. Multiple different connection points from Mecklenburg County into Cabarrus County are noted along this line.

Water Distribution:

- Local municipalities obtain their water supplies locally, which is then treated and distributed to residents.
- The City of Concord receives raw water from Lake Don T. Howell and Lake Fisher. Water may also be received from Lake Concord or purchased from the City of Albemarle.
- The Town of Harrisburg purchases water from the Cities of Concord and Charlotte.
- The City of Kannapolis operates its own water treatment plant using water from Kannapolis Lake, supplemented by water from Lake Don T. Howell.
- The residents of the Town of Midland either purchase water from the City of Concord or utilize wells. Areas east of the Rocky River bridge purchase water from Stanly County Utilities.
- The Town of Mt. Pleasant receives raw water from the Black Creek Run Reservoir and several wells. Additional water supply is available through a service connection with the City of Concord.
- The residents of the Cabarrus portion of the City of Locust purchase their water from Stanly County Utilities.

SECTION 1

INTRODUCTION

Aviation:

- The Concord-Padgett Regional Airport, a general aviation facility, is located on Aviation Boulevard in the western section of the County. It is immediately west and parallel to US Interstate 85 Highway. The facility has two runways, one 7400 feet and the other 6350 feet long.
- There are also several small private airfields in the County.

Potential/Regional Cascading Threats:

- Charlotte Motor Speedway and zMax Dragway
 - The population can increase significantly during these events held at different intervals throughout the year. Refer to the Emergency Operations Plan for the venue and the Incident Action Plan for the associated event managed by the City of Concord for more information.
- City of Charlotte
 - Any large-scale incident or event in the City of Charlotte will also likely impact the County. Refer inquiries for additional information to Charlotte-Mecklenburg Emergency Management.

Potential/Regional Cascading Threats (Continued):

- Concord Mills Mall
 - Concord Mills Mall is the largest tourist attraction in the State of NC. During certain times of the year, the mall can have tens of thousands of visitors per day. Refer to Annex S: Special Events and Facilities for more detailed information.
- McGuire Nuclear Station (MNS)
 - The County is a host County for the reception and sheltering of evacuees from two evacuation zones within the MNS 10 mile Emergency Planning Zone (EPZ). Refer to the MNS Emergency Plan for more detailed information.

1.3.2 Hazard Analysis Summary

The County is exposed to many potential hazards, all of which could cause damage, create casualties, and disrupt the community. These potential hazards are characterized as natural or human caused. The County hazards and possible impacts are fully described in the Cabarrus Stanly Union County Regional Hazard Mitigation Plan, 2025 revision.

SECTION 1

INTRODUCTION

Exhibit 1-2
Hazard Identification and Likelihood of Occurrence

Hazard	Likelihood	Potential Impacts
Drought	Likely	– Damage to crops and pastures – Water shortages and minimal water distribution – Water-use restrictions – Mass care and feeding operations
Excessive Heat	Likely	– Multiple injuries or fatalities possible with prolonged exposure and/or physical activity
Hurricane and Coastal Hazards	Possible	– Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operation – Multiple injuries and fatalities
Tornadoes/Thunderstorms	Highly Likely	– Damage to communication networks – Loss of electricity – Fire – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities

SECTION 1

INTRODUCTION

Hazard	Likelihood	Potential Impacts
Severe Winter Weather	Likely	– Extended loss of electricity – Damage to structures and property – Disruption of road/highway system – Damage to communication networks – Temporary loss of facility access – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities
Earthquakes	Possible	– Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities
Geological	Possible	– Damage to structures and property – Disruption of road/highway system – Multiple injuries and fatalities – Evacuations
Dam Failure	Unlikely	– Flooding – Evacuation – Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities

SECTION 1

INTRODUCTION

Hazard	Likelihood	Potential Impacts
Flooding	Likely	– Mass care and feeding operations – Disruption of road/highway system – Isolation of Cabarrus County population – Increased vermin/vectors – Damage to structures and property – Evacuation – Multiple injuries and fatalities
Wildfires	Likely	– Damage to structures and property – Mass care and feeding operations – Evacuation – Multiple injuries and fatalities – Disruption of road/highway system
Infectious Disease	Likely	– Disruption of normal operations – Temporary business and facility closures – Travel Restrictions and Recommendations – Significant illnesses and fatalities – Isolation of Cabarrus County population
Hazardous Substances	Likely	– Multiple injuries and fatalities – Isolation of Cabarrus County population – Evacuation – Disruption of road/highway system
Radiological Emergency – Fixed Nuclear Facilities	Unlikely	– Damage to communication networks – Mass care and feeding operations – Multiple injuries and fatalities – Disruption of road/highway system – Evacuation
Terrorism	Possible	– Multiple injuries and fatalities – Mass care operations – Damage to communication networks – Disruption of road/highway system

SECTION 1

INTRODUCTION

Hazard	Likelihood	Potential Impacts
Cyber	Likely	– Damage to communication networks – Data/Information theft – Disruption of normal operations – Economic damage
Electromagnetic Pulse	Unlikely	– Damage of property – Generation of disease – Disruption of normal operations
Civil Disturbance	Possible	– Significant injuries and fatalities – Damage to structures and property
Food Emergency	Possible	– Public Health – Compounding effects with infectious disease hazards – Mass care and feeding operations

SECTION 1

INTRODUCTION

1.3.3 Planning Assumptions

This EOP has been developed based on the following assumptions and considerations:

- Disasters may occur at any time, with little or no warning, resulting in casualties, fatalities, property loss, disruption of essential services, and damage to basic infrastructure and the environment.
- The County must continually plan for disasters and be prepared to conduct response and recovery operations utilizing local resources.
- Incidents and events are managed at the lowest possible organizational and jurisdictional level.
- Incidents and events may have significant regional impacts and/or require regional information sharing, resource coordination, and/or assistance.
- Incident management activities will be initiated and conducted using NIMS principles.
- Implementation of this EOP will reduce or prevent the loss of lives and/or damage to property.
- Individual departments and agencies have developed internal response plans and procedures in accordance with their capabilities.
- County government officials are aware of the possibility that an emergency situation or disaster may occur and are familiar with their identified roles and responsibilities.
- Emergency Management is responsible for the coordination of emergency planning and operations.

SECTION 2

CONCEPT OF OPERATIONS

The County utilizes the four phases of comprehensive emergency management to design and implement the Emergency Management Program.



2.1 General

The County provides many emergency services to the citizens on a daily basis. Some of the services overlap into city/town governments' jurisdictions. While the cities/towns within the County provide many services to their citizens, they also depend on the County for services such as building inspections, fire inspections, emergency medical services, social services, public health services, mental healthcare, shelters for those people evacuated from their homes, and emergency management.

Chapter 166A of the North Carolina General Statutes requires the County to organize and plan for the protection of life and property from the effects of an emergency.

When needed, the County Board of Commissioners may declare a "State of Emergency" as defined by Article III of Chapter 22, Civil Emergencies of the Code of Ordinances in Cabarrus County, North Carolina and Article 1A of Chapter 166A of the North Carolina General Statutes. The County Board of Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a "State of Emergency" within its municipal limits in the event of a disaster, or by resolution or municipal concurrence, can sign off on a County "State of Emergency" declaration.

Each city/town government in the County will continue to provide services during emergencies. However, if city/town government's resources prove to be inadequate during emergency response operations, that municipality may request County resources to help maintain public services and other critical operations. There are city/town governments in the County that will be able to remain completely functional without outside resources, but there are others that will be totally dependent on County resources.

To manage emergency response and recovery operations, Emergency Management may activate the EOC.

SECTION 2

CONCEPT OF OPERATIONS

Exhibit 2-1

DECLARATION OF A STATE OF EMERGENCY CABARRUS COUNTY, NORTH CAROLINA

WHEREAS, the Governor has issued a State of Emergency for the entire State of North Carolina due to the potential impacts from *(describe disaster event)*; and

WHEREAS, as a result of the above-described disaster, I have determined that there is an imminent threat of, or existing conditions have caused or will cause, widespread or severe damage, injury, or loss of life or property, and public safety authorities will be unable to maintain public order or afford adequate protection for lives or property; and

WHEREAS, declaring a State of Emergency and imposing the restrictions and prohibitions ordered herein is necessary to maintain order and protect public health, safety, and welfare, and to secure property.

NOW, THEREFORE, pursuant to the authority vested in me as the Chairman of the Board of County Commissioners of Cabarrus County under Article 1A of Chapter 166A of the North Carolina General Statutes and Article III of Chapter 22 of Civil Emergencies of the Cabarrus County Code of Ordinances:

Section 1. A State of Emergency is hereby declared within the jurisdiction of Cabarrus County.

Section 2. The emergency area covered by this state of emergency shall be the entire area of Cabarrus County, to include the City of Concord, City of Kannapolis, Town of Harrisburg, Town of Locust, Town of Midland and the Town of Mt. Pleasant.

Section 3. The following restrictions and prohibitions are imposed: *(choose the restrictions and prohibitions deemed necessary; do not include those that are not deemed necessary. If no restrictions or prohibitions are deemed necessary, delete this section and renumber the remaining sections accordingly)*

A. **Evacuation:** *(indicate whether evacuation is voluntary or mandatory, describe areas of jurisdiction to be evacuated and state times and dates for evacuation; include categories of essential personnel not subject to evacuation order)*

B. **Curfew:** *(describe areas of jurisdiction under curfew and specify times during which curfew is in effect; include categories of essential personnel, if any, not subject to curfew)*

C. **Restricted Access:** *(describe areas of jurisdiction under restricted access or limited entry; include categories of essential personnel, if any, not subject to restriction)*

D. **Business Operations:** *(describe limitations on operations of businesses and commercial establishments, such as restricted hours of operation)*

E. **Alcohol:** *(describe restrictions on the possession, transportation, sale, purchase, and consumption of alcoholic beverages)*

F. **Dangerous Weapons & Gasoline:** Except for lawfully possessed firearms (handgun, rifle, or shotgun) and ammunition, *(describe restrictions on the possession, transportation, sale, purchase, storage, and use of dangerous weapons and substances, and gasoline)*

G. **Other:** *(describe any other restrictions or prohibitions on other activities or conditions the control of which may be reasonably necessary to maintain order and protect lives or property during the state of emergency)*

SECTION 2

CONCEPT OF OPERATIONS

Section 4. I hereby order all Cabarrus County law enforcement officers and employees and all other emergency management personnel subject to our control to cooperate in the enforcement and implementation of the provisions of this Declaration, all applicable local ordinances, state and federal laws, and the Cabarrus County Emergency Operations Plan.

Section 5. I hereby order this declaration: (a) to be distributed to the news media and other organizations calculated to bring its contents to the attention of the general public; (b) to be filed with Clerk to the Board of County Commissioners and (c) to be distributed to others as necessary to ensure proper implementation of this declaration.

Section 6. This declaration shall take effect on the _____ day of _____, _____ at _____ AM/PM and shall remain in effect until modified or rescinded.

DECLARED this the _____ day of _____, _____ at _____ AM/PM

Chairperson of the Cabarrus County Board of Commissioners

ATTEST:

Cabarrus County Emergency Management Director

SECTION 2

CONCEPT OF OPERATIONS

Exhibit 2-2 TERMINATION OF STATE OF EMERGENCY CABARRUS COUNTY, NORTH CAROLINA

WHEREAS, on the _____ day of _____, _____ at _____ AM/PM, as Chairman of the Board of County Commissioners of Cabarrus County, I determined and declared that a State of Emergency existed within Cabarrus County.

WHEREAS, I have determined that the conditions constituting the State of Emergency no longer exist in Cabarrus County.

NOW, THEREFORE, I hereby terminate the above referenced Declaration of a State of Emergency and all the restrictions and orders contained therein.

This declaration is effective immediately.

DECLARED this the _____ day of _____, _____ at _____ AM/PM

Chairperson of the Cabarrus County Board of Commissioners

ATTEST:

Cabarrus County Emergency Management Director

SECTION 2

CONCEPT OF OPERATIONS

Exhibit 2-3
MUNICIPAL CONCURRENCE TO CABARRUS COUNTY DECLARATION OF A STATE OF EMERGENCY

WHEREAS, in concurrence with the Declaration of a State of Emergency issued by the Chairman of the Cabarrus County Board of Commissioners effective as of the _____ day of _____, _____ at _____ AM/PM.; the (City/Town) of _____ formally requests this Declaration of a State of Emergency also apply within the corporate limits of the (City/Town) of _____.

WHEREAS, this Declaration of a State of Emergency is a result of the potential impacts from _____ as outlined in the declaration, and, as Mayor of the (City/Town) of _____, I hereby authorize Cabarrus County to enact any and all provisions of this declaration as needed for the immediate safety and welfare of the citizens of the (City/Town) of _____.

DECLARED this the _____ day of _____, _____ at _____ AM/PM.

Mayor, City/Town of _____

ATTEST:

(Title)

SECTION 2

CONCEPT OF OPERATIONS

2.2 Alert and Notification

The Sheriff's Office operates the primary dispatch center for County emergency services. The Communications Center operates on a continuous basis. The Communications Center dispatches Sheriff's Office personnel, EMS, and volunteer (combination) fire departments for the entire County area. The City of Concord provides continuous dispatch services for both the City of Concord and the Town of Harrisburg. The City of Kannapolis provides continuous dispatch services for its emergency services. Upon activation of the EOC, key personnel are notified to report to the EOC to support County response and recovery operations. For detailed information on alert and notification procedures, refer to Annex C: Notification and Warning.

2.3 EOC

The County maintains a primary and alternate(s) EOC locations. The EOC is designed to provide a facility in which government can continue to function and provide interagency coordination and executive decision making for managing disaster response and recovery operations. For detailed information on the EOC, refer to Annex A: Direction and Control.

The EOC provides the following primary functions:

- Management and coordination of emergency response and recovery operations
- Communications and early warning
- Damage assessment and reporting
- Radiological monitoring and analysis
- Containment and/or control of hazardous material incidents or emergencies
- Dissemination of severe weather watches and warnings
- Coordination and planning with the State EOC in Raleigh, NC
- Actions to protect the health and safety of the general public, to include:
 - Public information, instruction, and directions
 - Evacuation of people from hazardous or damaged areas
 - Control of shelter operations

2.3.1 EOC Locations

Primary Location:

Cabarrus County Sheriff's Office Administration Building
30 Corban Avenue, SE Suite EOC 611
Concord, NC 28025

Alternate/Continuity Location(s):

Cabarrus EMS Headquarters
793 Cabarrus Avenue W
Concord, NC 28027

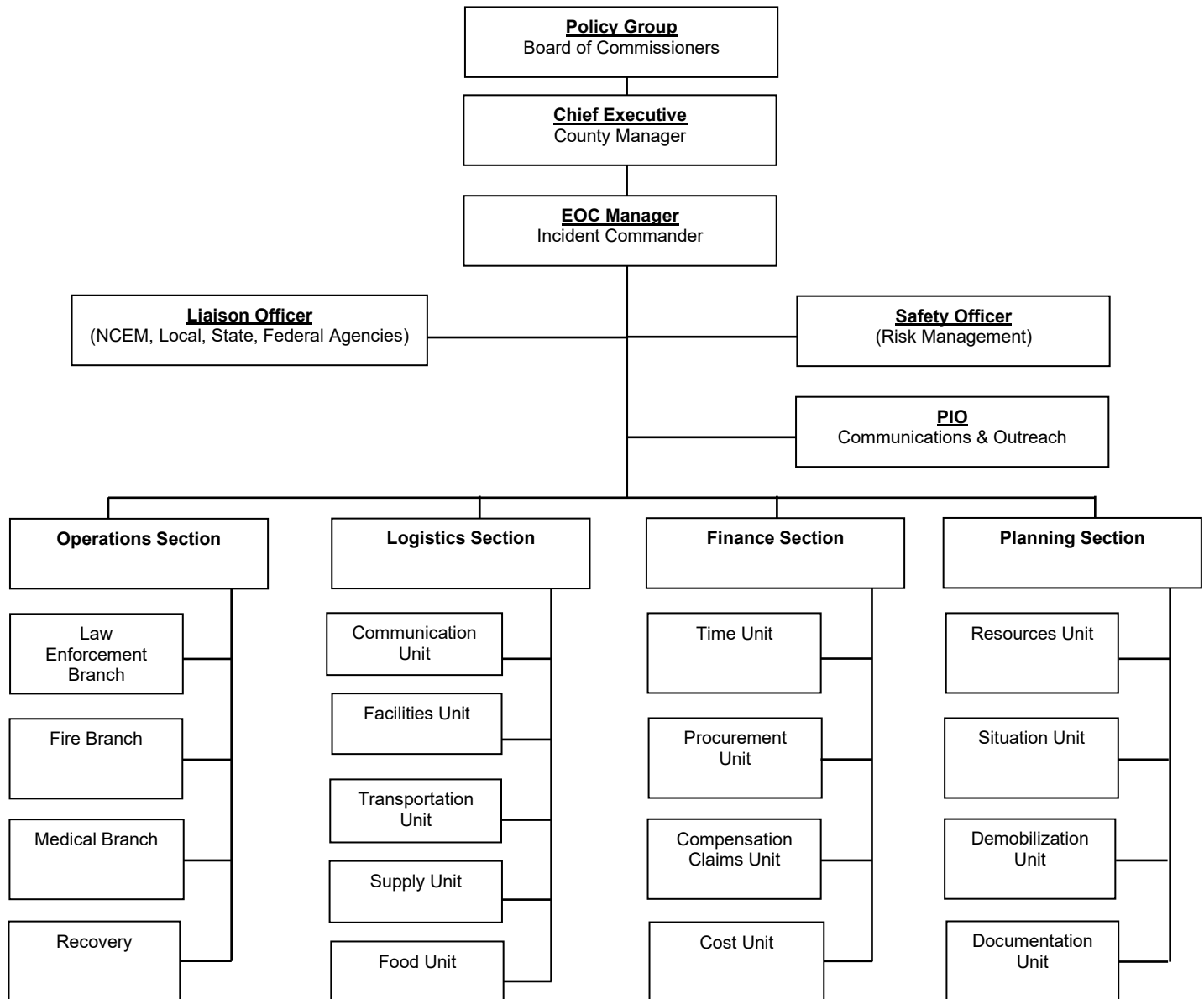
SECTION 2

CONCEPT OF OPERATIONS

2.3.2 EOC Organization

The EOC is organized using the structure below:-

Exhibit 2.4
EOC Organization



OPERATIONS SECTION

- Cabarrus Health Alliance
- Emergency Medical Services
- Hospital
- Municipal Fire/Law Enforcement
- Sheriff's Office

LOGISTICS SECTION

- 911 Communications
- American Red Cross
- Cabarrus Co./Kannapolis Schools
- Consolidated Human Services Agency
- Information Services
- Infrastructure Asset Management

FINANCE SECTION

- Procurement
- Consolidated Human Services Office
- Finance
- Human Resources

PLANNING SECTION

- Construction Standards
- Cooperative Extension
- Consolidated Human Services Agency
- Emergency Management
- GIS
- Planning
- Tax Administration

SECTION 2

CONCEPT OF OPERATIONS

2.4 Requesting State and Federal Assistance

Once local resources are exhausted, the County coordinates with adjoining counties for additional available assistance and resources using existing mutual aid agreements through the EOC. Additionally, the County may obtain assistance from NCEM when local capabilities are exhausted.

The County requests assistance through the NCEM Western Branch Office from the State EOC. If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the Emergency Management Assistance Compact (EMAC) to provide the needed resources and assistance using the Emergency Support Functions (ESFs) as described in the National Response Framework (NRF). The County has linked critical missions to corresponding ESFs.

When the demands of an emergency situation exceed the capacity of the local and state governments to respond, the federal government commits resources from various federal departments and agencies to assist.

During emergency situations, the Governor appoints a state coordinating officer (SCO) to oversee state response and recovery efforts. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a federal coordinating officer is appointed as the President's representative to coordinate overall delivery of federal assistance. The federal coordinating officer represents the FEMA administrator and coordinates federal activities in support of the state.

SECTION 3

ROLES AND RESPONSIBILITIES

This section provides an overview of the roles and responsibilities identified for County departments and agencies as well as other key state, federal, and private partners. This section identifies who is involved with the EOP and what must be done to effectively respond to and recover from disaster.

3.1 Organization

The departments and agencies within County government have emergency functions and responsibilities in addition to their normal duties. County government does not close during emergencies, and all employees should report to work unless they are unable to travel to their workplace and/or instructed to stay home by a supervisor. Additionally, in some cases, County employees may be instructed to report to an alternate work location or to utilize remote work procedures.

Each department and agency is responsible for developing and maintaining internal emergency management and continuity procedures to support the EOP. Internal department and agency emergency plans and documents are identified in Attachment 1: Authorities and References. The County Manager and Department Directors may assign various tasks to County employees to support County response and recovery operations. These tasks may be very different from normal job requirements. Listed below are the specific duties and responsibilities for selected County government departments and agencies.

3.2 Assignment of Responsibilities

3.2.1 Primary Agencies

Primary agencies are those agencies identified with lead roles and responsibilities in one (or multiple) EOP Annexes.

Chairperson, Board of County Commissioners

- a. Assume executive direction of emergency operations and monitor the overall situation.
- b. As required, declare a State of Emergency at the county level.
- c. If needed, request assistance from state government agencies through the Emergency Management Director.
- d. Ensure that damage assessments and other necessary reports are forwarded to NCEM
 - Municipalities submit reports to the Emergency Management Director
- e. In consultation with the members of the Board of County Commissioners, carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies, as the situation requires

SECTION 3

ROLES AND RESPONSIBILITIES

Primary and Support Roles of Chairperson, Board of County Commissioners

County Mission	Direction and Control	Public Information	Public Health	Evacuation	Shelter and Mass Care	Damage Assessment	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 8 - Public Health and Medical Services	ESF 5 - Emergency Management	ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 - Public Works and Engineering	ESF 7 - Logistics Management and Resource Support
Chairperson, Board of County Commissioners	Primary Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

County Manager

- a. Ensure that government agencies develop and maintain internal SOG's to respond to emergencies. This includes review and revision of the procedures listed in the annexes to the EOP.
- b. Ensure that exercises and tests of the emergency systems are conducted on a regular scheduled basis.
- c. Ensure that representatives from the various departments are designated to report to the EOC upon activation to assist with direction and control.
- d. Develop a roster of key personnel who must remain on duty during an emergency or return subsequent to an evacuation to relieve other key workers.
- e. When directed, the County Manager acts on behalf of the Board of County Commissioners in the control of emergency operations and the implementation of emergency policies/ordinances, as required.
- f. Monitor and approve the expenditure of funds to support emergency operations.
- g. Ensure all agencies (including the EOC) maintain administrative and financial records during emergency operations.
- h. Monitor the activities of the Cabarrus County Local Emergency Planning Committee (LEPC). Ensure that the LEPC is monitoring the registration of Tier II facilities into E-Plan.
- i. Report to the EOC upon activation.

Primary and Support Roles of County Manager

County Mission	Direction and Control	Public Information	Evacuation	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 5 - Emergency Management	ESF 7 - Logistics Management and Resource Support
County Manager	Support Agency	Support Agency	Support Agency	Support Agency

SECTION 3

ROLES AND RESPONSIBILITIES

Emergency Management

- a. Cabarrus County Emergency Management (EM) is responsible for the planning, preparation, and execution of County emergency response operations. The Emergency Management Director reports to the Chairperson of the Board of County Commissioners and the County Manager. The Director, or their appointed representative with the authority to make decisions for EM, performs assigned duties according to state statutes and local ordinances.
- b. Emergency Management has incorporated NIMS and the Incident Command System (ICS) into all emergency planning and operations.
- c. Prior to emergency situations, the department develops plans and procedures to prepare the county for possible hazards. This includes:
 - (1) Develop and update the EOP in accordance with State and Federal guidelines.
 - (2) The Emergency Management Director serves as the Community Emergency Coordinator for Hazardous Materials as defined by SARA Title III. The Coordinator maintains liaison with the Facility Emergency Coordinators through the LEPC.
 - (3) Coordinate planning and response efforts with other county municipalities for incidents that could affect multiple jurisdictions.
 - (4) Establish and equip the EOC
 - Organize the EOC to provide the command, control, communications for response operations on a continuous basis.
 - Acquire maps, status boards and other display devices to assist command and control efforts.
 - Obtain stocks of food, water, and other equipment necessary for the effective operations of the EOC and staff.
 - (5) Develop communications and information technology systems to provide primary and secondary communications systems to the EOC staff (both fixed and mobile, if necessary).
 - (6) Develop and implement a system to manage information during emergencies (including internal messages) and to disseminate it to other levels of government and non-government organizations.
 - (7) Train emergency management personnel in all aspects of their duties and provide training opportunities to all personnel for professional development within their assigned areas of responsibility.
 - (8) Develop a reserve of trained radiological monitors to support radiological tracking operations within the county.
 - (9) Identify those personnel and agencies required to support emergency response operations.
 - Develop and maintain alert roster(s) of key county personnel that are notified and called to duty during emergencies. Develop contact list for city/town public safety agencies.
 - (10) Develop and maintain mutual aid agreements with local municipalities and neighboring jurisdictions to support county emergency operations.
 - (11) Analyze personnel and equipment requirements to meet potential hazards. Create and maintain a current inventory of available resources and facilities in the County that could be used to support emergency operations. This includes government and non-government assets that may be called in to assist county efforts.
 - (12) Identify and arrange the survey of potential shelter locations within Cabarrus County.

SECTION 3

ROLES AND RESPONSIBILITIES

- (13) Identify potential evacuation areas using the County's hazard analysis. Develop warning and evacuation procedures and exit routes. Include plans for the relocation of county residents into other jurisdictions.
- (14) Identify those with functional needs or groups that will require assistance during an evacuation. Verify that any institutions housing those with functional needs have written evacuation and relocation procedures on hand.
- (15) Develop a schedule to test and maintain the EOC facility and other emergency equipment.
- (16) Coordinate exercises to test the emergency plans within the county.
- d. During emergency situations, the Emergency Management Director acts as the EOC Manager coordinating county response operations. To accomplish these tasks the Emergency Management Director/EOC Manager performs the following duties:
 - (1) Alert staff and activate the EOC when notified of impending or existing emergency situations. Plan for continuous operations.
 - (2) Contact IAM to maintain the Sheriff's Office generator for back-up power to the EOC.
 - (3) Maintain an operational journal/event log during the emergency. Monitor and authenticate reports to and from the EOC.
 - (4) Conduct scheduled briefings and periodic updates as required.
 - (5) Receive requests for assistance from municipalities and agencies within the County and direct aid to areas where needed. Set priorities for available resources and implement controls on those resources while restoring essential services.
 - (6) As necessary, request additional assistance from the North Carolina Division of Emergency Management. Disseminate information through Public Information Officer (PIO) during emergency situations. Assist the PIO in developing and maintaining a public information/education program.
 - (7) Coordinate with the American Red Cross – Southern Piedmont Chapter representative to support reception and shelter areas within the county. Also, coordinate with adjoining counties for additional shelter support as needed.
- e. After the emergency situation has subsided or passed, recovery operations begin. The Emergency Management Director directs local recovery operations and coordinates the activities of private, State, and Federal agencies/organizations.
 - (1) Train, equip, and deploy trained damage assessment teams during recovery operations.
 - (2) Oversee recovery operations at hazardous materials incidents to ensure the safety of the public and protection of the environment.
 - (3) At the direction of the Chairperson of the Board of County Commissioners, initiate the return of evacuees to homes when safe to do so. Monitor the progress and modify evacuation procedures when needed. Work with the Western Branch Office of NCEM to organize and equip DHS/FEMA Disaster Assistance Centers within the county.
 - (4) Assist with identification and notification of applicants eligible for Public Assistance programs (Federal, State, and local government entities, private non-profit organizations, etc.).
- f. In the event of an emergency involving the McGuire Nuclear Site (MNS), the existing response procedures remain in effect. The Emergency Management Director serves as the principal

SECTION 3

ROLES AND RESPONSIBILITIES

contact for emergency notification of incidents involving the MNS and informs the appropriate local officials. The Emergency Management Director maintains contact with the Western Branch Office during a Fixed Nuclear Facility Incident. The Emergency Management Director activates the EOC should the incident escalate to a Site Area Emergency or General Emergency.

- g. County Radiological Officer coordinates the response during any emergency situation involving radioactive materials.
- h. Develop and maintain a response plan to radiological emergencies in accordance with Federal/State laws and guidelines. Establish a distribution system for radiological protection equipment.
- i. The County Radiological Officer conducts annual training of key personnel involved with radiological monitoring or response.
- j. During an emergency situation involving the MNS, the County Radiological Officer performs the following duties:
 - Establish and operate the County Reception Center.
 - Provide radiological monitoring support to hazardous materials response teams as needed.
 - Coordinate with the PIO to prepare information briefings during radiological emergencies.

Primary and Support Roles of Emergency Management

County Mission	Emergency Management is either a support or primary agency for each of the identified County Missions and ESF's
National Response Framework	
Emergency Management	

County Fire Services

- a. Analyze fire potential and plan for coordination of structural firefighting operations throughout the County.
- b. Serve as a technical advisor to county agencies and county leadership on potential hazards created by fires and hazardous materials accidents.
- c. Develop mutual aid agreements between all county and municipal fire departments.
- d. Prepare inventories of fire equipment and personnel.
- e. Report to the county EOC upon activation. The County Fire Marshal, or their appointed representative with the authority to make decisions for Fire Services, is assigned to the Operations Section in the EOC.
- f. Coordinate fire department operations and activate mutual aid agreements with surrounding counties or municipalities as needed.
- g. Coordinate additional support personnel to assist in traffic control and damage assessment operations.
- h. During recovery operations, conduct fire inspections of vital facilities and shelter sites.

SECTION 3

ROLES AND RESPONSIBILITIES

Primary and Support Roles of County Fire Services

County Mission	Direction and Control	Communications	Notification and Warning	Fire Protection	Emergency Medical Services	Search and Rescue	Evacuation	Damage Assessment	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 3 – Public Works and Engineering	ESF 7 – Logistics Management and Resource Support
County Fire Marshal	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Cabarrus Health Alliance (CHA) (Public and Environmental Health)

- a. Report to the EOC upon activation. The CHA Director, or their appointed representative with the authority to make decisions for CHA, is assigned to the Operations Section.
- b. Develop and maintain procedures for emergency public health operations during emergency operations.
- c. Coordinate activities to evaluate, detect, prevent and control communicable disease, monitor waste disposal, and conduct vector/vermin control. If practicable, continue inspection of public restaurants/food handling sites during emergency situations.
- d. Maintain mutual aid agreements with surrounding counties to supplement local public health services support in emergency situations.
- e. Coordinate with laboratory facilities to assist with evaluation of potential contamination.
- f. Support shelter operations throughout the County. Inspect food, water, and sanitation facilities in shelters.
- g. Provide nursing staff to assist with medical care and medication needs in County shelters, as available.
- h. Eliminate public health nuisances and imminent hazards pursuant to G.S. 130A-19 and 130A-20.
- i. As required, exercise isolation and quarantine authority pursuant to G.S. 130A-145.
- j. Coordinate with the PIO on emergency health awareness and public information programs. This function is carried out by the CHA PIO.
- k. During a hazardous materials or radiological release incident, be prepared to provide personnel to assist state agencies in monitoring and gathering of samples from food handling/processing facilities.
- l. Maintain the County supply of thyroid blocking agent Potassium Iodide (KI) for use by emergency responders, County residents, evacuees, and institutionalized persons. Issue this medication when advised by the State Health Director to those personnel designated by the Emergency Management Director.
- m. Maintain the Cabarrus County Infectious Disease Response Plan for the response to a pandemic disease event. As needed, execute the plan within the County and control the medical-technical aspects of the response operations.

SECTION 3

ROLES AND RESPONSIBILITIES

- n. The CHA Director is responsible for the Strategic National Stockpile (SNS) supplies when this asset is provided to Cabarrus County. The CHA Director will provide for the reception, storage, and employment of the medications and equipment during the response. The distribution of SNS supplies occurs through the use of points of dispensing (POD's).
- o. The agency is equipped with points of dispensing trailers and resources that can be deployed across the County. This includes a stockpile of N95 masks and fit testing capabilities.

Primary and Support Roles of CHA

County Mission	Emergency Medical Services	Public Health	Shelters and Mass Care	Animal Control	Mortuary Services
National Response Framework	ESF 8 – Public Health/Medical Services	ESF 8 – Public Health/Medical Services	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 11 – Agriculture and Natural Resources	ESF 8 – Public Health/Medical Services
CHA	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

EMS

- a. EMS holds the primary responsibility for Advanced Life Support (ALS) and emergency medical care for the County. EMS performs the following duties:
- b. The EMS Director or their appointed representative with the authority to make decisions for EMS, reports to the EOC upon activation. The EMS Director is assigned to the Operations Section in the EOC.
- c. Maintain procedures for the dispatch and operations of EMS units during emergency situations.
- d. Provide paramedic level response and accompany patients requiring ALS intervention to the hospital.
- e. Coordinate on-scene patient care, triage, and transportation with other County and municipal emergency response organizations.
- f. Maintain mutual aid agreements with surrounding counties to supplement local EMS support during emergency situations.
 - For initial incidents, surrounding counties can provide ambulance support within two (2) hours.
 - For larger incidents, there are cross-county agreements in place for EMS personnel to assist in response (with an Emergency Declaration in place).
- g. In the event of a mass casualty incident, coordinate triage, treatment, hospital destination determinations, specialty paramedic deployment, and supervision of all medical personnel on-scene.
- h. Coordinate with Atrium Health Cabarrus on the use of medical facilities during mass casualty incidents.
- i. Assist the regional medical examiner during a mass fatality incident, as needed.

SECTION 3

ROLES AND RESPONSIBILITIES

- j. Maintain policy and procedures for the triage, treatment, transportation, and secondary role of decontamination of casualties resulting from accidents involving radiological or hazardous materials.
- k. During emergency situations, establish a liaison with Atrium Health Cabarrus and maintain communications with other emergency response units in the field.
- l. Coordinate with CHA and CHSA to establish a system to check on residents with functional needs during emergency situations. Be prepared to assist with the transport of medical supplies, oxygen, etc. to those with functional needs.
 - The ability to perform this function is based on the scope of the incident/event.
- m. Maintain liaison with American Red Cross – Southern Piedmont Chapter and other NGO's during emergencies. As needed, be prepared to treat minor casualties arriving at shelters and provide additional medical resources to these shelters.
- n. Assist with the distribution of mass vaccinations and prophylaxis throughout the County.
- o. Provide medical support and surveillance for emergency workers at incidents involving tactical, collapse, radiological or hazardous materials.
- p. Specialized care and patient movement equipment is available from the EMS Disaster Medical Unit and Cabarrus EMS SMAT 3.
 - Additional resources are available through Concord Fire Department.

Primary and Support Roles of EMS

County Mission	Fire Protection	Emergency Medical Services	Search and Rescue	Public Health	Evacuation	Transportation	Shelter/Mass Care	Mortuary Services
National Response Framework	ESF 4 – Firefighting	ESF 8 – Public Health/ Medical Services	ESF 9 – Search/Rescue	ESF 8 – Public Health/ Medical Services	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/ Human Services	ESF 8 – Public Health/ Medical Services
EMS	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Cabarrus County Transportation Service (CCTS)

- a. Report to the EOC upon activation. The Director of CCTS or their appointed representative with the authority to make decisions for CCTS, is assigned to the Logistics Section.
- b. Provide vehicles from the CCTS to support emergency transportation requirements.
 - During emergency response and recovery operations, all transportation resources are managed through the EOC.
 - Vehicles include handicapped-accessible vehicles for those with functional needs.
- c. Maintain notification/activation procedures for CCTS personnel and facilities during emergency operations.
- d. Provide shuttle service for key personnel during emergency operations, as needed.
- e. Coordinate with law enforcement and other emergency services to identify transportation routes for drivers.

SECTION 3

ROLES AND RESPONSIBILITIES

- f. Transport supplies and equipment from the County Receiving and Distribution Point (CRDP) to locations designated by the EOC.
- g. Transport damage assessment teams throughout the County, as requested.
- h. CCTS maintains a fenced (secure) parking lot for transportation resources that could be used during emergency response and recovery operations.

Primary and Support Roles of CCTS

County Mission	Evacuation	Transportation	Damage Assessment	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 1 - Transportation	ESF 3 – Public Works	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture/Natural Resources
CCTS	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

Finance Department/Procurement Services

- a. The Finance Director, or their appointed representative with the authority to make decisions for the Finance Department, reports to the EOC upon activation to serve “in the finance section”. The Finance Director or the Chief Procurement Officer may also serve as the Finance Section Chief in the EOC.
- b. The Finance Department and/or Procurement is responsible for accounts payable and payroll, budgeting, purchasing, general accounting, and grants for the County.
- c. Provide finance and accounting support to County agencies during emergency operations.
- d. Facilitate the acquisition of resources for emergency response and recovery.
- e. Develop procedures for the timely procurement and delivery of essential resources and supplies through Emergency Purchase Orders.
- f. The Finance Department and/or Procurement manages the County P-cards system. Approximately 250 County employees have County issued P-cards with differing spending limits. The Finance Department can increase spending limits on specific P-cards remotely.
- g. As an incident or event unfolds, develop financial accounting record procedures for all County agencies and relevant partners to report emergency expenses.
- h. Following an incident or event, create a separate account for emergency-related expenditures and expenses. All emergency response and recovery agencies document all costs incurred during emergency operations.
- i. Assist Emergency Management in incident/event documentation and FEMA reimbursement issues.

Primary and Support Roles of Finance Department/Procurement Services

County Mission	Recovery	Resource Management
National Response Framework	ESF 14 – Long Term Community Recovery	ESF 7 – Logistics Management/Resource Support
Finance Department/Procurement Services	Primary Agency	Primary Agency

SECTION 3

ROLES AND RESPONSIBILITIES

IAM

IAM consists of the following divisions: Building Maintenance, Sign Maintenance, Facility Services, Fleet Maintenance, and Grounds Maintenance. IAM also includes Solid Waste services and the County Landfill. IAM is responsible for planning, directing, and providing maintenance and repair to County-leased and owned facilities, grounds, and vehicles. IAM performs the following duties:

- a. Upon activation, the IAM Director or their appointed representative with the authority to make decisions for the IAM Department, reports to the EOC. The IAM Director is assigned to the Logistics Section.
- b. Conduct damage assessment at County government facilities.
- c. During a debris-generating event, IAM assists the County in a variety of areas.
 - Direct debris clearance and removal at County facilities.
 - During the recovery operations following an emergency, prepare to accept debris at local landfill sites.
 - Dispose of debris collected during recovery at the landfill.
 - Refer to the DDMP for additional roles and responsibilities during debris-generating events.
- d. Prepare for emergency repair of vital County facilities during emergency operations.
 - Check generator operations and fuel.
 - Check HVAC systems.
 - Fuel vehicles.
- e. Organize and equip IAM teams to provide continuous maintenance and repair support for all emergency vehicles and equipment.
- f. Provide emergency power sources to key facilities and response operations.
 - Operate and maintain all fixed-site and mobile generators.
 - Coordinate with the EOC for the priority of issue for all portable generators.
- g. Assist CHSA and the EM with establishment and maintenance of shelters.
- h. Coordinate with EOC on the need to activate mutual aid agreements with the municipalities in the County to provide auxiliary equipment for response and recovery operations.
- i. Support warehouse and logistics operations by providing personnel and equipment for the physical handling, loading, and unloading of goods. IAM assists with setup, maintenance, and operational support of County warehouses and other storage facilities during emergency operations. In coordination with Tax Administration, IAM supports the management and movement of goods and materials at County Receiving and Distribution Points (CRDPs) and other warehouse locations.

Primary and Support Roles of IAM

County Mission	Public Works	Shelters/Mass Care	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering ESF 7 – Logistics Management/Resource Support	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
IAM	Primary Agency	Support Agency	Support Agency	Primary Agency

SECTION 3

ROLES AND RESPONSIBILITIES

Consolidated Human Services Agency (CHSA)

- a. The CHSA Director, or their appointed representative with the authority to make decisions for the CHSA, reports to the EOC upon activation. Because CHSA serves in multiple capacities, they may be tasked to support various roles within the Logistics, Planning, or Finance Sections of the EOC.
- b. Coordinate the continuation of CHSA services to County residents during emergency situations (emergency food stamps, crisis intervention money, etc.). Be prepared to provide emergency benefits within the resources of CHSA.
- c. Coordinate with the CHA, Partners Health Management and other government and NGOs to provide support personnel during emergency situations.
- d. Develop and maintain mutual aid agreements with surrounding counties to support local human services in emergency situations.
- e. Coordinate with Adult Care homes to ensure development of emergency procedures and policies. All plans will be coordinated with Emergency Management.
- f. Prepare to assist in shelter operations. Coordinate resources and personnel to support shelters throughout the County.
- g. Provide personnel trained to support shelter operations. Be prepared to assist with sheltering, feeding, and distributing supplies as needed.

Primary and Support Roles of CHSA

County Mission	Notification and Warning	Public Information	Evacuation	Shelter and Mass Care	Recovery
National Response Framework	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 14 – Long Term Community Recovery
CHSA	Support Agency	Support Agency	Support Agency	Primary Agency	Primary Agency

Planning

- a. Planning is responsible for a number of Cabarrus County service areas, including 911 addressing, planning and zoning, floodplain administration, and community development.
- b. Planning also assists with community development and recovery activities (coordinating volunteers, etc.) and provides planning and technical support in the EOC.
- c. Planning remains engaged during the recovery phase through permitting and technical assistance.

Primary and Support Roles of Planning

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Planning and Development	Support Agency

SECTION 3

ROLES AND RESPONSIBILITIES

Construction Standards

- a. Report to the EOC upon activation to coordinate use of damage assessment teams. The Chief Codes Enforcement Officer is designated as the County Damage Assessment Officer (DAO) when the EOC is activated.
- b. Deploy damage assessment teams when directed by the Emergency Management Director.
- c. Maintain organization and procedures for damage assessment, reporting, and accounting.
 - Review and update these procedures annually.
- d. Compile incoming damage reports from all sources in the field.
- e. The EOC staff will transmit these reports to the NCEM Western Branch Office.
- f. Advise the Emergency Management Director and other officials on prioritizing repairs and restoration of vital government facilities during recovery operations.
- g. Train personnel to serve on damage assessment teams within appropriate jurisdictions.

Primary and Support Roles of Construction Standards

County Mission	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Construction Standards	Primary Agency	Primary Agency

Public Information Officer (Communications and Outreach)

- a. Report to the EOC upon activation.
- b. Coordinate gathering, verifying, preparing, approving, and disseminating information to the public during emergency response and recovery operations.
- c. Coordinate messages and information with other PIOs (agency, jurisdiction, states, etc.).
- d. Manage the Joint Information System (JIS) when the County maintains control of the incident/event.
- e. Maintain a current inventory of public information resources.
- f. Establish and maintain a working relationship with the local media.
- g. Provide emergency information materials for the public including the hearing- impaired and non-English speaking groups.
- h. Develop media advisories for the public as required by the situation.
- i. In the event of a Fixed Nuclear Facility incident, participate in the Joint Information System (JIS) to obtain information for news releases. All other PIO procedures will remain in effect.
- j. Provide information on FEMA Disaster Recovery Centers when these locations are opened.
- k. The Communications and Outreach Department provides staffing and technical support to the PIO during emergency operations. While department members may be assigned to serve as the PIO, the authority and responsibilities of the PIO rest solely with the individual designated for that role and are not shared across the department.

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ROLES AND RESPONSIBILITIES

Primary and Support Roles of PIO (Communications and Outreach)

County Mission	Communications	Notification and Warning	Public Information	Fire Protection	Evacuation	Shelter and Mass Care
National Response Framework	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – Public Affairs	ESF 4 – Firefighting	ESF 5- Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Public Information Officer	Primary Agency	Primary Agency	Primary Agency	Support Agency	Primary Agency	Support Agency

American Red Cross – Southern Piedmont Chapter

- a. Report to the EOC or other designated operations areas, upon activation. The Red Cross representative is assigned to the Logistics Section.
- b. Assist with shelter and mass care operations during emergency situations.
- c. Provide trained Shelter Managers and supplies for shelter operations.
- d. Identify citizens with functional needs arriving at shelter locations.
- e. Provide basic equipment for functional needs, as available.
- f. The Southern Piedmont Chapter has access to a feeding trailer stocked with commercial pots and pans, gas burners, and other capabilities.
 - The trailer is housed in Union County.
- g. The Southern Piedmont Chapter consists of six counties and has access to seven trailers stocked with approximately 650 cots for shelter locations.
 - Additional cots can be requested from the surrounding chapters.
- h. Assist in recovery operations, as requested.

Primary and Support Roles of American Red Cross – Southern Piedmont Chapter

County Mission	Evacuation	Shelter and Mass Care	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture and Natural Resources
American Red Cross – Southern Piedmont Chapter	Support Agency	Support Agency	Support Agency	Support Agency

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ROLES AND RESPONSIBILITIES

Sheriff's Office

- Maintain current internal notification/recall rosters and communications systems.
- Assist in notification and warning to the local population of an impending or existing emergency situation.
- Develop and maintain mutual aid agreements with law enforcement agencies within the county and adjacent counties.
- Conduct law enforcement operations in the County during the emergency period (see Annex E).
- Coordinate additional law enforcement support with municipalities within the county, other counties, and the North Carolina State Highway Patrol during response operations. If the situation requires National Guard support, request this support through the county Emergency Management Director.
- Provide emergency communications systems (primary and backup) to the county EOC.
- The Sheriff's Office, or their appointed representative with the authority to make decisions for the Sheriff's Office, is part of the Operations Section in the EOC and coordinates law enforcement operations from the EOC during emergency situations.
- Provide transportation resources for critical emergency personnel and equipment, as necessary.
- Conduct traffic control to facilitate the movement of evacuees to shelters.
- Relocate and house jail prisoners during an evacuation of the Detention Center
- Provide security and protection of the damaged/evacuated area(s) and critical facilities. Also, control access and movement into these areas.
- Provide security for the EOC, County Receiving and Distribution Point, reception centers, shelters, other lodging and feeding facilities during emergency operations.
- In accordance with the Cabarrus County Search and Rescue Standard Operating Guideline, the Sheriff's Office is the lead agency for the activation and coordination of search operations within the unincorporated areas of the county.

Primary and Support Roles of Sheriff's Office

County Mission	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Evacuation	Shelter and Mass Care	Damage Assessment	Recovery	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 – Public Works and Engineering	ESF 14 – Long Term Community Recovery	ESF 7 – Logistics Management and Resource Support
Sheriff's Office	Support Agency	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency

Sheriff's Office – Animal Services

- Provide animal control facilities and equipment to care for domestic animals belonging to people evacuated to public shelters.
- Advise the Emergency Management Director on all issues dealing with animal control during emergency situations.
- Request assistance from the local humane society.

- Coordinate this support with the overall animal control plan.

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ROLES AND RESPONSIBILITIES

- d. Continue animal and rabies control during emergency operations.
- e. Provide shelter for pets and livestock at the animal control facility or other facilities provided by private agencies and/or citizens.
- f. Control and assist personnel reentering damaged/hazardous areas to feed livestock and other animals left behind during evacuations.
- g. Refer to Annex O – Animal Control and Protection for additional roles and responsibilities.

Primary and Support Roles – Sheriff's Office – Animal Services

County Mission	Shelter and Mass Care	Animal Control
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 11 – Agriculture and Natural Resources
Animal Control Officer	Support Agency	Primary Agency

Sheriff's Office – Communications Division

- a. Develop procedures for direction of communications and warning systems throughout the County.
 - These procedures must maintain communications between the EOC, field units, shelter facilities, adjacent jurisdictions, and State EOC.
- b. Maintain current internal notification/recall rosters.
- c. Coordinate warning procedures for special locations such as schools, hospitals, nursing homes, major industries, and institutions.
- d. Develop emergency notification and warning procedures to alert the general public to impending or existing hazards.
- e. Receive and disseminate warning information and ensure information related to emergency situations is provided to emergency workers, key officials, special locations and the EOC.
- f. Coordinate communications network with surrounding counties and State of North Carolina agencies.
- g. Develop procedures for maintaining and restoring telephone and 911 services during emergencies.
- h. Develop agreements to provide radio repair and maintenance under emergency conditions.
- i. Provide an alternate communications capability in the event the main system fails.
- j. Report to the EOC upon activation and provide direction and control for communications operations. Notify all emergency services in the County when the EOC is opened.
- k. Provide for testing and exercising of the communications, warning, and alerting systems on a monthly basis.

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Primary and Support Roles of Sheriff's Office – Communications Division

County Mission	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Emergency Medical Services	Search and Rescue	Evacuation	Shelter and Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Sheriff's Office Communications Division	Support Agency	Primary Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Tax Administration

Tax Administration's responsibility is the listing, assessment, and collection of County property taxes and the administration of incentive grants. Tax Administration is composed of four divisions: Personal Property, Real Property, Land Records, and Tax Collections.

- a. Departmental representative(s) with the authority to make decisions for Tax Administration reports to the EOC and/or a CRDP, upon activation. The Tax Administration representative is assigned to the Planning Section in the EOC.
- b. Assist with damage assessment activities.
 - Tax Administration has generated property record cards that can be used to estimate the level of damage for certain properties.
- c. Coordinate the receiving, management, and distribution of donated goods throughout the County at CRDPs.
- d. Assist with receiving, management, and distribution of cash donations following an incident or event.
- e. Register volunteers from the general public ready to assist the County in recovery activities.
- f. Provide updates to the EOC on registered volunteers.

Primary and Support Roles of Tax Administration

County Mission	Donations Management	Damage Assessment	Recovery
National Response Framework	ESF 7 – Logistics Management/Resource Support	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Tax Administration	Primary Agency	Support Agency	Support Agency

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ROLES AND RESPONSIBILITIES

3.2.2 Support Agencies

Support agencies are those agencies identified with support roles and responsibilities in one (or multiple) Cabarrus County EOP Annexes.

Active Living and Parks

- a. Be prepared to open park facilities for response and recovery operations (storage, equipment staging areas, etc.), as needed.
- b. Provide damage assessment for County parks to the EOC or the Emergency Management Director.
- c. During debris-generating events, the Active Living and Parks Department provides support to the County in a number of areas. Refer to the DDMP for additional information on roles and responsibilities.
- d. The Active Living and Parks Department operates three (3) active living centers that offer daily classes and education programs.

Primary and Support Roles of Active Living and Parks

County Mission	Public Works	Damage Assessment
National Response Framework	ESF 3 – Public Works	ESF 3 – Public Works
Active Living and Parks	Support Agency	Support Agency

Cabarrus Amateur Radio Emergency Service (ARES)

- a. Report to the EOC, as requested.
 - A radio room is located next to the EOC and available for ARES operations.
 - ARES has additional space available at Atrium Health Cabarrus.
- b. Coordinate with the Sheriff's Office Communications Division to provide supplemental radio communications during emergency response and recovery.
- c. Provide back-up communications in case of failure of County Communications system.
- d. Provide support across a number of different modes of communications (voice, digital video, satellite).
- e. Provide amateur radio support for the following:
 - Outlying areas of the County
 - ARC shelters
 - Points of distribution
 - Points of dispensing
 - CRDP

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ROLES AND RESPONSIBILITIES

- f. ARES has a club trailer with HF (digital), UHF, and VHF capabilities and a tower trailer. The Charlotte ARES group has an ATV repeater that could be requested.
- g. For larger scale events, ARES assists the EOC in requesting and coordinating support through Shared Resources (SHARES) in the State EOC.

Primary and Support Roles of ARES

County Mission	Communications	Notification and Warning	Shelter & Mass Care
National Response Framework	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
ARES	Support Agency	Support Agency	Support Agency

Cabarrus Arena and Events Center

- a. Prepare the facility(ies) to support emergency response and recovery. Be prepared to remove personnel and equipment from the facility(ies) in order to clear the site for emergency support operations.

Note – In some cases the arena may not be immediately available following certain planned events (fair, monster trucks (dirt floors), etc.).

- On-site facilities include:
 - 6,000 seat arena
 - 70,000 sq. ft. event center
 - 30,000 sq. ft. hall
 - 5,000 sq. ft. banquet room
 - 10,000 sq. ft. storage facility
 - 11 acre midway
- b. Other on-site capabilities, resources, and equipment:
 - Full water, sewer hook ups for 140 campers
 - 2,500 parking spots
 - Full kitchens and kitchen equipment
 - 2 locker rooms with 6 showers each (4 Americans With Disabilities Act [ADA] accessible, family friendly)
 - Forklifts, pallet jacks, scissor lift, flatbed golf carts, bobcats, riding lawnmowers
- c. Operate and maintain fixed generators to provide emergency power to the facility.
- d. Assist in establishing the CRDP and the donated goods management area at the Events Center.
- e. Once established, support CRDP operations:
 - Provide forklift and operators.
 - Provide communications support to CRDP staff.
 - Provide a liaison to the CRDP Manager to address any issues on the facility.

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- f. Clear the Fair Midway area of all equipment, vehicles, and personnel in order to establish a helicopter landing zone.

Primary and Support Roles of Cabarrus Arena and Events Center

County Mission	Shelter & Mass Care	Resource Management	Donations Management
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 7 – Logistics Management and Resource Support	ESF 7 – Logistics Management and Resource Support
Cabarrus Arena and Events Center	Support Agency	Support Agency	Support Agency

Cabarrus County and Kannapolis City Schools

- a. Provide Liaison Officer(s) to the EOC for the duration of the emergency, as requested.
- b. Maintain notification, warning, and school evacuation procedures for emergency situations.
- c. Identify protected areas in each school to be used as safety rooms if time does not permit evacuation of school population.
- d. Be prepared to provide school facilities to be used as shelters or other emergency operations facilities (staging areas, points of distribution, points of dispensing, Disaster Assistance Center, etc.).
- e. Provide resources from the County/City school system to support emergency response and recovery operations. The school system will:
 - Provide support personnel (school custodians, cafeteria staff, counselors, bus drivers, administrators) to assist, as available.
 - Provide buses and drivers to support transportation operations.
 - Provide fuel support for vehicles used in emergency operations, as necessary and requested.

Primary and Support Roles of Cabarrus County and Kannapolis City Schools

County Mission	Evacuation	Transportation	Shelters/Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services
Cabarrus County Schools	Support Agency	Support Agency	Support Agency

Water and Sewer Authority of Cabarrus County (WSACC)

- a. WSACC is an independent, incorporated public body supporting five jurisdictions (Cabarrus County, City of Concord, Town of Harrisburg, City of Kannapolis and Town of Mt. Pleasant).
- b. WSACC is the primary planning agent for water and sewer facilities, provides wholesale wastewater transportation and treatment for its organizing jurisdictions, and provides reservoir management for some, or all, of its jurisdictions.
- c. Additionally, WSACC plans for the provision of wholesale water and may, when tasked by its organizing jurisdictions, provide retail water and sewer service. There are two wastewater treatment plants in the County: Rocky River, and Muddy Creek.

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- d. WSACC controls the system accumulating and treating wastewater. This includes wastewater treatment for municipalities within the County, and management of the Coddle Creek Reservoir.
- e. Maintain and make available equipment to support emergency response and recovery, as available. Authority equipment includes:
 - o Dump trucks, excavator, backhoe and standard trucks.
- f. Advise the Emergency Management Director on the status of the water supply, water storage areas, and treatment facilities.
- g. If needed, provide a Liaison Officer to the County EOC for the duration of the emergency.

Primary and Support Roles of WSACC

County Mission	Public Works
National Response Framework	ESF 3 – Public Works and Engineering
WSACC	Support Agency

Partners Health Management

Partners Health Management is the regional mental health care management authority that coordinates mental health care for Burke, Cabarrus, Catawba, Cleveland, Davidson, Davie, Forsyth, Gaston, Iredell, Lincoln, Rutherford, Stanly, Surry, Union, Yadkin.

- a. Provide assistance in the form of linking County residents with the appropriate service provider.
- b. During shelter operations, the County makes the determination on whether mental health services are needed and Partners Health Management links the individual to a service provider.
- c. Provide crisis counseling assistance to emergency response personnel and volunteers during emergency response and recovery operations.

Primary and Support Roles of Partners Health Management

County Mission	Public Health	Shelter and Mass Care
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Partners Health Management	Support Agency	Support Agency

Cooperative Extension

- a. Act as liaison to the agricultural community during emergency response and recovery.
- b. Maintain contact with the N.C. State University Cooperative Extension Service representative at the State EOC.
- c. In the event of a nuclear material release, report to the EOC to advise on possible impacts on agriculture.
- d. The agency can assist in identifying agricultural and farmland areas throughout the County.

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- e. Assist sampling teams operating in the County during radiological or hazardous materials incidents that would affect livestock or crops.
- f. Provide trained personnel to assist agricultural damage assessment teams in the County.
- g. Assist the Emergency Management Director in identifying and coordinating assistance needed by farmers/agricultural workers during recovery operations.
- h. The agency provides information to the PIO for dissemination to the public, as necessary.
- i. The NC Department of Environmental Quality ensures that swine lagoons are designed and built appropriately.
- j. Assist with food safety issues.
 - Answer food safety questions
 - Provide information on food storage
- k. Assist with disposal of dead animal carcasses, as necessary.
- l. Can provide assistance in lining County residents up with other agencies and organizations for specific service needs. For example, lining a farm up with animal care/veterinary services following an emergency.
- m. Provide personnel to assist in the EOC, as requested.

Primary and Support Roles of Cooperative Extension

County Mission	Damage Assessment	Animal Control
National Response Framework	ESF 3 – Public Works/Engineering	ESF 11 – Agriculture/Natural Resources
Cooperative Extension	Support Agency	Support Agency

Human Resources

- a. Human Resources personnel can assist with administrative and computer related tasks. During longer duration incidents or events, Human Resources may provide personnel to assist in the EOC.
- b. Human Resources assists in hiring of necessary auxiliary employees to support with emergency response and recovery.

Primary and Support Roles of Human Resources

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Human Resources	Support Agency

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Information Technology Services (ITS)

ITS supports internal and external users by promoting enterprise information processes, providing access to information resources, and protecting information integrity.

- a. Report to the EOC upon activation. The Director of ITS, or their appointed representative with the authority to make decisions for ITS, is assigned to the Logistics Section.
- b. Maintain the County 911 system.
- c. Maintain the CAD system.
- d. Maintain telephones and computers
- e. ITS is responsible for two (2) data centers that support County government operations.
- f. Work with the Emergency Management Director to determine available computers and other ITS-related equipment for emergency response and recovery operations.
- g. ITS provides assistance with mapping for land search and rescue operations as well as other Geographic Information Systems (GIS) related tasks such as graphics and data.
- h. Manage the County website homepage.
- i. ITS also has a “dark site” in place for emergency situations.

Primary and Support Roles of ITS

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
ITS	Support Agency

Library System

- a. Libraries have a number of personnel who can assist the EOC following an incident or event.
 - This includes help with administrative and computer tasks.
- b. Library personnel can also assist with research and documentation.
- c. Following an incident or event, library locations could be used in a number of capacities:
 - Disaster recovery center
 - Personal comfort sites (warm up/cool down, charge phones, internet access, etc.)
- d. There are (6) libraries in the County:
 - Afton Branch/Active Living Center (ALC)
 - Concord Branch
 - Harrisburg Branch
 - Kannapolis Branch
 - Mt. Pleasant Branch/Active Living Center (ALC)
 - Midland Branch
- e. Each library has a conference room and other space available.

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Primary and Support Roles of Library System

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Library System	Support Agency

Medical Examiner (ME)

- a. Cabarrus County does not have a designated ME. A mass fatality event would require medical examiner support. The North Carolina Office of the Chief Medical Examiner (OCME) a division of the North Carolina Department of Health and Human Services (NCDHHS), maintains the North Carolina Medical Examiner System, a network of over 300 medical personnel throughout North Carolina who investigate deaths of a suspicious, unusual or unnatural nature.
- b. The Emergency Management Director requests this support through OCME. OCME assigns personnel to support the county.
- c. When activated, the Medical Examiner (ME) develops procedures to recover, identify, and register fatalities during emergency situations.
- d. The ME determines the cause of death and releases the remains and personal effects to proper representatives. The medical examiner issues death certificates and supervises the location and transportation of remains.
- e. The ME identifies the resources needed to establish an adequate morgue system in the event of mass fatalities.
- f. The ME, in conjunction with the State Office of Emergency Management, directs the expansion of any fixed and temporary morgue capability.
- g. The ME, in conjunction with the State Office of Emergency Management, coordinates with EMS, funeral directors, ambulance services, pathologists, American Red Cross, dentists, X-ray technicians and law enforcement agencies to provide support to mortuary operations as needed.
- h. If needed, the ME, in conjunction with the State Office of Emergency Management, requests assistance from a Disaster Mortuary Team (DMORT). The Emergency Management Director requests this support through NCEM.

Primary and Support Roles of Medical Examiner

County Mission	Public Health	Mortuary Affairs
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 8 – Public Health and Medical Services
Medical Examiner	Support Agency	Primary Agency

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ROLES AND RESPONSIBILITIES

Register of Deeds

- a. Following an incident or event, the Register of Deeds will continue to assist County residents with a variety of records and documentation:
 - Birth certificates
 - Death certificates
 - Land and records
 - Marriage licenses
- b. During longer duration incidents or events, the Register of Deeds can provide personnel to assist in the EOC.

Primary and Support Roles of Register of Deeds

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Register of Deeds	Support Agency

Risk Management

- a. A member of Risk Management will serve as the Safety Officer in the EOC.
- b. Following an emergency, Risk Management will continue to provide a variety of assistance and support to the County through the following:
 - Oversee insurance for the County (property and liability).
 - Ensure continued Occupational Safety and Health Administration (OSHA) compliance.
 - Oversee the indemnification of contracts (proper insurance, etc.).
 - Continue to ensure ADA compliance in County facilities (may include shelter locations).
 - Conduct safety inspections.
 - Conduct accident review (County employees in work, citizens on County properties).
- c. Risk Management maintains a master list of trainings for all County employees.
- d. Risk Management maintains a master list of all County-owned equipment and vehicles.
- e. Risk Management is prepared to assist the EOC in a variety of tasks, as requested.

Primary and Support Roles of Risk Management

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Risk Management	Support Agency

SECTION 3

ROLES AND RESPONSIBILITIES

Veterans Service

- a. The Veterans Service Director is prepared to assist the EOC following an incident or event. The Veterans Service Director or their appointed representative with the authority to make decisions for the Veterans Services Department will be rolled into the Emergency Management functions/tasks.
- b. During catastrophic/countywide events, other Veterans Service employees are available to assist, as necessary.

Primary and Support Roles of Veterans Service

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Veterans Service	Support Agency

3.3 State and Federal Departments and Agencies

State Agencies

- North Carolina Department of Agriculture and Consumer Services (NCDA&CS)
- North Carolina Department of Environmental Quality (NCDEQ)
- North Carolina Department of Health and Human Services (NCDHHS)
- North Carolina Department of Labor (NCDOL)
- North Carolina Department of Public Safety (NCDPS)
- North Carolina Department of Transportation (NCDOT)
- North Carolina Department of Water Quality (DWQ)
- North Carolina Division of Public Health
- North Carolina Emergency Management (NCEM)
- North Carolina National Guard (NCNG)
- North Carolina Office of Emergency Medical Services (OEMS)
- North Carolina Office of State Fire Marshal (OSFM)
- North Carolina State Bureau of Investigation (SBI)
- North Carolina State Highway Patrol (SHP)

Federal Agencies

- Federal Emergency Management Agency (FEMA)
- Department of Homeland Security (DHS)
- Centers for Disease Control and Prevention (CDC)

SECTION 4

DIRECTION AND CONTROL

This section describes the systems used in Cabarrus County to facilitate direction and control operations. Cabarrus County adheres to NIMS and ICS. Additionally, County emergency operations missions (functions and tasks) are linked to a corresponding ESF identified in the NRF. Annex A – Direction and Control provides a detailed description of emergency direction and control for Cabarrus County.

4.1 National Incident Management System (NIMS)

NIMS provides a systematic, proactive approach to guide departments and agencies at all government levels, in NGO's, and in the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents—regardless of cause, size, location, or complexity—in order to reduce the loss of life and property and harm to the environment. NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. FEMA requires emergency management personnel to possess a baseline understanding of NIMS concepts and principles.

Six Components of NIMS:

- Preparedness
- Communications and Information Management
- Resource Management
- Command and Management
- Supporting Technologies
- Ongoing Management and Maintenance

4.1.1 Incident Command System (ICS)

ICS is applicable across a wide spectrum of incidents that may differ in terms of size, scope, and complexity. ICS is a standardized, on-scene, all-hazards incident management approach that:

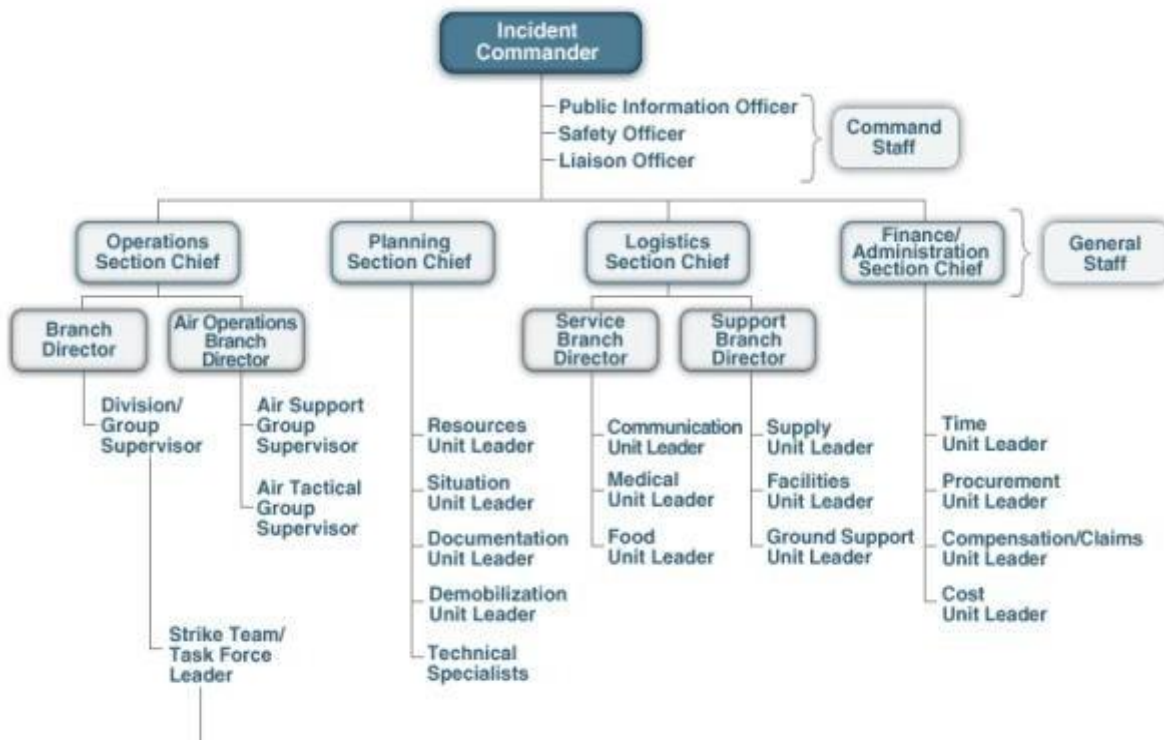
- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private
- Establishes common processes for planning and managing resources

ICS is organized around five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration.

SECTION 4

DIRECTION AND CONTROL

Exhibit 4-1
ICS Organizational Chart



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

SECTION 4

DIRECTION AND CONTROL

4.2 National Response Framework (NRF)

The NRF presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies, from the smallest incident to the largest catastrophe. The NRF also defines the federal government's role in providing response and recovery assistance to the states and local governments during and after emergencies. The NRF is always in effect, and elements can be implemented at any level at any time.

Under the NRF, County departments and agencies have been assigned primary and support agency responsibilities for various County missions linked to the 15 ESF's. Refer to exhibit 4-2 for a County Mission to ESF Matrix.

Exhibit 4-2
County Mission to ESF Matrix

NRF & ESF	County Missions
ESF #1 – Transportation	Transportation
ESF #2 – Communications	Communications
ESF #3 – Public Works and Engineering	Public Works
	Damage Assessment
	Recovery
ESF #4 – Firefighting	Fire Protection
ESF #5 –Emergency Management	Management and Control
	Notification
	Evacuation
ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services	Shelter and Mass Care
ESF #7 – Logistics Management and Resource Support	Resource Management
	Donations Management
ESF #8 – Public Health and Medical Services	Emergency Medical Services
	Public Health
	Mortuary Affairs
ESF #9 – Search and Rescue	Search and Rescue
ESF #10 – Oil and Hazardous Materials Response	LEPC
	Fire Departments
ESF #11 – Agriculture and Natural Resources	Animal Control

SECTION 4

DIRECTION AND CONTROL

NRF & ESF	County Missions
ESF #11 – Agriculture and Natural Resources (Continued)	Cooperative Extension
	Lomax Farm Manager
ESF #12 – Energy	Public Works
ESF #13 – Public Safety and Security	Warning
	Law Enforcement
ESF #14 – Long Term Community Recovery	Community Recovery
ESF #15 – External Affairs	Public Information

4.3 Continuity of Operations

4.3.1 General

Emergency situations could result in disruption of government functions. This possibility requires that all levels of local government and their departments develop and maintain procedures to ensure continuity of operations. These procedures include the order of succession should an elected official or department head not be available to perform his/her duties.

- Refer to Continuity of Operations Plan (COOP) for additional information on continuity planning and procedures.

4.3.2 Preservation of Vital Records

Each department and agency is responsible for the preservation of essential records to ensure continuity of normal operations during an emergency incident or event.

4.3.3 Order of Succession

Individual departments and agencies have established internal lines of succession, complete with delegations of authority which are documented in their continuity of operations plans.

Order of succession for the Board of County Commissioners proceeds from the Chairperson to the members of the Board in accordance with the Rules of Procedure for the Cabarrus County Board of Commissioners.

4.3.4 Relocation of Government

Key County government personnel (utilize remote work or other designated locations) if the situation does not permit the normal use of County government facilities.

If the primary EOC is uninhabitable, emergency operations are relocated to the secondary EOC.

For detailed information on the relocation of County departments and continuity of operations, refer to the departmental continuity of operations plans.

Municipal governments relocate to facilities within their jurisdiction capable of providing required support during emergency operations. The County may be able to provide limited space to other municipal governments during emergencies, as available.

SECTION 5

ADMINISTRATION AND LOGISTICS

5.1 General

Non-discrimination. There will be no discrimination on the grounds of age, color, disability, genetic information, national origin, political affiliation, race, religion or sex, or any other protected class under applicable state or federal law in the execution of disaster preparedness or disaster relief and assistance functions. This policy applies equally to all levels of government, contractors, and labor unions.

Consumer protection. The EOC refers consumer complaints pertaining to alleged unfair or illegal business practices during emergencies to the State Attorney General's Consumer Protection Division.

5.2 Incident/Event Financing

Large-scale emergency expenditures are unplanned costs necessary to protect life, property, or essential public services during a declared or imminent emergency. These may include immediate purchases of goods, services, or equipment when delays would endanger life, safety, or critical operations.

The County Manager, or their designee, may authorize emergency spending up to \$1,000,000. Expenditures expected to exceed that amount are considered large-scale. Large-scale spending may be authorized by the County Manager, or their designee, or by the Emergency Management Director with the approval of the Board of Commissioners.

The County Manager, or their designee, may designate funds for immediate emergency use. Once designated, the County Finance Director, or their designee, releases those funds in coordination with the Emergency Management Director to support response and recovery operations. The Finance Director determines fund availability and maintains all transfers to accounts designated for incident or event use.

All emergency expenditures must be documented and tracked in accordance with County financial procedures to ensure accountability and eligibility for state or federal reimbursement.

5.3 Records and Reports

Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU), response and recovery missions are assigned and tracked by Emergency Management from the EOC.

Once a mission is assigned by the EOC, the Finance Department tracks and maintains all expenditures and obligations during emergency operations. This includes any contract labor, contract equipment, employee overtime hours, County equipment usage, and supplies used during operations.

The Finance Department tracks and records all data relevant for FEMA reimbursement.

SECTION 5

ADMINISTRATION AND LOGISTICS

5.4 Agreements and Understandings

MOA's and MOU's are entered into only by duly authorized County officials and are to be formalized in writing whenever possible prior to emergency situations.

The Emergency Management Director will request assistance from other jurisdictions should local government resources prove to be inadequate during emergency operations.

These requests will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or temporary mutual aid agreements and understandings.

Local municipalities will request state and federal resources only through the Emergency Management Director or EOC. The EOC staff will then forward these requests to NCEM.

Organizations tasked with responsibilities in the implementation of this plan provide their own administrative and logistical support.

In addition, these organizations maintain a resource list needed to carry out their emergency missions.

If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the EMAC to provide the needed resources and assistance using the ESF(s) as described in the NRF.

SECTION 6

PLAN MAINTENANCE

This EOP is developed under the authority of the County, Emergency Management, and the departments and agencies identified in the plan. Maintaining a viable plan includes constant revisions, trainings, and exercises as well as after action reporting. The information presented below identifies plan updates, testing and exercises, as well as after action reporting.

6.1 Plan Updates

The EOP should be reviewed and revised on an annual basis as well as after an exercise, training, or an actual incident requiring plan activation. Emergency Management is the lead department in plan review and revision. It is recommended that the plan be reviewed and revised in coordination with other plans and documents included in the emergency management program (refer to exhibit 1-1). During the periods between the formal review and approval process there will likely be a number of minor changes to items such as personnel information, contact numbers, etc., that should proceed without approval by the Board of County Commissioners. Additionally, changes in authorities, references and best practices should also be considered. The Emergency Management Director is responsible for coordinating and making such revisions.

6.2 Plan Testing, Training, and Exercises

The plan should be exercised on an annual basis according to policies and principles identified by the Homeland Security Exercise and Evaluation Program (HSEEP). It is recommended that the exercise planning team utilize the building block approach identified by HSEEP to train, test, and exercise the plan.

6.3 After Action Review and Reporting

Following a training, test, exercise, or plan activation, an after-action report identifying strengths as well as area for improvements should be completed. During the next plan review, findings identified in the after-action report should be considered for incorporation into the updated plan.

Attachment A

AUTHORITIES AND REFERENCES

The following authorities and references are listed for reference purposes only and are not included in this planning document. Request for specific authorities and references listed should be directed to the publishing entity.

Local:

- Cabarrus County Fire Protection Study, 2020
- Code of Ordinances, Cabarrus County, Chapter 22, Article II, Emergency Management
- Code of Ordinances, Cabarrus County, Chapter 22, Article III, State of Emergency
- Code of Ordinances, Cabarrus County, Chapter 26, Emergency Services
- Code of Ordinances, Cabarrus County, Chapter 38, Article I, Flooding
- Local Mutual Aid Agreements and Understandings
- Rules of Procedure for the Cabarrus County Board of Commissioners, December 2023

State:

- North Carolina General Statutes Chapter 166-A, North Carolina Emergency Management Act of 1977; Amended July 10, 2023.
- North Carolina Emergency Operations Plan, North Carolina Emergency Management, December 2023.
- North Carolina Executive Order 241, Promulgation and Implementation of the North Carolina Emergency Operations Plan, December 2021.
- North Carolina General Statutes Chapter 104E, North Carolina Radiation Protection Act.
- North Carolina General Statutes Chapter 14, Article 36A, Riots and Civil Disorders and Emergencies.
- North Carolina General Statutes Chapter 143B-1331, Article 15, Department of Information Technology, Business Continuity Planning.
- North Carolina General Statutes Chapter 95, Article 18; Identification of Toxic or Hazardous Substances, Hazardous Chemicals Right to Know Act.
- North Carolina General Statutes, Chapter 115C-242, Article 17, Supporting Services; Use and Operation of School Buses.
- State of North Carolina Radiological Emergency Response Plan for Nuclear Power Facilities, North Carolina Emergency Management, February 2021.
- Statement of Understanding between the State of North Carolina and the American Red Cross.

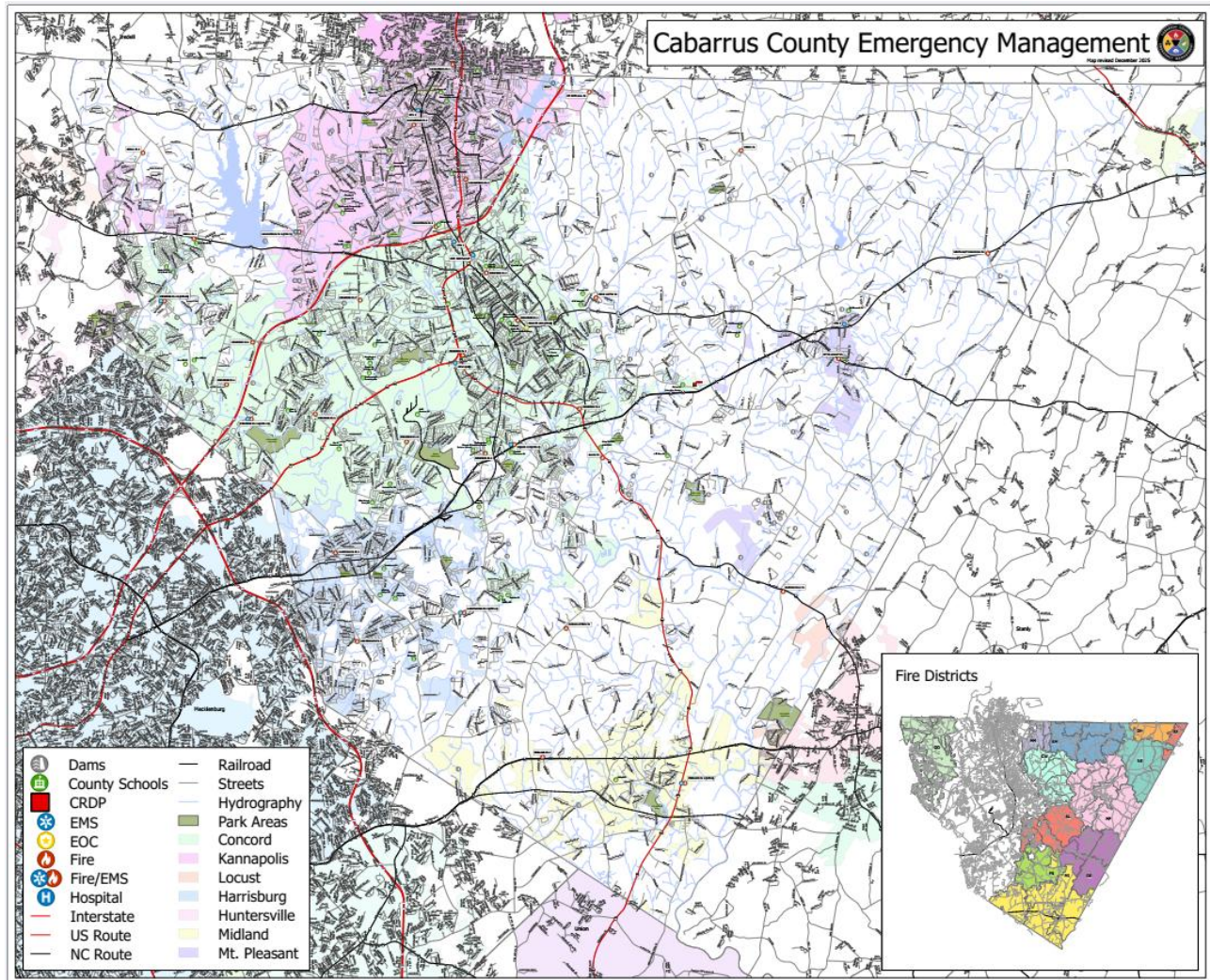
Attachment A

AUTHORITIES AND REFERENCES

Federal:

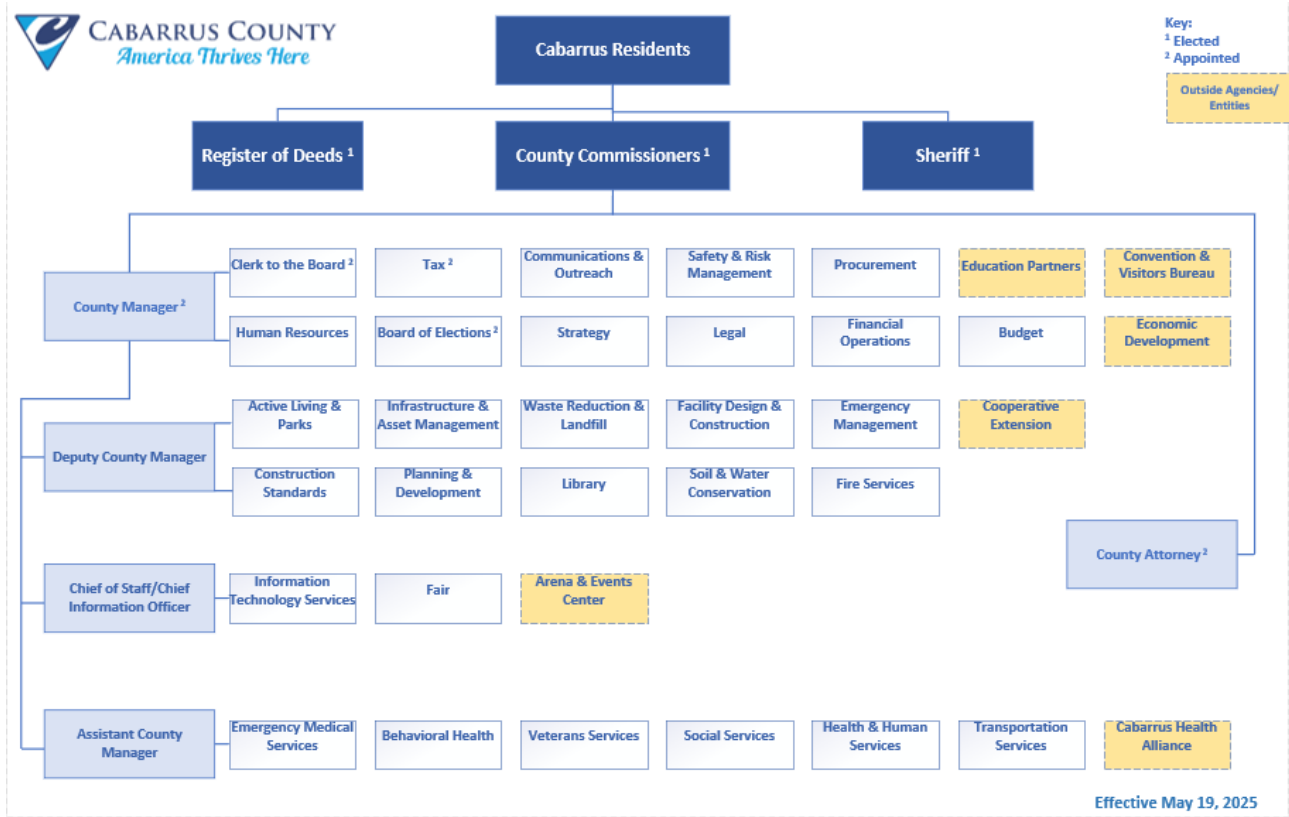
- American Red Cross 3000 Series Disaster Regulations.
- Code of Federal Regulations, Title 44, as amended
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 3.0, September 2021
- Federal Communications Commission (FCC) Rules and Regulations. Part 73, Subpart G and H
- Federal Emergency Management Agency. Guidance for Developing State, Tribal, and Local Radiological Emergency Response Planning and Preparedness for Transportation Accidents, FEMA-REP-5. Rev 2, 2000
- Homeland Security Presidential Directive 10, "Biodefense for the 21st Century", April 28, 2004
- Homeland Security Presidential Directive 3, "Homeland Security Advisory System", March 11, 2002
- Homeland Security Presidential Directive 5, "Management of Domestic Incidents", February 28, 2003
- Homeland Security Presidential Directive 8 Annex I, "National Planning" para. 44, December 4, 2007
- IPAWS Best Practices. Integrated Public Alert & Warning System (IPAWS) Guidance and Techniques for Sending Successful Alerts, Warnings, and Notifications. June 2023
- Local and Tribal NIMS Integration, Department of Homeland Security, Version 1.0
- National Incident Management System (NIMS) Guide for County Officials, National Association of Counties, October 2006
- National Incident Management System, Department of Homeland Security, Third Edition, October 2017
- National Response Framework, Department of Homeland Security, Fourth Edition, October 28, 2019
- Presidential Decision Directive (PDD) PDD-39 "US Policy on Counter-Terrorism", June 21, 1995
- Presidential Decision Directive (PDD) PDD-62, "Protection Against Unconventional Threats to the Homeland and Americans Overseas," May 22, 1998.
- Presidential Executive Order 12148 – Federal Emergency Management
- Presidential Policy Directive / PPD-8: National Preparedness, March 30, 2011
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, As Amended Through P.L. 118–44, Enacted March 18, 2024
- US Code, Title 42, Chapter 103, Comprehensive Environmental Response, Compensation, and Liability (CERCLA) and Title III of Superfund Amendments and Reauthorization Act of 1986 (SARA)

Attachment B COUNTY MAP



Attachment C

COUNTY ORGANIZATIONAL CHART



Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

National Response Framework Emergency Support Function	County Missions	
	Direction and Control	ESF 5 Emergency Management
	Communications	ESF 2 Communications
	Notification and Warning	ESF 5 Emergency Management ESF 13 Public Safety and Security
	Emergency Public Information	ESF 15 External Affairs
	Law Enforcement	ESF 13 Public Safety and Security
	Fire Protection	ESF 4 Firefighting
	EMS	ESF 8 Public Health and Medical Services
	Public Works	ESF 3 Public Works and Engineering
	Public Health Services	ESF 8 Public Health and Medical Services
	Evacuation & Transportation	ESF 5 Emergency Management ESF 1 Transportation
	Shelter & Mass Care	ESF 6 Mass Care, Emergency Assistance, Housing & Human Services
	Damage Assessment	ESF 3 Public Works and Engineering
	Recovery	ESF 14 Long Term Community Recovery
	Resource Management	ESF 7 Logistics Management and Resource Support
	Donated Goods Management	ESF 7 Logistics Management and Resource Support
	Animal Control & Protection	ESF 11 Agriculture and Natural Resources
Active Living and Parks		
American Red Cross – Southern Piedmont Chapter		
ARES		S
Atrium Health Cabarrus		
Board of County Commissioners	P	
Cabarrus Arena and Events Center		
CHA		S

Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions		National Response Framework Emergency Support Support Function																
		ESF 5 Emergency Management																Direction and Control
		ESF 2 Communications																Communications
		ESF 5 Emergency Management ESF 13 Public Safety and Security																Notification and Warning
		ESF 15 External Affairs																Emergency Public Information
		ESF 13 Public Safety and Security																Law Enforcement
		ESF 4 Firefighting																Fire Protection
		ESF 8 Public Health and Medical Services																EMS
		ESF 3 Public Works and Engineering																Public Works
		ESF 8 Public Health and Medical Services																Public Health Services
		ESF 5 Emergency Management ESF 1 Transportation																Evacuation & Transportation
		ESF 6 Mass Care, Emergency Assistance, Housing & Human Services																Shelter & Mass Care
		ESF 3 Public Works and Engineering																Damage Assessment
		ESF 14 Long Term Community Recovery																Recovery
		ESF 7 Logistics Management and Resource Support																Resource Management
		ESF 7 Logistics Management and Resource Support																Donated Goods Management
		ESF 11 Agriculture and Natural Resources																Animal Control & Protection
CCTS																		
C HSA																		
Construction Standards																		
Cooperative Extension																		
County Manager	P																	
Emergency Management	P																	
EMS																		

Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions											
National Response Framework Emergency Support Function	Direction and Control	ESF 5 Emergency Management									
	Communications	ESF 2 Communications									
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	Shelter & Mass Care	ESF 6 Mass Care, Emergency Assistance, Housing & Human Services									
	Damage Assessment	ESF 3 Public Works and Engineering									
	Recovery	ESF 14 Long Term Community Recovery									
	Resource Management	ESF 7 Logistics Management and Resource Support									
	Donated Goods Management	ESF 7 Logistics Management and Resource Support									
	Animal Control & Protection	ESF 11 Agriculture and Natural Resources									
Finance Department/Procurement Services											
Fire Services	S										
IAM											
IAM – Sustainability – Solid Waste											
Human Resources	S										
ITS	S										
Library System	S										

Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

National Response Framework Emergency Support Function	County Missions	
	ESF 5 Emergency Management	Direction and Control
	ESF 2 Communications	Communications
	ESF 5 Emergency Management ESF 13 Public Safety and Security	Notification and Warning
	ESF 15 External Affairs	Emergency Public Information
	ESF 13 Public Safety and Security	Law Enforcement
	ESF 4 Firefighting	Fire Protection
	ESF 8 Public Health and Medical Services	EMS
	ESF 3 Public Works and Engineering	Public Works
	ESF 8 Public Health and Medical Services	Public Health Services
	ESF 5 Emergency Management ESF 1 Transportation	Evacuation & Transportation
	ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	Shelter & Mass Care
	ESF 3 Public Works and Engineering	Damage Assessment
	ESF 14 Long Term Community Recovery	Recovery
	ESF 7 Logistics Management and Resource Support	Resource Management
	ESF 7 Logistics Management and Resource Support	Donated Goods Management
	ESF 11 Agriculture and Natural Resources	Animal Control & Protection
ME (Local ME, OCME)		
Municipal Fire Departments		
Municipal Law Enforcement		
Municipal Public Works		
NGO		
Partners Health Management		
Planning and Development		

Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions		National Response Framework Emergency Support Function														
	Direction and Control	ESF 5 Emergency Management														
	Communications	ESF 2 Communications	P													
	Notification and Warning	ESF 5 Emergency Management ESF 13 Public Safety and Security	P													
	Emergency Public Information	ESF 15 External Affairs	P													
	Law Enforcement	ESF 13 Public Safety and Security														
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	EMS	ESF 8 Public Health and Medical Services														
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	Evacuation & Transportation	ESF 5 Emergency Management ESF 1 Transportation	P													
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	Damage Assessment	ESF 3 Public Works and Engineering														
	Recovery	ESF 14 Long Term Community Recovery														
	Resource Management	ESF 7 Logistics Management and Resource Support														
	Donated Goods Management	ESF 7 Logistics Management and Resource Support	S													
	Animal Control & Protection	ESF 11 Agriculture and Natural Resources														
PIO																
Register of Deeds	S															
Risk Management	S															
School System (Cabarrus County & Kannapolis City)																
Sheriff's Office	S															
Sheriff's Office – Animal Services Division																
Sheriff's Office – Communications Division	S															

Attachment D FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions		National Response Framework Emergency Support Function			
Direction and Control		ESF 5 Emergency Management			
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Fire Protection		ESF 4 Firefighting		P	
EMS		ESF 8 Public Health and Medical Services		S	
Public Works		ESF 3 Public Works and Engineering			S
Public Health Services		ESF 8 Public Health and Medical Services			
Evacuation & Transportation		ESF 5 Emergency Management ESF 1 Transportation			
Shelter & Mass Care		ESF 6 Mass Care, Emergency Assistance, Housing & Human Services			
Damage Assessment		ESF 3 Public Works and Engineering		S	
Recovery		ESF 14 Long Term Community Recovery		S	
Resource Management		ESF 7 Logistics Management and Resource Support			
Donated Goods Management		ESF 7 Logistics Management and Resource Support			P
Animal Control & Protection		ESF 11 Agriculture and Natural Resources			
		Tax Administration			
		Veterans Services		S	
		Volunteer (Combination) Fire Departments			
		WSACC			

P = Primary Agency
S = Support Agency

Attachment E

LOCAL RESOLUTIONS

Emergency Management is responsible for emergency preparedness in the County. The City of Concord City of Kannapolis, Town of Midland and the Town of Mt. Pleasant have developed municipal emergency response plans and documents. The Town of Harrisburg and the City of Locust are all covered under the EOP and the County Emergency Management program.

Attachment F

EXERCISE AFTER ACTION REPORTS

Exercise after action report information is available through Emergency Management.

ANNEX A

DIRECTION AND CONTROL

Primary Agencies

- Board of County Commissioners
- County Manager
- Emergency Management

Support Agencies

- Active Living and Parks
- Cabarrus Health Alliance
- Cabarrus County Schools
- Communications and Outreach
- Consolidated Human Services Agency
- Construction Standards
- Cooperative Extension
- Emergency Medical Services
- Finance
- Fire Services
- Human Resources
- IAM
- ITS
- Kannapolis City Schools
- Library System
- Municipal Fire Departments
- Municipal Law Enforcement
- Municipal Public Works
- NGO's
- Planning and Development
- Register of Deeds
- Risk Management
- Sheriff's Office
- Sheriff's Office – Communications Division
- Transportation
- Tax Administration
- Veterans Services
- Volunteer (Combination) Fire Departments

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 that will be utilized during emergency response activities.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The senior emergency responder on the scene (i.e., law enforcement, fire, EMS) conducts direction and control during low-level emergencies. Personnel employ ICS, in addition to local ordinances, policies, and procedures to guide the control of the response.
2. The recurring threat of severe weather and the potential hazards that exist within or near the County have the potential to cause emergencies of such magnitude as to warrant centralization of the direction and control of the response.
3. The EOC may be activated to manage and coordinate emergency response operations throughout the County.
4. Municipalities within the County may exercise independent direction and control of their own emergency resources, outside resources assigned to the municipality by the EOC, and resources secured through existing mutual aid agreements with other municipalities. Requests for state/federal government assistance are directed to the Emergency Management Director.
5. Centralized countywide direction and control is desirable when one or more of the following situations occur:
 - a. There exists an imminent threat to the public safety/health.
 - b. An extensive multi-agency/multi-jurisdiction response and coordination is necessary to respond to or recover from the emergency situation.
 - c. Local resources are inadequate/depleted and significant mutual aid, state, and/or federal resources must be used to resolve the emergency situation.
 - d. The emergency affects multiple political jurisdictions within the County, which rely on the same resources to respond to the situation.
 - e. Local governments implement emergency ordinances to control the situation.
6. The EOC serves as the central direction and control point for countywide emergency response activities.
7. If established, the Incident Command Post (ICP) will conduct on-scene tactical operations. The EOC will coordinate and support ICP operations and any other adjacent incident operations.
8. Communications to the public related to the emergency situation will be coordinated by the County PIO and approved by the EOC Manager. The County PIO may coordinate with municipal PIO's to create consistent messaging for distribution.

ANNEX A

DIRECTION AND CONTROL

B. Assumptions

1. The EOC will be activated upon the threat or occurrence of a major emergency situation and designated personnel will report to the EOC within one hour of notification.
2. The EOC facility and equipment is adequate for coordinating countywide emergency operations.
3. Sufficient procedures have been developed to effectively manage and coordinate emergency response and recovery operations.
4. Emergency operations and coordination at all levels of government will be carried out according to existing plans and procedures.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency operations include all activities that are directed toward reducing the immediate hazard, establishing control of the situation, and restoring normal conditions within the County.
2. The responsibility for the management and coordination of emergency situations is vested in the Board of County Commissioners and is routinely exercised through the County Manager and the Emergency Management Director.
3. The EOC is organized and operated according to NIMS and the standard operating guidelines for the facility.
 - a. The EOC is a multiagency coordination center that provides direction, coordination, and support for response and recovery operations. The Emergency Management Director and the EOC staff implement the decisions of the Board of County Commissioners and the County Manager, manage County response operations, gather and provide information to support the response, obtain resources, and identify resource shortages and other issues.
 - b. The situation may require modification of this organization according to the type of incident, agencies, and/or jurisdictions involved. If necessary, the EOC will transition into an Area Command organization. Municipalities provide Liaison Officers to the EOC for inter-jurisdictional coordination when the event affects the jurisdiction or if the jurisdiction requests to send this representative.
 - c. The operations of all County emergency response personnel are conducted utilizing ICS and NIMS.
4. The Emergency Management Director activates, organizes, and operates the EOC based on the magnitude of the situation. The EOC has two levels of activation:
 - a. Partial activation occurs in any emergency that is likely to require the assistance of several County agencies. The EOC is opened and staffed with Emergency Management personnel and other County personnel as needed.

ANNEX A

DIRECTION AND CONTROL

-
- b. Full activation occurs in any emergency/disaster that will require a large-scale County response and will require continued involvement of all designated County departments, supporting local and state government agencies, and NGO's during both the response and the recovery period following the event (e.g., hurricane, winter storm). The EOC is fully activated with 24-hour staffing until no longer needed.
 - 5. The Emergency Management Director notifies the County Manager and Chairman of the Board of County Commissioners when the EOC is activated and deactivated. The Chairman notifies the other members of the Board of County Commissioners.
- B. Organization and Staffing
- 1. Personnel assigned to the EOC are assigned into operations, planning, logistics and finance sections by the Emergency Management Director. These groups are further defined in the EOC SOG.

IV. DIRECTION AND CONTROL

- A. During large-scale events, management and coordination of the situation is managed through the County EOC. For detailed information on EOC operations, refer to the EOC SOG.
- B. County department heads submit reports to the EOC relating to their department's expenditures and obligations related to the emergency situation.
- C. The EOC will submit situation updates, sheltering information and resource shortfall and requests to the State EOC.
- D. EM staff are responsible for the revision of this annex and ensuring that SOG's and other necessary documents are developed and updated.

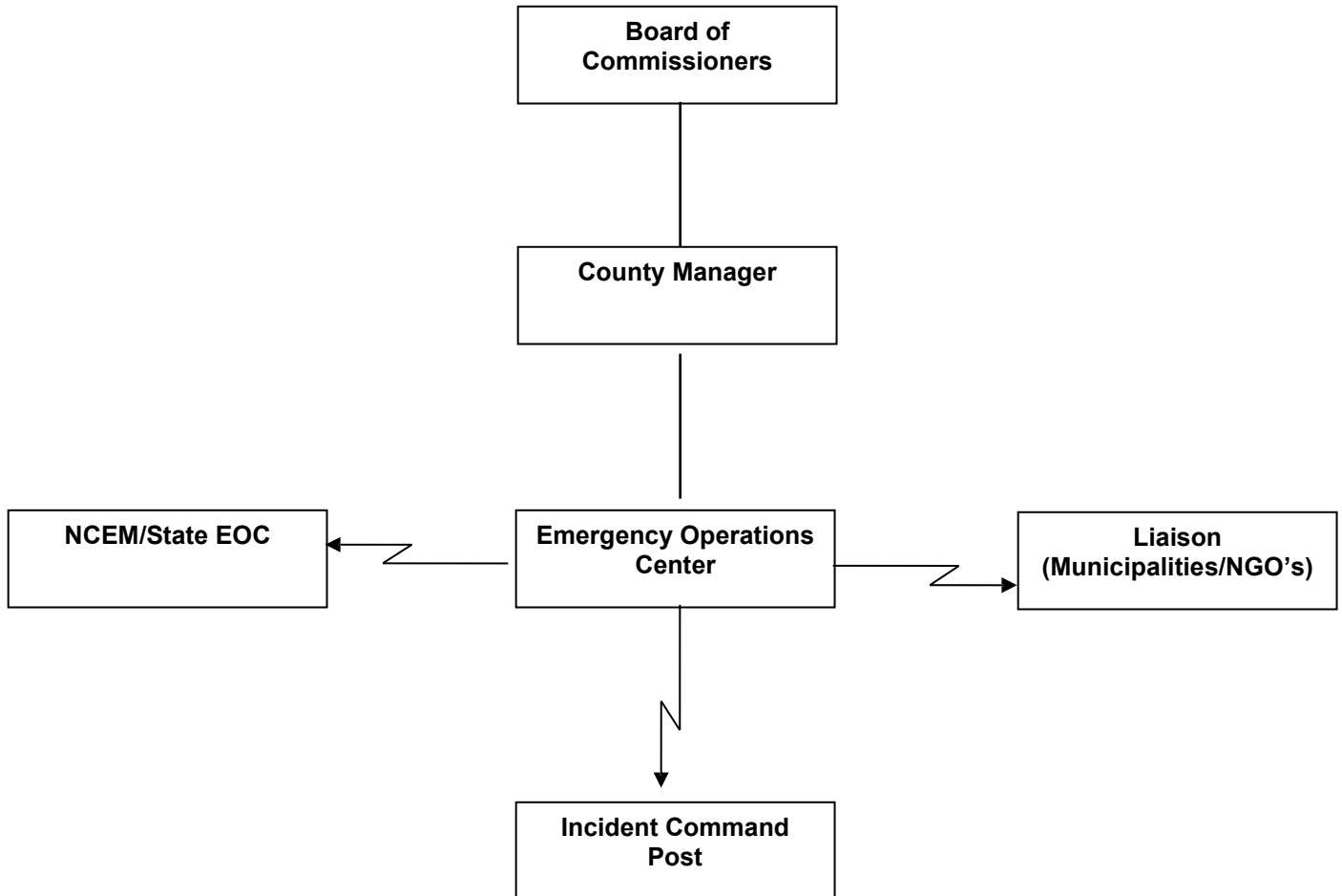
V. CONTINUITY OF GOVERNMENT

- A. Staffing assignments for positions in the EOC allow for continuous operations.
- B. Selection and assignment of personnel is the responsibility of the agencies represented.
- C. Once assigned to the EOC, the (EOC Manager) supervises these personnel.
- D. In the event that the primary EOC is not functional, the Emergency Management Director activates an alternate EOC and notifies the Board of County Commissioners of this change. Transportation is provided to any County Commissioner(s) that cannot reach the EOC location.
- E. Order of Succession:
 - 1. Board of County Commissioners
 - 2. County Manager
 - 3. Emergency Management Director
 - 4. County Fire Marshal
- F. Order of succession for departments and agencies that support direction and control are in accordance with their internal standard operating procedures.

ANNEX A

DIRECTION AND CONTROL

EXHIBIT A-1A COUNTY GOVERNMENT ORGANIZATION FOR DIRECTION AND CONTROL



Primary Agencies

- Sheriff's Office – Communications Division
- PIO (Communications and Outreach)
- ITS

Support Agencies

- ARES
- Emergency Management
- Fire Services
- Sheriff's Office
- Communications and Outreach

I. PURPOSE

This annex describes the County communications systems and presents available communications sources, policies, and procedures to be used by county government agencies during emergency situations. This annex coordinates employment of all communications systems during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Communications play a critical role in emergency operations.
2. Several communications networks and facilities exist and operate throughout the county.
3. Properly coordinated, these facilities provide effective communications for the direction and control of emergency response activities.

B. Assumptions

1. The communications system will withstand and survive the effects of an emergency/disaster.
2. NCEM maintains resources and personnel that can be requested for use to supplement the County communications system if needed.

III. CONCEPT OF OPERATION

A. General

1. The Sheriff's Office controls emergency communications systems and services used by the County.
2. The Sheriff's Office Communications Center is the Emergency Communications Center. The facility serves as the County Warning Point and operates on a continuous basis.
3. Emergency calls are generally received through the E-911 telephone service and dispatched according to standard operating procedures.
4. Should the emergency situation become more complex, the Sheriff assigns additional personnel and equipment, as required to meet demands.
5. The Communications Lieutenant implements emergency communications procedures and activates backup capabilities, as necessary.

ANNEX B

COMMUNICATIONS

6. The Communications Lieutenant notifies backup communications personnel when needed for the expansion of communications capability.
7. As necessary, the Communications Lieutenant coordinates transportation for these personnel to and from the facility.

B. Specific

1. Telephone Service

- a. Telephone service in the County is provided by a variety of private carriers.
- b. ITS coordinates telephone support from service providers and will be the point of contact for system repairs and modification.
- c. The Emergency Management Director provides ITS and service providers with a prioritized list of County leaders and departments that must have telephone service during emergencies. These users receive priority for telephone service and restoration if service is disrupted.

2. Radio Systems

- a. The County 800-Megahertz (MHz) radio system is designated the principal system to be used for direction and control of emergency response activities. It provides voice communications between all mobile units, chiefs of emergency services and the County Emergency Communications Center. The principal users are:
 - Emergency Management
 - EMS
 - Fire Services
 - Sheriff's Office
 - Volunteer (Combination) Fire Departments
- b. The following County/Municipal departments, agencies and NGOs operate additional radio systems/networks:
 - Active Living & Parks
 - CCTS
 - Atrium Health Cabarrus
 - Municipal Fire Departments
 - Municipal Police Departments
 - Municipal Public Works Departments
- c. The following County volunteer organization operates a two-way radio system:
 - ARES
- d. Other communications systems that may be used to communicate with the State EOC or Federal authorities during emergencies include:
 - ARES
 - Commercial Telephone (both landline and cellular systems)
 - NC Sparta/Web EOC
 - Microsoft Teams or other online meeting platforms
 - Email
 - Division of Criminal Information (DCI)
 - National Criminal Information Center (NCIC)

ANNEX B

COMMUNICATIONS

- National Warning System (NAWAS)
- Satellite Phone (Communication Center)
- Voice Interoperability Plan for Emergency Responders (VIPER)

e. For detailed information on interoperable communications policies, directions, and equipment refer to the NCESF-2 Communications Plan in Annex A of the NCEM Emergency Operations Plan.

3. Other Communications Systems.

- a. The EOC operates on NC Sparta/Web EOC. This web-based program provides secure real-time information sharing between the County and NCEM. This link to the State EOC provides a rapid and accurate means to pass situation reports and request/track resource requests.
- b. Amateur radio operators may provide assistance if the primary county radios network fail or is over tasked. These civilian operators provide information and relay messages from their homes, vehicles or other facilities. Amateur radio links are generally not operated from the Communications Center. However, there is a set of amateur radio equipment located in the Emergency Operations Center that these volunteers may be asked to operate in an emergency situation.

IV. DIRECTION AND CONTROL

- A. The Sheriff's Office – Communications Division notifies the Emergency Management Director when a major emergency situation has occurred or is imminent. The Emergency Management Director then notifies county government officials. If this occurs after normal business hours, the Emergency Management Director uses the Alert Roster and the mass notification system to make contact with key leaders.
- B. The Sheriff, in consultation with the Emergency Management Director, provides assistance in providing the communications system configuration that will permit a specific emergency response capability. The Communications Lieutenant coordinates and supervises the actual use of the systems.
- C. County organizations directly involved or supporting emergency response operations should maintain their existing equipment and follow established procedures with their personnel performing field operations. All organizations should keep the EOC informed of their operations and maintain communications with the EOC.

V. ADMINISTRATION AND LOGISTICS

- A. The Communications Division operates under the direction of the Communications Lieutenant.
- B. Communications will move to its back-up location in the event that the primary communications center is not operable.
- C. Maintenance of the County emergency communications systems will be performed by the Sheriff's Office and ITS under the direction of the Communication Lieutenant.
- D. ITS will provide a representative to provide technical support of communications systems to the EOC.

ANNEX B COMMUNICATIONS

- E. The Sheriff's Office will record and provide reports of all event-related activities to the EOC, including expenditure records.
- F. Order of succession for departments and agencies that support communications are in accordance with their internal standard operating procedures.

ANNEX C

NOTIFICATION AND WARNING

Primary Agencies

- Sheriff's Office - Communications Division
- PIO (Communications and Outreach)

Support Agencies

- ARES
- Cabarrus Health Alliance
- Consolidated Human Services Agency
- Emergency Management
- Fire Services
- ITS
- Municipal Fire Departments
- Municipal Law Enforcement
- Sheriff's Office

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County Warning Point normally initiates notification and warning for emergency situations.
2. Broadcast and social media are relied upon to assist in the dissemination of warning to the general public.
3. The PIO contacts broadcast media to provide information for broadcast.
4. Operational telephone and/or radio communications are utilized to notify public officials, EOC staff, emergency response personnel, and others as required.
5. Emergency service vehicles are available for warning the general public.
6. Those with functional needs and/or people in group homes may require special warning and notification.

B. Assumptions

1. County Government may require additional forms of warning to augment the current systems in order to provide sufficient warning to the general public and those with functional needs.
2. Use of mobile public address systems and/or house-to-house warnings may be necessary when the urgency of the particular hazard requires immediate evacuation actions or when there is a failure of other fixed warning systems.

ANNEX C

NOTIFICATION AND WARNING

III. CONCEPT OF OPERATIONS

- A. Emergency warning may originate at the national, state, or local levels of government.
- B. The County may receive warnings from the following sources:
 - 1. National Warning System (NAWAS)
 - 2. National Oceanic & Atmospheric Administration (NOAA) / National Weather Service (NWS) Weather Radio Service
 - 3. Emergency Alerting System (EAS)
 - 4. Wireless Emergency Alerts (WEA)
 - 5. State Operated Radio Systems
 - 6. Local government radios
 - 7. Sirens, horns, or mobile public address systems
 - 8. Telephone
 - 9. Personal contact
- C. The following methods are used for receipt and dissemination of warning:
 - 1. The State Warning Point is managed from the State EOC located within the North Carolina Joint Force Headquarters (JFHQ) in Raleigh.
 - 2. NCEM Watch operates on a 24-hour basis.
 - 3. NAWAS and NWS alerts are received from federal agencies and, on occasion, from the public.
 - 4. A warning message received from the site of an emergency is normally reported to the County Warning Point.
 - 5. Notification of government officials and emergency response personnel from the County Warning Point follows established alerting procedures.
 - 6. If an incident occurs within the County that may cause adverse effects across jurisdictional lines, those jurisdictions adjoining the County are notified through the communications center or by other expedited methods, if necessary.
- D. Timely warning requires dissemination to the public by all available means.
- E. Notification of the public will be conducted by the following methods:
 - 1. EAS

ANNEX C

NOTIFICATION AND WARNING

2. Integrated Public Alert and Warning System (IPAWS)
 3. Wireless Emergency Alerts (WEA)
 4. NOAA through weather alert radios
 5. Mass notification system
 6. Broadcast and social media
 7. Mobile public address systems as appropriate
 8. House-to-house alert by emergency services personnel
- F. Individuals with functional needs may require additional methods of warning. These may include:
1. Door-to-door notifications conducted by EMS Community Paramedics and other response personnel.
 2. The PIO creates warning messaging in alternate languages appropriate to County residents (e.g. Spanish, Hindi).
 3. Cabarrus Health Alliance will request de-identified data from emPower to identify individuals that may require additional warning.
 4. Public schools, Atrium Health Cabarrus, medical facilities, and other special warning locations are notified by the mass notification system, emergency personnel at the County Warning Point and/or by local emergency management personnel.

IV. DIRECTION AND CONTROL

- A. The Chairman of the Board of County Commissioners or his/her designee has the authority to direct and control the County warning system.
- B. The Sheriff is designated as the County Warning Coordinator and will follow established County warning procedures.

V. ADMINISTRATION AND LOGISTICS

- A. In the event that the primary EOC is not functional, the Emergency Management Coordinator activates an alternate EOC and notifies the Board of County Commissioners of this change. Transportation is provided to any County Commissioner(s) that cannot reach the EOC location.
- B. Order of Succession for Notification and Warning:
 1. Emergency Management Director
 2. County Manager
 3. Deputy County Manager
 4. Assistant County Manager(s)

ANNEX C

NOTIFICATION AND WARNING

- C. Order of succession for departments and agencies that support notification and warning are in accordance with their internal standard operating procedures.

ANNEX C

NOTIFICATION AND WARNING

APPENDIX 1 TO ANNEX C EAS

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the dissemination of emergency alert and warning information and protective action instructions to the citizens of the County utilizing the Emergency Alert System (EAS).

II. SITUATION AND ASSUMPTIONS

A. An integrated national network for emergency warning exists. This network consists of the following components:

1. EAS: The EAS is a national public warning system composed of AM/FM radio stations, regional television broadcast stations, cable television, local industries, and other non-governmental agencies organized into a network during emergency situations.
2. The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public.

B. Assumption

1. The County has the ability to utilize the EAS to disseminate emergency alerts, warnings, and protective actions to the public through coordination with the state as laid out in the North Carolina Emergency Alert System State Plan.

III. CONCEPT OF OPERATIONS

A. General

1. Federal, state, business, industry, and utility officials should promptly report emergency information and recommended protective actions to the County Warning Point. Other typical notifications include severe weather watches or warnings and any other emergency situations.
2. Emergency service personnel or others at the scene of the emergency may also report emergency warnings and recommended protective actions to the County Warning Point.
3. County government leaders determine when to disseminate emergency alerting, warning and protective action instructions using the EAS.
4. The Emergency Management Director determines whether an emergency situation requires activation of the EAS procedure and when it should be terminated.

B. EAS Activation Procedure

1. The Emergency Management Director is notified of an emergency by the County Warning Point.

ANNEX C

NOTIFICATION AND WARNING

2. The Emergency Management Director determines if an alert is needed.
3. The Emergency Management Director selects the appropriate event code and composes an EAS compliant message in accordance with the Alert Standardizations Checklist.
4. The Emergency Management Director delivers the message to the state using the NC Sparta/Web EOC or directly to IPAWS-OPEN in Common Alerting Protocol (CAP) format, which is required for IPAWS dissemination.
5. The State distributes the message to EAS participants within the affected area. IPAWS-OPEN will also deliver authenticated messages to industry alert disseminators.
6. The EAS participants interrupt normal programming to present the message to the public.

C. EAS Alert Standardization Checklist

1. Determine the appropriate event code.
2. Compose an English message that:
 - Includes the source of the message.
 - Describes the threat or event.
 - States the location affected.
 - Advises the protective action for the public to take, when they should act, how to accomplish this action, and how the action will reduce impacts.
 - Includes when to expect the threat to end and/or further information.
 - Does not exceed the 1,800-character limit.
3. If desired, create the same message in Spanish.
4. If appropriate and compatible with software, include an audio attachment (2 minutes maximum) and/or URL.

IV. DIRECTION AND CONTROL

- A. The Emergency Management Director, or his/her designee, has the authority to direct and control the notifications and warnings.
- B. The Sheriff is designated as the County Warning Point Coordinator and follows established County warning procedures.

ANNEX C

NOTIFICATION AND WARNING

APPENDIX 2 TO ANNEX C WEAs

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the dissemination of emergency alert and warning information and protective action instructions to the citizens of the County utilizing Wireless Emergency Alerts (WEAs).

II. SITUATION & ASSUMPTIONS

A. Situation

1. Wireless Emergency Alerts (WEAs) are short emergency messages from authorized public alerting authorities that can be broadcast from cell towers to any WEA-enabled mobile device in a locally targeted area.
2. The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public.

B. Assumption

1. The County has the ability to utilize WEAs to disseminate emergency alerts, warnings, and protective actions to the public through designated software vendors.

III. CONCEPT OF OPERATIONS

A. General

1. Federal, state, business, industry, and utility officials should promptly report emergency information and recommended protective actions to the County Warning Point. Other typical notifications include severe weather watches or warnings and any other emergency situations.
2. Emergency service personnel or others at the scene of the emergency may also report emergency warnings and recommended protective actions to the County Warning Point.
3. County government leaders determine when to disseminate emergency alerting, warnings, and protective actions instructions using WEAs.
4. The Emergency Management Director determines whether an emergency situation requires activation of the WEA procedure and when it should be terminated.

B. WEA Activation Procedure

1. The Emergency Management Director is notified of an emergency by the County Warning Point.

ANNEX C

NOTIFICATION AND WARNING

2. The Emergency Management Director determines an alert is needed.
3. The Emergency Management Director accesses vendor software.
4. The Emergency Management Director composes a 90- and 360-character CAP compliant message in accordance with the Alert Standardizations Checklist.
5. The Emergency Management Director selects the geo-targeted area to receive the message.
6. The Emergency Management Director sends the alert to IPAWS-OPEN where the source and message are authenticated.
7. IPAWS-OPEN transmits the message to wireless providers.
8. Wireless providers broadcast the alert to mobile devices within the targeted area.

C. WEA Alert Standardization Checklist

1. Determine the appropriate event code.
2. If supported, select the geo-targeted boundaries.
3. Compose a 90- and 360-character English message that:
 - Includes the source of the message.
 - Describes the threat or event.
 - States the location affected.
 - Advises the protective action for the public to take, when they should act, how to accomplish this action, and how the action will reduce impacts.
 - Includes when to expect the threat to end and/or further information.
4. If desired, create the same message in Spanish.
5. If appropriate, include a phone number and/or URL.

IV. DIRECTION AND CONTROL

- A. The Emergency Management Director or his/her designee has the authority to direct and control the notifications and warnings.
- B. The Sheriff is designated as the County Warning Point Coordinator and follows established County warning procedures.

ANNEX D

EMERGENCY PUBLIC INFORMATION

Primary Agencies

- PIO (Communications and Outreach)

Support Agencies

- Board of County Commissioners
- CHA
- Consolidated Human Services Agency
- County Manager
- Emergency Management
- Municipal Fire Departments
- NGOs
- Sheriff's Office
- Sheriff's Office – Communications Division

I. PURPOSE

This annex provides guidance on preparation and distribution of emergency information to the public during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency situations, the public needs detailed information regarding protective actions they should take to minimize loss of life and property. The rapid onset of an emergency, such as a tornado or hazardous material release, limits the warning time available.
2. Emergency Management personnel use official County communication channels, including the County website, mass notification system, local government channel and social media, in addition to the various media outlets that serve the County; to inform the general population of an emergency situation and the actions they should take to best respond to the event. It should be noted that County social media platforms are not considered a primary means of dissemination for notifications and information.
3. In some cases, the public information system cannot react rapidly enough to properly warn 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 they need to know.

B. Assumptions

1. Local media outlets cooperate in broadcasting and publishing detailed emergency-related instructions to the public.
2. A severe emergency situation may disrupt digital communications, telephone service and public utilities.

ANNEX D

EMERGENCY PUBLIC INFORMATION

3. Local and regional radio/television stations without emergency power may be off the air. If this occurs, County emergency services, such as the Sheriff's Office and volunteer (combination) fire departments, use public address systems on emergency vehicles and door-to-door sweeps to warn citizens of hazards related to the emergency.
4. The public may accept rumors, hearsay and half-truths as valid information, which may cause unnecessary fear and confusion.
5. Non-official communication channels including personal social media accounts should not be accepted as official notifications from the County.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency public information efforts focus on specific, event-related information. This information generally focuses on critical topics such as warning, evacuation and shelter.
2. It is also important to keep the public informed of the general progress of events in a timely manner.
3. The PIO and Emergency Management report the facts of the hazard as accurately as possible and provide recommendations concerning necessary protective actions.
4. Rumor control is a major aspect of the information program.
5. The PIO acts quickly to correct erroneous information wherever discovered, but especially any incorrect reports that originate from the media.

B. Execution

1. The PIO and the Emergency Management Director develop and conduct public education and information programs to increase public awareness of potential hazards and the steps citizens should take to protect themselves.
2. The PIO prepares emergency public information documents addressing major emergencies and maintains these base documents on file for use.
3. When an evacuation is imminent, the PIO responds to public inquiries and prepares new or modified public announcements.
4. The PIO prepares all news releases and public information disseminated at the County level.
5. The PIO coordinates locations and times for press briefings and releases.
6. A media/press briefing room will be established at the Sheriff's Office or Governmental Center. Media representatives (i.e., reporters, photojournalists, etc.) are not permitted in the EOC without the expressed permission of the Emergency Management Director. If allowed to visit the EOC, media representatives are escorted at all times by the PIO or the assistant PIO.

ANNEX D

EMERGENCY PUBLIC INFORMATION

7. Additional personnel to support the PIO come from different County government departments and agencies, as needed. The heads of those departments and agencies detail and reassign individuals to temporary duties.
8. The PIO coordinates a telephone bank to assist County residents in reporting and responding to problems associated with an emergency situation, as necessary. Personnel to operate these telephones come from County government departments.
9. The PIO will work to establish a JIC/JIS, monitor the NCEM crisis information management system and provide a PIO to the incident scene as requested.

IV. DIRECTION AND CONTROL

- A. The County Manager or Emergency Management Director approves all press releases prior to dissemination.
- B. The PIO operates from the EOC and a media/press area located outside of the EOC.
- C. The PIO provides the public and the media with information on new developments affecting emergency management in the County. The PIO also utilizes other types of programs to increase awareness of emergency management and response, such as web- and social media-based campaigns, lectures or presentations on emergency preparedness, distributing educational brochures and developing programs for the local government channel.

ANNEX D

EMERGENCY PUBLIC INFORMATION

APPENDIX 1 TO ANNEX D MESSAGE CONTENT

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the design of emergency public information (EPI) messages to prevent milling when distributed to the citizens of the County.

II. SITUATION & ASSUMPTIONS

A. Situation

1. Effective EPI messages provide the public with accurate, timely, and useful information and instructions throughout the emergency period.
2. Warnings and protective action instructions minimize the potential loss of lives, livelihoods, and property during emergency situations.
3. Milling describes what occurs when people are confused and unsure of emergency public information validity. This lack of confidence leads citizens to pursue information regarding an incident through additional outlets.
4. There are key elements of message content and style that will decrease the potential for milling and protective action delays.

B. Assumptions

1. Milling will delay the acceptance of warnings and participation in protective actions.
2. Milling can result in the acceptance of rumors, hearsay, and half-truths as valid information, which may cause unnecessary fear and confusion.

II. CONCEPT OF OPERATIONS

A. General

1. EPI messaging efforts focus on specific, event-related information. These messages generally focus on critical topics such as warning, evacuation, and sheltering.
2. It is important to keep the public informed of situational changes and event updates throughout the duration of an emergency.
3. Proper message content and style is essential to crafting effective EPI messages.

ANNEX D

EMERGENCY PUBLIC INFORMATION

B. Message Content Guidelines

1. Source - Use local, familiar, and trusted sources. Do not use acronyms.
2. Hazard – Provide the name of the hazard for which the message is being sent. Be as specific as possible about the threat affecting the citizens.
3. Hazard Impact – Describe the impacts that may occur because of the threat and the reasons a person should follow protective action guidance.
4. Location – Use familiar landmarks and known boundaries in addition to city/county names. Locations can also include where people should evacuate to if needed.
5. Protective Action Guidance – Tell people what they can do to protect themselves and/or minimize damage. Be specific and instructive on how and when actions need to be taken.
6. Expiration Time – Include an expiration time for the emergency event if known. If not known, include directions as to where the citizens can get more information and how they will be notified that conditions are safe.

C. Message Style Guidelines

1. Use Clear Language – Do not include technical terms, acronyms, or unfamiliar concepts. Deliver information using instructive plain language.
2. Add Certainty – Use authoritative language regarding the threat. Relay information about the threat, impact, and protective actions with as much certainty as possible.
3. Be Specific – Content should include specific details to offer information in a way that enables decision-making.
4. Be Consistent – Ensure messaging is consistent both internally and externally. Do not contradict your message's content across differing dissemination methods.

III. DIRECTION AND CONTROL

- A. The Emergency Management Director or the County Manager approves all EPI prior to dissemination.
- B. The PIO prepares all emergency public information messages.

ANNEX E

LAW ENFORCEMENT

Primary Agencies

- Sheriff's Office

Support Agencies

- Emergency Management
- Municipal Law Enforcement
- State Highway Patrol

I. PURPOSE

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Law enforcement agencies must expand their operations to provide the increased protection and support required during emergency conditions.
2. Numerous federal, state, and county law enforcement agencies are available through mutual aid agreements to support local law enforcement agencies within the County.

B. Assumptions

1. Activities of local law enforcement agencies increase significantly during emergency operations.
2. Adequate law enforcement resources and services are available through existing mutual aid agreements.
3. Local law enforcement agencies obtain additional support from state and federal agencies when all the local capabilities committed are not sufficient to control the situation.

III. CONCEPT OF OPERATIONS

- A. Emergency law enforcement operations are an expansion of normal functions and responsibilities.
- B. These responsibilities include maintenance of law and order, traffic control, crowd control, and area security.
- C. Law enforcement activities remain under the control of the senior law enforcement officer for the jurisdiction in which the emergency operation is taking place. The Sheriff's Office is this authority within the County.
- D. Records vital to law enforcement functions are protected during emergency situations.
- E. Law enforcement agencies within the County are responsible for directing emergency response operations within their jurisdictions. They develop and maintain mutual aid agreements with surrounding law enforcement agencies. During emergency response operations, these agencies ensure that the following actions are taken:

ANNEX E

LAW ENFORCEMENT

1. Maintain current internal notification/recall rosters and communications systems.
2. Assist in warning and notifying the local population of an impending or existing emergency situation. Provide specific information on emergency situations to emergency services, key officials, and special locations such as schools, hospitals, nursing homes, etc.
3. Conduct law enforcement operations within jurisdiction during the emergency period.
4. Coordinate additional law enforcement support with other municipalities within the County, other counties, and the SHP during response operations. If the situation requires National Guard support, request this support through the Emergency Management Director.
5. If needed, provide a representative to the EOC to assist with law enforcement coordination.
6. Provide transportation resources for critical emergency personnel and equipment, as necessary.
7. Conduct traffic control to facilitate the movement of evacuees to shelters.
8. Provide security for the damaged/evacuated area(s) and critical facilities. Control access to and movement within these areas.
9. Provide security for reception centers, shelters, feeding facilities, and the CRDP during emergency operations. If SNS medications are deployed to the County, be prepared to escort movement of these supplies and provide security and crowd control at the dispensing sites.
10. Municipal law enforcement agencies serve as the lead agency for the activation and coordination of land search operations within their jurisdictions.

IV. DIRECTION AND CONTROL

- A. The Sheriff is responsible for the direction and control of law enforcement activities during emergencies.
- B. The Sheriff or his designee are part of the Operations Group in the EOC and coordinate law enforcement operations from the EOC during emergency situations.
- C. The municipal Chief(s) of Police direct law enforcement operations in their respective municipalities and coordinate these operations with the other law enforcement agencies in the County.

V. CONTINUITY OF GOVERNMENT

- A. Order of Succession:
 1. Sheriff
 2. Chief Deputy
 3. Operations Captain
- B. Order of succession for departments and agencies that support law enforcement are in accordance with their internal standard operating procedures.

ANNEX F

FIRE PROTECTION

Primary Agencies

- Fire Services
- Volunteer (Combination) Fire Departments

Support Agencies

- Emergency Management
- EMS
- Municipal Fire Departments
- PIO (Communications and Outreach)
- Sheriff's Office

I. PURPOSE

This annex describes the coordination of fire protection activities during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Fire prevention and fire-fighting present hazards to both fire service personnel and citizens.
2. These hazards become more significant during emergency situations, especially during civil disturbances and hazardous materials accidents.

B. Assumptions

1. Fire service personnel and equipment are able to cope with most emergency situations through the use of existing mutual aid agreements.
2. When additional support is required, the County Fire Marshal requests assistance from state and federal agencies.

III. CONCEPT OF OPERATIONS

- A. During emergency situations, fire departments use normal equipment, manpower, and procedures to respond to incidents. Should these units need additional support or special equipment, they request these items through their chain of command.
- B. In a response to an emergency situation that involves different emergency services (e.g., fire, rescue, law enforcement, etc.), the Incident Commander or Unified Command coordinates all units, regardless of service.
- C. If a fire or threat of fire exists during an emergency, the Fire Chief or a designee of the district affected becomes the Incident Commander. The Incident Commander coordinates all activities on-site and remains in contact with the EOC. The initial Incident Commander is the ranking fire officer from the affected area.
- D. The local fire services and the NC Forest Service establish a unified command when a wildland fire threatens structures.

ANNEX F

FIRE PROTECTION

- E. If no fire or threat of fire exists, the Chiefs of emergency services on the scene determine incident command or to utilize unified command. Normally, the agency with the most involvement in the emergency response operation assumes command at the site.
- F. Under the provisions of the North Carolina Hazardous Material Right-to-Know Law, local Fire Chiefs survey facilities within their jurisdictions to identify types and volumes of hazardous materials located there. Emergency Management maintains this data for all the facilities through E-Plan within unincorporated parts of the County. Fire service leaders use this information to develop response plans for hazardous materials accidents within the district.
- G. Emergency Management acts as the administrator to E-Plan and approves fire departments access to E-Plan and their local facility emergency response plans.
- H. The LEPC has the responsibility for the development of the County response plan for a hazardous material release.
- I. When responding to a situation involving hazardous materials, the fire departments take all necessary precautions to protect fire service personnel and the other emergency workers involved at the site. The units responding observe department standard operating procedures and react based on their level of training for that type of event.
- J. The facility using the hazardous material or the company transporting such material provides the initial alert that a release of hazardous material has occurred. The facility or company involved notifies the 911 communications center and gives the type and quantity of the material released, if known. As the emergency response develops, emergency services personnel on the scene determine the amount and extent of the release and confirm identification of the material released.

IV. DIRECTION AND CONTROL

- A. Direction and control of local volunteer (combination) fire departments is supervised by the County Fire Marshal, based on guidance provided from the executive branch of the local government.
- B. Each volunteer (combination) fire department in the County exercises control over its personnel through internal policy.
- C. The County Fire Marshal coordinates fire services in an emergency situation. The County Fire Marshal utilizes mutual aid agreements with local units and then requests assistance from NCEM through the State Emergency Response Team (SERT).
- D. The County Fire Marshal is part of the Operations section in the EOC. The County Fire Marshal normally coordinates fire-fighting operations from the incident command post during small-scale emergencies. During larger scale and/or countywide emergencies the County Fire Marshal coordinates operations from the EOC.
- E. During emergency response operations within the County, municipal and volunteer fire departments are responsible for the following tasks:
 - 1. Assist in warning and notifying the affected population of an existing or impending emergency.
 - 2. Deploy fire-fighting personnel and equipment to conduct fire-fighting and other life-saving operations during emergency situations.

ANNEX F

FIRE PROTECTION

3. In conjunction with the County Fire Marshal, designate staging areas for mutual aid and volunteer forces responding from other areas.
4. Provide rescue and medical support operations to the community during emergency operations.
5. Provide personnel and equipment to support public warning and traffic control missions.
6. Support the evacuation of extended care facilities and those with functional needs, as the situation permits.
7. Prevent fires or further damage from fires within evacuated areas.
8. Assist in debris clearance for emergency access to damaged areas.
9. Assist search and rescue operations. Along with other emergency services, be prepared to conduct or assist in rescue operations of lost individuals and injured/entrapped victims during emergency operations, to include water, low/high angle, trench, and confined space rescues.
10. Be prepared to conduct victim recovery.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. County Fire Marshal
2. Emergency Management Director
3. Assistant County Fire Marshal(s)

B. Order of succession for departments and agencies that support fire protection are in accordance with their internal standard operating procedures.

Primary Agencies

- EMS

Support Agencies

- Atrium Health Cabarrus
- Cabarrus Health Alliance
- Emergency Management
- Fire Services
- Medical Examiner's Office
- Municipal Fire Departments
- Sheriff's Office – Communications Division
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex provides information on employment of EMS during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Emergency situations can endanger the health and safety of citizens and emergency responders.
2. A well-planned medical services support network is essential during emergency situations.

B. Assumptions

1. A large-scale event increases demands on hospitals, medical facilities, and emergency medical transport services.
2. EMS personnel are trained to respond to a variety of injuries and other medical problems.
3. Many injuries, both minor and relatively severe, will be self-treated by the public.
4. People other than medical personnel will transport many casualties to medical facilities.
5. The EMS Director coordinates for additional resources through mutual aid agreements with area and regional medical services.
6. When local resources can no longer meet the demand of the situation, the Emergency Management Director contacts state agencies to provide additional resources.
7. A widespread disaster may affect large areas of the County and disrupt EMS support.
8. Medical facilities and other resources may be damaged, destroyed, or unavailable.

III. CONCEPT OF OPERATIONS

- A. EMS emergency response operations are an extension of normal EMS duties.
- B. EMS provides field medical care as needed during emergency situations.
- C. EMS also coordinates medical evacuation of casualties.
- D. EMS units are prepared to respond to all situations. This includes mass casualty situations at multiple locations.
- E. Volunteer (combination) fire departments assist EMS units with casualty treatment and evacuation.
- F. During mass casualty incidents, EMS operates areas to conduct patient triage and treatment, holding areas for casualties awaiting treatment, and transportation loading areas.
- G. An EMS leader will be located at the incident command post to coordinate responding medical units and establish communication links with hospitals and the EOC. This leader controls all EMS assets responding to the emergency. Transfer of authority on-scene is in accordance with established ICS procedures.
- H. The EMS Director, in cooperation with the Emergency Management Director, maintains and enhances SOG's to guide EMS personnel involved with radiological and hazardous materials incidents. This SOG addresses personnel safety procedures and the treatment and handling of casualties contaminated during the incident.

IV. DIRECTION AND CONTROL

- A. The EMS Director, or their designee, initially directs and controls EMS operations from the EOC.
- B. The EMS Director, or their designee, is assigned to the Operations Section in the EOC.
- C. The senior EMS leader on the scene assumes direction and control of units responding to the emergency situation.
- D. Should the EMS Director, or their designee, move forward to control operations at the emergency response site, a replacement at the EOC is assigned.
- E. The EMS Director, or their designee, maintains communications with all EMS units in the field and keeps the Emergency Management Director informed of all activities.
- F. The EMS Director or their designee coordinates for additional personnel and equipment needed with the Emergency Management Director.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. EMS Director
2. Assistant EMS Director
3. EMS Shift Supervisor

B. Order of succession for departments and agencies that support EMS are in accordance with their internal SOG.

ANNEX H FUTURE EXPANSION

Future Expansion.

Primary Agencies

- IAM

Support Agencies

- Active Living and Parks
- Emergency Management
- IAM – Sustainability – Solid Waste
- Municipal Public Works
- WSACC

I. PURPOSE

This annex describes the actions necessary to provide essential public works services during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. In non-emergency periods, the role of IAM is the maintenance of County-owned/leased buildings and grounds, County vehicle fleets, generators, and other equipment.
2. IAM maintains the grounds for all County recreation facilities.
3. Essential County government facilities should remain open during emergency situations. Any damage to these facilities or the entry and exit routes to them must be repaired or contained to permit the staff to conduct recovery operations and resume normal operations.
4. There is frequently an immediate need for manpower and equipment to remove obstructions or debris from roads and government facilities.
5. The municipalities within the County that have public works capabilities conduct similar tasks to restore services. The County may call upon these agencies to assist in response and recovery operations during an emergency.

B. Assumptions

1. IAM has a limited capability to repair damage, restore utilities, and remove debris at County government facilities.
2. Emergency Management has identified potential sites to hold disaster debris that exceed the landfill's capacity to hold and dispose of the collected debris (see DDMP for details).

III. CONCEPT OF OPERATIONS

- A. During emergency situations, IAM continues its normal duties and expands its support to provide the necessary services to the County agencies responding to the emergency.

ANNEX I

PUBLIC WORKS

- B. IAM is prepared to operate and repair all power generation equipment, provide recovery and repair of County vehicles damaged during emergency response operations, and repair and modify facilities to meet emergency requirements. This includes shelter sites as needed.
- C. IAM provides support for emergency response agencies and coordinates with the Finance Department and local businesses to provide the materials, equipment, and labor necessary to accomplish the required tasks. As needed, the IAM Director requests additional support from local municipalities through the Emergency Management Director.
- D. The Environmental Manager organizes the landfill to receive the incoming debris and ensures that no hazardous waste is included in the debris brought to the site. The landfill staff identifies a separate area for hazardous materials and clearly marks it for incoming traffic. The County has identified additional debris sites which are listed in the DDMP. The Emergency Management Director provides for additional personnel and equipment support to dispose of the debris quickly and safely.
- E. The IAM Director notifies the Emergency Management Director when County resources are inadequate for the mission(s) at hand.
- F. The Emergency Management Director requests assistance from other response organizations and from NCEM.
- G. Each municipality serves its own community during the initial response to the emergency. When municipal capabilities are exhausted, additional support is requested under existing mutual aid agreements. If needed, the Emergency Management Director can assist these operations by requesting state or federal assistance.
- H. The State of North Carolina maintains state roads within the County and keeps these routes clear during emergency situations. NCDOT clears and removes debris on the rights-of-way on state roads.
- I. Within the municipalities in the County, there is a mixture of state-maintained roads and city/town-maintained streets and roads. The County and municipalities coordinate agreements with the NCDOT to specify responsibility for debris removal and repair of these roads.
- J. The EOC provides information and coordinates with the NCDOT to clear critical roadways and other areas to provide access for emergency vehicles if needed to respond to specific situations.

IV. DIRECTION AND CONTROL

- A. When notified of an emergency situation, the IAM Director determines the IAM resources required for the response and alerts appropriate personnel.
- B. The IAM Director, or their designee, operates initially from the EOC and is assigned to the Logistics Section.
- C. The Environmental Manager controls disposal operations at the County landfill.

ANNEX I

PUBLIC WORKS

- D. The IAM Director controls maintenance activities during emergencies. The IAM Director maintains direct communication with maintenance and other repair teams at all times.
- E. The Assistant IAM Director or the individual designated by the IAM Director coordinates control of on-site maintenance and debris removal.
- F. Within the limits of the City of Concord, control of on-site maintenance and debris removal should be in accordance with the city's debris management plan
- G. Within the limits of the City of Kannapolis, control of on-site maintenance and debris removal will be coordinated by the city's Director of Transportation and Environmental Services.
- H. The NCDOT County Road Supervisor controls debris removal on state roadways.

V. CONTINUITY OF GOVERNMENT

- A. Order of Succession (IAM):
 - 1. IAM Director
 - 2. Assistant IAM Director
 - 3. Building Maintenance Supervisor
 - 4. Grounds Maintenance Supervisor
- B. Order of Succession (Landfill):
 - 1. Landfill Supervisor
 - 2. Automotive Mechanic
 - 3. Lead Heavy Equipment Operator
- C. Order of succession for departments and agencies that support public works are in accordance with their internal standard operating procedures.

ANNEX J

PUBLIC HEALTH SERVICES

Primary Agencies

- Atrium Health Cabarrus
- CHA

Support Agencies

- Board of County Commissioners
- Emergency Management
- EMS
- Medical Examiner
- Partners Health Management
- Sheriff's Office

I. PURPOSE

This annex provides guidance for the protection of public health during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. CHA is the public health authority for the County.
2. Emergency situations can create a variety of public health problems. Depending on the nature of the incident, problems may include the spread of communicable diseases, contamination of food and water supplies, and widespread injuries.
3. The lack of medical assistance and the stress of the situation may cause an increase in general health and behavioral health problems.
4. A well-coordinated health support network is essential during emergency situations.
5. Emergency response operations may require an expansion of services provided by CHA and supporting agencies.
6. Health services agencies must be prepared to meet an array of threats to public health. Of particular concern are the hazards caused by the release of toxic or hazardous materials and the resulting contamination of the air, water, or soil over a large area.

B. Assumptions

1. A large-scale emergency increases the demands on health services personnel and resources.
2. Citizens will administer first aid and self-treat many types of injuries regardless of severity.
3. Resources are available through area and regional medical, behavioral, healthcare, and mortuary services mutual aid agreements.

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PUBLIC HEALTH SERVICES

4. The Emergency Management Director requests assistance from state and federal agencies when local resources can no longer meet the demands of the situation. If necessary, state or federal agencies may assume control of the response.
5. A widespread disaster could affect large areas of the County and disrupt, damage, or destroy public health services and resources.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency operations for public health services are an expansion of normal agency and facility duties.
2. Coordination between public health officials and medical providers is required for emergency operations readiness.

B. Public Health

1. The primary concern of public health services is disease control.
2. CHA implements effective environmental health, nursing, and related services to minimize the occurrence and spread of disease. This service is unique to County government, which provides this service to the municipalities within the County.
3. As necessary, CHA personnel conduct inspections of emergency shelters to determine the need for emergency repairs, pest control, sanitation, or other protective procedures.
4. As necessary, CHA inspectors examine and test private water supplies in close proximity to flooded areas or a hazardous materials release. CHA staff identifies areas that may need mandatory inspection during pre-emergency planning and respond to requests for water testing from residents as needed.
5. The Public Health Director of the CHA makes recommendations for immunizations or other preventive measures during emergency response operations.

C. Pandemic Planning

1. CHA employs its Pandemic Influenza Plan when the Public Health Director determines it is needed or is advised to do so by the NCDHHS or the United States Department of Health and Human Services.
2. The CHA Pandemic Influenza Plan guides the preparation for and response to a pandemic influenza outbreak in the County.
3. The Pandemic Influenza provides guidance to the County, CHA, and County/regional partners regarding detection, response, and recovery from an influenza pandemic. This plan can be modified to react to pandemic disease events of varying magnitude.

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PUBLIC HEALTH SERVICES

4. During a pandemic disease event within the County, CHA focuses its efforts on the health and safety of the citizens of the County. The objectives of this effort are to reduce mortality, reduce morbidity, and minimize social disruption.
5. The Pandemic Influenza Plan supplements the EOP and the CHA All-Hazards Plan. The Pandemic Influenza Plan identifies the coordinating and cooperating agencies involved in preparedness for a pandemic flu event and their respective response roles in the event of a pandemic.

D. Strategic National Stockpile (SNS)

1. CHA is responsible for the use of the SNS.
2. The SNS consists of medications, vaccines, and medical equipment to be used in response to an incident involving an attack using biological or chemical agents.
3. The SNS is pre-positioned in the region and is used only when local/regional resources have been expended. If necessary, additional SNS supplies may be sent to the County to supplement current stocks.
4. CHA manages the reception, storage, and employment of the SNS.
5. Upon activation, CHA personnel organize one or more dispensing sites in the County.
6. At the point(s) of dispensing, County residents are given the vaccinations or medications and necessary supplemental information.

E. Mental Health

1. The County is required to provide mental health care for County residents.
2. The County has a contract with Partners Health Management to obtain mental health care for residents who need assistance. This support continues during emergencies.
3. Partners Health Management links disaster victims to mental health service providers at shelter sites and other locations throughout the County, as necessary. Partners Health Management locates space in mental health facilities for victims needing critical behavioral health care.
4. The on-call administrator at Daymark Recovery Services (phone: 866-275-9552) coordinates the deployment of in-person or virtual providers to emergency shelters.

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PUBLIC HEALTH SERVICES

F. Mortuary Services

1. During an emergency, the County establishes a central morgue site to collect and process human remains.
2. The County mortuary efforts are supported by the morticians in the area, who also provide the initial supply of the items needed to handle these tasks.
3. Emergency Management maintains a roster of the funeral directors available for this mission.
4. A mass fatality event would require additional Medical Examiner support. OCME maintains the North Carolina Medical Examiner System, a network of over 300 medical personnel throughout North Carolina who investigate deaths of a suspicious, unusual, or unnatural nature.
5. The Emergency Management Director requests North Carolina Medical Examiner System support through Office of the Chief Medical Examiner.
6. OCME assigns personnel to support the County.
7. When activated, the Medical Examiner (ME) develops procedures to recover, identify, and register fatalities during emergency situations.
8. The ME determines the cause of death and releases the remains and personal effects to proper representatives.
9. The ME issues death certificates and supervises the location and transportation of remains.
10. The ME identifies the resources needed to establish an adequate morgue system in the event of mass fatalities.
11. The ME, in conjunction with the State Office of Emergency Management, directs the expansion of any fixed and temporary morgue capability.
12. The ME, in conjunction with the State Office of Emergency Management, coordinates with EMS, funeral directors, ambulance services, pathologists, American Red Cross – Southern Piedmont Chapter, dentists, X-ray technicians, and law enforcement agencies to provide support to mortuary operations, as needed.
13. If needed, the ME, in conjunction with the State Office of Emergency Management, requests assistance from a DMORT through the EOC. The Emergency Management Director requests this support through NCEM.

IV. DIRECTION AND CONTROL

- A. The Public Health Director of CHA is part of the Operations Section in the EOC.

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- B. The Public Health Director, or their designee, coordinates all medical-technical aspects of the County emergency response under the supervision of the Emergency Management Director.
- C. The Public Health Director normally directs operations from the EOC. If the Public Health Director is not available, a representative from CHA represents the agency in the EOC.
- D. The Medical Examiner controls all activities connected with identification of the deceased and mortuary services. The OCME may assume control of this activity if necessary.
- E. The Public Health Director maintains communications with all CHA teams or sites around the County keeping the EOC informed of all activities, personnel, and equipment.
- F. Additional resources are requested through the Emergency Management Director.
- G. CHA directs the administration and use of the SNS, when needed. The Public Health Director controls and directs the medical-technical use of the SNS, in accordance with federal guidance. SNS Operations are coordinated with the Emergency Management Coordinator.

V. CONTINUITY OF GOVERNMENT

- A. Order of Succession (Public Health Services):
 - 1. CHA Public Health Director
 - 2. CHA Deputy Health Director
 - 3. CHA Chief Technology Office
- B. Orders of Succession (Mortuary):
 - 1. Local Medical Examiner
 - 2. OCME Medical Examiner
 - 3. Assistant OCME Medical Examiner
- C. Order of succession for departments and agencies that support public health services are in accordance with their internal standard operating procedures.

ANNEX K

EVACUATION AND TRANSPORTATION

Primary Agencies

- Board of County Commissioners
- PIO (Communications and Outreach)
- CCTS
- EMS
- Emergency Management
- Sheriff's Office

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- Cabarrus County Schools
- CHSA
- County Manager
- Fire Services
- Kannapolis City Schools
- Sheriff's Office – Communications Division

I. PURPOSE

This annex provides guidance for the orderly, coordinated evacuation of the population during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Emergency situations may require evacuation of all or part of the population of the County. A hazardous materials release, major fire, or other localized incident may require a small-scale evacuation. A widespread emergency situation could require an evacuation on a larger scale, requiring the cooperation and combined resources of the County and the municipalities.
2. Emergency Management has completed a hazard analysis that identifies the types of threats and the areas in the County that are most vulnerable to these threats.
3. Large-scale emergencies may necessitate the rapid evacuation of hospitals, nursing homes, and non-ambulatory populations. These facilities and populations within the County may require extra evacuation assistance.
4. An evacuation may require substantial public and private resources for transportation, communications, and traffic control.

B. Assumptions

1. Sufficient warning time will normally be available to evacuate the threatened population.

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EVACUATION AND TRANSPORTATION

2. The principal mode of transportation for evacuations will likely be privately owned vehicles (POV).
3. Particular areas of the County or special populations within the County will need additional time and resources to accomplish an evacuation.
4. The public will receive and understand official information related to evacuation.
5. The public will act in its own interest and will evacuate dangerous areas promptly when advised to do so.
6. If there is sufficient advanced warning, some residents may evacuate prior to being advised to do so by public officials.
7. Most evacuees will seek shelter with relatives or friends rather than accept public shelter.
8. Some residents may refuse to evacuate regardless of warnings.
9. Some people will lack transportation. Others who are ill or disabled may require vehicles with special transportation capabilities to move them to a shelter.

III. CONCEPT OF OPERATIONS

A. General

1. Local government has the responsibility and authority to order an evacuation.
 - a. If only one municipality in the County is to be evacuated, the Mayor issues the order.
 - b. If the evacuation involves more than one jurisdiction or an area outside of a municipality, the Chairperson of the Board of County Commissioners or his/her designated elected representative issues the order.
2. The Emergency Management Director monitors the progress of the evacuation and modifies the planned evacuation as the situation develops.
3. The County maintains continuous operations during emergency situations.

B. Specific

1. Movement Control and Guidance
 - a. The conditions at the time of the emergency determine the size and scope of the evacuation.
 - b. Traffic movement during evacuation follows designated routes directed by law enforcement personnel at traffic control points. The evacuation area will include at least two designated exit routes. One lane of each route is kept open to permit passage of emergency vehicles.
 - c. Evacuation traffic follows the exit routes to the designated reception areas and shelters within the County and adjacent counties if necessary.
 - d. Emergency response personnel ensure that the route remains clear for traffic and will move any vehicles experiencing mechanical problems during the evacuation off the roads.

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Emergency response personnel and vehicles will pick up stranded evacuees or direct other evacuees to transport stranded evacuees to the nearest shelter, if resources are available.

- e. State Highway Patrol (SHP) will coordinate with other agencies to move damaged or inoperative vehicles off the evacuation routes.

2. Staging Areas, Pick-up Points, and Routes

- a. The Emergency Management Director determines staging areas for the emergency response personnel and equipment entering from areas outside the County. The EOC Operations Section Chief controls the arrival and release of these personnel and their equipment to the Incident Commander that needs the assistance. These mutual aid personnel and equipment will not leave the staging area without the permission of the Operations Section Chief, the Emergency Management Director, or their representative. The Emergency Management Director may delegate control of certain assets directly to the County agency that needs them and has the direction and control system in place to adequately supervise the employment of this mutual aid support.

3. Functional Needs Evacuation

- a. Institutions within the County are responsible for developing procedures for evacuation of their facilities. These plans include procedures for the rapid evacuation of a facility or in-place sheltering. The evacuation plans must include the numbers and types of vehicles, the vehicles available at the facility, the total number of patients/residents at full capacity, any special needs for transportation (such as wheelchair lifts), and the medical supplies and equipment needed to assist the patients. The staff of the facility evacuate with the patients/residents and remains with them at the shelter.
- b. The County and local jurisdictions make every effort to provide vehicles and personnel to assist with the evacuation. Ambulatory patients and the staff of the medical facilities in the County will be evacuated in buses or vans. Ambulances and vans will be provided for evacuation of non-ambulatory individuals, if available, but these patients may be carried in other vehicles if the situation requires it.
- c. A widespread emergency will force emergency responders to prioritize evacuation efforts based on the threat to life and public safety. This may delay the evacuation of those with functional needs. The Incident Commander or his representative informs the facility staff of this and they prepare to continue care during this period.
- d. The County and municipal school systems have developed evacuation procedures and routes for each school. Designated buses will be utilized for students at all facilities and for those students without their own vehicles at high schools. Schools within the danger zone for a hazardous material release have developed procedures for in-place sheltering and "walk-away" evacuations. The PIO for the respective school system and the County coordinate their

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EVACUATION AND TRANSPORTATION

efforts and advise parents of the designated reception centers for the students. Private schools and state-licensed childcare/preschool facilities develop similar plans for their facilities.

- e. During incidents involving hazardous material release or criminal activity at or near the school, parents will not be allowed to enter the area and pick up their children. Law enforcement personnel on the scene will prevent personnel not involved in the incident response from entering the area or disrupting the evacuation.
 - f. The PIO will provide a telephone number(s) to the public for physically handicapped or disabled persons without transportation. The CCTS Transportation Manager will arrange pick-up of these individuals and move them to a shelter or reception area. CHSA and Emergency Management will advise the CCTS Transportation Manager of individuals known to need transportation assistance.
 - g. The CCTS Transportation Manager will ensure that all vehicles are ready for operations and have sufficient drivers for continuous operations. As necessary, the CCTS Transportation Manager will coordinate with the EOC for additional drivers, vehicles, maintenance and recovery support, fuel, and maps.
 - h. The detention center (jail) within the County has developed procedures for the relocation of prisoners to jails outside of the threatened area. These plans include procedures for secure transport of prisoners when prison system vehicles are not available for the task.
 - i. The Sheriff's Office or municipal police department(s) coordinate evacuation from County parks and recreation areas. County representatives routinely advise the Emergency Management Director of any scheduled special events that may draw crowds to the parks or recreation areas.
 - j. Businesses within the County that have large numbers of employees are responsible for developing plans for the evacuation of their employees during emergencies.
4. Emergency Public Information

For other emergencies, warnings to the public and information concerning evacuation will be broadcast over the emergency alert system (EAS) network, WEA, mass notification system, social media and by emergency vehicles equipped with sirens, warning lights, and loudspeakers moving through the threatened areas. For localized evacuations, emergency responders will provide warning and evacuation instructions door-to-door in the affected area.

5. Re-entry

- a. The trigger for re-entry of evacuated areas will be different for each type of incident.
- b. The decision to re-enter will be based off information provided by subject matter experts, public health authority, utility providers, and environmental authorities among others.

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- c. Re-entry will not commence until:
 - An assessment of the evacuated area has been completed.
 - Restoration of services to an evacuated area are deemed adequate to enable safe, sustainable living.
- d. The PIO will share timely, accurate and consistent communication as to re-entry information such as:
 - How and when re-entry will begin
 - Transportation restrictions
 - Re-entry routes
 - Safety considerations
- e. The Sherriff's Office and other law enforcement entities will provide support on re-entry traffic flow, checkpoints, and security, if required.
- f. The Emergency Management Director, County Manager, Board of Commissioners and any applicable municipal authorities will determine when an evacuated area is safe for re-entry.

IV. DIRECTION AND CONTROL

- A. The Emergency Management Director supervises the evacuation based on the guidance from the Board of County Commissioners and the County Manager.
- B. During large-scale evacuations involving the relocation of the population from an entire municipality, the County, or several counties, the Governor may declare a State of Emergency. At that point, the Governor assumes direction and control of the situation and the SERT coordinates evacuation operations upon activation of the State EOC.
- C. When an emergency situation requires timely evacuation before the EOC can be activated, the Incident Commander on the scene can call for a limited evacuation to protect public safety. Only those persons in immediate danger are moved away from the area. If the situation continues, the Emergency Management Director, in consultation with the County Manager and the Board of County Commissioners, issues the order for an evacuation.
- D. An emergency situation may force evacuees to a reception area outside of the County. The County Manager appoints a representative from County government to act as a liaison between the County and the reception area government. The evacuees are subject to all the laws and ordinances of the jurisdiction operating the reception area.

ANNEX L

SHELTER AND MASS CARE

Primary Agencies

- American Red Cross - Southern Piedmont Chapter
- CHA
- CHSA
- Emergency Management

Support Agencies

- ARES
- Board of County Commissioners
- Cabarrus Arena and Events Center
- Cabarrus County Schools
- Partners Health Management
- Cooperative Christian Ministry
- EMS
- Kannapolis City Schools
- IAM
- PIO (Communications and Outreach)
- Sheriff's Office

I. PURPOSE

The purpose of this annex is to provide a basic description of shelter and mass care activities in the County following a disaster. The Cabarrus County Sheltering SOG provides a detailed description and job aids to facilitate sheltering operations in the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County is subject to a variety of natural, technological, and human-caused incidents that may result in the need for the public to evacuate their place of residence and seek shelter.
2. There are emergency situations that may require the County to provide public shelters. The County also provides shelter for evacuees from Mecklenburg County in the event of problems at MNS.
3. The County has recognized the need for a plan to facilitate a single and effective shelter concept of operations (CONOPS) to facilitate the coordinated implementation of mass care and shelter for the public.
4. A uniform and baseline CONOPS allow the County to establish a standardized approach within shelter planning and operations efforts that enable the usage of the most capable shelter facilities, reduce duplication of efforts or the over-use of limited resources, and increase operational efficiency.

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5. Emergency Management and the American Red Cross – Southern Piedmont Chapter have identified and surveyed potential shelters in the County and have determined which would be appropriate to use during emergency situations.
6. The population of the County contains individuals and groups with functional needs that will require individual or special assistance during emergency situations. Shelter and mass care services to those with functional needs requires additional planning, coordination, and resources.
7. Those persons with functional needs requiring constant care and/or life support systems will require care at a medical facility.

B. Assumptions

1. County, municipal departments and agencies assume the responsibility for emergency management operations and will commit available resources to save lives and to minimize personal injury and property damage.
2. Sufficient shelter capacity exists in adjacent counties for out-of-county evacuation and these locations are available for use after coordination.
3. A high percentage of evacuees will seek shelter with friends or relatives rather than go to public shelter.
4. Any person(s) with functional needs who is self-sufficient or who has a caregiver that can provide assistance will be accepted into the shelter serving the individual, his/her family, and his/her community.

III. CONCEPT OF OPERATIONS

- A. DHHS is responsible for shelter and mass care during emergencies in the state. CHSA manages mass care operations in the County. The American Red Cross – Southern Piedmont Chapter supports the shelter locations. This service is provided through written agreements between the American Red Cross – Southern Piedmont Chapter, the State of North Carolina, and Emergency Management.
- B. DHHS supports County efforts with the following: arrange for shelter at DHHS institutions and transfer social services personnel to the affected area as needed. DHHS works in conjunction with the American Red Cross – Southern Piedmont Chapter, Salvation Army, and other volunteer organizations to provide care for those affected by emergency situations.
- C. Public and private providers of institutional care (medical and residential) are responsible for having plans for continued care and sheltering of their patients/residents. CHSA ensures plans have been developed and Emergency Management reviews them.
- D. Private and government-operated facilities caring for groups for less than 24 hours, such as daycare facilities, pre-schools, and day health facilities, are responsible for the continual care of their clients during the entire period of the evacuation. This requirement ends when the client is released to a parent or a responsible adult.

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- E. Private facilities with functional needs residents are responsible for the evacuation and transportation of their clients to shelters and/or medical facilities. Public and private providers of institutional care (medical and residential) remain responsible for the continued care of their patients/residents when evacuated.
- F. Private facilities must plan to move patients, staff, and equipment during an emergency and use their vehicles to conduct this movement. As directed by the Emergency Management Director, CCTS provides assistance with the movement of patients, staff, and equipment from other facilities to the designated shelter locations. This support is based on the availability of vehicles and drivers.
- G. Local sheltering entails a systematic approach that seeks the best and most effective shelter solution to meet the shelters need.
- H. A shelter solution is implemented that requires the least amount of personnel and equipment resources to provide the most appropriate aid and comfort to the greatest number of shelter residents.
- I. The County uses the following sequence of activities associated with this CONOPS:
 - Triggering conditions occur.
 - Determine local shelter need:
 - Determine type of facility to activate to meet shelter need.
 - Determine specific facility to activate based on impact of incident.
 - Notify shelter agencies to activate local shelter(s).
 - Staff and open local shelter(s).
 - Notify public of local shelter(s) activation.
 - Operate local shelter(s).
 - Conduct shelter(s) demobilization and restoration.
- 1. Determine Local Sheltering Need
 - a. Emergency Management along with community partners assesses the emergency in anticipation of or in response to an emergency. Upon recognition of the type of event, and the expected or actual impact, Emergency Management along with community partners determine the type of shelter needed, shelter facility/location, staffing, services, and resources required to adequately respond to the incident/event.
 - b. Once the need has been established and the Emergency Management has made the determination to activate a specific shelter or shelters, the facility must be evaluated by CHA for the final approval on the site before the shelter(s) doors can be opened.
 - c. Shelters will be compliant with the Americans with Disabilities Act (ADA) and follow guidelines based on best practices developed and exercised by FEMA, the American Red Cross, and other mass care service providers. Not all recommended services or resources will be available or feasible in all emergency shelters.

ANNEX L

SHELTER AND MASS CARE

2. Notify Shelter Agencies to Activate Local Shelter(s)

- a. County departments and agencies tasked with shelter operations and providing support staff are notified by Emergency Management immediately after a decision has been made to activate a shelter(s).
- b. Once notification from Emergency Management is received, the County departments and agencies tasked with support initiate notification of the need to mobilize to their own staff.
- c. The mobilization of shelter operations support staff will vary depending upon the type of shelter(s) facility that is to be activated.

3. Staff/Open Local Shelter

- a. After staff is in place, the Shelter Manager conducts a briefing that includes information pertaining to the emergency, expected or actual impact on the community, and anticipated evacuee shelter needs/services.
- b. All County shelters will incorporate NIMS and ICS guidance for implementation.
- c. Once the appropriate shelter operations support staff and equipment assets have been fully activated and mobilized, the shelter formally opens to the public.
- d. All shelter staff are trained and knowledgeable of the specific functions they are responsible for as well as the organizational and command structure that is used to manage the overall shelter operation.
- e. The following shelter staff, shelter support personnel, and public safety partners may be used in support of the following functions:
 - Shelter registration and intake processing
 - Assessment and provision of functional needs support services
 - Facilitation of shelter resident reunification
 - Provision of dormitory and housing services
 - Provision of food and beverage services
 - Social and community program services
 - Health/medical support services
 - Animal/pet shelter support services
 - Law enforcement support services
 - Transportation support services
 - Management, request, and acquisition of shelter resources

4. Notify Public of Local Shelter Activation

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SHELTER AND MASS CARE

- a. As operations begin, Communications and Outreach issues notification concerning the activation of the shelter(s).
 - b. Notification to the public includes the status of the emergency, the community's actions, and the location and time in which the shelter facility will be available to the public for the provision of shelter services and the services provided at the selected shelter(s).
 - c. Notification also includes reminders to bring key items individuals with specific needs normally depend upon.
 - d. To reach the general population, the PIO uses various media outlets for notification through a diverse set of existing public communication capabilities and tools.
5. Operate Local Shelter(s)
- a. Actual shelter activation occurs at the established time set forth by the Emergency Management.
 - b. Upon the completion of staff and equipment mobilization at the shelter facility, a designated Shelter Manager manages all facets of the shelter operation.
 - c. Shelter residents seeking shelter either self-present or arrive via transportation assistance to the shelter facility.
 - d. As shelter residents arrive, they are processed via a shelter registration and intake area, where their additional and/or specific needs are further noted. Information concerning the emergency status, services located at the shelter, and/or other relevant information is passed along to shelter residents as they are processed.
 - e. During shelter operations, activity continues to be monitored by all shelter staff on an ongoing basis. Any gaps in services or equipment are monitored, noted, and addressed through appropriate mutual aid channels.
 - f. Shelter staff update shelter residents of the status of the emergency and when shelter residents will be able to transition back to their homes.
 - g. During shelter operations, the following activities and tasks take place:
 - 1) Shelter Registration and Intake Processing
 - Set-up and implement the shelter registration and intake area equipment and support using predetermined staffing models.
 - Receive and process shelter residents as they self-present at the shelter location.
 - Triage any medical, functional needs, non-English speaking needs, animal/pet, and assess for any communicable diseases.
 - Provide media and public information to shelter residents so they remain informed of the current emergency and the types of services that are available at the shelter location.

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- Conduct a resource gap analysis and request additional mass care/emergency resources or support as needed and identified via the registration and intake processing.
- 2) Assessment and Provision of Functional Needs Support Services
- Provide replacement or loaned durable medical equipment if needed.
 - Provide additional assistance due to limited English proficiency or functional needs.
 - Provide care to individuals unable to care for themselves until reunification or other options become available.
 - Support service animal areas and feeding.
 - Arrange and provide resource/supplies for special dietary needs, if possible.
 - Provide transportation resources, as needed.
 - Provide information in alternative formats on functional needs support available and on impact area conditions and status to those in shelters and medical facilities and in the community.
- 3) Facilitation of Shelter Resident Reunification
- Upon registration, assist shelter residents with missing family members or friends. Record information pertaining to missing persons.
 - Coordinate within shelter to determine if missing parties are already present within the existing shelter.
 - Coordinate with other shelters to determine if missing parties self-presented at other shelters.
 - Coordinate with law enforcement personnel to broadcast information regarding missing parties.
- 4) Provision of Dormitory and Housing Services
- Deploy dormitory/housing equipment to dormitory/housing space within shelter.
 - Identify and support shelter residents with dormitory/housing needs and assist as needed.
 - Provide public information, including situational updates to affected populations. Include a timeline for returning to their homes, if available.
 - Coordinate and integrate outside mass care/emergency assistance resources in local operations as determined by need or identified resource gaps.
- 5) Provision of Food and Beverage Services

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- Provide food and beverage services for shelter residents.
 - Public Health guidelines must be adhered to at all times during shelter operations for food and beverage services.
 - Deploy kitchen or catering services, including staff required to support this operation during the emergency.
 - Coordinate with feeding providers for kitchen sites and support resources if any gaps are identified.
 - Provide information to shelter residents on the location, hours, and process followed for the feeding schedule.
- 6) Social and Community Program Services
- Provide crisis counseling and referral services to long-term behavioral health resources during and after an emergency.
 - Provide community information such as laundry facilities, pharmacies, employment, schools, transportation, social services, faith-based organizations, banking, financial assistance, and support groups. This will be important for shelter residents who are unfamiliar with the area in which they are currently seeking shelter and/or if their previous homes have become uninhabitable due to damage caused by the emergency.
 - Direct shelter residents to social/human service agencies for replacement of identification and transfer of pre-existing benefits and services (Social Security, food stamps, driver's licenses, etc.).
 - Contact local law firms and legal services organizations to seek support in donated time and services to legal clinics prior to an emergency and offer these services to shelter residents upon initiating case management at the shelter.
- 7) Health/Medical Support Services
- Activate health and medical services as needed to support shelter residents upon shelter activation.
 - Ensure regular health department inspections of shelter and feeding sites are conducted.
 - Provide information on local healthcare resources to shelter residents upon completing registration.
 - Activate and use transportation resources for moving shelter residents to hospitals or other healthcare facilities.
 - Request and coordinate the need for additional health/medical support services as needed.
 - Coordinate and transfer medical records.

ANNEX L

SHELTER AND MASS CARE

- Review medical and mortuary support system for surge capacity/needs.
- Provide expanded behavioral health support.
- Communicate regarding health issues at shelter facilities.
- Coordinate medical transport resources (for example, quantity, type, location, capacity).
- Coordinate care of service animals in shelters and/or facilities.
- Activate pharmacy support and requests.

8) Animal/Pet Shelter Support Services

- Provide technical assistance, resource coordination, and management of a variety of response activities targeted to handle animal issues prior to and during emergencies.
- Provide sheltering as available.
- Provide pet care, which may include support of owner-based pet care as available.
- Dispose of deceased animals/pets as available.
- Process abandoned and/or unclaimed animals.
- Quarantine animals identified as having infectious diseases or that have bitten people.
- Request animal/pet support as needed.
- Provide basic household pet supplies and tracking equipment.
- Initiate set-up of household pet shelters and deploy necessary resources as available.
- Support the care of service animals in shelters and/or facilities.

9) Law Enforcement Support Services

- Coordinate law enforcement operations at sites sheltering or processing shelter residents.
- Secure the perimeter, control access, and evaluate the need for a roving patrol and monitor community influence in and around shelter.
- Request and coordinate with Emergency Management regarding the need for additional security support.

10) Transportation Support Services

ANNEX L

SHELTER AND MASS CARE

- Notify and activate transportation resources required for support upon activation of the shelter.
- Arrange transportation as needed for shelter residents. This may be from an emergency impact or non-emergency impact area of operations.
- Coordinate with law enforcement function concerning any road closures and traffic patterns.
- Provide return/reentry upon emergency stabilization and/or shelter demobilization.

11) Management, Request, and Acquisition of Shelter Resources

- Deploy resources based on need, type of shelter facility being activated, and functional resources present at the shelter.
- Monitor equipment usage; restock as needed.
- Identify resource shortfalls and gaps.
- Notify Emergency Management.
- Request mutual aid support through established mutual aid partners and/or NCEM.

6. Demobilization and Restoration of Local Shelter

- a. Once an emergency has stabilized and shelter operations are no longer necessary, the shelter facility is deactivated and staff is demobilized.
- b. Emergency Management, in conjunction with other local officials and the Shelter Manager, meet prior to the de-escalation of the emergency to determine the appropriate point at which to initiate formal demobilization of the shelter.
- c. Once the need to demobilize the shelter has been established, the Shelter Manager announces the plan to demobilize to all staff.
- d. Staff then informs shelter residents still present at the shelter of the plan to deactivate, which includes the time when deactivation will begin/conclude and continuation of certain services.
- e. When demobilization commences, staff begin to restore the shelter facility to normal operations by breaking down functional service areas and cleaning the facility.

7. County Shelter Functional Needs Support Services Considerations

- a. The County has incorporated recent functional needs support services guidance into their mass care and shelter planning efforts. To comply with this guidance, the County will shelter those with functional needs together with the general population, with no separation.
- b. Shelters will be supported by the American Red Cross – Southern Piedmont Chapter and staffed by CHSA and the American Red Cross – Southern Piedmont Chapter. CHA assists as necessary to coordinate external medical resources to meet client needs and assist in the coordination of functional needs services.

ANNEX L

SHELTER AND MASS CARE

- c. It is possible that staffing resources may be quickly overwhelmed in a large-scale disaster event. Supplemental staffing resources may be available through home health care, independent living centers, acute medical care centers, and similar medical service providers. Staffing resources will be requested via established processes through Emergency Management to NCEM.
 - d. No individuals seeking shelter will be denied access. Individuals arriving at the shelter without a caregiver will be accepted and supporting agencies will work to locate a caregiver through available staff and resources. Service animals will also be permitted to enter the shelter with their owner.
 - e. Minor modifications may be made to the dormitory area of the shelter as needed to meet the needs of shelter residents and limit the potential for separation from the general population (for example, low lighting at night to allow easy access to restrooms, allocating an area for service animals to limit the impacts on those with allergies).
8. County Pet Shelter Considerations
- a. The Sheriff's Office - Animal Services Division is responsible for County pet shelter operations.
 - b. The Sheriff's Office - Animal Services Division plans to accept all cats and dogs that can be accommodated. Arrangements will be made as needed for larger animals (for example, cattle, horses) to be accommodated at sites identified in our MNS Plan as available.
 - c. Service animals will be permitted to remain with their owner in the shelter.

IV. DIRECTION AND CONTROL

- A. NCDHHS provides overall management for mass care and shelter operations.
- B. CHSA directs and controls operations within shelters.
- C. Additional support is provided by Emergency Management and American Red Cross.
- D. Refer to the Cabarrus County Sheltering SOG for the mass care and shelter organization within the County.
- E. The Cabarrus County Sheltering Operations SOG provides job aids and descriptions for all shelter staff positions.

ANNEX M

DAMAGE ASSESSMENT

Primary Agencies

- Construction Standards
- Emergency Management

Support Agencies

- Active Living and Parks
- Board of County Commissioners
- CCTS
- Cooperative Extension
- Emergency Management
- Fire Services
- IAM
- Municipal Fire Departments
- Planning and Development
- Sheriff's Office
- Tax Administration

I. PURPOSE

This annex provides guidance for the organization and coordination of damage assessment and debris removal reporting following an emergency incident or event.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation has the potential to cause damage.
2. A damage assessment program is essential to effective response and recovery operations following an emergency.
3. The County has created a Disaster Debris Management Plan (DDMP) to guide the damage assessment and debris removal process.
4. The Emergency Management Director oversees a Preliminary Damage Assessment (PDA) to determine the severity and magnitude of the damages and identifies the actions necessary to respond and recover from the impacts
5. If an emergency situation results in a Presidential Declaration of an "emergency" or "major disaster", the Emergency Management Director oversees a countywide PDA of public and private property. This process includes the following steps:
 - a. Determine the procedures and resources the County needs for response and recovery operations.
 - b. Establish the priorities for types of resources.

ANNEX M

DAMAGE ASSESSMENT

- c. Guide the allocation of local government resources.
- d. Provide an estimate of what outside assistance is necessary to restore the impacted area to pre-disaster condition.

B. Assumptions

- 1. The effects of the emergency situation may continue to pose a threat of damage to public and private property.
- 2. Prompt implementation of damage assessment procedures expedite relief and assistance for those people adversely affected by the emergency.
- 3. Information and data gathered from the PDA and other damage assessment activities are used in determining the extent of state and federal government assistance, including the likelihood of a Presidential Declaration.

III. CONCEPT OF OPERATIONS

A. General

- 1. The County and local municipal governments conduct damage assessment operations.

B. Damage Assessment

- 1. The Emergency Management Director, acting in the role of Debris Manager coordinates initial response from the EOC.
- 2. Local municipalities operate from their city/town EOC(s).
- 3. The EOC manages damage assessment within the County.
- 4. The municipalities coordinate their damage assessment with the EOC and submit all damage reports to the EOC. All requests for assistance with damage assessment go to the EOC for action.
- 5. Construction Standards, Emergency Management, Fire Services and Tax Administration form damage assessment teams to examine and report on the extent of damage throughout the County.
- 6. County Departments will support the damage assessment and debris removal process as listed in the DDMP.
- 7. The Safety Officer advises the Debris Manager on personnel safety issues during damage assessment operations. Based on information received from the Debris Manager, the Safety Officer makes recommendations to the County Manager and Board of County Commissioners on the use of any damaged County facilities.
- 8. The County Cooperative Extension Office provides a damage assessment team to determine the extent of damage to farms, crops, and livestock.

ANNEX M

DAMAGE ASSESSMENT

IV. DIRECTION AND CONTROL

- A. Any County department may be called on to provide personnel and resources to support the damage assessment effort as needed.
- B. Personnel from departments assigned damage assessment missions remain under the control of their own departments, but function under the technical supervision of the Debris Manager.

V. ADMINISTRATION AND LOGISTICS

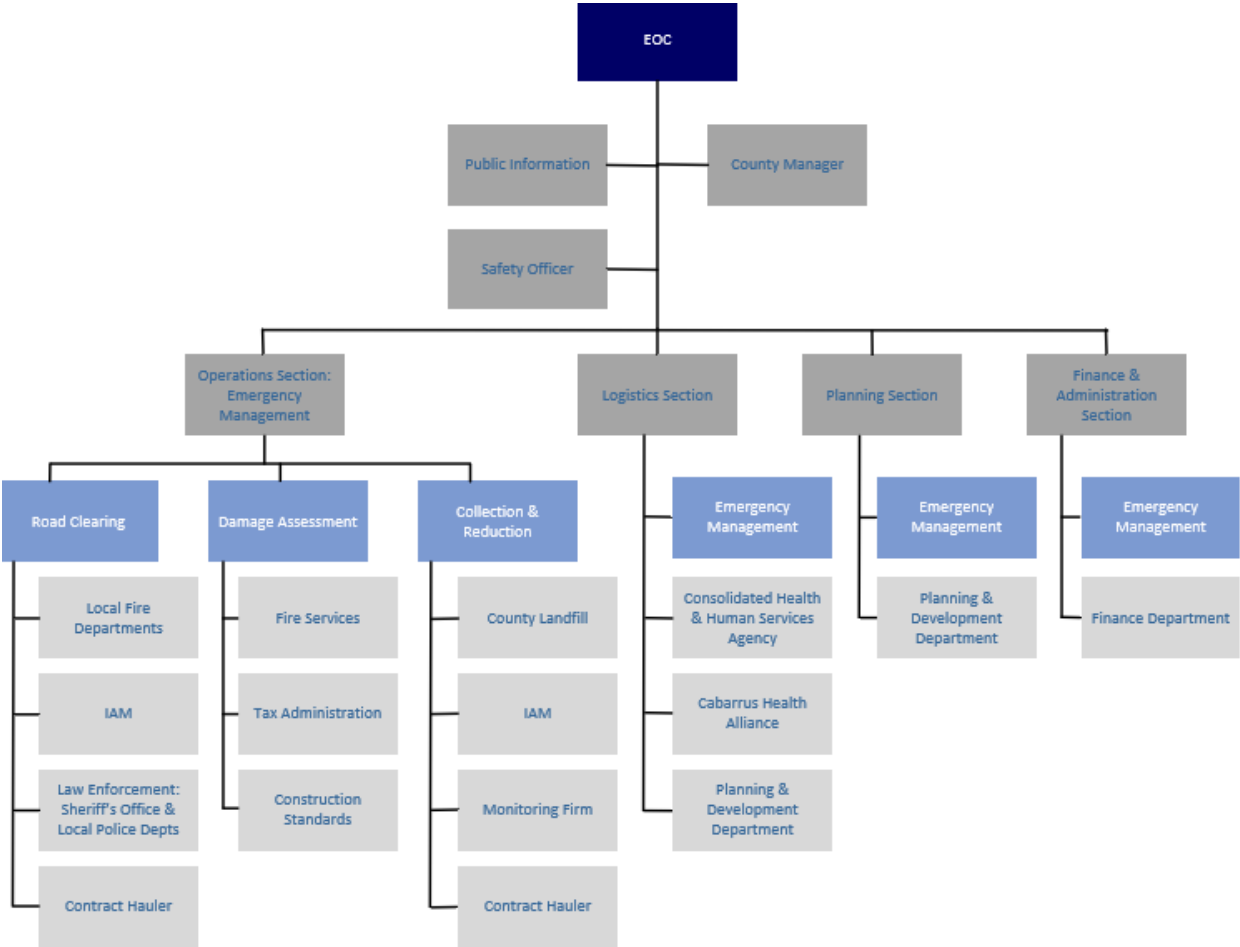
- A. All County departments and agencies will maintain records of personnel, equipment and material resources used in damage assessment and debris removal.
- B. All County departments and agencies supporting debris operations should ensure 12-hour staffing capability during implementation of the DDMP.
- C. When the DDMP is implemented the Debris Manager, with the assistance of EOC staff, will perform the following actions:
 - 1. Coordinate with County departments prior to and after the event.
 - 2. Coordinate damage assessments and debris volume forecasting.
 - 3. Lead the development of FEMA Project Worksheets (PW).
 - 4. Activate monitoring firm and debris removal contractors.
 - 5. Oversee all private contractors, including hauling and monitoring firms, throughout the duration of the clean-up process.
 - 6. Coordinate with the hauling and monitoring firm with regard to contractor invoice reconciliation.
 - 7. Manage data for debris related activities.
 - 8. Provide the County Manager and elected officials with information regarding the progress of the debris removal effort.

ANNEX M

DAMAGE ASSESSMENT

APPENDIX 1 TO ANNEX M

ORGANIZATIONAL STRUCTURE FOR DAMAGE ASSESSMENT



ANNEX N

RESOURCE MANAGEMENT

Primary Agencies

- Finance Department/Procurement Services

Support Agencies

- Board of County Commissioners
- Cabarrus Arena and Events Center
- County Manager
- Emergency Management
- Fire Services
- IAM
- Municipal Law Enforcement
- Sheriff's Office

I. PURPOSE

This annex describes the system to identify, locate, and acquire resources for emergency response operations within the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County has many public and private resources available for emergency response operations.
2. Each municipality within the County has resources available for emergency response operations. When not directly impacted, these jurisdictions may respond to requests for assistance.

B. Assumptions

1. The resources required for response and recovery operations will be available and in good working condition.
2. County and local municipalities have the resources to handle the capacity and duration of an event.

III. CONCEPT OF OPERATIONS

- A. County departments and agencies use and control their own resources and equipment during response and recovery operations.
- B. Municipal departments and agencies use and control their resources and equipment during emergencies. Use of these resources outside of the incorporated limits occurs by request from other municipalities and/or the Emergency Management Director.
- C. The EOC is the central control element for resource management in the county.

ANNEX N

RESOURCE MANAGEMENT

- D. The Emergency Management Director and the EOC staff coordinate all additional resources requested for county departments during emergencies.
- E. The Finance Director or Chief Procurement Officer has developed procedures to expedite the purchase of expendable supplies during emergency situations.
- F. The Finance Section Chief trains Finance Department/Procurement personnel assigned to the EOC to perform emergency tasks.
- G. The Finance Section Chief in the EOC tracks all costs related to the resource requests. These costs include equipment and supplies, equipment operating costs, personnel overtime costs, and all contracted goods, labor, and services.
- H. The Finance Section Chief accounts for all funds spent and prepares daily summaries of the resources provided for emergency operations. The summaries are used to prepare any Public Assistance (PA) requests to FEMA following the conclusion of the emergency.
- I. The Emergency Management Director identifies those resources and capabilities that are available at local businesses, industrial facilities, and other organizations for use in emergency situations.
- J. The Emergency Management Director develops mutual aid agreements or memorandums of agreement with these organizations to quickly acquire those resources during emergencies. The Emergency Management Director reviews these agreements annually.
- K. Once local resources are exhausted, the County coordinates with adjoining counties for additional available assistance and resources using existing mutual aid agreements through the EOC. Additionally, the County may obtain assistance from NCEM when local capabilities are exhausted.
 - 1. The County requests assistance through the NCEM Western Branch Office from the State EOC. If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the EMAC to provide the needed resources and assistance using the ESFs as described in the NRF.

IV. DIRECTION AND CONTROL

- A. The County Manager directs the overall employment of emergency response assets and requests for additional assistance.
- B. The Emergency Management Director controls the utilization of all resources and support during emergency situations.
- C. The on-site Incident Commander has operational control of all resources assigned to the scene.
- D. The Emergency Management Director has the authority to reassign and divert any resources based on his/her estimate of the overall situation.
- E. Established mutual aid agreements determine who will move, operate, maintain, and fund the operation of any additional equipment provided to the county during emergency response operations.

ANNEX O

ANIMAL CONTROL AND PROTECTION

Primary Agencies

- Sheriff's Office - Animal Services
- Emergency Management
- Cooperative Extension Office

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- CHA
- Humane Society of Concord
- Local Animal Shelter(s)
- PIO (Communications and Outreach)
- Veterinarian Association

I. PURPOSE

This annex describes the system to protect, control, and care for animals during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation that threatens humans also threatens both domestic and wild animals.
2. It is necessary to provide water, shelter, food, and medical treatment for pets, livestock, and wildlife affected during an emergency situation.
3. Relocation, sheltering, and relief efforts for pets and livestock may be required to protect them.
4. Domestic cats and dogs will be permitted at County shelter locations. Pet owners are responsible for the care of these animals while they remain at the shelter site.
5. Farm families must continue to care for livestock left behind in evacuated areas.
6. The Emergency Management Director prepares procedures to allow the reentry of those with farm animals to care for livestock. This effort requires animal feed, water, transportation, and veterinary treatment for injured animals.

B. Assumptions

1. The owners of pets or livestock, when notified of an upcoming emergency, will take reasonable steps to shelter and provide care for their animals.
2. The County can expect to receive outside assistance from the state agencies and the private sector.
3. Personnel with proper training and protective equipment will be available to re-enter evacuated areas to rescue and care for livestock or domestic animals.

ANNEX O

ANIMAL CONTROL AND PROTECTION

III. CONCEPT OF OPERATIONS

- A. The sheltering and protection of pets and livestock during an emergency is the responsibility of their owners. Animal owners must include plans for animal care as they prepare their emergency preparedness plans.
- B. The County provides food and medical treatment to stranded animals when the situation prevents evacuation to a shelter and resources are available.
- C. The Sheriff's Office is the lead agency for animal control during emergencies.
- D. Animal control and protection operations include rescue, shelter, control, feeding, and preventive immunization of animals left homeless, lost, or strayed as a result of the emergency. The Animal Control Officer (ACO) supervises this effort and determines resource requirements.
- E. The ACO maintains a record of all animals placed into shelters to assist in returning these animals to their owners during recovery. If the animals cannot be returned to their owners, local animal protection groups may be allowed to relocate any animals that are unclaimed to other shelters. These actions are coordinated with the ACO prior to the animal leaving the temporary shelter.
- F. If necessary, the ACO supervises the disposal of animal remains in accordance with established control procedures.
- G. The Emergency Management Director requests volunteers from the Humane Society of Concord and Greater Cabarrus County and similar organizations to assist with the care of animals during emergencies.
- H. Personnel from the Cooperative Extension Office trains and assists these volunteers prior to deployment to local farms to care for livestock. No untrained volunteers are permitted to care for livestock.
- I. The Emergency Management Director coordinates all requests for animal protection assistance and resources such as food, medicine, shelter, specialized personnel, and additional veterinary medical support.
- J. There are additional shelter and support resources available from private farms, feed stores, boarding kennels, stables, and dog and horse clubs. These businesses and/or groups may provide personnel, equipment, and facilities to shelter and care for pets belonging to evacuated citizens and those animals evacuated from established animal shelters when those facilities are full or destroyed by the incident.
- K. The Sheriff's Office and personnel from the North Carolina Wildlife Resources Commission capture and confine any wild animals out of their natural habitats. This includes any wildlife endangered by the emergency situation or those that pose a threat to human life. These agencies return displaced wildlife to its natural habitat as soon as safely possible.
- L. American Red Cross – Southern Piedmont Chapter-operated shelters permit pets to be housed in separate areas of the shelters. This function will be housed in the Companion Animal Shelter Trailer (CAST) located at the shelter site. The CAST and pet care areas of the personnel shelters are not suitable for uncommon, exotic, or dangerous animals, and these animals are not allowed to remain at the shelter site. If the shelter site is not suited to animal care or is unable to accommodate additional animals, the ACO supervises the movement of animals to an animal shelter. Livestock animals are not permitted at personnel shelters.

ANNEX O

ANIMAL CONTROL AND PROTECTION

- M. The PIO provides information on the care of pets and livestock during emergencies. This includes animal shelter locations for pets, livestock, and wildlife during emergency situations.
- N. The PIO coordinates all media activities and press releases associated with the protection of animals. Additionally, the PIO performs the following tasks:
 - 1. Provides instructions on the preparation of pets and livestock for an impending emergency
 - 2. Provides information on the location of temporary animal shelters to drop off lost or stray animals, animals that that people cannot care for, or animals that need immediate medical assistance
 - 3. During response operations, develops a system to direct inquiries on lost pets and livestock to the appropriate animal shelters
- O. The Emergency Management Director requests veterinary support when needed. The first contact is local Veterinarians and, if additional support is necessary, through the State EOC.
- P. The ACO supervises the disposal of animal carcasses using normal procedures. Should the number of carcasses exceed local disposal capabilities, the Emergency Management Director requests assistance from the State EOC. All disposal operations are coordinated with CHA to avoid any dangers to public health.

IV. DIRECTION AND CONTROL

- A. The Sheriff's Office manages all activities related to animal protection and control during a disaster.
- B. The ACO directs operations using ICS.
- C. The Sheriff's Office coordinates all animal control efforts with the Emergency Management Director. If necessary, the Emergency Management Director authorizes the ACO to conduct direct liaison with appropriate state agencies.

V. CONTINUITY OF GOVERNMENT

- A. Order of Succession:
 - 1. Sheriff
 - 2. Chief Deputy
 - 3. Operations Captain
 - 4. ACO
- B. Order of succession for departments and agencies supporting animal control and protection are in accordance with the established procedure for those departments and agencies.

ANNEX P

DONATED GOODS MANAGEMENT

Primary Agencies

- Tax Administration

Support Agencies

- Active Living and Parks
- American Red Cross – Southern Piedmont Chapter
- Cabarrus Arena and Events Center
- Cabarrus County Schools
- CCTS
- CHSA
- Cooperative Christian Ministries
- Emergency Management
- Library System
- IAM
- Kannapolis City Schools
- Municipal Fire Departments
- NGO's
- PIO (Communications and Outreach)
- Private Contractors
- Register of Deeds
- Salvation Army
- Sheriff's Office
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex describes the management of goods and services that are donated for relief of County residents in the aftermath of an emergency situation. This includes the collection of donated goods from the residents of the County for relief in other affected areas outside of the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Historically, persons not directly affected by emergencies are eager to render aid to victims through donations of money, goods, and services.
2. Lack of an organized system of management for the receipt, identification, organization, and distribution of donated goods and services results in confusion and loss of resources.
3. It is essential the public receive timely information on the location(s) of donations sites as well as the type(s) and amount(s) of items needed.

ANNEX P

DONATED GOODS MANAGEMENT

4. At the national level, several organizations have established telephone numbers to provide information on disaster relief. These organizations include FEMA, the American Red Cross and the Salvation Army.
5. The management and administration of the donated goods program require suitable facilities, materials handling equipment, and trained personnel. The Emergency Management Director and emergency management staff coordinate the distribution of donated goods to respond to identified needs.

B. Assumptions

1. Existing supplies and service capabilities may be insufficient to meet local needs during an emergency situation.
2. Suitable covered storage space and materials handling equipment is available for the reception, sorting, and storage of incoming donated goods.
3. Personnel to handle, store, and issue donated resources is available.
4. Local transportation resources are available to ship the donated goods to other locations.
5. There will be a surplus of some donated goods that will require disposal.
6. Charitable and religious organizations will offer their assistance in managing and operating distribution centers.
7. Citizens and businesses in the County will elect to donate money and goods to disaster victims elsewhere and will seek guidance on methods of participation.
8. Some donors will seek to bypass the distribution system established by the County.

III. CONCEPT OF OPERATIONS

A. General

1. The goal in donations management is to control donated goods and services to ensure items reach the people most in need in a timely manner and in sufficient quantities.
2. The Emergency Management Director, County government key leaders, and non-governmental organizations (NGOs) must assess requirements promptly and request donations to meet those requirements as needed.
3. The EOC notifies the State EOC that the County is accepting donated goods and services along with the location of the CRDP.
4. Appropriate messages will be provided to the media to provide the public with guidance about donating products, services, and/or cash.
5. The CRDP is the main reception and distribution point for supplies provided to the County during emergency response and recovery operations.

ANNEX P

DONATED GOODS MANAGEMENT

6. The desire to assist those in need can result in a surplus of goods or a supply of unnecessary items. If the public information effort cannot discourage the continued donation of unneeded items, they are directed to a holding area away from the area of the emergency for sorting and storage.

B. Receipt of Donated Goods

1. Tax Administration is the lead agency for the reception and distribution of donated goods and services.
2. Upon activation of the CRDP, Tax Administration sends a representative to the EOC and is assigned to the Logistics Section. These representatives must be prepared for continuous operations and will not be available for duty at the CRDP.
3. The County Manager details additional County government personnel not assigned emergency response tasks with their department to assist in this mission.
4. The magnitude and severity of the emergency dictate the amount of space and personnel required for the reception and distribution process.
5. Emergency Management coordinates with other relief agencies to avoid duplication of efforts.
6. The Emergency Management Director establishes a central reception and sorting center for donated goods at the CRDP. Ideally, this facility is not in the area affected by the emergency. The Emergency Management Director selects separate locations convenient to the affected area(s) as forward distribution centers.
7. The PIO coordinates the release of information regarding the locations of distribution and reception sites, the goods and services requested, assembly points for volunteers, and other pertinent matters. An aggressive public information effort expedites the distribution of goods to victims and limits the influx of unneeded goods.
8. The CRDP is a covered facility of sufficient size to store the donated items.
9. The Emergency Management Director provides materials handling equipment, such as pallet jacks and forklifts, to the CRDP. The Emergency Management Director prepares for expansion of the site with additional equipment suitable for outdoor storage use, such as pallets, tarpaulins, and tie-downs. If necessary, the Emergency Management Coordinator requests a CRDP management team from NCEM to assist operations at the CRDP.
10. The staff of the CRDP will sort, package, and store all donated goods to facilitate efficient distribution.
11. The Emergency Management Director approves the final disposal of donated goods when the CRDP closes. Those items not retained for County use may be made available to the NCEM.
12. NCEM maintains warehouses stocked with some emergency supplies available for immediate shipment and uses this facility for organization and storage for donated supplies.

C. Designated donations

1. A designated donation is a donation made to a specific organization or a donation requested by an organization.

ANNEX P

DONATED GOODS MANAGEMENT

2. The PIO directs public inquiries concerning designated donations to that specific organization.
3. The organization accepting/receiving the donation follows its own policies and procedures for handling the details of the donation. The donation then belongs to that organization which is responsible for the distribution of those items.

D. Unsolicited/undesigned goods

1. Unsolicited/undesigned goods are those donations not requested by an agency that has arrived at the CRDP or other collection points.
2. The EOC and the CRDP staff make every effort to designate every shipment to a specific agency or organization to reduce the waste of time and storage space.
3. As a last resort, the Emergency Management Director directs unsolicited or undesigned shipments to the CRDP.
4. The CRDP staff unloads, sorts, and stores unsolicited donations that cannot immediately be sent to a receiving organization.

E. Transportation

1. The donor transports goods to the receiving organization or the CRDP. The Emergency Management Director may arrange transportation for any donation items critical to recovery efforts.
2. The Emergency Management Director arranges transportation of donated goods from the CRDP to the forward distribution points. This effort employs all available County and municipal government vehicles. State and federal assets are used as available.

F. Voluntary Services

1. Persons may wish to volunteer their personal time and services to assist in the response to the emergency.
2. Volunteers are managed by the American Red Cross – Southern Piedmont Chapter in coordination with emergency management. All volunteers are vetted and credentialed before being assigned.
3. The PIO establishes a telephone bank to receive inquiries from the public. The operators encourage individuals interested in volunteering services to affiliate with a recognized private voluntary NGO (American Red Cross, Salvation Army, etc.) or other organized group of their choice, such as church groups.
4. The Emergency Management Director and County government department leaders identify potential volunteers who have specific technical skills needed during response operations.
5. Tax Administration registers volunteers from the general public. The Tax Administrator provides daily registration updates to the EOC and coordinates to provide volunteers to the agencies seeking particular skills.

ANNEX P

DONATED GOODS MANAGEMENT

6. The American Red Cross – Southern Piedmont Chapter coordinates the housing and feeding of public volunteers. Those government department and agencies employing volunteers provide a headcount to the American Red Cross – Southern Piedmont Chapter representative at the EOC each day to assist support planning.

IV. DIRECTION AND CONTROL

- A. Tax Administration directs and controls Donations Management.
- B. The Emergency Management Director approves all shipments and deployments of volunteer labor or services.

ANNEX P

DONATED GOODS MANAGEMENT

APPENDIX 1 TO ANNEX P CRDP

I. PURPOSE

This appendix describes the basic organization of the CRDP.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency response and recovery operations, the County may expend supplies and other assets available.
2. To sustain the recovery and response efforts, the County may seek assistance from other counties and municipalities, the State of North Carolina, and the federal government.
3. Additionally, private citizens and NGOs may offer assistance in the form of donations of needed supplies.
4. Emergency Management establishes a facility to receive, store, and account for the resources obtained from sources outside of the County government. All incoming supplies are sent to this location. This facility is the central point for receiving and then distributing supplies throughout the County as directed by the Emergency Management Director.

B. Assumptions

1. The County expends all available resources during response operations then requests assistance from the state and other sources.
2. There are suitable locations within the County to establish a CRDP.
3. The County is able to obtain the use of these facilities.
4. The County has sufficient personnel available to operate the CRDP during continuous operations and can provide material handling equipment and operators to assist CRDP operations.
5. NCEM can supply trained staff to assist with and train County personnel on CRDP organization and operations.

III. CONCEPT OF OPERATIONS

A. The County has access to several County properties that can be used as a CRDP.

1. The Cabarrus Arena and Events Center is the primary site for the CRDP.
2. The IAM Warehouse is the secondary site for the CRDP.

B. Organization

1. The Cabarrus Arena and Events Center building functions as both the CRDP and the Donated Goods Management Area. The building can be divided into two sections.
2. The forward section is used to receive and sort donated goods.

ANNEX P

DONATED GOODS MANAGEMENT

3. The rear section is used for receiving and distribution operations.
4. There is sufficient covered space and parking to conduct multiple CRDP missions simultaneously. The rear section of the Events Center has a loading dock that permits (3) standard tractor-trailers to be offloaded simultaneously.
5. The facility has the capability to support the necessary lighting, communications and data connections needed and is supported by an 80kW generator.
6. The facility has ample space for a landing zone (LZ) for UH60 aircraft in the midway and at another satellite parking area.
7. The existing lighting system should provide ample light for night operations at the LZ, if power is available.

ANNEX P DONATED GOODS MANAGEMENT



**Exhibit P-1
Cabarrus Arena and Events Center Site Plan Layout**

C. Equipment

1. The County maintains (2) 5,000lb capacity IAM forklifts at the Cabarrus Arena and Events Center and (2) IAM forklifts at the IAM operations facility. One of the forklifts can be moved to the CRDP, if needed. The IAM operations facility and the Cabarrus Arena and Event Center have several pallet jacks.
2. At least (1) additional forklift (with operator), (6) pallet jacks, and other material handling equipment is necessary for rapid offloading of supply vehicles at the loading dock and movement of the supplies through the facility. The CRDP will need additional containers for bulk supplies and donated goods in order to prepare smaller loads for movement to issue points within the County.
3. Tax Administration uses its existing department laptop computers for management of goods at the site.

ANNEX P

DONATED GOODS MANAGEMENT

4. If available, Emergency Management provides the CRDP staff with a portable 800MHz radio.
5. The Cabarrus Arena and Events Center provides communications equipment, up to fifty (50) two-way radios, if no other department equipment is available.

D. Staffing

1. The County Manager diverts County employees from Tax Administration to operate the CRDP and donated goods area. However, none of these personnel are trained to operate the available forklifts. The County has several operators at the Cabarrus Arena and Event Center and at IAM, but not in the numbers to conduct continuous operations.
2. A CRDP overhead team from NCEM may be requested upon activation to organize the site and transition the County personnel to operate the facility. A trained manager and additional forklift operators are critical to operations. Sufficient personnel are required in order to conduct continuous operations at the facility.
3. Upon activation of the CRDP, designated personnel from Tax Administration and the Cabarrus Arena and Events Center staff report to the CRDP site and establish communications with the EOC. These workers then organize the site and prepare to receive incoming supplies and donated goods. The department personnel are organized into at least two shifts and prepare for continuous operations until the site is closed. The staff for the CRDP are organized as follows:
 - a. Management Section (3 Personnel): CRDP Manager, Assistant Manager and Communications/Administrative Assistant.
 - b. Incoming Supply Team (10 Personnel): Team Leader, Forklift Operator, (2) Accountability Technicians and (6) Laborers.
 - c. Donated Goods Team (11 Personnel): Team Leader, (2) Accountability Clerks and (8) Laborers (4 receiving goods and 4 sorting goods).
 - d. Distribution Team (11 Personnel): Team Leader, Forklift Operator, Dispatcher, (2) Accountability Clerks and (6) Laborers.
4. The Sheriff's Office provides continuous security for the CRDP and is prepared to increase the level of security as needed.

E. Alternate CRDP Site

1. Should the Cabarrus Arena and Events Center be damaged or inaccessible, an alternate CRDP is activated at the IAM Warehouse.
2. Additional locations are considered for the alternate CRDP site if those locations are more suitable for operations. The Emergency Management Director determines the final locations for the alternate CRDP, the donated goods collection point, and any other distribution points.
3. All staffing, communications and security missions remain the same for the alternate CRDP.

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IV. DIRECTION AND CONTROL

- A. The Emergency Management Director activates the CRDP and notifies NCEM of the location and time of opening.
- B. The Tax Administrator, or their designee, manages the CRDP.
- C. The EOC notifies the Tax Administrator to move his personnel to the CRDP site, establish communications, and prepare the site for operations. The Tax Administrator provides status reports twice daily to the EOC and requests all assistance from the EOC.
- D. The Team Leaders are responsible for their personnel and their assigned missions. They keep the Tax Administrator informed of their operational status and requests for assistance.
- E. If NCEM provides a CRDP operations team to assist the County, the Tax Administrator is still responsible for the operations of the facility. The Tax Administrator incorporates the state personnel into the management section and coordinates their operations at the site.

ANNEX P

DONATED GOODS MANAGEMENT

APPENDIX 2 TO ANNEX P COMMODITY DISTRIBUTION SOG SUMMARY

The Commodity Distribution SOG establishes a comprehensive framework of policy and guidance for the County, municipal, and other public and private nonprofit organizations for disaster relief commodity distribution operations. The Commodity Distribution SOG details capabilities, authorities, and responsibilities and is designed for worst-case scenarios, including catastrophic events.

The Commodity Distribution SOG describes a system for effective use of state and local government resources as well as private sector resources necessary to effectively distribute relief supplies. It is intended in all instances to be consistent with NIMS and NRF.

North Carolina General Statute § 166A establishes the authority and responsibilities of the Governor, state agencies, and local government for emergency management in North Carolina. Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina establishes the authority and responsibilities for emergency management within Cabarrus County. The Cabarrus County Emergency Management Director is responsible to the County Manager for all emergency management activities.

The Commodity Distribution SOG establishes the duties and responsibilities for County departments and agencies, municipal governments, and non-government and volunteer organizations that assist with emergency response operations in the County.

- Attachment A to Annex P covers Point of Distribution (POD) site organization and operations.
- Attachment B to Annex P lists the basic resources needed for each POD site.
- Attachment C to Annex P lists the POD sites in the County.

This SOG supports the tasks assigned in Annex P: Donated Goods Management to the EOP.

ANNEX P

DONATED GOODS MANAGEMENT

APPENDIX 3 TO ANNEX P COMMODITY DISTRIBUTION SOG

I. INTRODUCTION

- A. Purpose.** The purpose of the Commodity Distribution SOG is to establish guidelines for systematic, coordinated, and effective distribution of disaster relief commodities in time of need.
- B. Scope.** The SOG applies to all County government departments and agencies as well as municipal governments that are tasked to provide assistance in a disaster or emergency situation. The SOG describes the fundamental policies, strategies, and general concept of operations to be used in commodity distribution.
- C. Organization.** This SOG consists of the following:
1. The SOG describes the purpose, scope, situation, policies, and concept of operations for commodity distribution in an emergency or disaster.
 2. Attachment A to Annex P contains information on the organization and operation of PODs in the County.
 3. Attachment B to Annex P contains a list of personnel and resources necessary to establish and operate a POD.
 4. Attachment C to Annex P contains a list of POD locations in the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

Major traffic arteries:

- A. US Interstate 85 Highway: Runs northeast-southwest through northwest section of the County.
- B. US Highway 29: Runs north-southwest through the central section of the County.
- C. US Highway 601: Runs north-south through the central section of the County.
- D. NC Highway 3: Begins in Concord, runs north to Kannapolis, then west-northwest out of the County towards Mooresville.
- E. NC Highway 24/27: Runs east-west through the southern side of the County.
- F. NC Highway 49: Runs northeast-southwest through the eastern half of the County.
- G. NC Highway 52: Runs northwest-southeast through the northeastern corner of the County.
- H. NC Highway 73: Runs east-west through the central part of the County.
- I. NC Highway 200: Branches off US Highway 601 through the southeastern corner of the County.
- J. Kannapolis Parkway: Extends from NC Highway 3 in Kannapolis across US Interstate 85 Highway then converting to George W. Lyles Parkway across US Highway 29 then converting to Stough Road at Roberta Road and continuing to NC Highway 49.

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Railroads:

- K. The North Carolina Railroad: Runs north to south through the middle of the County. This dual track railroad passes through the municipalities of Kannapolis, Concord, and Harrisburg. Norfolk Southern Railway has contracted with the North Carolina Railroad (NCRR) for rights to haul freight on this line. The NCRR operates daily passenger service, which stops in Kannapolis.
- L. The Aberdeen Carolina and Western Railroad operates the east-west rail line through the southern corner of the County, passing through the community of Midland. This line carries short-haul freight traffic.
- M. CSX Corporation operates the rail line that runs through the northeast corner of the County. This line carries freight traffic along the NC Highway 52 corridor.

B. Assumptions

- 1. For planning purposes, the County is responsible for delivering relief supplies to its citizens. This task is not the responsibility of the State of North Carolina or FEMA. During small incidents, the State will only send those commodities that the County requests. During large incidents or incidents that continue over a long period of time, Emergency Management and NCEM coordinate the distribution of supplies as needed. If requested by the County, the State of North Carolina provides a logistics liaison team to assist the County in monitoring commodity usage so that minimal resources remain at the end of the emergency period.
- 2. To effectively distribute commodities, PODs are established near the affected areas of the County based on the situation and the number of personnel that need assistance. In a countywide emergency response, the County initially activates one POD to support each municipality and may add additional sites if the personnel and equipment needed are available.
- 3. Emergency Management uses a planning figure of twenty percent (20%) of the population to determine the numbers of residents that will need assistance.

III. CONCEPT OF OPERATIONS

- A. General.** Distribution of disaster relief supplies is the responsibility of Cabarrus County Government. All County departments and agencies provide resources to assist with commodity distribution.

- 1. When a small incident or event occurs within the County, the Emergency Management Director will decide to open the CRDP for supply distribution. If opened, commodities are distributed from this central point to locations around the County using County or municipal transportation and personnel. Details on the location and operation of this site are found in Annex P, Donated Goods Management.
- 2. When a large-scale emergency occurs, the Emergency Management Director opens the CRDP for single point distribution or to forward supplies to the POD sites. The Emergency Management Director identifies those areas within the County that will require a POD to be established. The Emergency Management Director notifies the State via WebEOC that the CRDP and POD sites are activated. Relief supplies coming into the County are delivered to the CRDP and then moved to the appropriate distribution point. Direct deliveries of supplies to a distribution point occur only at the request of the Emergency Management Director or their representative.
- 3. There are three types of PODs: Type I, Type II, Type III. Types I and II are designed for larger populations and require a large number of personnel to operate and a large amount of equipment to support these operations. These are not normally employed in Cabarrus County unless the

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state or federal government can provide the personnel and equipment to conduct the larger POD operations. The County utilizes the Type III POD organization as the standard type. There is an untyped POD, which is a small, temporary distribution site. The County employs this organization only as an exception to policy.

4. POD Locations

- a. The County has selected locations for POD sites within the County. The sites selected are easy to access and convenient for County residents (see Attachment C to Annex P).
- b. CHA does not collocate or establish a medical point of dispensing at or near a commodity POD unless the selected site can facilitate both commodity distribution and mass prophylaxis dispensing. At the present time, the designated POD sites do not support this combination.
- c. There could be a need for an agricultural POD with specific supplies to support the farming operations in the County. This is in addition to the PODs provided for the County residents. Any agricultural POD will not be established or collocated near a commodity POD. The County Extension Office coordinates the location and conducts the operations of this POD with the EOC. The County does not normally provide personnel or equipment support for the operation of this site.

5. Personnel Resources

- a. Due to the temporary nature of the POD requirement, personnel to operate the sites are determined when the need is identified. Those County departments and agencies not directly involved in response and recovery operations provide personnel and equipment to operate the PODs. These personnel will assist in collecting the necessary equipment for the site, moving that equipment to the site, and establishing the POD in accordance with the guidance in Attachment A.
- b. NGOs or volunteer agencies may be called on to operate a POD or provide personnel to support County-operated PODs. Additionally, spontaneous public volunteers may be permitted to participate in POD operations with the approval of the Emergency Management Director. All of these individuals must follow the rules and procedures established for the PODs and obey the instructions of the POD Site Manager.

6. POD Operations

Based on the personnel and equipment available for Type III POD operations, the County activates and operates the PODs in the following manner:

- a. **Notification.** At the request of the Emergency Management Director, the Cabarrus County Warning Point shall notify designated POD staff that the distribution point will be activated. The Emergency Management Director notifies the State via WebEOC which CRDP and POD sites are activated and operational. The Emergency Management Director provides the POD Managers the following information:
 - Location of the POD
 - Time and date POD will open
 - Type and quantities of commodities that will be delivered
 - Estimated date and time of the first supply shipment

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DONATED GOODS MANAGEMENT

- Amount and location of site support equipment
- b. **Activation.** Within four hours of notification, POD staff report to their distribution point with all necessary equipment. The Distribution Site Manager notifies the EOC when the POD site is operational.
- c. **Operations**
 - 1) The CRDP and POD sites operate 24 hours a day until demobilized. POD sites are open to County residents between the hours of 0800 and 1700 hours, but these times may be increased if the demand requires it. Resupply is requested to arrive after 1700 hours daily, but this may occur around the clock to maintain adequate stocks at the POD. Separate travel lanes are created solely for resupply vehicles. Security is maintained at all times at all sites.
 - 2) The POD normally provides the following items to the POD “customers”, which are those County residents needing assistance:
 - (2) meals ready-to-eat (MRE) per person per day
 - (1) gallon of water per person per day
 - (1) tarp per household if the house has been damaged
 - (1) bag of ice per household per day if a member in the household has medications requiring refrigeration
 - 3) The POD Manager conducts daily inventory reports of existing supplies and the projected requirements for the following day. This information is provided to the EOC staff no later than 1700 hours each day of operation. The POD Manager also reports on the status of the personnel and equipment at the site with this inventory report.
 - 4) PODs are not established in those areas where commercial businesses are open and can supply needed items to the public. The Emergency Management Director adjusts supply requirements based on estimated population densities of the impacted area at the time of activation.
- d. **Demobilization.** Upon notification of demobilization, distribution to the County residents will cease. Those citizens currently in line will receive supplies. Inventory counts are taken and reported back to the EOC. Emergency Management staff then make arrangements for the handling of remaining supplies. Once these commodities are picked up at the site, staff clean up and clear the site. The Emergency Management Director demobilizes the POD staff once the site is cleared. The staff remains on site until they are released.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. **Organization.** The departments within County government have emergency functions in addition to their normal duties. The County Manager and department directors may assign various tasks to County employees to support County response and recovery operations. This could include the establishment and operation of PODs. Listed below are the specific duties and responsibilities for selected County government personnel and for other government activities and non-governmental organizations that participate in POD operations

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DONATED GOODS MANAGEMENT

B. Legal Immunities and Liabilities. Several provisions in North Carolina General Statute § 166A and Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina provide for the protection of individuals involved in training for and conducting emergency operations. Questions pertaining to these matters should be referred to the County Attorney.

C. Responsibilities

1. Emergency Management Director

- a. The Emergency Management Director determines if there is a requirement to open PODs. While there are eight designated POD locations in the County, not every location may be opened.
- b. The Emergency Management Director alerts all departments and agencies in the County that are part of the POD activation and provides them with the information needed to activate the site.
- c. The Emergency Management Director directs the EOC staff in determining the initial quantities of commodities required; notifies NCEM of this information and provides daily updates and requests to NCEM based on reports from the POD Managers.
- d. The Emergency Management Director determines when the PODs are no longer needed and deactivates them as required.

2. Emergency Operations Center Staff

- a. Alert all County departments and agencies that POD sites will be opened and how these organizations will support POD operations.
- b. Determine the quantities of commodities that are required and request these supplies from the NCEM. The EOC staff routinely use WebEOC to pass on these requests. While the PODs are in operations, The EOC staff notifies NCEM of requirements each day.
- c. Locate the necessary supplies and equipment needed to operate the PODs and move these items to the POD sites.
- d. The EOC staff track POD operations and supply shipments into and within the County. The staff track commodity burn rates and compile daily reports on POD site expenditures and resupply requirements.

3. Directors of County Departments and Agencies

- a. Provide personnel and equipment to operate the POD sites.
- b. Provide transportation assets to distribute commodities within the County.

4. Sheriff's Office

- a. Provide 24-hour security for all distribution points within the County.
- b. Assist with traffic control at POD sites during daily operations. Coordinate support of traffic control with municipal police departments.

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5. PIO

- a. Disseminate information on the location and operations of the POD sites. This information must include the dates and times of POD operations and exactly what commodities are available at the PODs.

V. SUPPORTING AGENCY RESPONSIBILITIES

A. Organization. The County relies upon other government agencies and nongovernment organizations for support during emergency response operations. Listed below are the specific duties and responsibilities for those nongovernmental organizations that participate in POD operations.

B. Legal Immunities and Liabilities. Several provisions in North Carolina General Statute § 166A and Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina provide for the protection of individuals involved in training for and conducting emergency operations. Questions pertaining to these matters should be referred to the County Attorney.

C. Responsibilities

1. Cabarrus County Schools and Kannapolis City Schools

- a. Be prepared to provide high school facilities to be used as POD sites.
- b. Provide resources from the school systems to support POD operations. This may include:
 - 1) Provide support personnel (school custodians, cafeteria staff, and counselors) as available to assist response and recovery operations.
 - 2) Provide vehicles and drivers to support transportation of commodities within the County.

2. NGO's

- a. Use their personnel to operate POD sites.
- b. Distribute commodities to the County residents with special medical needs that cannot reach the POD sites.
- c. If needed, use their facilities as temporary un-typed POD sites
- d. Provide ARES for POD sites.

VI. SOG DEVELOPMENT AND MAINTENANCE

A. Planning. County, municipal, public, and private organizations share responsibility for safeguarding the public's health and safety. It is essential that commodity distribution activities of all parties be fully integrated to ensure the timely and efficient distribution of the necessary supplies. This SOG allows each organization to have a clear understanding of its role during emergencies and disasters.

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- B. Review.** This SOG will be reviewed as necessary, but at least annually. Each County agency is responsible for keeping applicable portions of the SOG, together with related annexes accurate and up to date.
- C. Changes and Revisions.** All users are invited to submit recommended changes to this SOG. Changes should be justified and keyed to page and paragraph numbers. Recommended changes should be made in the form of substitute language and forwarded to

Cabarrus County Emergency Management (Physical Address – Parcel Delivery)
Attn: Emergency Management Planner
30 Corban Avenue SE Suite FM601
Concord, NC 28025

Cabarrus County Emergency Management (Mailing Address – Standard Mail Delivery)
Attn: Emergency Management Planner
PO Box 707
Concord, NC 28026

Changes to the SOG will be published and distributed as necessary.

- D. Cancellation.** This SOG may be cancelled or superseded by direction of the Board of County Commissioners or the County Manager.

ANNEX P

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ATTACHMENT A OF APPENDIX 3 TO ANNEX P COMMODITY DISTRIBUTION SOG POD SITE ORGANIZATION AND OPERATIONS

I. PURPOSE

This appendix describes the basic organization and operations for the County POD.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency response and recovery operations, the County may be required to establish PODs within the County to provide basic supplies to residents. These PODs will be located near the areas most in need and will make available food and water and, if needed, ice and tarpaulins.
2. Those supplies available in County will be expended first before requesting assistance. To sustain the recovery and response efforts, the County will seek assistance from other counties and municipalities, the State of North Carolina, and the federal government. Additionally, private citizens and non-governmental organizations may offer assistance in the form of donations of needed supplies.
3. Emergency Management will need to establish a CRDP to receive, store, and account for the resources obtained from sources out of the County. All incoming supplies will be sent to this location. This facility will be the central point for receiving and then distributing supplies to the County PODs.

B. Assumptions

1. The County will expend all available resources during response operations and will request assistance from the State and other sources.
2. There will be suitable locations within the County to establish PODs, and County government will be able to obtain the use of these facilities.
3. County government will have sufficient personnel available to operate the PODs during continuous operations and can provide material handling equipment and operators to assist POD operations.
4. NCEM can provide and transport the commodities required to the County.

III. CONCEPT OF OPERATIONS

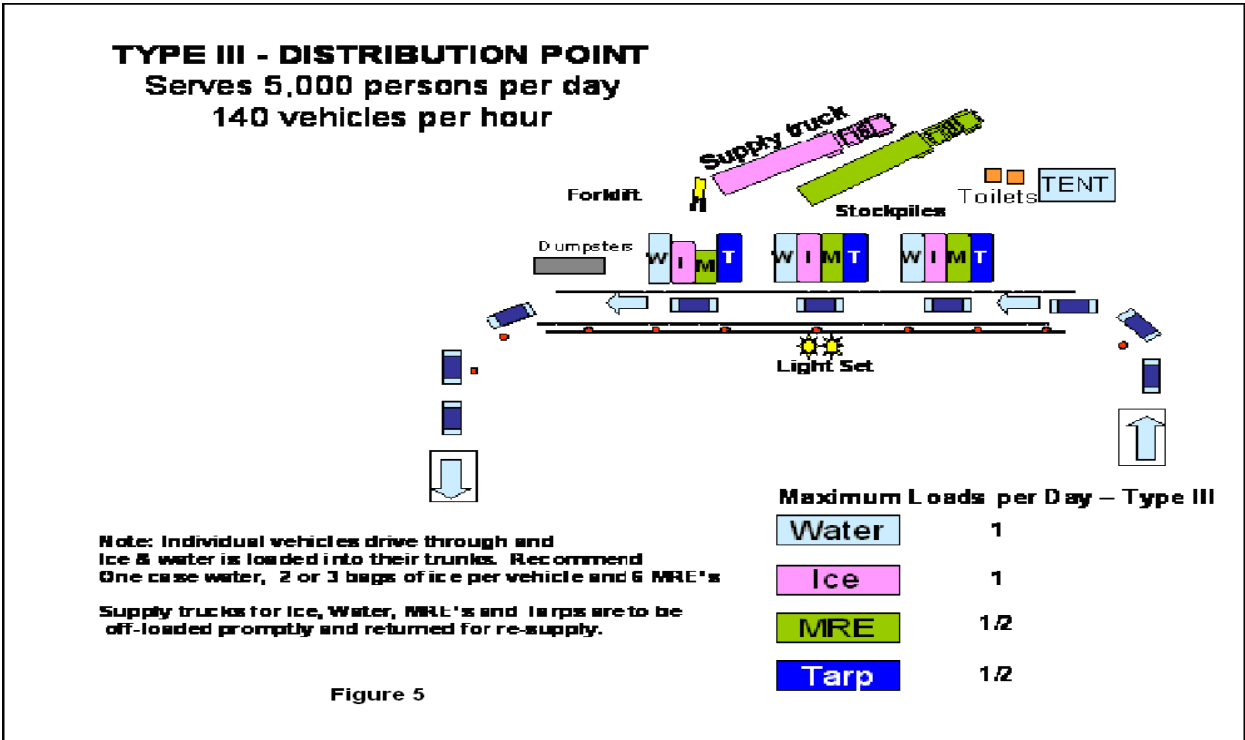
A. Organization of Type III Point of Distribution

1. The County will operate a Type III POD. The basic layout of the Type III POD is shown in the drawing below. The actual POD sites will follow this basic SOG, but each operation will be adapted to the sites selected and the personnel available to staff the site.

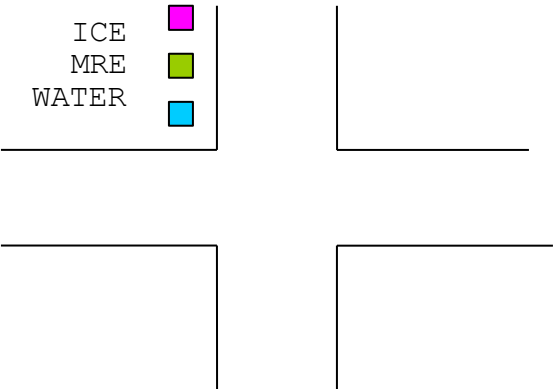
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2. Type III POD Organization



3. Example of an untyped POD Organization. This will be used only for temporary, short-term sites.



B. POD Operations

- Determine Commodity Needs.** The Emergency Management Director will determine what commodities are needed and the initial amount required for the County. This calculation will be on the overall situation, existing census data and estimated population densities.
- Determine POD Locations.** The Emergency Management Director will determine which POD sites will be used. This decision is based on the Emergency Management Director's estimate of the situation, which will consider the population affected, the location needed to effectively provide assistance, the access to that site, the ability to support operations efficiently and security issues.

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3. Notification

- a. The Emergency Management Director will determine which County personnel, volunteer agencies, or NGOs are needed to activate and operate a POD.
- b. The Emergency Management Director will direct the EOC staff will notify those personnel and organizations to prepare to activate a POD site. The EOC staff will provide the following information to the individual designated as the Site Manager.
 - Location of the POD
 - Time and date POD will open
 - Type and quantities of commodities that will be delivered
 - Estimated date and time of the first supply shipment
 - Amount and location of site support equipment.
- c. If personnel needed for the POD operations do not belong to the Site Manager's organization, the EOC staff will notify those personnel where and when to report and the name of the Site Manager.
- d. At the request of the Emergency Management Director, the County Warning Point will notify designated POD staff that the distribution point will be activated.
- e. The Emergency Management Director will notify NCEM using WebEOC and report which POD sites are activated and operational.

4. POD Site Activation

- a. Within four hours of notification, POD staff will report to their distribution point with all necessary equipment. The Site Manager will notify the EOC when the POD site is operational.

5. Site Operations

- a. The POD sites will operate 24 hours per day until demobilized. POD sites will be open to County residents between the hours of 0800 and 1700 hours, but these times may be increased if the demand requires it. Resupply for the site will commence after 1700.
- b. The POD sites will normally provide the following items to those County residents needing assistance:
 - (2) meals ready-to-eat (MRE) per person per day
 - (1) gallon of water per person per day
 - (1) tarp per household if the house has been damaged
 - (1) bag of ice per household per day if a member in the household has medications requiring refrigeration

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- c. Team members will determine the quantity to be issued based on the customer's statement of the number of people he is supporting. Team members place the water, MREs, and ice in the customer's vehicle. The Site Manager must have the site prepared to service to both drive-up and walk-up customers. For safety reasons, a separate area is needed to deliver supplies to walk-up clients.
- d. The Site Manager will ensure that the customers continue to move directly through the distribution line and traffic flow is not impeded. Adequate space should be reserved to receive an inoperative vehicle or a customer needing medical attention.
- e. While issuing supplies, the POD staff will ensure that no incorrect information on POD operations or recovery activities is passed on to the customers.

6. Supply Accountability

- a. There will be a separate and secure lane established for the vehicles delivering supplies to the site.
- b. On the arrival of the first shipment and for all subsequent shipments, the Site Manager will validate all Bills of Lading for the commodities delivered to the site.
- c. All resupply shipments will be requested to arrive after 1700 hours daily, but this may occur around the clock to maintain adequate stocks at the POD.
- d. The Site Manager will inventory the supplies on hand each day prior to opening the POD. The Site Manager will report on the amount of each commodity issued daily and request the items and quantity needed for the following day. This information will be provided to the EOC staff no later than 1700 hours each day of operation. The POD Manager will also report on the status of the personnel and equipment at the site with this inventory report.
- e. Security will be maintained at all times at the POD. If additional law enforcement support is needed, the Site Manager will contact the EOC for assistance. If there is an emergency at the site, anyone may call 911 for immediate response. The POD staff will not argue with customers but will refer any problems to the Site Manager for action.
- f. Customers may feel the need to assist at the POD. These personnel can be utilized for tasks at the site should they volunteer and be approved by the Emergency Management Director. All of these individuals must follow the rules and procedures established for the PODs and obey the instructions of the POD Site Manager. No people under the age of 18 will be allowed to work at the POD unless a parent or the legal guardian is present and working at that location.

7. Demobilization

- a. Upon notification of demobilization, distribution to County residents will cease. The POD staff will finish servicing those customers currently in line.
- b. The staff will make a final inventory of all commodities and report this information to the EOC. Team members will collect all remaining commodities for transport back to the CRDP or another POD.
- c. The Site Manager will coordinate with the EOC for the pick-up of the remaining supplies and all site equipment. The Site Manager will collect all documents (inventory sheets, bills of lading, ICS 214, etc.) and return them to the EOC.

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- d. The POD staff will ensure that the site is cleared of all debris, trash, pallets, etc. The site will be swept clean or washed down if water is available.
- e. The Site Manager will not release any personnel until final cleaning is complete and the site is cleared.

ANNEX P

DONATED GOODS MANAGEMENT

ATTACHMENT B OF APPENDIX 3 TO ANNEX P COMMODITY DISTRIBUTION SOG POD RESOURCE LIST

RESOURCE TYPE FOR TYPE 3 PODs	QTY	SOURCES
Team Leader	1	Library System Tax Administration Volunteer (Combination) Fire Departments
Forklift Operator	2	Cabarrus Arena and Events Center Cabarrus County Schools IAM Kannapolis City Schools
Labor – Loading Point	20	Active Living and Parks Library System Register of Deeds Tax Administration Volunteer (Combination) Fire Departments
Labor – Loading Point Back-up	9	Active Living and Parks Library System Register of Deeds Tax Administration Department Volunteer (Combination) Fire Departments
Labor – Pallet Jacks	1	Active Living and Parks Library System Register of Deeds Tax Administration Volunteer (Combination) Fire Departments
Law Enforcement/Security	3	Municipal Law Enforcement Sheriff's Office
Community Relations	1	CHSA PIO
Forklifts	1	IAM R.S. Braswell Co. Sunbelt Rentals
Pallet Jacks	1	IAM
Mobile Light Towers	1	Sunbelt Rentals Volunteer (Combination) Fire Departments Municipal Fire Departments
Portable Toilets	2	Al Lowder, Inc Rowan Septic Tanks
Tents	1	NGO's
Dumpsters	1	BFI –CMS Reliable Hauling
Traffic Cones	10	Sheriff's Office Volunteer (Combination) Fire Departments
County 800MHz Radio	1	Emergency Management Department. (1) from each POD, as needed

Primary Agencies

- CHSA
- Emergency Management
- Finance Department/Procurement Services
- IAM
- Planning and Development – Chief Codes Enforcement Officer

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- County Manager
- Municipal Fire Departments
- Sheriff's Office
- Tax Administration
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex provides a framework and guidance for the organization and coordination of community recovery following a disaster. This includes both short-term recovery in the hours following the incident or event, and long-term recovery in the days, weeks, months, and years following an incident or event. Primary goals include the restoration of vital lifelines, critical infrastructure, the business of government, the environment, the local economy, and in some cases private property.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation has the potential to cause damage to the County that may require both short-term and long-term recovery operations.
2. In most cases, recovery operations involve departments, agencies, and private sector entities that are not typically involved in the other phases of emergency management (preparedness, response, mitigation).

B. Assumptions

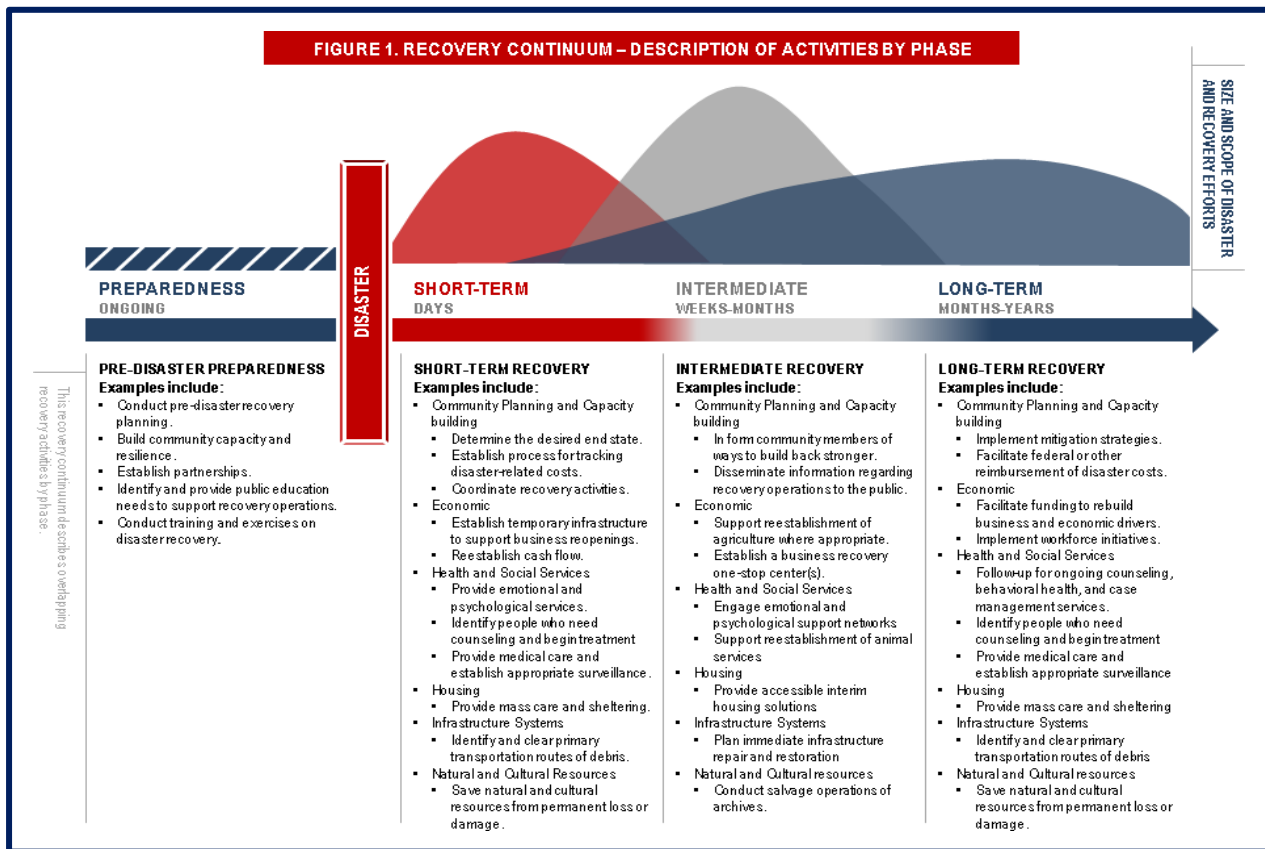
1. The effects of the emergency situation may continue to pose a threat of damage to public and private property after response operations have concluded.
2. Prompt implementation of recovery operations helps expedite relief and assistance for those adversely affected by the emergency.
3. The County may not have the resources and capabilities to engage in recovery operations, thus relying heavily on the state and local government for assistance.
4. Dependent on the scope and nature of the disaster, federal resources/funds may be available for public and/or private assistance.
5. Dependent on the scope and nature of the disaster, the County may request both a state and Presidential Disaster Declaration in order to qualify for federal assistance.

III. CONCEPT OF OPERATIONS

A. General

1. Immediately following a disaster, initial response activities are focused on life safety and protecting property and infrastructure. During the hours following an incident or event, it is also critical to consider the both the short-term and long-term impacts. In many cases the County begins the recovery process concurrently with response operations. It's important to consider recovery as early in the disaster as possible because state and federal funding/assistance is dependent on proper emergency declaration(s), Preliminary Damage Assessment (PDA) findings, and incident/event documentation.
2. The County is responsible for leading the recovery process, but in many cases requires assistance from surrounding jurisdictions, the state, federal government, and private sector partners.
3. The recovery process is split into two categories, short-term and long-term. However, some activities can occur in both and concurrently. In many cases there is no clear distinction between when short-term recovery ends and long-term recovery begins.
 - a. Short-term recovery focuses on restoring critical lifelines and infrastructure such as utilities, roads, the economy and services that the public relies on for their immediate needs. Short-term recovery typically occurs in the hours and days following an incident or event.
 - b. Long-term recovery builds on the activities taking place during short-term recovery, and focuses on the resumption of full services, larger-scale repairs and restoration, economic recovery, and maintaining all functions of the business of government. Long-term recovery usually takes into consideration mitigation activities in order to try to reduce or eliminate the impacts of a similar incident/event occurring in the future. Long-term recovery takes place in the days, weeks, months, and even years following the incident/event. Long-term recovery can often occur after the EOC has been closed.

ANNEX R RECOVERY



C.

**Figure 1.1
Disaster Recovery Continuum**

B. Cabarrus County Recovery Operations

1. The Emergency Management Director coordinates initial recovery operations from the EOC. Local municipalities operate from their city/town EOC. The EOC staff maintains accurate records of both response and recovery operations, to include records of all expenditures for labor, equipment use and supplies expended during these operations.
2. The Planning Section of the EOC manages recovery operations within the county. The municipalities coordinate their recovery activities with the EOC and submit all reports and documentation to the EOC. All requests for assistance go the EOC for action.
3. Often, the first step in the recovery process is completing a PDA. Planning and Development Department, Construction Standards and the Tax Assessor's Office form damage assessment teams to examine and report on the extent of damage throughout the county. Refer to Annex M – Damage Assessment and Debris Removal for additional information on damage assessment activities.
4. Following the completion of the damage assessment, the Emergency Management

ANNEX R

RECOVERY

Director forwards damage assessment reports and any requests for assistance from the NCEM Western Branch Office by the quickest means available. The Secretary, North Carolina Department of Public Safety is authorized to commit state resources to assist with the recovery efforts.

5. Under the provisions of North Carolina General Statute 166A, the existence of a state of disaster may be proclaimed by the Governor or by a resolution of the General Assembly if either of these finds that a disaster threatens or exists. Upon receipt of the PDA, the Governor shall issue a proclamation defining the area subject to the state of disaster and proclaiming the disaster as a Type I, Type II, or Type III disaster. (See NC GS 166A-6 for details of each type).
6. 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, and private recovery and relief efforts.
7. The President, under a "major emergency" declaration may authorize the use of any federal equipment, personnel and other resources to support local response and recovery operations.
8. The President, under a "major disaster" declaration may authorize two basic types of disaster relief assistance:
 - a. Individual Assistance (IA). This focuses on the individual and includes:
 - (1) Financial Assistance: Provides grants for temporary housing, home repairs, and other disaster-related expenses not covered by insurance.
 - (2) Housing Assistance: Offers temporary housing options such as rental assistance, lodging expense reimbursement, and direct housing programs.
 - (3) Crisis Counseling: Provides counseling services to individuals and families affected by disasters to help cope with emotional distress.
 - (4) Disaster Unemployment Assistance: Offers financial assistance to eligible individuals who lost their jobs as a direct result of a disaster.
 - (5) Legal Assistance: Provides legal services to individuals for issues related to disaster recovery, such as landlord-tenant disputes or consumer protection.
 - (6) Other Needs Assistance: Offers assistance for necessary expenses and serious needs caused by the disaster, such as medical and dental expenses, transportation, and personal property replacement.
 - (7) Individuals and Households Program (IHP): Combines several of these assistance types to help eligible individuals and households recover from disasters.
 - b. Public Assistance (PA). This is employed to restore local government functions and certain types of private, nonprofit organizations. It includes:
 - (1) Emergency work. Category A: Debris removal
 - (2) Emergency work. Category B: Emergency protective measures
 - (3) Permanent work. Category C: Roads and bridges
 - (4) Permanent work. Category D: Water control facilities
 - (5) Permanent work. Category E: Public buildings and contents

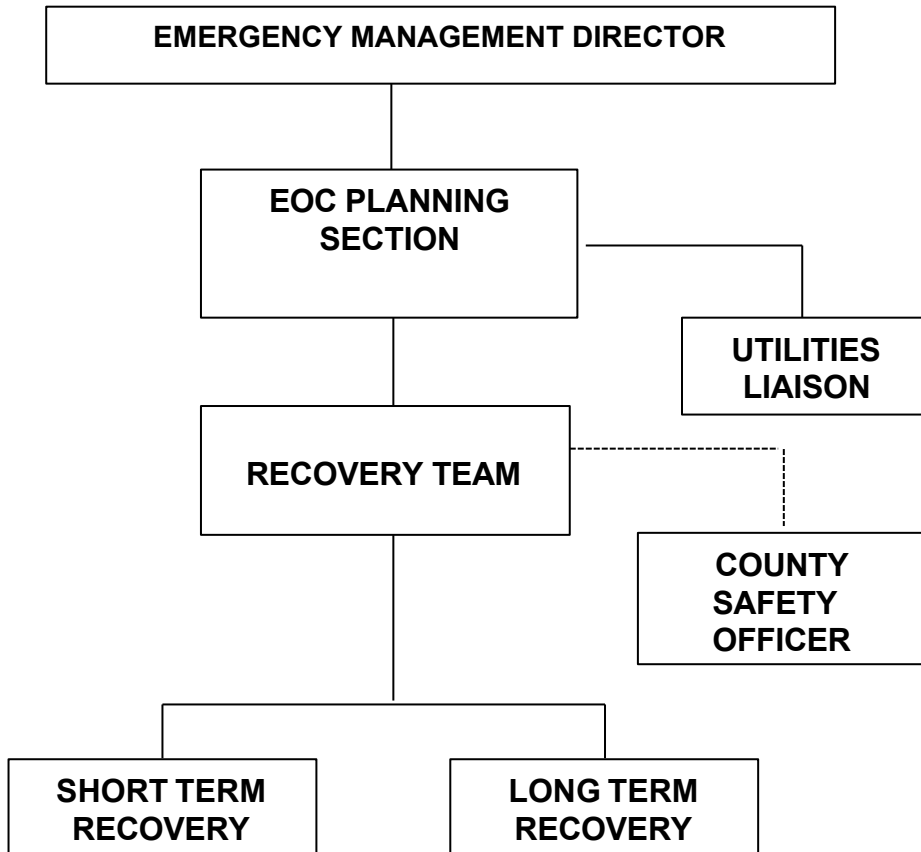
- (6) Permanent work: Category F: Public utilities
 - (7) Permanent work: Category G: Park, recreation, and other facilities
 - (8) Category Z: Administrative cost
- b. Emergency work must be completed within six months.
- c. Permanent work must be completed within 18 months.
- 9. After a Presidential declaration:
 - a. The President appoints a Federal Coordinating Officer (FCO) that controls the Federal assistance efforts.
 - b. The Governor appoints a State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) to coordinate the state assistance.
 - c. FEMA establishes a Disaster Field Office (DFO) central to the damaged area to administer public assistance programs. FEMA opens Disaster Application Centers (DAC) for Individual Assistance, where individuals may apply for Federal assistance.
 - d. If FEMA determines the area eligible for Public Assistance programs, FEMA personnel conduct an Applicant's Briefing for officials of counties, cities, and private nonprofit (PNP) organizations to explain eligibility criteria. The Emergency Management Director identifies and notifies eligible applicants. During this briefing, each agency or local government eligible for assistance submits a Notice of Interest.
 - e. Each public or private agency applying for public assistance appoints an Applicant's Agent to act as the point of contact with the FEMA PA staff. This agent collects documentation to support the claims and forward this information with the completed applications to the DFO.
- 10. Hazard Mitigation Grant Programs (HMGP)
 - a. Emergency Management can utilize HMGP funds to proactively address vulnerabilities, enhance resilience, and minimize the loss of life and property during disasters.
 - b. HMGP provides funding for projects that mitigate the risks posed by natural hazards such as floods, hurricanes, earthquakes, and wildfires. These projects can include infrastructure improvements, retrofitting buildings, implementing early warning systems, and community education initiatives.
- 11. Other recovery activities and operations that take place include the following:
 - a. Animal control and sheltering
 - b. Business resumption
 - c. Communications restoration
 - d. Continuity of operations/government
 - e. Debris management
 - f. Demolition
 - g. Donations management
 - h. Engineering/construction

- i. Environmental services
- j. Fatality management
- k. Financial management
- l. Public information
- m. Rezoning and land use
- n. Temporary and long-term housing
- o. Transportation
- p. Utility restoration
- q. Volunteer management

IV. DIRECTION AND CONTROL

- A. The Board of County Commissioners directs the overall recovery effort. The Emergency Management Director coordinates daily recovery activities from the EOC.
- B. Coordination of recovery operations follows the same model as response operations.
- C. All County departments provide personnel and resources to support the recovery effort as requested. Personnel from departments assigned with recovery missions remain under the control of their own departments, but function under the technical supervision of the EOC and/or Emergency Management.

APPENDIX 1 TO ANNEX R ORGANIZATIONAL STRUCTURE FOR RECOVERY



ANNEX S

SPECIAL EVENTS AND FACILITIES

Primary Agencies

- Emergency Management
- Fire Services

Support Agencies

- Dependent on the special event, facility and/or incident.

I. PURPOSE

This annex identifies special events and facilities that are located within (or in close proximity) to Cabarrus County. More specific information on response operations for incidents/events is located in the corresponding functional annexes. For example, a fire impacting one of the special events or facilities identified in this annex should be managed utilizing Annex F – Fire Protection. This annex is intended to provide information on special events and facilities and should not be used to coordinate or manage response operations.

II. SITUATION AND ASSUMPTIONS

A. Situation

Cabarrus Arena and Events Center

The Cabarrus Arena and Events Center is one of the largest and most adaptable facilities in the County. The complex consists of a main Arena, Event Center A and B, Gold Halls 1 and 2 and the Cabarrus Rooms. The complex hosts concerts, trade and consumer shows, local, regional and national sporting events, meetings and special events every year including the Cabarrus County Fair. Additional information on the Cabarrus Arena and Events Center is listed in Annex P – Donated Goods Management.

Charlotte Motor Speedway and zMax Dragway

The population can increase significantly during these events held at different intervals throughout the year. Refer to the Incident Action Plan for the associated event managed by the City of Concord for more information.

City of Charlotte

Any large-scale incident or event in the City of Charlotte will also likely impact the County. Refer inquiries for additional information to Charlotte-Mecklenburg Emergency Management.

Concord-Padgett Regional Airport

The Concord-Padgett Regional Airport, a general aviation facility, is located on Aviation Boulevard in the western section of the County. It is immediately west and parallel to US Interstate 85 Highway. The facility has two runways, one 7400 feet and the other 7000 feet long.

Concord Mills Mall

Concord Mills Mall is the largest tourist attraction in the State of NC. During certain times of the year, the mall can have upwards of 110,000 visitors per day.

MNS

The County is a host County for the reception and sheltering of evacuees from two evacuation zones within the MNS 10-mile Emergency Planning Zone (EPZ). Refer to the MNS Emergency Plan for more detailed information.

ANNEX S

SPECIAL EVENTS AND FACILITIES

A. Assumptions

1. Special events and facilities pose a unique threat within the County and in some cases may be more susceptible to an emergency.
2. Operational response information for special events and facilities is located in the corresponding annexes dependent on the event, facility, and/or incident.
3. Tactical response information for special events and facilities is located in departmental plans, policies, and procedures dependent on the event, facility, and/or incident.

III. CONCEPT OF OPERATIONS

A. General

1. The concept of operations for special events and facilities is dependent on the type of incident or event. In some cases a supplemental plan identifies the concept of operations (e.g. the Speedway Emergency Action Plan for events/incidents at the speedway), while others are determined by the type of emergency that has occurred and the concept of operations is identified in a functional annex (e.g. a terrorist attack at Concord Mills would require activation of Annex Q – Terrorism Response Operations (Classified)).

B. Organization and Staffing.

1. Organization and staffing for special events and facilities is dependent on the type of incident or event.

IV. DIRECTION AND CONTROL

- A. During the preparedness phase, Fire Services identifies and coordinates planning efforts in consideration of special events and facilities within the unincorporated areas of the County and applicable municipal events.
- B. In some cases, Emergency Management plays a support role in planning efforts of special events or facilities that are located outside of the County's jurisdiction.
- C. During the response phase, the department or agency with command and control responsibilities for the special event or facility determines direction and control. In many cases, the response will require EOC activation. For detailed information on direction and control when the EOC is activated refer to Annex A – Direction and Control.

V. CONTINUITY OF GOVERNMENT

- A. Order of succession for departments and agencies that play a role in responding to an incident at one of the identified special events or facilities are in accordance with their internal SOG(s).