

Town of Kure Beach

North Carolina



Town of
Kure Beach

Emergency Operations Plan

2022

Letter Of Promulgation

TO: MUNICIPAL GOVERNMENT
RESIDENTS OF KURE BEACH

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

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

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

Sincerely,

David W. Heglar, PE
Emergency Response Coordinator
Kure Beach, NC

Approval and Implementation

The following agree to support the overall concept of operations of the Town of Kure Beach Emergency Operations Plan and to carry out the functional responsibilities as assigned in the Plan.

Organization/Agency	Position	Name
Town Council		
Town of Kure Beach	Mayor	
Town of Kure Beach	Emergency Response Coordinator	

Plan will be reviewed annually. If the plan has substantial changes/revisions, the updated plan will be taken before the council for formal promulgation.

Mayor

Emergency Response Coordinator

Commissioner

Commissioner

Commissioner

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Introduction

Purpose

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

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

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

Scope

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

Situation Overview

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

County/State/Regional Plans	Responsible Agency/Organization
New Hanover County Emergency Operations Plan (NHC EOP)	New Hanover County
Brunswick Nuclear Power Plant	New Hanover County

MOTSU/Sunny Point	New Hanover County
Southeastern North Carolina Regional Hazard Mitigation Plan	New Hanover County

Description of Community

Kure Beach is located between the Atlantic Ocean and the Cape Fear River, near the southeastern tip of North Carolina. The Town's incorporated limits begin on the south side of Alabama Avenue (the north side of this road is in Carolina Beach) and go all the way down to the entrance of the Fort Fisher State Historic Site. The town is less than 1 square mile in area, stretching along about 3.5 miles of coastline along Pleasure Island, and a maximum width of less than 0.5 miles, in most places only a few hundred yards wide.

Spring and summer temps average about 82 degrees. Fall and winter temps average about 67 degrees. The year-round population is just over 2,000, and increases significantly during tourist season.

Form of Government

- Mayor, Town Council

Description of Hazards

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

- **Hurricanes:** Hurricanes constitute threats in the form of high winds, wave action, storm surge, inundation and other flooding to coastal areas. Wind and water damage can extend to inland parts of the state. Excessive rainfall from hurricanes can result in extensive storm water runoff and pooling water due to drainage clogged by debris.
- **Tornadoes/Water Spouts**
- **Floods**
- **Winter storms**
- **Tsunamis:** Danger zone begins at waterline and extends to the west side of SR-421. Evacuation efforts will focus on the areas east of SR-421. Local observation of severe water draw-back requires a 911 phone call and immediate evacuation of the danger zone.
- **Hazardous Materials** (stationary & conveyed on transportation systems)
- **Droughts**
- **Fires/Forest Fires** (including those which may impact urban areas): The MOTSU Buffer Zone represents a potential wildfire concern for the town.
- **Severe Bridge Damage/Failures**
- **Civil Disorders**
- **National Security Emergencies**
- **Power Failures**
- **Incidents at Brunswick Nuclear Power Plant:** The Brunswick Nuclear Facility is located immediately west of the town across the Cape Fear River in Southport.
- **MOTSU/SunnyPoint**

- **Earthquakes:** Kure Beach's vulnerability to earthquakes is moderate. The eastern part of the state is in seismic risk zone 1 and less vulnerable to earthquake damage than the western part, which is in seismic risk zone 2. The coast, however, is possibly vulnerable to tsunamis that might result from seismic activity well out into the Atlantic Ocean.
- **Aircraft Accidents**
- **Acts of Terrorism**

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

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

Planning Assumptions

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

Planning and Community Lifelines

The Federal Emergency Management Agency (FEMA) developed a community lifelines construct to increase effectiveness in disaster operations and better position the Agency to respond to catastrophic incidents. Lifelines are simply critical services within the community that must be stabilized to protect life and property. When lifelines are stabilized, other aspects of society are able to function as intended. A stable lifeline allows for continuous operation of critical government and business functions and is essential for human health and safety and economic security. ^[1]

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



Source: FEMA Community Lifelines Implementation Toolkit, version 2.0

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

Community Lifeline Components



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

1. Safety and Security

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

2. Food, Water, Shelter

- Food
- Water
- Shelter
- Agriculture

3. Health and Medical

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

4. Energy

- Power Grid
- Fuel

5. Communications

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

6. Transportation

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

7. Hazardous Material

- Facilities
- HAZMAT, Pollutants, Contaminants

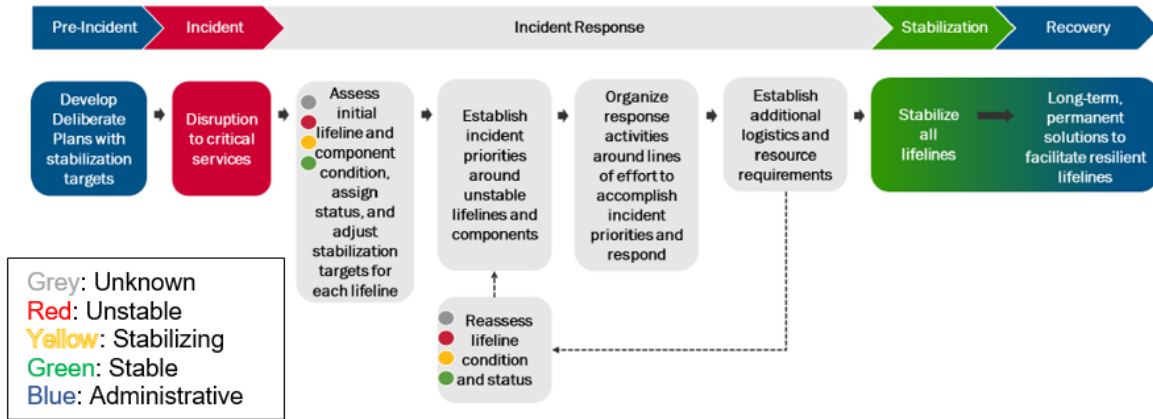
ASSESSMENT

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

Source: FEMA Community Lifelines Implementation Toolkit, version 2.0

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

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



Source: FEMA Community Lifelines Implementation Toolkit, version 2.0

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Concept of Operations

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

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

Declaration of Emergency & Authorities

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

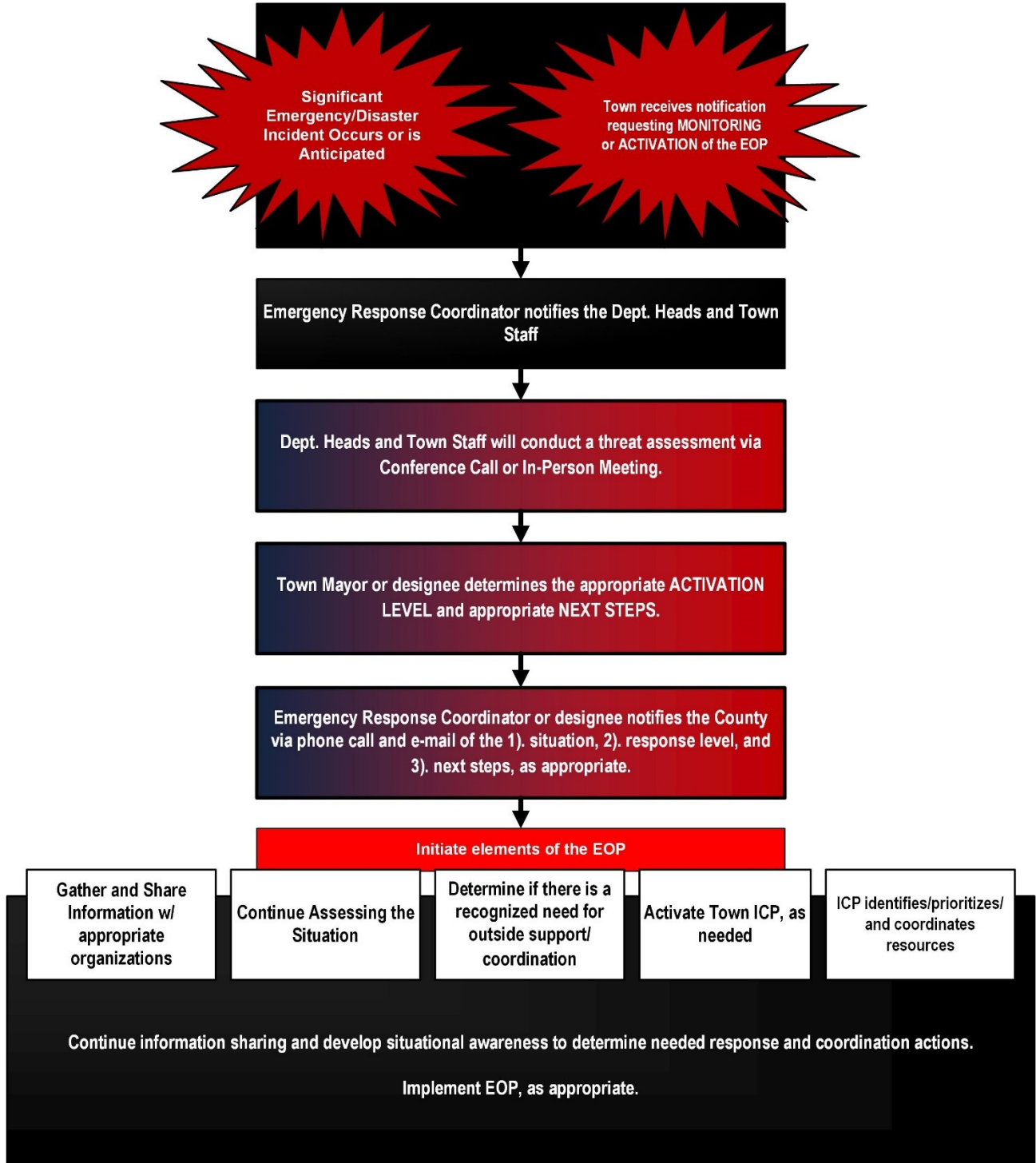
The process for declaring an emergency is as follows:

- The Town Mayor and Council will discuss the situation or potential situation in the event of an extended notice incident.
- Once a determination is made that a declaration is necessary, the Council’s designated representative is charged to draft the document.
- The declaration will be signed by all appropriate parties and implemented immediately.
- The declaration is uploaded into WebEOC and sent to New Hanover County Emergency Management. When a local municipal government function declares a local state of emergency, the State of Emergency document must be sent to New Hanover County Emergency Management for upload into NC SPARTA, as soon as possible. The Town will post the declaration on the Town’s Web site.

EOC/ICS Interface

The relationship between the on-scene Incident Command (IC)/Unified Command (UC) and an open Incident Command Post (ICP) for the Town varies dependent upon the nature of the emergency. In smaller incidents requiring a limited response, the designated Town ICP will coordinate with on-scene IC/UC. For larger events or events with prior warning (hurricanes), IC/UC function may be co-located and/or dependent on the New Hanover County EOC.

Activation Process and Levels



Incident Recognition & Request for Monitoring and/or Activation

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



1). A **REQUEST** to monitor or activate the Plan

Request for Monitoring and/or Activation

A **request to monitor or activate** the Plan by the Town can be done by notifying the following:

- **24/7 Phone Number:** 911
- **Emergency Response Coordinator:** 910-232-3041

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

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

Situation/Threat Assessment

Upon a request to monitor or activate the Plan by the Town Mayor or designee and/or if a significant incident occurs or is anticipated, a **THREAT ASSESSMENT** will be conducted by the Emergency Response Coordinator (ERC).

1). The ERC will notify the **Kure Beach Response Team** (which consists of Department Heads and Town Staff) via telephone. As a backup, the notification may be done via e-mail and/or text messaging.

2). The **Kure Beach Response Team** (which consists of Department Heads and Town Staff) will conduct a threat assessment via **1) Conference Call** and/or **2) In-Person Meeting**.

3). The Town Mayor or designee will determine the appropriate **ACTIVATION LEVEL** and appropriate next steps.

- Potential **Next steps** may include, but are not limited to:
 - Determine that no further action is necessary at this time
 - Continue monitoring the situation, and reassess the situation at an appointed time or trigger
 - Activate the Plan

4). The Emergency Response Coordinator will notify the County via WebEOC, and/or e-mail/phone call of the 1) situation, 2) response level, if applicable, and 3) next steps, as appropriate. In most cases, the ERC will notify applicable organizations when an Activation Level (Monitoring, Partial, Full) has been determined, but may not always notify members if the Town is simply monitoring an incident.

Activation of the Town ICP

The Town Mayor or designee will determine the need to **ACTIVATE** the designated ICP to assist in managing the incident. The Town ICP is the primary location for handling all aspects of a major emergency i.e., management decision-making, staffing support, and information coordination. Within the Town, all coordination decisions and logistics during the event will be approved through the Town ICP. The Town ICP will operate using the Incident Command Structure. The Town ERC or designee is the Incident Commander.

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

The following table lists the possible activation levels.

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

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

ACTIVATION LEVELS	MONITORING	PARTIAL	FULL
<p>EXAMPLE/ TRIGGERS</p>	<p>Potential Situational Usage:</p> <ul style="list-style-type: none"> • Use in the early stages of advanced notice events - hurricanes, VIP visits, planned events, winter weather, etc. • Small local events where current and future needs are unknown. • Agency-specific assistance is needed beyond the normal day-to-day channels on a limited scale. • Often monitoring status leads to partial or full activations once the situation develops further. 	<p>Potential Situational Usage:</p> <ul style="list-style-type: none"> • Events where assistance is needed for collaboration within the Town or for a small local event such as localized flooding, planned events, etc. • Can be used for extended events such as disease or potential disease monitoring. • Hazard-specific events where a small group of responders is needed such as a hazardous materials release or an agency-specific cyber threat. 	<p>Potential Situational Usage:</p> <ul style="list-style-type: none"> • Need is demonstrated for significant partner collaboration in an open ICP. • There is a need for sharing and/or prioritizing resources. • Local authorities have issued evacuation orders. • The response is across many disciplines. • Multi-jurisdiction response. • County, State and/or Federal assets responding. • Major response effort such as a hurricane, mass casualty incident, major flood, or terrorist attack.
<p>KEY RESPONSE ACTIVITIES</p>	<ul style="list-style-type: none"> • Multi-system monitoring, weather, media, WebEOC, etc. • Proactive information sharing. • Situational assessments and updates. 	<ul style="list-style-type: none"> • Monitoring stage activities. • Assessment and allocation of resources. • Physical response directed through ICS. • Collaboration and coordination with local elected officials and state responders. • Limited ICS structure and reporting. • Partial EOP activation. 	<ul style="list-style-type: none"> • Monitoring and partial stage activities. • Prioritization, tracking, and demobilization of resources. • Coordinated information sharing. • Tactical response including operationalizing future planning initiatives.

ACTIVATION LEVELS	MONITORING	PARTIAL	FULL
			<ul style="list-style-type: none"> • Full ICS structure and reporting. • Full EOP activation.
ICP	<ul style="list-style-type: none"> • No. Response is likely limited to key emergency personnel. • May lead to a partial or full activation or follow a partial or full activation during the demobilizing process. 	<ul style="list-style-type: none"> • Yes. Can be virtual or physical. • Limited participation from specific partners needed for the response. • Can also be activated as a result of scaling down a Full activation ICP for long-term operations. 	<ul style="list-style-type: none"> • Full activation of ICP, and may rely on the County EOC. • Will include multiple operational periods. • County EOC is activated • Town ICP will be fully staffed

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Town Incident Command Post (ICP)

Pre-Identified ICP Locations

The Town will coordinate the response by utilizing the ICP, as the situation necessitates.

Facility Name	Address	Point of Contact	Additional Information
Primary: Town Incident Command Post (ICP) – Town Hall	117 Settlers Lane, Kure Beach, NC 28449	Town Clerk	
Secondary: Town Incident Command Post (ICP) – Fire Department	608 K Avenue Kure Beach, NC 28449	Fire Chief	
Tertiary: Town Incident Command Post (ICP) – Police Department	114 N. 7th Ave, Kure Beach, NC 28449	Police Chief	

Activation Process for the Virtual and/or Physical ICP

- 1). The Town Mayor or designee will determine if the Incident Command Post (ICP) needs to be activated either Virtually and/or Physically.
- 2). If the decision to activate the ICP is made, the following courses of action will follow:
 - **Virtual ICP Activation**
 - Notify **ICP staff/key positions**, as determined by the Town Mayor or designee.
 - Notifications will be made via telephone, email, and/or text.
 - Notify **ICP staff/key positions** that a **VIRTUAL ICP** has been activated.
 - Notifications will be made via telephone and/or e-mail.
 - **Physical ICP Activation**
 - Notify **ICP staff/key positions**, as determined by the Town Mayor or designee.
 - Notifications will be made via telephone and/or e-mail.
 - Notification message should include the **LOCATION** of the ICP; **WHO** should report to the ICP; **WHEN** to report; and anticipated **LENGTH** of deployment.

ICP Key Activities

- 1). The ICP will provide coordination and support activities, as needed.

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

Virtual ICP

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

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

ICP Staffing

Kure Beach Response team

- ERC or designee
- Departments Heads and Town Staff

ICP Battle Rhythm and Staffing Plan

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

Incident Command Post Supplies

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

Cell Phones	Foul Weather Gear
Chargers/batteries for radios	Plastic covers for computers
Comprehensive employee phone list	Pre- made call-log forms
Food	Cots/blankets for sleeping
Ice machine	Flashlights
Large Town Operations map (for Marking)	MISC. equipment and paper
Emergency journal for records	Emergency Plans

Notepads/pens/markers	
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Tool Kit	
2 Flashlights with extra batteries	3-ring binder and 3 hole punch for printed emails, press releases, staff contact information, phone numbers, etc.
Pens, post-it-notes, 2 small pads of paper	2 Multi-line phones
2 Computers and a small printer	radio
Town Name Badges	

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

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Organization and Assignment of Responsibilities

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

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

Municipality-Specific Organization and Assignment of Responsibilities for the [Town ICP](#)

Organization	Key Responsibilities	Information Sharing/Coordination Mechanisms/Systems	Corresponding Annex(es) or Plan(s), if applicable
Town Mayor	Local Emergency Declaration; Activation of EOP and Town ICP; Leadership and guidance	<ul style="list-style-type: none"> • WebEOC • E-mail • Conference Calls • Meetings 	EOP Base Plan
Town Council	Local Emergency Declaration; Activation of EOP and Town ICP; Leadership and guidance	<ul style="list-style-type: none"> • E-mail • Conference Calls • Meetings 	EOP Base Plan
Emergency Response Coordinator (ERC)	When a declaration is made, the ERC has spending authority (by disaster), directional authorities, and department heads report to the ERC. ERC or designee approves emergency public information messages	<ul style="list-style-type: none"> • WebEOC • E-mail • Conference Calls • Meetings 	EOP Base Plan, Functional Annexes, Hazard-Specific Plans
Town Attorney	Responsible for the preparation of any documents for consideration of the Town Council related to an event.	<ul style="list-style-type: none"> • E-mail • Conference Calls • Meetings 	EOP Base Plan, Functional Annexes, Hazard-Specific Plans

Kure Beach Response Team (Department Heads and Town Staff)	Support ICP	<ul style="list-style-type: none"> • WebEOC • E-mail • Conference Calls • Meetings • Radio 	EOP Base Plan, Functional Annexes, Hazard-Specific Plans
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Functional Annexes and Primary and Support Agencies/Organizations

The EOP is supported specifically by 16 functional annexes. The following chart lists each annex and those agencies responsible for executing the annex.

Functional Annexes	Primary Agency(ies)	Supporting Agencies
Transportation	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • New Hanover County Schools Transportation Department • WAVE Transit • Fire Department • Police
Communications	<ul style="list-style-type: none"> • Fire Department • Police • Emergency Response Coordinator 	<ul style="list-style-type: none"> • Amateur Radio Emergency Services • NHC Emergency Management and 911 Communications • NHC Emergency Management
Public Works and Engineering	<ul style="list-style-type: none"> • Public Works 	<ul style="list-style-type: none"> • Carolina Beach Public Works • Cape Fear Public Utility Authority (CFPUA) • US Army Corps of Engineers • Private Utility Contractors
Firefighting	<ul style="list-style-type: none"> • Fire Department 	<ul style="list-style-type: none"> • New Hanover County Fire Rescue
Mass Care	<ul style="list-style-type: none"> • Emergency Response Coordinator • Fire Department • Police 	<ul style="list-style-type: none"> • American Red Cross, Cape Fear Chapter • New Hanover County Schools • New Hanover County Emergency Management • Amateur Radio • United Way of the Cape Fear Area (UWCFA) • Salvation Army
Logistics and Resource Management	<ul style="list-style-type: none"> • Emergency Response Coordinator • Finance 	<ul style="list-style-type: none"> • New Hanover County Emergency Management
Public Health and Medical Services	<ul style="list-style-type: none"> • Fire Department 	<ul style="list-style-type: none"> • New Hanover County Health and Human Services
Search and Rescue	<ul style="list-style-type: none"> • Fire Department • Police 	<ul style="list-style-type: none"> • New Hanover County Emergency Management • New Hanover County Sheriff's Office • New Hanover County Fire Rescue

Functional Annexes	Primary Agency(ies)	Supporting Agencies
		<ul style="list-style-type: none"> Local and Regional Search and Rescue Teams
Hazardous Materials	<ul style="list-style-type: none"> Fire Department 	<ul style="list-style-type: none"> New Hanover County Fire Rescue New Hanover County Emergency Management Wilmington Fire New Hanover County Sheriff's Office New Hanover County Health & Human Services -Environmental Health
Agricultural, Historical, and Natural Resources	<ul style="list-style-type: none"> Historic Preservation Commission Fire Department 	<ul style="list-style-type: none"> New Hanover County HHS New Hanover County Sheriff's Office- Animal Services Unit New Hanover County Emergency Management New Hanover County Cooperative Extension New Hanover County Department of Social Services New Hanover Humane Society New Hanover County Soil and Water Conservation District New Hanover County North Carolina County Extension and Arboretum
Energy	<ul style="list-style-type: none"> Emergency Response Coordinator 	<ul style="list-style-type: none"> Duke Energy New Hanover County Emergency Management Private fuel company(ies)
Public Safety and Security	<ul style="list-style-type: none"> Police 	<ul style="list-style-type: none"> New Hanover County Sheriff's Office New Hanover County 911 Communications Center North Carolina National Guard
Recovery and Mitigation	<ul style="list-style-type: none"> Building Inspections Public Works Planning Finance Administration 	<ul style="list-style-type: none"> New Hanover County Emergency Management Community Nonprofit and Faith Based Organizations
Public Information, Alert, and Warning	<ul style="list-style-type: none"> Emergency Response Coordinator Town Clerk 	<ul style="list-style-type: none"> New Hanover County Communications and Outreach New Hanover County Emergency Management New Hanover County 911 Communications Center New Hanover County Public Schools New Hanover Disaster Coalition American Red Cross Cape Fear Public Utility Authority Duke Energy United Way of the Cape Fear Area National Weather Service – Wilmington Field Office
Financial Management	<ul style="list-style-type: none"> Finance Administration 	<ul style="list-style-type: none"> New Hanover County Emergency Management

Direction, Control, and Coordination

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

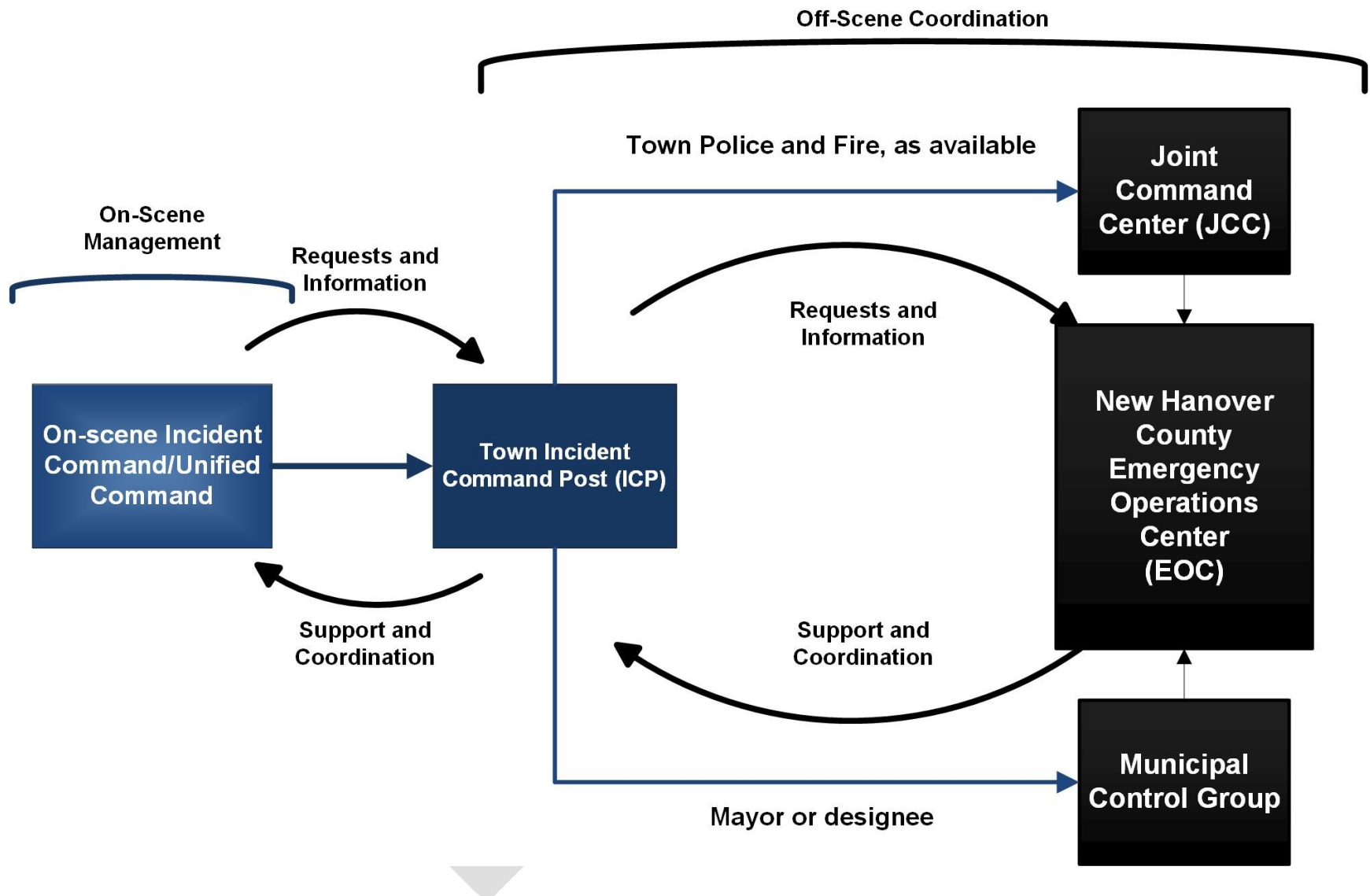
- The overall direction and control of the Town's emergency activities is vested with the Mayor and Town Council. The Emergency Response Coordinator (ERC) carries out the function of disaster coordination at the direction of the Town Council and Mayor. When relevant, the Incident/Unified Command will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

New Hanover County EOC

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

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

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Information Collection, Analysis, and Dissemination

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

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

Below is the overall standard for information sharing as developed for use by the Cybersecurity and Infrastructure Agency (CISA). The Traffic Light Protocol (TLP) is a comprehensive set of rules to ensure the right information is shared with the right receiver. These protocols define with whom, how, when, and to what extent intelligence information will be shared. The chart below details the TLP color and corresponding actions.

Color	When should it be used?	How may it be shared?
<p>TLP:RED</p>  <p>Not for disclosure, restricted to participants only.</p>	<p>Sources may use TLP:RED when information cannot be effectively acted upon by additional parties, and could lead to impacts on a party's privacy, reputation, or operations if misused.</p>	<p>Recipients may not share TLP:RED information with any parties outside of the specific exchange, meeting, or conversation in which it was originally disclosed. In the context of a meeting, for example, TLP:RED information is limited to those present at the meeting. In most circumstances, TLP:RED should be exchanged verbally or in person.</p>
<p>TLP:AMBER</p>  <p>Limited disclosure, restricted to participants' organizations.</p>	<p>Sources may use TLP:AMBER when information requires support to be effectively acted upon, yet carries risks to privacy, reputation, or operations if shared outside of the organizations involved.</p>	<p>Recipients may only share TLP:AMBER information with members of their own organization, and with clients or customers who need to know the information to protect themselves or prevent further harm. Sources are at liberty to specify additional intended limits of the sharing; these must be adhered to.</p>
<p>TLP:GREEN</p>  <p>Limited disclosure, restricted to the community.</p>	<p>Sources may use TLP:GREEN when information is useful for the awareness of all participating organizations as well as with peers within the broader community or sector.</p>	<p>Recipients may share TLP:GREEN information with peers and partner organizations within their sector or community, but not via publicly accessible channels. Information in this category can be circulated widely within a particular community. TLP:GREEN information may not be released outside of the community.</p>
<p>TLP:WHITE</p>  <p>Disclosure is not limited.</p>	<p>Sources may use TLP:WHITE when information carries minimal or no foreseeable risk of misuse, in accordance with applicable rules and procedures for public release.</p>	<p>Subject to standard copyright rules, TLP:WHITE information may be distributed without restriction.</p>

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

Critical information needs are largely conveyed and gathered through the use of the situation report process. SitReps are developed by the Incident Command Post. Situational awareness, resource needs, status report, on-scene conditions, weather, intelligence, and roadblocks to success are key information needs to mount a coordinated response. Community lifelines may also be assessed through the use of this situation report, detailing the operational status of the lifeline according to the color-coded system. Intelligence and information will be coordinated with other municipalities, the County, and other agencies as needed.

Information Systems Utilized by the Town of Kure Beach

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

- a. **Web EOC:** WebEOC is a common tool used in disasters. Understanding the scope of an incident ensures limited resources are used to address the greatest needs and opportunities for providing assistance are identified. WebEOC allows local officials to make more informed decisions and helps develop a common operating picture.
- b. **Email**
- c. **Conference Calls**
- d. **Local VHF radio system as a backup** (two repeaters, one in Town Hall and one at Public Works)

Information Systems Utilized by New Hanover County:

- NCSparta
- WebEOC

Information Systems Utilized by the State of North Carolina:

- NCSparta
- WebEOC

Communications and Coordination

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

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

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Administration, Finance, and Logistics

Administration

Documentation

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

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

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

After-Action Reports

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

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

Finance

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

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

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

Legal

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

Logistics

Logistical needs during a disaster will be met through varied means. These may include mutual aid agreements, private resources, and requests for New Hanover County assistance. Coordination of incident logistics is done through the Incident Commander in the Incident Command Post. Incident Command will prioritize and coordinate resource allocation and distribution during incidents.

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

- describing, inventorying, requesting, and tracking resources
- activating resource management systems prior to and during an incident
- dispatching resources prior to and during an incident
- demobilizing or recalling resources during or after incidents

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

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

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

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Plan Development and Maintenance

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

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

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

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

The Mayor or designee will be responsible for managing and coordinating the annual review and maintenance of the EOP.

Revision Schedule

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

Authorities and Reference

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

- **Federal**
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended by Public Law 100-77.
 - Emergency Planning and Community Right to Know Act (SARA Title III).
 - OSHA 1910.120.
 - Civil Defense Act of 1950, as amended.
 - Oil Pollution Act of 1990 (OPA 90).
 - Comprehensive Environmental Compensation and Recovery Act (CERCLA).

- **State**
 - NCGS 166A Emergency Management Act.
 - NC Oil Pollution and Hazardous Substances Control Act of 1978.
 - NC Governor's Executive Order 73.

- **Local**
 - Sample Proclamation for State of Emergency.
 - Sample Termination of State of Emergency.
 - Local Emergency Planning Committee (LEPC) By-laws.
 - Mutual Aid Agreements with Partner Agencies.

Acronyms

AFN	Access and Functional Needs
APIO	Assistant Public Information Officer
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ASU	Animal Services Unit
BNP	Brunswick Nuclear Plan
CDC	Centers for Disease Control
CISM	Critical Incident Stress Management
EAS	Emergency Alert System
EMS	Emergency Medical Services
EOC	Emergency Operations Center

EOP	Emergency Operations Plan
EPCRA	Emergency Planning and Community Right to Know Act
EPIC	Emergency Public Information Center
ERG	Emergency Response Guidebook
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
IC	Incident Command
IC-3	Individual Care Coordination Center
ICP	Incident Command Post
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
JIC	Joint Information Center
JIS	Joint Information System
LEPC	Local Emergency Planning Commission
NAWAS	National Warning System
NC OEMS	North Carolina Office of Emergency Medical Services
NC	North Carolina
NFPA	National Fire Protection Administration
NHC EM	New Hanover County Emergency Management
NHC EOC	New Hanover County Emergency Operations Center
NHC EOP	New Hanover County Emergency Operations Plan
NHC HHS	New Hanover County Health and Human Services
NHC	New Hanover County
NHCFR	New Hanover County Fire Rescue
NHCHD	New Hanover County Health Department
NNHRMC	Novant New Hanover Regional Medical Center
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OSC	On-Scene Coordinator
PETS	Pets Evacuation and Transportation Standards Act
PIO	Public Information Officer
PSAP	Public Safety Answering Point
RRT	Regional Response Team

SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SERC	State Emergency Response Commission
SMAT	State Medical Assistance Team
SMORT	State Mortuary Operations Team
SNS	Strategic National Stockpile
SPCA	Society for the Prevention of Cruelty to Animals
TTY	Teletypewriter
USAR	Urban Search and Rescue
USCG	United States Coast Guard
UWCFA	United Way of the Cape Fear Area
VIPR	Volunteer Intervention Prevention Response
WEA	Wireless Emergency Alerts

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