

City of New Bern



Emergency Operations Plan

July, 2019

Forward

The City of New Bern has adopted this Emergency Operations Plan (EOP) to provide guidelines for response to and recovery from a natural or man-made emergency that poses a potential threat to our community. The City of New Bern, by Resolution dated November 8, 2005, has adopted the National Incident Management Systems (NIMS) and associated terminology thereof for the management of events occurring within the jurisdictional limits of the City of New Bern.

The document contained herein presents the **Basic Plan** and does not attempt to define specific agency tasks that may be performed in the event of an emergency; however, it places specific responsibilities on departments throughout city government.

This acknowledges that the undersigned City of New Bern City Manager, Assistant City Manager, and Department Heads have reviewed, updated, and approved this Emergency Operations Plan and policies for 2019 as required for the annual review.


Dated: August 14, 2019

Approved: _____

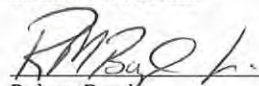

Mark Stephens, City Manager

Department Heads:

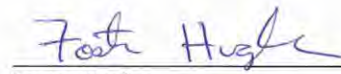

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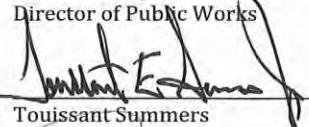

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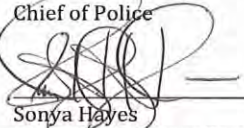

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Purpose of Plan

This plan serves as a local integrated emergency management plan designed to describe the emergency response from the City of New Bern, North Carolina in the event of an emergency; natural or manmade.

The intent of this plan is to provide a guideline to utilize all available resources to **MITIGATE** or prevent potential emergencies whenever possible, **PREPARE** to deal efficiently with the effects of inevitable events, **RESPOND** to the needs to save lives and protect property, and promote a means to **RECOVER** rapidly.

This plan is intended to be both “generic” and “hazard” specific, covering the entire range of emergencies; either natural or man-made.

The plan should be used as a reference for emergency information as well as a source of data considered necessary to accomplish the various types of emergency missions. It is designed to guide the user on **what** has to be done, and **who** is responsible to do it. The plan includes information relative to **when** and **where** the response will be effective, and even **why** it will be done.

Each city department must depend upon its own expertise to develop an Incident Action Plan (IAP) describing “how” to carry out its assignments in support of the Emergency Operations Plan (EOP).

Definitions of Acronyms

Acronym	Definition
CCEM	Cn County Emergency Management
CCEOC	Craven County Emergency Operations Center
CERT	Community Emergency Response Team
DAT	Damage Assessment Teams
EBS	Emergency Broadcast System
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
HAZMAT	Hazardous Materials
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
NCTF-10	North Carolina Task Force-10
NIMS	National Incident Management System
NOAA	National Oceanic & Atmospheric Administration
OSHA	Occupational Safety & Health Administration
PDD	Presidential Disaster Declaration
PEG	Public, Educational, and Government
PIO	Public Information Officer
PODS	Points Of Distribution Sites
SARA	Superfund Amendments & Re-Authorization Act of 1986
SOG	Standard Operating Guidelines
SPAN	Special Population And Needs
TRT	Technical Rescue Team
UIC	Unified Incident Command
USAR	Urban Search And Rescue

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City of New Bern Emergency Operations Plan Basic Concepts

I. Purpose

To pre-determine actions which will be taken by city government in response to an emergency. The establishment of the plan, in effect, attempts to reduce and/or potentially eliminate the vulnerability of the citizens of New Bern.

II. Situations and Assumptions

A. Situation

1. Geography

The City of New Bern covers an area of 29.73 square miles (as of February 14, 2017) with a current estimated population of 30,101 (as of July 1, 2016). New Bern is the county seat and the largest municipality in Craven County.

Land use estimates provide by New Bern GIS are as follows:

Residential	28.8%
Streets/Utilities	3.2%
Commercial/Service	20.2%
Industrial/Heavy Commercial	7.9%
Undeveloped	39.9%

2. Special Facilities/Population

There are a number of Special Population and Needs (SPAN) that must be considered when developing our Incident Action Plan (IAP). See ([Annex "A"](#)) for a complete list of SPAN facilities.

3. Evacuees/Sheltering

Craven County and the City of New Bern serve as evacuation points for populations located in coastal counties. It is assumed that these evacuees will inundate local lodging establishments during Craven County and Craven County and the City of New Bern serve as evacuation points for populations located in coastal counties. It is assumed that these evacuees will inundate local lodging establishments during hurricanes or tropical storms. Based upon the county's hazard analysis, there are several emergencies for which shelters may be required, including severe storms, tornadoes, floods, hazardous material accidents, fires, and hurricanes.

- a. There are identified hurricane shelters for pre-landfall use in Craven County. The Coastal Carolina Chapter of the American Red Cross and the Craven County Department of Social Services are required to activate shelters to accommodate Craven County evacuees in accordance to standards of the American Red Cross.

- b. Craven County does not have auxiliary power at any designated shelters. The Red Cross may provide small generators and portable lighting at these shelters.
- c. Schools that have been surveyed for suitability as temporary shelters are shown in ([Annex "B"](#)).
- d. Out-of-county sheltering for Craven County residents (excluding special needs) will be coordinated through the Eastern Branch Office of the North Carolina Division of Emergency Management and Craven County Emergency Management.

4. Transportation

The City of New Bern is served by three highways, one railway, and one airport.

- a. U.S. Highway 70 runs east and west through the county. This highway is a primary evacuation route for the coastal communities.
- b. N.C. Highway 55 runs east and west through New Bern.
- c. N.C. Highway 17 runs north and south through New Bern.
- d. Norfolk Southern Railroad runs east and west through New Bern.
- e. Coastal Carolina Airport is located approximately 3 miles east of the City of New Bern.

5. The City of New Bern is susceptible to various natural and man-made emergencies. They include the following:

a. Hurricanes/Tropical Storms

Depending on the hurricane season, New Bern has a moderate risk of having a tropical depression, tropical storm, or hurricane.

- A *tropical depression* is an organized system of clouds and thunderstorms with a defined surface circulation and maximum sustained winds of 38 mph or less.
- A *tropical storm* is an organized system with a defined surface circulation and maximum sustained winds of 39-73 mph.
- A *hurricane* is an intense tropical weather system with a well-defined surface circulation and sustained winds of 74 mph or higher. Hurricane strength is usually measured on the Saffir-Simpson scale. See example below.

Category	Sustained Winds	Type of Damage
1	74 - 95 mph	Very dangerous winds will produce some damage: Well-constructed frame homes could have damage to roof, shingles, vinyl siding, and gutters. Large branches of trees will snap and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days.
2	96 - 110 mph	Extremely dangerous winds will cause extensive damage: Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks.
3	111 - 129 mph	Devastating damage will occur: Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes.
4	130 - 156 mph	Catastrophic damage will occur: Well-built framed homes can sustain severe damage with loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months.
5	157 mph or higher	Catastrophic damage will occur: A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months.

Because of New Bern's close proximity to the coast of North Carolina and New Bern is bordered by the Trent River to the southwest and the Neuse River on the northeast, the City of New Bern faces a real threat from flooding. The greatest threat to the city is high winds and inland flooding. Both of these rivers have the potential to threaten lives and cause extensive property damage.

Wind damage from the storm itself is related to wind speed and the accompanying “pressure” that is exerted on structures. In addition, large trees native to our community pose a serious threat to structures and utility systems throughout the city. Wind damage may also be caused by hurricane-spawned tornadoes. Tornadoes often form in the feeder bands of hurricanes, and have the potential to create winds and damage that exceed those projected by the hurricane itself. Tornadoes may also form in weaker hurricanes as they track inland.

The greatest risk from wind damage will be to citizens residing in structurally unsound housing and mobile homes. The City of New Bern is located in a Wind Zone II; thereby requiring structures and anchoring systems be designed to withstand 120 mph wind gusts.

Flash flooding associated with hurricanes can occur in various locations throughout the city. Areas most at risk have been identified and include areas along the Neuse River, Trent River, Renny’s Creek, and Jack Smith Creek as well as many drainage canals throughout New Bern. In addition, many areas which have historically slow drainage will flood during periods of extreme rainfall. ([Annex “C”](#)).

b. Tornadoes

The State of North Carolina experiences approximately 25 tornadoes each year. In addition, during an average year, three people will be killed and 71 injuries will occur as a result of these fast moving storms. Tornadoes normally form several thousand feet above the earth’s surface, usually during warm and unsettled weather. These storms can contain winds in excess of 300 mph and have a forward speed that ranges between stationary and 70 mph.

The damage potential for tornadoes increases with population density. As the number of structures and people increase, so does the risk for death and injury. Heavily populated areas such as apartment complexes and mobile home parks are potentially high-risk areas. See below for tornado facts:

- A *watch* is where a tornado is possible. Remain alert for approaching storms.
- A *warning* is when a tornado has been sighted or indicated by weather radar.
- They may strike quickly; with little to no warning.
- The average tornado travels southwest to northeast, but have been known to move in any direction.
- Tornadoes can accompany tropical storms and hurricanes as they move onto land.
- *Waterspouts* are tornadoes that form over water.

c. Severe Winter Storms

The City of New Bern faces a slight to moderate threat of severe winter weather. These storms can produce significant snowfalls and frigid temperatures. In addition, ice storms can have a crippling effect on electric distribution and transportation.

Injuries and deaths related to winter storms are not common in our area. Areas of caution include populations which rely on electricity for life support and elderly citizens who are most affected by the cold. Colder temperatures also increase the fire risk as people seek alternate and supplemental heating sources.

d. Floods

Flooding from the Neuse and Trent Rivers has been a reoccurring problem for the city. During the past three years, the Neuse and Trent Rivers have exceeded their flood stage of seven feet on two separate occasions. This flooding was a result of heavy rains and rains associated with tropical weather systems. An aggressive buyout program has reduced the risk to many residential properties located in flood prone areas. A flood in excess of eight feet will affect the downtown business district and has the potential to create catastrophic property damage and serious economic concerns.

From survey data, past storm surges have averaged between 6.25 and 6.75 feet. The National Flood Insurance Program (NFIP) classifies the 100-year flood elevation for the areas around New Bern at 7.60 feet. Mitigation efforts include opening run-off storage volume, remove restrictions in culverts, and inspect major drainage outlets for debris.

e. Wildfire

Each year the south consistently has the highest number of wildfires per year. Population growth has pushed housing developments further into natural and forested areas where most of these wildfires occur. North Carolina is one of the most vulnerable states in the country. It ranks number one in the country for the amount of land that is inside the wildland urban interface, and fifth in the country with 41% of the homes within the wildland urban interface. These statistics hold true as well for Craven County with 93% of the population living within the wildland urban interface.

f. Hazardous Materials

Numerous hazardous materials are present within the City of New Bern in both fixed facilities and transportation routes. These substances, if released into the environment, may have harmful effects on both our citizens and the environment. Hazardous materials that may be found in our community include natural gas, propane, highly flammable fuels, pesticides, herbicides and fertilizers. A list of EPA regulated Tier Two Reports is on file at the New Bern Fire-Rescue Department. There are a number of high risk facilities, including the hospital, schools, and daycare centers located in close proximity to highways, railways, and fixed facilities throughout New Bern.

The City of New Bern relies upon the North Carolina State Hazardous Material Response Teams, as well as MCAS Cherry Point Fire-Rescue, to provide assistance in the control and containment of hazardous materials. Request for assistance from the North Carolina State Hazardous Material Response Team should be made through Craven County Emergency Management (CCEM).

g. Civil Disturbance/Riot

The risk of civil disturbance and/or riots in the City of New Bern is low. For hazard analysis purposes, however, it is prudent to plan for this potential emergency. Public safety officials throughout the country recognize the risk of terrorism and the need for community preparations. ([Annex "D"](#)) of this plan contains the Response Guidelines to Acts of Terrorism.

h. Terrorism

Historically, North Carolina has not been a prime target for terrorists. The threat is worldwide, however, and cannot be ignored. The United States Armed Forces has been a frequent target for terrorists, and since North Carolina has a very significant military presence, the threat is increased. There are other targets as well; terrorist activity may range from hostage situations to threats against fixed facilities. ([Annex "D"](#)).

B. Assumptions

The City of New Bern Emergency Operations Plan serves to augment the countywide plan by establishing policies and procedures for the utilization of City of New Bern personnel, equipment, and other resources during an emergency. The City of New Bern Emergency Operations Plan is based on the following assumptions:

1. The City of New Bern will be responsible for first due response to all emergencies occurring within the municipal limits.
2. Each department within the City of New Bern government will prepare departmental response and/or contingency plans to respond to potential emergencies.
3. Requests for state and federal assistance will be made through the Craven County Emergency Management or the Craven County Emergency Operations Center (EOC), when applicable.
4. The proper use of this plan may reduce the loss of lives and damage to property.
5. Many emergencies can occur with little or no warnings, which will allow little time for preparedness measures. The occurrence of one or more of the emergencies previously listed could impact the City of New Bern severely and include many of the following possibilities:
 - a. Loss of electric service;
 - b. Loss of water distribution and storage system;

- c. Loss of part or all of waste water treatment systems;
 - d. Elimination of road/street/highway network;
 - e. Mass care and feeding operations;
 - f. Multiple casualties and/or fatalities;
 - g. Damage to communication networks;
 - h. Need for state and/or federal assistance;
 - i. Evacuation of citizens;
 - j. Loss of facilities vital to maintaining essential services to community;
 - k. Large scale vandalism and looting.
6. Emergencies could lead to the disruption of city government functions. **This possibility requires that all city departments develop and maintain Standard Operating Guidelines to ensure continued function of government in case the need arrives.**

III. Concept of Operations

A. Preparedness

- 1. As required by GS 166A-2, it is the responsibility of city government to organize and plan for the protection of life and/or property from effects of hazardous events occurring within its jurisdiction.
- 2. The City of New Bern maintains a list of vital government buildings that should receive priority when restoring service after an emergency ([Annex "E"](#)).
- 3. In cases involving approaching storm systems, the City of New Bern will coordinate with the Craven County Emergency Management (CCEM) to determine potential storm effects in New Bern.
- 4. Situations relating to terrorist activities will be coordinated by New Bern Police Department, along with local, state, and federal agencies.
- 5. The City of New Bern will provide for emergency warnings and notifications to the citizenry as situations warrant, via Code Red telephone calls, Public, Educational, and Government (PEG) Channel 3, Press releases, local news, and radio broadcast, and social media.
- 6. The City of New Bern will implement Command and Control procedures and perform the following:
 - a. Continually assess emergency impacts and evaluate emergency resource needs;
 - b. Implement emergency life safety measures;

- c. Coordinate and disseminate information and instructions to the public;
- d. Provide security as needed.

B. Response

In significant emergencies, the City of New Bern will establish the following:

1. Open and staff the Emergency Operations Center (EOC) for those incident types occurring within the city that warrant such action.
2. When an emergency situation develops, the senior elected official or designee of the jurisdiction (as defined in GS 14-28.1) may declare a State of Emergency ([Annex "F"](#)) to exist within the jurisdiction (or part thereof) and begin implementing emergency procedures.
3. To improve efficiency and timeliness, the City Of New Bern has been separated into zones ([Annex "G"](#)). Fire Department and CERT personnel will conduct rapid preliminary damage assessment to determine additional needs and resource allocation ([Annex "H"](#)).
4. Conduct emergency relief operations to ensure that victims have been identified and their needs are met.
5. Restoration of critical public services. Electrical service and temporary power/water supply will be restored as determined by the Incident Commander (IC) or designee.
6. Coordinate and disseminate information and instructions to the citizens.
7. Relaxation of protective actions and coordination of re-entry into affected areas.

C. Recovery

Termination of a declared State of Emergency shall be performed by the city official by whom it was proclaimed. ([Annex "F"](#)).

D. Mitigation

1. Following any major emergency, a critique will be performed to evaluate the effectiveness, and to identify areas that need improvement. Training shall be conducted in areas noted through the incident critique.
2. The City of New Bern shall request Hazard Mitigation Grant Funds of known problems identified by Damage Survey Reports through North Carolina Emergency Management.

IV. Authorities

A. General

1. Actions taken during emergencies require that legal guidelines be followed in order to ensure protection of the public.

2. City departments tasked with responsibilities in this Emergency Operations Plan are responsible for the development and implementation of Standard Operating Guidelines (SOG's) which reflect their assigned functions.

**City of New Bern
Emergency Operations Plan
Section A
Assignments of Responsibilities**

I. Purpose

To identify the responsibilities of each city department during an emergency. ***Each department is responsible for developing and maintaining Standard Operating Guidelines (SOG) reflecting their department's activities.***

II. Organization

A. Assignment of Responsibilities

1. City Manager

- a. Implement the City of New Bern's Emergency Operations Plan by authority of the Board of Aldermen.
- b. Direct city departments to develop and continually update emergency plans and Standard Operating Guidelines to respond to events.
- c. Authorize the release of emergency public information statements.
- d. Appoint designee for Incident Commander (IC) during an emergency.

2. Mayor

- a. Commit city departments, personnel, equipment, and facilities in support of the City of New Bern Emergency Operations Plan during an emergency.
- b. Carry out appropriate provisions of the North Carolina General Statutes relating to emergency response, in addition to the City of New Bern Emergency Operations Plan and/or City Ordinances.
- c. Implement any other measures as necessary to provide for the protection of life and property.

3. Fire-Rescue Chief

- a. Oversee the development and implementation of operational plans for emergencies occurring in the City of New Bern.
- b. Coordinate emergency operations within the jurisdictional limits of New Bern.
- c. Develop and maintain Standard Operating Guidelines for fire/rescue operations during emergency situations.

- “d. Plan for needed resources to support fire/rescue operations during an emergency.
 - e. Assist with community notifications as necessary.
 - f. Assist in initial and long-term damage assessment as needed.
 - g. Direct and control fire suppression and rescue forces.
 - h. Designate staging areas and appoint a staging officer for mutual aid units as required.
 - i. Assist in evacuation efforts in affected areas as required.
 - j. Activate and direct the Community Emergency Response Team (CERT) members.
4. Chief of Police
- a. Develop and maintain Standard Operating Guidelines for law enforcement operations during emergency situations.
 - b. Plan for needed resources to support law enforcement operations during an emergency.
 - c. Assist with community notifications as necessary.
 - d. Enforce security in damaged areas of the city, vital facilities, and designated shelters.
 - e. Develop evacuation routes for events requiring evacuations of the populace.
5. Finance Director
- a. Develop, implement, and maintain Standard Operating Guidelines for tracking of emergency financial records to be kept during emergencies.
 - b. Provide requested budget and incident costs in support of a North Carolina request for a Presidential Declaration of Disaster.
 - c. Develop a financial accounting procedure to track costs associated with an emergency.
 - d. Plan for needed resources to support department operations during an emergency, and ensure that all purchases made are in accordance with the City of New Bern’s Purchasing Policy. ([Annex "I"](#))
6. Information Technology Manager
- a. Develop and maintain Standard Operating Guidelines for managing city information management systems during an emergency.
 - b. Provide support personnel in the EOC to assist with computer equipment and software used in the management of emergency situations.

- c. Provide procedures for the protection of vital computer equipment and systems in the event of an emergency.
- 7. Director of Utilities
 - a. Develop and implement Standard Operating Guidelines for managing city electrical distribution systems in the event of an emergency.
 - b. Provide department representation in the Emergency Operations Center to track power related problems during an event.
 - c. Coordinate, through the Emergency Operations Center, the restoration of electrical services during an emergency.
 - d. Plan for needed resources to support department operations during an emergency.
 - e. Develop and implement Standard Operating Guidelines for the management of water and sewer systems in the event of an emergency.
- 8. Development Services Director
 - a. Coordinate damage assessment efforts following an emergency.
 - b. Collect data and prepare damage assessment reports.
 - c. Coordinate damage assessment teams conducting field surveys as required and/or needed.
 - d. Provide department representation in the Emergency Operations Center to assist with incident mitigation efforts.
 - e. Plan for needed resources to support department operations during an emergency.
- 9. Parks and Recreation Director
 - a. Develop and implement Standard Operating Guidelines for departmental response to an emergency.
 - b. Provide department representation in the Emergency Operations Center during emergencies.
 - c. Assist with transportation for evacuations in areas affected by an emergency as directed by public safety personnel.
 - d. Plan for needed resources to support various department operations during an emergency.
- 10. Public Works Director
 - a. Develop and implement Standard Operating Guidelines for departmental response to an emergency.

- b. Provide department representation in the Emergency Operations Center during emergencies.
- c. Provide for debris removal for access to areas affected by an emergency.
- d. Plan for needed resources to support department operations during an emergency.
- e. Assist with documenting damage to city facilities.

11. Human Resources Director

- a. Develop and implement Standard Operating Guidelines for departmental response to an emergency.
- b. Provide department representation in the Emergency Operations Center during emergencies.
- c. Track and report all accidents and injuries of city employees.
- d. The Human Resources Director, or their designee, shall serve as Safety Officer for all City of New Bern operations.
- e. Plan for needed resources to support department operations during an emergency.

III. Line of Succession

In the event the City Manager cannot be reached and a situation requires an immediate decision or action, the following represents the line of succession. Every effort should be made to reach the listed personnel in the order presented, and the highest available staff member is authorized decision-making authority.

- A. City Manager
- B. Fire-Rescue Chief
- C. Chief of Police
- D. Public Works Director
- E. Director of Utilities
- F. Parks and Recreation Director
- G. Development Services Director
- H. Finance Director
- I. Human Resources Director

City of New Bern Emergency Operations Plan Section B Direction and Control

I. Purpose

To outline the direction and control procedures for emergency operations during events which require the implementation of the Emergency Operations Plan.

II. Situation and Assumptions

A. Situation

1. Many potential hazards exist in our city resulting from an emergency. Incidents such as these demand the use of an integrated Emergency Operations Plan for command and control of the response to such events.
2. The City of New Bern Emergency Operations Center serves as the central direction and control point for response to emergencies.
3. The City of New Bern Emergency Operations Center is located at the Water Treatment Plant, 521 NC Highway 55 West.
4. The City of New Bern will activate the Emergency Operations Center upon the threat of occurrence of a major emergency. Upon activation, pre-designated personnel assigned to the EOC will report.

B. Assumptions

1. Upon notification of activation, all personnel pre-designated to report to the Emergency Operations Center will report in a timely manner.
2. The City of New Bern Emergency Operations Center will work in conjunction with the Craven County Emergency Operations Center.
3. The City of New Bern will provide a liaison to the Craven County Operations Center during an emergency.

III. Concept of Operations

A. General

1. Direction and control of emergency response to events requiring the activation of this plan will be the responsibility of the Emergency Operations Center. Command and control of the response will be managed through the use of the Incident Command System (ICS).
2. The City of New Bern Emergency Operations Center will be activated preceding any event that is deemed to be a potentially major emergency. The following is a list of situations which would require the activation of the EOC:

- a. The threat to the safety and health of the public on a large scale.
 - b. Situations requiring multi-jurisdictional or a multi-agency response to resolve and recover from an emergency.
 - c. The emergency has an impact to multiple areas of the city.
 - d. The City of New Bern implements local emergency operation plans and/or emergency ordinances to control and/or prepare for an emergency.
3. The City of New Bern Emergency Operations Plan and the Emergency Operations Center will be activated by the City Manager or designee.
 4. Operational readiness of the City of New Bern Emergency Operations Center is the responsibility of Public Works, Public Information Officer, Information Technology, Fire Department, Police Department, and Water Resources.
 5. Upon activation of the City of New Bern EOC, communications will be established with the Craven County EOC, if operational, to provide continuity of emergency operations throughout the event.
 6. Notification of all EOC staff will be made by New Bern Communications Center upon EOC activation by the City Manager or designee.
 7. Emergency Operations Center staff briefings will be conducted as required and/or needed.
 8. To better control the event, the City of New Bern has been divided into three (3) zones. ([Annex "G"](#)). Each zone will have a Branch Manager that reports to the Incident Commander (IC).

B. Response

Overall command and control of emergency activities during an event requiring the implementation of this plan will be the City Manager or designee. Incident Command and Control structure will follow the design of the National Incident Management System. Further procedural information regarding the City of New Bern Incident Management System and an example of an Incident Action Plan can be found in ([Annex "I"](#)) of this document.

C. Staffing

1. EOC Officer/Incident Commander

The EOC Officer/Incident Commander may be appointed by the City Manager to assist in the overall management of an emergency. The Incident Commander shall be responsible for:

- a. Organization, administration, and operations of the city EOC.
- b. Coordination of activities, services, and programs for emergency planning and response throughout the city.
- c. Implementation of the policies and plans as adopted in the EOP.

- d. Maintain a liaison with the Craven County EOC.
- e. Document the need for additional resources, and make requests to the Craven County EOC.
- f. Request mutual aid assistance consistent with the North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement.
- g. Coordinate the release of information to the media and public in general.
- h. Manage incident resources.
- i. Determine operational objectives.
- j. Assess incident priorities.

2. Command Staff

- a. Public Information Officer (PIO) - Assigned by the Incident Commander and is responsible for the dissemination of information regarding the emergency.
- b. Safety Officer - Assigned by the Incident Commander and is responsible for the safety of all personnel working during the emergency.
- c. Liaison Officer - Assigned by the Incident Commander and is responsible for the coordination of inter-agency and multi-jurisdictional response.
- d. EOC Officer - Assigned by the Incident Commander to oversee the operations of the Emergency Operations Center.

3. General Incident Management Staff

- a. Operations Section - This section is responsible for the implementation of the action plan developed by the Incident Commander for a particular emergency. The section directly manages all incident related operational activities and ensures strategic and tactical objectives set for the incident are carried out. The Operations Section can be broken down into modular units as the incident grows beyond the span of control of the Operations Section Officer. These units include Branches, Divisions, and Groups.
- b. Planning Section - This section is responsible for assisting the Incident Commander in the development of the Incident Action Plan (IAP). The Planning Section collects, evaluates, disseminates, and uses information gathered from the incident and tracks resources used during the emergency.
- c. Logistics Section - This section is responsible for the procurement of needed supplies and equipment for stabilization of an emergency. At the direction of the Incident Commander, the Logistics Section secures equipment, facilities, services, and materials needed for the incident.
- d. Finance Section - This section is responsible for securing funding for incident needs and tracking costs associated with the event.

**City of New Bern
Emergency Operations Plan
Section C
Resource Management**

I. Purpose

To establish provisions for identification and management of needed resources required for use during an emergency.

II. Situations and Assumptions

A. Situation

1. Many resources utilized during and after an emergency require purchasing.
2. Several categories of resources can be needed during an event including, but not limited to, the following:
 - a. Equipment;
 - b. Commodities;
 - c. Private Sector Services.
3. The City of New Bern maintains a Vendor/Resource Emergency Contact Information List of who supplies critical goods and/or services during an emergency. ([Annex "K"](#)).
4. Vendor list will be updated annually by the City of New Bern Finance Director.

B. Assumptions

1. Adequate local resources are not available to deal with catastrophic emergencies.
2. All city departments will provide required personnel to meet the needs of a response to an emergency. Some employees will be assigned jobs not related to their current job duties.
3. Identified government and private sector resources will be available for response to an emergency.

III. Concept of Operations

A. Line of Succession

1. The line of succession for resource management is as follows:
 - a. Finance Director;
 - b. Accounting Manager.

B. General

1. The City of New Bern will utilize all available resources in response to emergencies and disasters, and will exercise control over management of these resources.
2. Requests for resources from state and federal agencies will be made through the Craven County Emergency Operations Center.
3. The commitment of resources from outside city government will be initiated by the Incident Commander. Resources will report to designated staging area. Operations will then request resources from Staging Manager as needed. Resources will return to staging area and be placed as being available upon completion of assignment.
4. Resource management will be coordinated from the City of New Bern EOC.
5. Employees will follow Administrative Order 1.2 - "Emergency Response Employee Policy" ([Annex "L"](#)).

**City of New Bern
Emergency Operations Plan
Section D
Public Information**

I. Purpose

To establish provisions for the dissemination of information to the public as required before, during, and after an event.

II. Situation and Assumptions

A. Situation

1. The broadcast and print media will be relied upon to assist in the dissemination of public information to the general public. These media outlets include, but are not limited to:
 - a. Emergency Broadcast System (EBS)
 - b. City of New Bern Public Education Government (PEG) Channel (TV-3)
 - c. Facebook
 - d. Twitter
 - e. Radio Stations
 - f. Television Stations
 - g. Public Address Systems
 - h. City Web Page – www.newbernnc.gov
 - i. Newspapers
 - j. Code Red Emergency Broadcast System
2. All activations of the Code Red Broadcast System will be requested through New Bern Emergency Operations Center.
3. The City of New Bern may receive extensive media coverage during and after an emergency.

B. Assumptions

1. The City of New Bern Public Information Officer (PIO) or designee will be available for the dissemination of information to the media outlets.

2. Demands for information may be extensive. The Public Information Officer will develop and implement a system for successful dissemination of information to the public.
3. Local print and broadcast media will assist the Public Information Officer in efforts to disseminate information.
4. Special interest groups in the City of New Bern may disagree with official public information.
5. The public may accept rumors, hearsay, and other misinformation as valid, causing possible fear and confusion.
6. Local print and media outlets will assist in the dissemination of authorized incident information.

III. Concept of Operations

A. Line of Succession

1. The line of succession for public information is as follows:
 - a. Public Information Officer;
 - b. City Manager/Incident Commander.

B. General

1. Public information relating to an emergency will be disseminated by the Public Information Officer or designee at the direction of the City Manager and/or Incident Commander and/or their designee.
2. Public educational programs will be established and conducted to increase public awareness of potential hazards associated with potential events occurring in the City of New Bern. Programs will focus on family preparedness, evacuation routes and assembly areas, shelters, and flood prone areas.
3. During an emergency all information disseminated to the media will also be made available to elected city officials, as well as the Craven County EOC.
4. Actions will immediately be taken to correct misinformation released by media outlets relating to the emergency.
5. The City Manager, Incident Commander, or the Public Information Officer must authorize the use of the Code Red Emergency Broadcast System.
6. The National Weather Service will issue weather watches and warnings directly to the Craven County EOC and media for public release.
7. The City of New Bern will take a progressive approach for disseminating information regarding emergencies to those who are isolated and non-English speaking populations.

City Of New Bern
Emergency Operations Plan
Section E
Communication, Notification and Warning

I. Purpose

To provide a description of the city's emergency communication, notification, and warning system.

II. Situation and Assumptions

A. Situation

1. The City of New Bern receives emergency dispatches from the New Bern Emergency Communications Center located at the New Bern Police Department. New Bern Communications serves as the 911 Center for all New Bern emergency dispatch. The center is equipped with a TDD machine for communicating with the hearing-impaired population of the county.
2. The New Bern Emergency Communications Center is often the first point of contact for the public.
3. The Communications Center provides communications for each branch of emergency services, and is heavily dependent upon commercial telephone networks and P-25 800 MHz radios.
4. The City of New Bern Emergency Communications Center is operated 24 hours a day.

B. Assumptions

1. Emergency occurrences could have devastating effects on the county's communication center.
2. The commercial telephone service to the city and county is vulnerable to the effects of an emergency.
3. Loss of the communications tower or repeater system could hamper communications throughout the city and county.

III. Concept of Operations

A. Line of Succession

1. The line of succession for communication, notification, and warning is as follows:
 - a. Incident Commander;
 - b. Public Information Officer;
 - c. City Manager or designee.

B. General

1. Emergency communications Standard Operating Guidelines will be implemented. **Backup capabilities will be activated as necessary.**
2. Emergency warning may originate at the national, state, or local level of government. Timely warning requires dissemination to the public by all available means:
 - a. Local radio and television stations;
 - b. NOAA weather radio (National Weather Service);
 - c. Sirens, horns, and mobile PA systems;
 - d. Telephone and newspapers;
 - e. General broadcast over all available radio frequencies;
 - f. Code Red Alert Warning System.

C. Specific Systems

1. Telephone Service
 - a. Commercial telephone service is provided by Century Link.
 - b. Mobile (cellular) phone capability exists within the county, and is provided by various wireless providers.
2. Two-Way Radio Systems
 - a. New Bern's communication system is designated as the principal system to be used for direction and control activities. Principal users are as follows:
 - 1) New Bern Fire-Rescue
 - 2) New Bern Police
 - 3) Carolina East EMS
 - 4) New Bern Public Works
 - 5) New Bern Electric
 - 6) New Bern Water Resources
 - 7) New Bern Development Services
 - 8) New Bern Finance
 - 9) New Bern Parks and Recreation
 - b. New Bern Fire-Rescue maintains a 400 MHz radio system that can be mobilized during an emergency for public safety.
 - c. Events resulting in the damage of New Bern's communications system may necessitate the use of the Craven County Communications Center and/or the Department of Public Safety's Mobile Command Unit.

City of New Bern

Emergency Operations Plan

Section F

Law Enforcement

I. Purpose

To establish guidelines for response by law enforcement to security, law and order, and traffic control during an emergency.

II. Situation and Assumptions

A. Situation

1. Primary law enforcement for the City of New Bern is provided by the City of New Bern Police Department.
2. Many other law enforcement agencies operate within the City of New Bern including Craven County Sheriff's Department, Probation and Parole, State Bureau of Investigation, Division of Motor Vehicles License and Theft Section, Wildlife Commission, North Carolina Highway Patrol, Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF), and Alcohol Law Enforcement (ALE).
3. The New Bern Police Department has an Animal Control Unit which will provide animal control.
4. Pre-determined traffic control points have been established by New Bern Police Department to facilitate heavy traffic flow before, during, and after an emergency. ([Annex "M"](#)).

B. Assumptions

1. The number of law enforcement personnel available to the City of New Bern during an emergency may not be adequate to enforce security and may need to be supplemented.
2. Law Enforcement activities will dramatically increase during an emergency. In situations which overwhelm local law enforcement provisions, requests will be made for additional resources through the EOC and/or in accordance with the North Carolina Statute.
3. A large-scale incident will tax the local traffic routes throughout the city. The New Bern Police Department will assist in evacuation of areas affected by an emergency. ([Annex "M"](#)).
4. A hurricane evacuation from coastal sections of our state will create heavy traffic flow on major traffic arteries within the city.
5. Following an emergency, it may be necessary to supplement local law enforcement personnel with officers from other jurisdictions to enforce

security and traffic control. Additional assistance may be requested in accordance to the North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement. North Carolina General Statute §160A-288 allows for and encourages mutual assistance between law enforcement agencies. ([Annex “N”](#)).

III. Concept of Operations

A. Line of Succession

1. The line of succession for law enforcement is as follows:
 - a. New Bern Police Chief;
 - b. Operations Division Captain;
 - c. Services Division Captain;
 - d. Investigation Division Captain;
 - e. Police Lieutenants.

B. General

1. Emergency law enforcement operations will interrupt routine functions and responsibilities. Additional emergency responsibilities will include enforcement of law and order, traffic control, crowd control, and security at vital facilities.
2. The City of New Bern Police Department will be the law-enforcing agency in charge during situations requiring multi-jurisdictional response into the City of New Bern.
3. The City of New Bern Police Department will assist in the dissemination of information, when authorized, to isolated areas and motorists as deemed necessary.
4. The Chief of Police or designee will have authority over all law enforcement activities carried out within the City of New Bern before, during, and after emergencies.
5. The City of New Bern Police Department will enforce the provisions set forth in any State of Emergency Proclamation in the City of New Bern. ([Annex “F”](#)).
6. The City of New Bern Police Department will be responsible for the following elements contained in the City of New Bern Emergency Operations Plan:
 - a. Provide enforcement for security, law and order, and traffic control during and after emergencies.
 - b. Provide a coordinated evacuation and re-entry of the city during and after events. ([Annex “M”](#)).
 - c. Assist with recovery operations to return all services to normal levels as quickly as possible.

- d. Provide security for temporary morgue located in New Bern (coordinate with Craven County Emergency Management to provide security personnel).

City of New Bern Emergency Operations Plan Section G Evacuation/Re-Entry

I. Purpose

To provide for a coordinated evacuation and re-entry of the city population when necessary during emergency situations. Specific Standard Operating Guidelines and departmental responsibilities for evacuation can be found in ([Annex “M”](#)) of this document.

II. Situation and Assumptions

A. Situation

1. The City of New Bern has developed a hazard and vulnerability assessment outlining the potential hazards that could occur within the City of New Bern.
2. Flood prone areas have been identified within the city.
3. There are several traffic routes within the city and county that can be used for the evacuation of the public.
4. Efforts have and continue to be made to identify special evacuation problems.

B. Assumptions

1. Emergency situations may require the evacuation of all or a part of the City of New Bern. Small-scale evacuations may be required for a hazardous materials incident, major fire, or flooding. Large-scale evacuations could be needed for instances relating to increased flooding, storm systems, and major chemical releases.
2. Sufficient warning time will be needed to evacuate threatened population.
3. Evacuation and re-entry information will be made through all available media sources.
4. Some citizens will evacuate prior to being advised to do so by public officials.
5. Some citizens will refuse to evacuate regardless of the threat; evacuations are voluntary.
6. Some citizens will require transportation out of areas being evacuated.
7. Debris or damage to roadways could hamper re-entry efforts. The New Bern Fire-Rescue and Public Works Departments, will assist in debris removal for the specific purpose of opening and maintaining egress and access in traffic routes.
8. Evacuation efforts will be completed during daylight hours and prior to the onset of threat conditions when possible.

9. Craven County Emergency Management retains written agreements with the local school board and the American Red Cross for the opening of shelters during emergencies requiring their use.
10. Traffic control measures should be in place prior to any public notification of an evacuation order.

III. Concept of Operations

A. Line of Succession

1. The line of succession for evacuation/re-entry is as follows:
 - a. Mayor;
 - b. City Manager;
 - c. Incident Commander.

B. General

1. The ultimate authority to evacuate an area will be with the Incident Commander. If the situation demands an entire evacuation of the city, the order will be made by the Mayor.
2. Public information concerning an evacuation or re-entry order will be released through all available news media and Code Red Alert Warning System.
3. The Incident Commander will consider the following prior to ordering an evacuation:
 - a. What is the potential for physical harm to life and property?
 - b. What is the immediate affected area(s)?
 - c. What area(s) are likely to be affected?
 - d. How many people will be or are likely to be affected?
 - e. Can residents be safely protected in-place?
 - f. What mode of transportation for evacuees will be used?
 - g. What physical facilities are needed?
4. The City of New Bern will utilize three types of evacuations for planning purposes.
 - a. Restricted Evacuation

An evacuation implemented on a low potential incident, as a precautionary measure, or on an incident with the danger of physical harm to life and property that is relatively localized. The affected area of this type of evacuation should encompass no greater than a one block radius. When

implementing this type of evacuation, the Incident Commander should feel, with relative certainty, that the incident can be controlled with the resources on hand. The implementation of this type of evacuation may necessitate the opening of a **safe refuge area**. If there are more than 25 evacuees, it may be necessary to request shelter activation from the Craven County Emergency Manager. ([Annex “N”](#)).

The City of New Bern has one operational recreation center that could be used to house evacuees for short periods of time. This facility is:

1) West New Bern Recreation Center (1125 Pine Tree Drive)

NOTE: *This is a temporary facility and does not provide food, drink, or other necessities.*

b. Large-Scale Evacuation

An evacuation implemented on any incident with the potential for physical harm to life and property ranging from serious to catastrophic. These types of incidents may include natural disasters, multiple-structure fires, or hazardous material (HAZMAT) incidents with the potential for involving large numbers of citizens. An evacuation of this type has the possibility of taxing the capability and physical resources of all agencies involved in the operation.

c. In-Place Protection

The Incident Commander may also utilize in-place protection to isolate victims of a release area. This process is achieved through the “buttoning up” of a residence to disallow any outside contaminants from entering the dwelling. Occupants are instructed to close all doors, windows, and other openings that may be subject to contaminate transport. This method of protection should only be used in cases where no fire or explosion hazards exist.

C. Specific

1. Evacuation information will be disseminated through all available media outlets. Shelter locations for evacuees will be released through media outlets. Craven County Emergency Management is the responsible agency for the opening of shelters.
2. New Bern Police and New Bern Fire-Rescue will assist with the evacuation process by manning critical intersections if needed. New Bern Police will implement traffic control for evacuation and re-entry. New Bern CERT may be utilized for traffic control.
3. Re-entry order will be made by city officials based on available incident information and conditions associated with the emergency.
4. The City of New Bern has determined the West New Bern Recreation Center (1225 Pine Tree Drive) will be the staging area for the purpose of organizing and mobilizing response personnel and equipment entering from areas outside the city.

5. Evacuation/Re-entry will be coordinated by the New Bern Police and Fire-Rescue Departments.
6. Institutions and schools within the City of New Bern have developed procedures for evacuation.
 - a. Schools have developed plans for evacuation, pre-designating buses that will be utilized for student transportation. Schools within the “Hot Zone” during hazardous materials (HAZMAT) incidents will develop procedures for in-place protection. Parents will be notified by Craven County Schools.
 - b. New Bern Fire-Rescue has developed a Special Population and Needs (SPAN) database reflecting the needs of the city’s special populations. ([Annex “A”](#)).
7. Re-Entry
 - a. The decision to allow re-entry into the City of New Bern will be made by the Mayor, City Manager, or their designee.
 - b. Safety of the population shall be determined before any order of re-entry is made.

City of New Bern
Emergency Operations Plan
Section H
Emergency Medical Services

I. Purpose

To outline responsibilities for emergency medical services during emergencies occurring within the City of New Bern.

II. Situation and Assumptions

A. Situation

1. The City of New Bern is served by Carolina East Medical Center located at 2000 Neuse Boulevard, New Bern, North Carolina. The highest level of care at this facility is surgery. The hospital operates an emergency department 24 hours a day and provides more than 350 beds in their facility.
2. Carolina East Medical Center provides paramedic level of service to the City of New Bern.
3. Private ambulance transport service is available through Craven County Emergency Medical Services. These companies provide convalescent service and inter-hospital transfer for Craven County.
4. Vidant Medical Center in Greenville, North Carolina, provides emergency care helicopter services to Craven County.
5. The nearest trauma center to New Bern is Vidant Medical Center located in Greenville, North Carolina. The facility is approximately 55 minutes from New Bern by road, and approximately 20 minutes by air.
6. A mass casualty event occurring in the City of New Bern has the potential to quickly overwhelm the resources provided by the City of New Bern.

B. Assumptions

1. Following an emergency, many injured citizens will be transported to a medical facility by persons other than trained medical personnel.
2. Debris in city streets may hamper the response of emergency medical units.
3. Following an emergency, field medical facilities and temporary morgues may be required.

III. Concept of Operations

A. General

1. Craven County Emergency Management, along with Carolina East Medical Center, will provide medical care as needed during an emergency/response. The City of New Bern Fire-Rescue Department will assist during these periods, as conditions allow.
2. In emergencies involving mass casualties, responding personnel from New Bern Fire-Rescue, with assistance from Craven County EMS, will establish a triage area for the treatment of victims.
3. Some incidents may require the use of decontamination measures prior to treatment of victims. New Bern-Fire Rescue, along with Carolina East Medical Center, will provide decontamination.
4. During mass casualty incidents, a representative of Carolina East Medical Center or Craven County Emergency Management will be assigned to the Incident Command Post to assist in the coordination of victim treatment.

**City of New Bern
Emergency Operations Plan
Section I
Fire-Rescue**

I. Purpose

To establish procedures for response to fires and rescues occurring as a result of an emergency.

II. Situation and Assumptions

A. Situation

1. New Bern Fire-Rescue is responsible for providing fire suppression and technical rescue support to the public.
2. New Bern Fire-Rescue operates from three fire stations strategically located throughout New Bern. Each station is manned 24 hours a day to provide fire suppression and technical rescue.
3. New Bern Fire-Rescue relies upon the New Bern Emergency Communications Center for dispatching calls for service.
4. New Bern Fire-Rescue has a Technical Rescue Team (TRT) that is trained in the competencies of heavy rescue, confined space rescue, high/low angle rescue, swift water rescue, Urban Search and Rescue (USAR), trench rescue, and advanced vehicle extrication.
5. New Bern Fire-Rescue operates a 25-foot rescue/fire boat, a 20-foot rescue boat, and a 15' Zodiac boat that provides water rescue in surrounding rivers and creeks.
6. New Bern Fire-Rescue personnel are trained to the OSHA 1910.120 level of operation, providing decontamination for incidents that require such activities. ***The department does not operate as a hazardous materials response team.***
7. Mutual Aid agreements with Craven County Fire Departments, MCAS Cherry Point, and the City of Greenville Fire-Rescue are in place for instances which require additional resources.
8. New Bern Fire-Rescue, along with Greenville Fire-Rescue, shares the responsibility of North Carolina Task Force-10 (NCTF-10).
9. The New Bern Fire-Rescue Department receives Community Right-to-Know reports from facilities that store, treat, or utilize hazardous materials in excess of 55 gallons or 500 pounds. These reports are maintained by the department's Fire Marshal.
10. There is no Hazardous Materials Response Team located within the city of New Bern. New Bern Fire-Rescue has trained responders to the operation level as required in OSHA 1910.120.

B. Assumptions

1. New Bern Fire-Rescue will respond, when called upon, to incidents involving structure fires, rescues, extrication incidents, search operations, and debris removal as required.
2. New Bern Fire-Rescue will assist with all implemented evacuations and notification of the public of the onset of potentially dangerous conditions.
3. When additional resources are needed beyond the scope of local mutual aid agreements, state and federal assistance requests will be made to Craven County EOC through the Incident Commander.

III. Concept of Operations

A. Line of Succession

1. The line of succession for fire-rescue is as follows:
 - a. New Bern Fire-Rescue Chief;
 - b. New Bern Fire-Rescue Deputy Chief of Operations;
 - c. Division Chiefs and/or Battalion Chiefs.

B. General

1. The Incident Command System will be used, on an appropriate scale, for all emergencies occurring in the City of New Bern.
2. The Fire-Rescue Chief or designee will have authority over all fire-rescue operations.
3. New Bern Fire-Rescue will be responsible for the following elements contained in the Craven County Emergency Operations Plan:
 - a. New Bern Fire-Rescue will be responsible for conducting evacuations of the public in areas affected by flood waters and/or other hazards. The fire department will assist with efforts of re-entry into areas that are affected by hazards which led to an evacuation.
 - b. New Bern Fire-Rescue will be responsible for providing needed fire and technical rescue services during emergencies to ensure the protection of life and property of the public. Responses to such incidents will be performed under Standard Operating Guidelines established by the department and managed through the use of the National Incident Management System (NIMS).
 - c. New Bern Fire-Rescue will respond to hazardous material incidents as operational level responders. The division will perform evacuation of needed areas affected by hazardous materials, decontamination of victims, and coordinate the on-scene efforts of state and/or federal responding agencies.

- d. New Bern Fire-Rescue will assist as needed with recovery efforts during and after an emergency. The division will assist in emergency debris removal and damage assessment (as assigned) to provide for the accessibility to areas in need of emergency services.
- e. New Bern Fire-Rescue will assist as needed with emergencies involving mass fatalities/casualties in accordance with the Mass Casualty Operations SOP Plan ([Annex "O"](#)). The division will provide assistance in these cases as assigned.
- f. The City of New Bern has designated Helicopter Landing Zones with GIS coordinates throughout the city for helicopter transport during mass casualty events. ([Annex "P"](#)).

**City of New Bern
Emergency Operations Plan
Section J
Public Health Services**

I. Purpose

To identify the efforts and responsibilities of the Craven County Health Department in an emergency.

II. Situation and Assumptions

A. Situation

1. The Craven County Health Department's main office is located at 2818 Neuse Boulevard, New Bern, North Carolina. The services offered at this department include: family planning, maternal health, child health, health education, dental health, environmental health, laboratory, adult health, school health, tuberculosis control, and sexually-transmitted diseases.

B. Assumptions

1. Following an emergency, the Craven County Health Department will take necessary actions to prevent the spread of communicable diseases among the public. The City of New Bern will assist in these efforts, as deemed appropriate, to maximize the response capabilities to incidents that threaten public health.
2. A catastrophic event could lead to multiple fatalities requiring the establishment of mass decontamination methods and temporary morgues. The City of New Bern will assist, as deemed appropriate, in these efforts.
3. The City of New Bern Public Works Department will have effective guidelines in the management of trash, debris, and vector control during and after an emergency.

III. Concept of Operations

A. General

1. The primary concern of the Craven County Health Department in an emergency will be the spread of disease. The county health department will implement effective procedures in minimizing the spread of disease.
2. The Craven County Health Department will coordinate health care in all approved shelters.
3. The City of New Bern Water Resources Department will conduct testing of drinking water after an emergency to ensure the City of New Bern's water system has not been compromised and will continue testing as long as the Director of Water Resources deems necessary. Results of water quality tests will be provided to IC.

4. The City of New Bern Public Works Department will determine the need for vector control to assist in minimizing the spread of disease through insects. Request for vector control will be made to Craven County EOC. Public Works will provide debris management and control to limit possible contamination sources after an emergency has occurred.

City of New Bern
Emergency Operations Plan
Section K
Initial Impact and Damage Assessment

I. Purpose

To establish a coordinated system for rapid and long term damage assessment and reporting functions to provide for effective response to emergencies resulting from a significant event.

II. Situation and Assumptions

A. Situation

1. Emergencies occurring in the City of New Bern have the potential for causing moderate to severe damage to infrastructure and personal property.
2. In the event of a significant emergency, it will be imperative that certain assessment of damage and impact surveys be performed to determine the course of action for response to emergencies in affected areas of the city.
3. Damage assessment reports ([Annex "H"](#)) will be recorded in the New Bern EOC by the Damage Assessment Team (DAT) to assist in coordinating a post event response. All damage assessments must be forwarded to Craven County EOC in a timely manner.
4. New Bern Fire-Rescue, along with New Bern Police, will assist in maintaining access to areas within the city affected by a significant event.
5. Craven County is responsible for damage and impact assessments as it relates to recovery operations. If the magnitude of the emergency warrants, a Presidential Disaster Declaration (PDD) could be granted making federal government assistance available to the community.

B. Assumptions

1. The City of New Bern will remain vulnerable to natural and man-made disasters which could lead to damage to both private and public property.
2. A significant response from both solicited and unsolicited resources from outside the community can be expected during and after an emergency. Provisions should be made to manage this influx of resources prior to an event occurring.
3. Public information will be a critical component to responding to an emergency and the recovery. Information must be disseminated to the public regarding actions being taken by local, state, and/or federal government.
4. Damage to critical infrastructure, such as telephone services, utility services, and radio communications could hinder the response process.

5. A significant emergency could affect access to the community for several days leading to delays in getting needed resources for recovery operations.

III. Concept of Operations

A. General

1. The City of New Bern EOC will track all damage and impact reports within the corporate city limits. This tracking will allow for a more effective response and allocation of resources to damaged areas of the community.
2. The New Bern EOC will be staffed by a Damage Assessment Team during and after the occurrence of an event. This team will be responsible for tracking all damage reports transmitted from field units. Information gathered by the team will be used by the Incident Commander to establish an Incident Action Plan (IAP) and allocate resources to most needed areas.
3. The City of New Bern will maintain a liaison to Craven County for purposes of initial impact and damage assessment.

City of New Bern

Emergency Operations Plan

Section L

Shelters and Mass Care

I. Purpose

To identify responsibilities for the care of the public and the identification of mass care and sheltering during an emergency.

II. Situation and Assumptions

A. Situation

1. The City of New Bern is vulnerable to several types of events that could require the need for mass care and sheltering. Some of these events include, but not limited to: severe storms, tornadoes, floods, hurricanes, hazardous materials incidents, man-made disasters, and fires.
2. Several shelters have been identified within Craven County ([Annex "B"](#)). Opening of any of these shelters will be coordinated and requested by Craven County Emergency Management according to nature and magnitude of event.
3. The City of New Bern currently has one facility that may be used as a temporary shelter ([Annex "B"](#)) for short-term periods (generally less than four hours). This location is:

- a) West New Bern Recreation Center

NOTE: *This is a temporary facility and does not provide food, drink, or other necessities.*

B. Assumptions

1. Craven County Emergency Management is the responsible agency for opening and operating shelters. Request to open a shelter within New Bern's city limits shall be made by the City Manager or designee.
2. A high percentage of persons being evacuated will find shelter with friends and family.
3. Public information is crucial and will be provided to areas that are being, or could be, evacuated. Shelter openings will be released through media outlets to inform the public of shelter locations.
4. Short term evacuations (generally less than four hours in duration) may require the use of city owned facilities to shelter the public. These facilities are not to be confused with approved Craven County shelters; however, they can be used for limited time durations. The Incident Commander can request the use of one of these city facilities. This request will be made through the Parks and Recreation Department.

III. Concept of Operations

A. General

1. Events that displace mass numbers of citizens may require the opening of a shelter. Request for opening a shelter will be made to Craven County Emergency Management. Incident Commanders should plan for this possibility when developing an Incident Action Plan.
2. The Craven County Emergency Management Director will coordinate all activities involved in the process of opening a shelter.
3. Craven County will not assume responsibility or liability for unauthorized shelter openings.
4. At each authorized shelter location, Craven County will provide support to include health/medical support and communications. Shelters opened within the City of New Bern will require security provided by the New Bern Police Department.

**City of New Bern
Emergency Operations Plan
Section M
Hazardous Materials**

I. Purpose

To provide for response to hazardous material (HAZMAT) incidents occurring within the City of New Bern jurisdictional limits and the provision for mutual aid assistance to Craven County.

II. Situation and Assumptions

A. Situation

1. The threat of a major emergency involving hazardous materials has escalated due to the increased transportation of chemicals through the community and the various facilities that store hazardous materials.
2. Evacuation or sheltering-in-place could be required to protect certain portions of the population of New Bern.
3. New Bern Fire-Rescue responds to hazardous material incidents at an Operational Responder Level. The department relies on the State Regional Response Team and/or MCAS Cherry Point for control measures. Both teams have an approximate two to three hour response to our area.
4. Victims of hazardous material incidents will require decontamination and specific medical treatment.
5. The release of hazardous materials may have short and/or long-term health, environmental, and economic effects on the community depending upon the chemical properties of the substance.
6. The City of New Bern, utilizing CarolinaEast Medical Center's decontamination tent, provides decontamination response to Craven County as requested through Craven County Emergency Management.

B. Assumptions

1. Planning and training prior to an incident will significantly reduce the risk to life, property, and the environment.
2. Any facility involved in a hazardous materials incident will provide, in a timely manner, all information required by Superfund Amendments and Authorization Act (SARA), Title III, Section 304 to the authority having jurisdiction.
3. New Bern Fire-Rescue personnel are trained to utilize available resources of the department, as well as other emergency service providers.
4. Hazardous material incidents occurring in the City of New Bern, which affect the Neuse or Trent Rivers, will necessitate the response of the federal, as well as state

government. All HAZMAT releases that affect any river, creek, or waterway must be reported to Craven County Emergency Management.

5. The North Carolina Regional Hazardous Materials Response Team, located in Williamston, North Carolina will respond, upon request from Craven County Emergency Management, to hazardous materials incidents occurring within City of New Bern that rise beyond the local responder level of training. MCAS Cherry Point HAZMAT will respond on request of the IC if available.
6. New Bern Fire-Rescue will provide decontamination efforts in the City of New Bern and Craven County as requested.

III. Concept of Operations

- A. All spills and releases of hazardous materials requiring the state's assistance will be coordinated through Craven County Emergency Management.
- B. The Incident Command System will be utilized, as required, on hazardous material incidents. The City of New Bern will follow established command and control guidelines established by this plan.
- C. The level of response will be determined by:
 1. The quantity, type of substance, and the toxic effects of the material(s) involved in the release;
 2. The population density involved;
 3. The type of protective clothing available to the responders;
 4. The level of training of the responder.
- D. Depending upon the threat posed by the incident, protective measures initiated for the safety of the public could include sheltering-in-place, evacuation and/or isolation of the contaminated area(s).
- E. All responses to hazardous material incidents will be in accordance to OSHA 1910.120 and any other worker related safety standard.
- F. New Bern Fire-Rescue will respond to requests from Craven County to provide decontamination measures, and New Bern Police Department will provide security. The division will operate within the requesting agencies Incident Command System.
- G. The hazardous materials site will be organized into three clearly defined control zones:
 - a. Hot Zone - hazardous materials operations area.
 - b. Warm Zone - decontamination/buffer area.
 - c. Cold Zone - support area.
- H. Large hazardous materials incidents, which pose a significant threat to life, property, or the environment, may require the activation of the Emergency Operations Center (EOC). The

City of New Bern Emergency Operations Center is located at the Water Treatment Plant, 521 NC Highway 55 West.

- I. In a multi-jurisdictional incident, a Unified Incident Command (UIC) may be designated to provide expertise and oversight in the EOC. A unified command will normally be activated when the character and intensity of the emergency situation significantly impacts or involves more than one jurisdiction.
- J. The City of New Bern Public Information Officer (PIO) will provide emergency information to the media and the public. The Incident Commander and/or EOC staff will provide information to the PIO ensuring the timely flow of news and to assist in rumor control.
- K. It is the spiller's (or culpable party/parties) legal and financial responsibility to provide for clean-up and to minimize health risks to the general public and response personnel. If the responsible party cannot be located, or is unable or unwilling to initiate a clean up, then the United States Environmental Protection Agency (EPA) will be contacted to initiate site clean-up. The Incident Commander should ensure that Craven County Emergency Management has been notified and a representative responds to the incident location. Overall responsibility for protection of the public remains with the City of New Bern.
- L. New Bern Fire-Rescue will maintain an operation's level of training in response to hazardous materials incidents as outlined by Code of Federal Regulations 1910.120.
- M. The City of New Bern Public Works Department will assist, as requested, with equipment needed by emergency responders to hazardous material incidents. Some areas of assistance are:
 - 1. Barricades for scene and traffic control points.
 - 2. Heavy machinery such as dozers, dump trucks, etc. may be needed to assist in the control of a Haz-Mat incident.
 - 3. Upon request by the Incident Commander, a management representative from Public Works will report to the Command Post to fill requests for needed equipment.
 - 4. Public Works and/or New Bern Water Resources may be called upon, depending on the incident location, to provide mapping of the city's sanitary sewer and drainage system to assist in planning.
- N. The City of New Bern Parks and Recreation Department will provide bus transportation for evacuees and establish a temporary evacuation shelter, as needed.

**City of New Bern
Emergency Operations Plan
Section N
Donated Goods and Volunteer Coordination**

I. Purpose

To provide the framework for coordinating the receipt of donated goods and the use of volunteer groups after an emergency.

II. Situation and Assumptions

A. Situation

1. Many individuals and businesses are willing to assist individuals who have been victimized by emergencies and disasters. Donated goods, money, and services are routinely offered to assist in response and recovery.
2. Lack of a coordinated effort and management system in receiving donated goods and services will result in chaos for victims of such events.
3. Donated goods and services must be managed through one agency to minimize the economic impact on the area and provide for the most needed victims. Coordination of these services will be made through the City of New Bern EOC and Craven County EOC.

B. Assumptions

1. Craven County Emergency Management will provide adequate space for the collection, storage, and distribution of donated goods and services.
2. Regional coordination centers will be established by the State of North Carolina for receiving and dispatching donations.
3. The City of New Bern will assist Craven County Emergency Management with the receipt of donations from local citizens and businesses. This coordination will be part of the City of New Bern's EOC.
4. Public information on locations for victims to receive needed supplies will be critical. Information regarding the donation and/or receiving of supplies will be transmitted to local media by the Public Information Officer.

III. Concept of Operations

B. General

1. Staging areas for the receipt of donated goods and/or services will be identified and established, as needed, by Craven County Emergency Management.
2. Donated goods and services will be used for their intended purposes. These donations will be used to alleviate the areas of greatest needs within the

community. Craven County Emergency Management will determine, based on initial damage assessment, those areas that are in most need of goods and/or services.

3. Collection sites will be established throughout the city by Craven County Emergency Management for the receipt of donated goods and services offered by members of the community.

City of New Bern

Emergency Operations Plan

Section O

Public Services

I. Purpose

To provide for the coordination and restoration of essential city services during and after an emergency.

II. Situation and Assumptions

A. Situation

1. The City of New Bern operates a Public Works Department and Public Utilities Department, which are responsible for electrical services, water, sewer resources, garbage/sanitation collection, engineering, and street maintenance.
2. The City of New Bern owns the electrical distribution system in the majority of the corporate city limits with exception of a few areas of the city supplied by Duke Energy.
3. The City of New Bern Public Works Department, as well as the Public Utilities Department, has Mutual Aid Agreements with other service providers to augment city crews in restoration of electrical service, debris removal, and other needed services after a significant event.
4. Commercial telephone service for the City of New Bern is provided by Century Link Telephone. Cellular phone service is provided by numerous carriers.
5. Fuel for city and county equipment and vehicles is provided by the City of New Bern located at various fuel depot locations. ([Annex "Q"](#)).

B. Assumptions

1. Following a significant event, most roads and streets in the City of New Bern may be impassable due to debris.
2. The City of New Bern Public Works, Parks and Recreation, and Fire-Rescue departments will be available to remove debris to ensure streets and roadways are accessible for emergency response.

III. Concept of Operations

A. General

1. The Public Works Department will develop Standard Operating Guidelines (SOG) for garbage collection and debris removal after the occurrence of a significant event.

2. The Public Utilities Department will develop Standard Operating Guidelines (SOG) for restoring electrical services and all water and sewer services after the occurrence of a significant event.
3. Requests for debris removal will be made through the New Bern EOC. Prioritization will be made by the EOC to determine what areas are in greatest need of debris removal.
4. During an event, all reports from the field concerning damage and/or debris will be reported to New Bern EOC to provide a more rapid response after the event is over.
5. In the event of water system contamination, emergency sites for supplied water will be established. The PIO will use media sources to notify the citizens of these locations.
6. Emergency generators are frequently tested to ensure proper operational readiness. Prior to known significant event occurrences, the Public Works Department will service, fuel, and operate all generators to ensure they are in proper working order.

City of New Bern Emergency Operations Plan Section P Recovery Operations

I. Purpose

To identify responsibilities and service delivery during the recovery phase of an emergency.

II. Situation and Assumptions

A. Situation

1. Recovery operations are those measures taken by the community following an emergency to return all critical services back to normal.
2. Proper management of recovery operations is crucial to its success. Good recovery management will lead to restoration of vital services to the community and assist with the “rebuilding” efforts.
3. Initial recovery efforts will include the restoration of vital city services to the community including initial emergency response, restoration of electrical and water/sewer services, debris removal, and security in damaged areas.
4. All requests for federal assistance will be made through Craven County EOC. Craven County, in the event of a Proclamation or Declaration of Disaster, will administer federal response resources to the City of New Bern.

B. Assumptions

1. A major emergency has the potential to create long-term economic impacts on the area.
2. New Bern will be responsible for conducting damage assessments for purposes of possible federal assistance. Damage Assessment Teams (DAT) will report ALL damage to New Bern EOC. The Incident Commander is responsible to forward damage assessment to Craven County EOC as soon as possible.

III. Concept of Operations

A. General

1. Recovery operations will be coordinated from the City of New Bern Emergency Operations Center.
2. Accurate emergency logs (ICS-214) and expenditure records must be maintained from the beginning of an emergency incident. Each department involved in operations will maintain their logs and records. All records will be turned into the Planning Section. The City of New Bern EOC will coordinate these record keeping responsibilities through the Planning Section identified in the Incident Command System structure.

3. Public information regarding recovery efforts will be disseminated by the PIO utilizing local media to keep the citizenry informed on all efforts.
4. Emergency response will be provided by New Bern Fire-Rescue and Police Departments to incidents resulting from the emergency.

City of New Bern
Emergency Operations Plan
Section Q
Points of Distribution Sites (PODS)

I. Purpose

To identify the concepts and responsibilities relating to the establishment of Point of Distribution Sites (PODS) for the delivery of consumable goods to the citizens requiring assistance with basic life necessities following an emergency.

II. Situation and Assumptions

A. Situation

1. Delivery of life sustaining commodities to pre-designated Point of Distribution Sites (PODS) will be required following a disaster affecting the City of New Bern.
2. Proper management in delivery of these basic commodities is critical to the success of an operation.
3. Craven County Emergency Management, in conjunction with the North Carolina Emergency Management, is responsible for the delivery of commodities to the identified Point of Distribution Sites (PODS). See ([Annex "R"](#)) for possible locations.

B. Assumptions

1. A major emergency has the potential to create short-term needs for life sustaining commodities for the community.
2. Life sustaining commodities will be needed for a minimum of 72 hours following a major emergency.
3. Craven County Emergency Management will allocate and deliver needed resources to New Bern's Point of Distribution (POD) Sites.

III. Concept of Operations

A. General

1. Point of Distribution (POD) Sites will be supervised by an assigned PODS Manager. The PODS Manager will be responsible for overseeing the set-up and continual operations of the POD Site.
2. POD Site activation will be authorized by the Incident Commander or designee during events requiring a POD Site to be established.
3. The POD Sites, once established, will post hours of operation. The New Bern PIO will release to the media type of supplies available and hours of operation.

4. Demobilization and deactivation of the POD Site will occur upon the decision of the Incident Commander or their designee. The decision to deactivate a POD Site will be made following a review of current needs and conditions of the community.

**City of New Bern
Emergency Operations Plan
Section R
Debris Management**

I. Purpose

To identify responsibilities for the removal and management of debris resulting from an emergency occurring within the City of New Bern.

II. Situation and Assumptions

A. Situation

1. Natural and/or man-made emergencies affecting the city could result in extensive debris.
2. Historically, the city has experienced blocked streets and other major issues caused by the presence of debris.
3. Removal and disposal of debris following an emergency will need appropriate management due to regulatory standards and permitting.

B. Assumptions

1. The city will experience the need for debris removal and management following a significant event.
2. Pre-staging of adequate resources for debris removal will be needed to effectively respond to the needs of the community.
3. Proper removal and disposal of debris will allow for the return of normalcy of the community after an event.

III. Concept of Operations

A. Line of Succession

1. The line of succession for debris management is as follows:
 - a. Public Works Director;
 - b. Staff Engineer;
 - c. Public Works Streets Superintendent;
 - d. Leaf and Limb Superintendent.

B. General

1. The City of New Bern has contracts with various contractors to provide manpower and equipment to remove and transport debris to the designated debris staging area. Detailed records are required as per the Director of Public Works Debris Removal Plan.
2. The activation of the debris contractors will be contingent on the need as identified during the damage assessment phase of the event.
3. Activation of contracted debris contractors may be made by the City Manager or designee when events warrant such as impending hurricane conditions, winter storms, or other forecasted events.
4. The City of New Bern, under the direction of the Public Works Director, will continue to provide debris removal in situations that do not rise to the level requiring the activation of contract debris contractors.

ANNEX “A”
SPECIAL POPULATION AND NEEDS (SPAN) LISTING
(Revised 08/01/19)

ASSISTED LIVING/REST HOMES		
Bayview Nursing Center	3003 Kensington Park Drive	(252) 638-1818
Brookdale of New Bern	1336 South Glenburnie Road	(252) 638-6660
Brunswick House I	1210 Colony Drive	(252) 633-2541
Brunswick House II	1208 Colony Drive	(919) 755-0558
Courtyards at Berne Village	2701 Amhurst Boulevard	(252) 633-1779
Good Shepard Home for the Aged	603 West Street	(252) 636-2722
Homeplace of New Bern	1309 McCarthy Boulevard	(252) 637-7133
New Bern House	2915 Brunswick Avenue	(252) 638-4680
Pruitt Health (Neuse Campus)	1303 Health Drive	(252) 634-2560
Pruitt Health (Trent Campus)	836 Hospital Drive	(252) 638-6001
GROUP HOMES		
ARC Craven County Group Home (Spencer's Place)	201 Ninth Street	(252) 633-1118
ARC Group Home II (Monarch)	2401 Dogwood Drive	(252) 638-2845
Blessed Haven	1025 Plymouth Drive	(252) 638-4195
Cherry Lane Group Home (LIFE, Inc.)	1104 Cherry Lane	(252) 229-1287/(252) 229-0233
Kimberly Road Group Home	1503 Kimberly Road	(252) 637-7098
Lavenham Group Home (LIFE, Inc.)	3700 Lavenham Road	(252) 636-1090/(252) 229-2704
Oakdale Group Home (LIFE, Inc.)	907 Oakdale Avenue	(252) 636-1090/(252) 229-2704
Start Respite Home	605 Pine Tree Drive	(252) 633-4992
Turner AFL Home	3717 Trent Road	(252) 229-7993
HOTELS/MOTELS		
Candlewood Suites	3465 M. L. King, Jr., Boulevard	(252) 638-8166
Courtyard by Marriott Riverfront	218 East Front Street	(252) 636-0022
Doubletree by Hilton	100 Middle Street	(252) 638-3585
Hampton Inn	200 Hotel Drive	(252) 637-2111
Holiday Inn Express	3455 M. L. King, Jr., Boulevard	(252) 638-8266
Palace Motel	1901 M. L. King, Jr., Boulevard	(252) 638-1151
Spring Hill Suites	300 Hotel Drive	(252) 637-0017
Ziegler Hotel Suites	1914 Trent Boulevard	(252) 638-6868
BED & BREAKFASTS		
Aerie Bed & Breakfast	509 Pollock Street	(252) 636-5553
Hanna House Bed & Breakfast	218 Pollock Street	(252) 635-3209
Harmony House Inn	215 Pollock Street	(252) 636-3810
Harvey Mansion Historic Inn & Restaurant	221 South Front Street	(252) 635-3232
Meadows Inn	212 Pollock Street	(252) 634-1776
Riverview Inn	214 Pollock Street	(252) 514-6669
The Captain's Stay	718 Pollock Street	(252) 288-5133 (Work) (757) 685-4053 (Craig)
APARTMENTS		
Fairview Apartments	2924 Brunswick Avenue (office)	(252) 636-0005
McCarthy Court Apartments I	1321 McCarthy Boulevard	(252) 637-7133
McCarthy Court Apartments II	1325 McCarthy Boulevard	(252) 637-7133
Meadows Apartments	3025 Kensington Park Drive	(252) 671-6091 (John/Maint.) (252) 671-6176 (Tamara/Mgr.) (252) 635-3019 (Office)
New Bern Towers	1125 Walt Bellamy Drive	(252) 638-3663
NOAH Apartments	3800 Lofland Way	(252) 638-3517
Weatherstone Park Apartments	3800 Weatherstone Park Drive	(252) 672-5333
Westwood Arms Apartments	3005 Westminster Drive	(252) 637-4455

**ANNEX “B”
EMERGENCY SHELTERS**
(Revised 08/05/19)

POSSIBLE AVAILABLE SHELTERS		
School	Address	Phone
Ben D. Quinn Elementary School <i>(pet friendly)</i>	4275 M. L. King, Jr., Boulevard	(252) 514-6420
Brinson Memorial Elementary School	319 Neuse Forest Avenue	(252) 514-6431
Creekside Elementary School	2790 Landscape Drive	(252) 514-4360
Grover C. Fields Middle School	2000 M. L. King, Jr., Boulevard	(252) 514-6438
H. J. MacDonald Middle School	3127 Elizabeth Avenue	(252) 514-6450
J. T. Barber Elementary School	1700 Cobb Street	(252) 514-6460
Oaks Road Elementary School	2811 Oaks Road	(252) 514-6475
Trent Park Elementary School	2500 Educational Drive	(252) 514-6481

EMPLOYEE/TEMPORARY SHELTERS		
Location	Address	Phone
West New Bern Recreation Center	1225 Pine Tree Drive	(252) 639-2912

NOTE: Opening of any of these shelters will be coordinated and requested by Craven County Emergency Management according to nature and magnitude of event.

Flood Hazard Areas Shown are from the NC Flood Mapping Program as Adopted in 2004

A, and AE are Special Flood Hazard Areas with a 1% Annual Chance of Flooding (old 100 Year Flood Areas)

A: No Base Flood Elevation Determined
 AE: Base Flood Elevation (BFE) determined.

Shaded Zone X: Areas of 0.2% annual chance of flood (old 500 year)

AEFW: Flood Way Areas of 1% chance of annual flooding.

Legend

	New Bern City Limits		Flood Zone		AEFW
	Bodies of Water		A		SHADED X
			AE		

ANNEX C: City of New Bern, NC: Flood Hazard Areas

0 0.75 1.5 3 Miles

ANNEX “D”

NEW BERN POLICE DEPARTMENT TERRORISM/THREAT ADVISORY SYSTEM

46.4.5 Terrorism/Threat Advisory System

The New Bern Police Department terrorism/threat advisory system mirrors the United States Department of Homeland Security (DHS) system. The purpose of the system is to more effectively communicate information about terrorist threats to public and private entities.

Imminent Threat Alert:	Per the DHS, warns of a credible, specific, and impending threat against the United States.
Elevated Threat Alert:	Per the DHS, warns of a credible terrorist threat against the United States.

After reviewing all available information, the United States Secretary of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued. These alerts will only be issued when **CREDIBLE** information is available.

The alerts will include a clear statement that there is an imminent threat or elevated threat. The alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and government can take to help prevent, mitigate or respond to the threat.

NTAS Alerts will be based on the nature of the threat and either law enforcement will be directly notified, as will other affected areas of the private sector, or an alert will be issued more broadly to the American public through official and media outlets.

The Department’s response to a terrorist/threat incident will be dependent upon the activation level. The Department’s response to a terrorist incident is broken down into a three level system.

Immanent Threat Alert – NBC Incident – An NBC incident has occurred.

ASSESSMENT

1. Threat has enough detailed information to cause responders to consider it to be legitimate.
2. Prior intelligence and/or circumstances indicate a high probability that a device is present or that a device exists.
3. Any of the following events accompanying a threat, including but not limited to:
 - a. Reports of multiple injuries or illness at a single location without a common reason
 - b. Multiple calls on the same “out-of the ordinary or recurring” incident
 - c. Explosions with or without building damage along with multiple victims
 - d. Unknown odors with victims at identified local target hazards
 - e. Unexplained clouds or fog that normally should not be present
 - f. Victims down without any odor present

NBPD RESPONSE

1. Four patrol units; the CPD sergeant and operations Lieutenant will be dispatched. Officers will position themselves on safe perimeter positions, upwind from the incident. They will secure all ingress and egress to the incident scene. They will hold their perimeter positions until relieved by proper authority. If possible, an officer/supervisor with a camera or video camera should respond and begin taking pictures/video if practical.
2. The operations Lieutenant will notify the Special Response Team Commander and Public Information Officer, as well as other individuals or entities required notifications.
3. The operations Lieutenant will coordinate with the NBFD commander and establish a safe and secure command post.
4. If a neighboring jurisdiction has a WMD incident, the Chief of Police will determine the Department's level of assistance.
5. Establish central command from the Incident Command Post, upwind from the incident.
6. If situation warrants, personnel should outfit themselves with their issued personal protective equipment.

First Responder actions can be summarized with the acronym RAIN as delineated below.

- R – Recognize** – Use your training and experience to make an assessment of what you see (e.g. the overall scene, number of casualties, symptoms of casualties, liquids, smells, etc).
- A – Avoid** – Avoid direct contact with victims, touch nothing that you can avoid, and avoid becoming a casualty.
- I – Isolate** – Isolate the area as best you can utilizing available resources.
- N – Notify** – Notify the proper authorities, describing the scene, number of casualties and symptoms, and requesting assistance as appropriate.

Elevated Threat Alert – Credible Threat – An NBC terrorist threat has been received.

ASSESSMENT

1. Threat has enough detailed information to cause responders to consider it to be legitimate
2. Prior intelligence and/or circumstances indicate a high probability that a device exists
3. Evidence of water, power, communication, and/or security system tampering
4. Unauthorized personnel identified in normally secured areas
5. No physical evidence of a product, reaction, or device is present
6. A level II incident increases to a level I incident when the presence of a suspicious item or device capable of causing significant destruction, before actual injury or loss, is confirmed.

NBPD RESPONSE

1. Three patrol units along with the CPD sergeant and operations Lieutenant will respond (Emergency Response – Code 1). If possible, an officer/supervisor with a camera or video camera should respond and begin taking pictures/video if practical.
2. The operations Lieutenant will coordinate with the NBFD commander to assess the situation.
3. Once on the scene, the district Lieutenant may upgrade or downgrade the response based on supplemental information.
4. The district Lieutenant will notify the Special Response Team Commander as soon as practical.
5. At the discretion of the on-scene supervisor, engage personal protective equipment, if necessary.

Level III (Lowest Level) – Potential Threat – A nuclear, biological, chemical (NBC) threat has been received.

ASSESSMENT

1. Information has very little credibility;
2. No evidence that an incident has been attempted or will occur, other than the threat message.
3. No devices or suspicious items are present on scene.
4. No prior intelligence or circumstances indicate an event will occur

NBPD RESPONSE

1. Two patrol units along with the Community Policing District (CPD) sergeant will respond
2. The sergeant will coordinate with the NBFD commander to assess the situation.
3. The on-duty operations Lieutenant will be notified. The operations commander may upgrade or downgrade the response based on supplemental information.
4. The Operations Captain will notify the Special Response Team Commander as soon as practical.

46.1.10 Active Threats Rapid Response

Definitions

Active Threat: One or more subjects who participate in a random or systematic spree of violence, who are actively and presently demonstrating their intent to continuously harm others. Their overriding objective appears to be that of mass murder, rather than other criminal conduct, such as robbery, hostage taking, etc.

Inner Perimeter: Is defined as a containment area immediately surrounding the situation or hot zone location that minimizes the movement of a suspect(s) within that area.

Outer Perimeter: Is defined as a larger containment area that completely surrounds the inner perimeter and prevents unauthorized pedestrian and vehicular traffic from entering the inner perimeter.

Control Zone: The area between the inner and outer perimeters. This area is designated as an area for movement of personnel and resources between the inner and outer perimeters.

Hot Zone: The immediate area identified as dangerous due to hostile action that is occurring.

The philosophy driving this policy recognizes that the active threat must be stopped before they can harm any more innocent lives. This will be the duty and responsibility of the initial responding officers and they will use all legal means to accomplish it.

The prioritization of activities, in their order of importance is:

1. Stop the active threat lawfully by arrest, containment, or use of deadly force
2. Rescue the victims
3. Provide medical assistance
4. Preserve the crime scene

While it is important to provide medical treatment to the wounded, it is our duty as law enforcement officers to first protect all innocent life by stopping the actions of the active threat.

Response to Threats When Lives are in Imminent Danger

Active threat situations are unpredictable and evolve quickly. Officers of this agency have the authority and capability to effectively respond to and take immediate actions in active threat situations without having to wait for the arrival of commanding officers for oversight or specially trained and equipped tactical officers.

All available sworn officers are responsible for providing initial response to, and engagement of active threats if available. All sworn personnel who are not on an emergency call shall respond to the scene of an active threat incident.

The first officers on scene must make a rapid assessment of the situation, communicate the problem to Communications and other responding officers, establish command and control, and form up for the active threat response and emergency rescue response, if necessary.

Based on situational intelligence at the time that an active threat or emergency rescue response is necessary, officers will establish the following response teams:

1. **Contact Team** - The first responding officers, up to four and a minimum of two, shall form a team and go in immediate pursuit of the active threat. These officers will meet and form at a determined location to coordinate personnel and equipment resources. The focus is to make contact as soon as possible and stop the active threat by arrest, containment, or use of deadly force. The team will be subject to 360-degrees vulnerability and will not do a thorough clearing. They will continue on past victims or harmless distractions. The location of victims may be relayed to the rescue team. Additional contact teams may need to be formed based on the tactical totality of the situation, i.e., size of structure, number of suspects, etc. The decision for additional contact teams will be made by the Incident Commander.

Contact Team Responsibilities

- a. The contact team must immediately establish a team leader based on rank, expertise, or seniority. If a Tactical Team member is on the contact team, they will assume the role of team leader. The contact team leader will be responsible for making tactical decisions if needed during the contact phase of an active threat situation.
 - b. If other contact teams are utilized, they must make other contact teams aware of their presence.
 - c. Officers should make entry at a location other than the main entrance, if possible, as this is the place where a suspect might logically set up barricades, explosives, or an ambush.
 - d. Contact teams will utilize agency approved Active Threat Tactics as demonstrated and practiced during in-Service training and use what force is necessary in managing the suspect while minimizing danger to any innocent persons. The "Rear Guard" as established by current training on Active Threats will be the officer who handles radio communication.
 - e. If the contact team finds a non-mobile severely injured person, they will call for the rescue team and continue to search for the active threat.
 - f. If the contact team encounters a suspected explosive device, they must use their own judgment in reference to posting an officer near it, marking and bypassing it. Any encountered explosive device shall be reported to the Incident Commander.
 - g. Team leaders must regularly broadcast situational analysis updates so decisions can be made about managing incidents and deploying additional resources.
 - h. The contact team will engage and end active threats if lives are in imminent danger.
 - i. The contact team must constantly attempt to "collapse" the area used by the suspect thus containing them to a smaller area, limiting the suspect's freedom of action, and access to innocent people. Once the contact team contains the suspect to the smallest area possible, the team will make a reasonable analysis of what options they have in dealing with the suspect. The final decision to assault the suspect's location will be made by the team leader.
 - j. If the threat is no longer active and the situation has transitioned into a hostage situation or barricaded suspect incident, the contact team leader will ensure containment and notify the Incident Commander.
2. **Rescue Team** - The second set of up to four officers arriving on scene will form a team which will locate and remove injured victims and direct uninjured victims out of the building. Rescue team members should remember that uninjured victims may nonetheless be in shock, or paralyzed with fear, and not respond to regular verbal commands. Rescue team members are to remain constantly vigilant as the rapidly changing dynamics of the incident may put them in contact with the suspect and will be subject to 360-degree vulnerability. Additional rescue teams may need to be formed based on the tactical totality of the situation, i.e., size of structure, number of victims, etc. The decision for additional rescue teams will be made by the Incident Commander.

Rescue Team Responsibilities

- a. The rescue team must immediately establish a team leader based on rank, expertise, or seniority. If a Tactical Team member is on the rescue team, they will assume the role of team leader. The rescue team leader will inform Communications of their leader status.
- b. The rescue team is primarily responsible for locating and removing victims to safe locations and is given direction by the Incident Commander.
- c. Rescue teams will utilize agency approved Active Threat Tactics as demonstrated and practiced during in-Service training and if encountering the suspect will use what force is necessary in managing the suspect while minimizing danger to any innocent persons.
- d. The rescue team may have been a contact team who has been switched by the Incident Commander to a different role after the primary objective of engaging and stopping active threats has been accomplished.

Subsequently arriving officers and/supervisory personnel will assemble additional Contact Teams and/or Rescue Teams with the following goals:

1. Enter and/or approach the location to locate victims
2. Notify Incident Commander of the location of wounded personnel
3. Extract victims to a safe area
4. If the suspect(s) are encountered, act as a Contact Team and engage any suspect(s) through control and arrest, containment, or deadly force.

After the tactical operations are concluded and search and rescue is complete, the Investigations Section Lieutenant or designee will assume command of the scene for the conclusion of the investigation.

Tactical Considerations

1. Radio use should be restricted to emergency related information only.
2. Establishing perimeter control and incident containment will most likely be contingent on the arrival of officers from supporting agencies.
3. Evacuated citizens should immediately be debriefed for any vital intelligence information and subsequently for more detailed information during incident de-escalation and follow-up investigation by members of the Criminal Investigation Unit, not involved as a Tactical or Rescue Team member.
4. Active threats that occur in an open air environment are different than tactics used in buildings due to the large areas involved, lack of physical barriers, and lack of channeling structures. The key component in any response to this situation is to contain the threat in the smallest space possible, and deny the suspect freedom of action. This will both limit the suspect's movement and deny the suspect's targets of opportunity. Once contained, a more formal command and control process can be put in place similar to the more static Active Threat response.

Development of Tactical Teams to Support Operations - The New Bern Police Department maintains a Special Response Team (SRT) to assist other units of the agency with special operations. Members of the SRT will serve on the team in addition to their primary duties.

The existence of any of the following situations shall mandate the notification of the SRT Commander according to the provisions of this order:

1. Pre-planned arrests of potentially violent persons
2. Dignitary or witness protection
3. Suicidal subjects who poses a clear and imminent threat of danger to the general public
4. Barricaded suspects/Hostage situations
5. Any Other Incident deemed necessary by the Chief of Police

Coordination and Cooperation between Tactical and Operational Teams - Upon the arrival of the SRT Commander to a critical incident, the SRT Commander and Incident Commander shall develop a plan of action and coordinate efforts among patrol personnel, the Special Response Team, and Negotiators.

ANNEX “E”
VITAL GOVERNMENT BUILDING LISTING

Name	Address	Zone
Ben D. Quinn Elementary School	4275 M L King, Jr., Boulevard	3
CarolinaEast Medical Center	2000 Neuse Boulevard	1
Colonial Capital Humane Society (Animal Rescue)	1860 Old Airport Road	2
Craven Community College	800 College Court	3
Craven County Administration Offices	406 Craven Street	1
Craven County CARTS	2822 Neuse Boulevard	3
Craven County Courthouse Building	302 Broad Street	1
Craven County EOC	411 Craven Street	1
Craven County Government	406 Craven Street	1
Craven County Planning & Inspections Office	2828 Neuse Boulevard	3
Craven County School Maintenance	1822 Hazel Avenue	1
Craven County Social Services	2818 Neuse Boulevard	3
Federal Building	413 Middle Street	1
Fire Station - Headquarters	1401 Neuse Boulevard	1
Fire Station - Thurman Road	800 West Thurman Road	2
Fire Station - Elizabeth Avenue	3101 Elizabeth Avenue	3
Highway Patrol Station	2106 Neuse Boulevard	1
HJ MacDonald Middle School	3127 Elizabeth Avenue	3
New Bern Building Inspections	303 First Street	1
New Bern City Hall	300 Pollock Street	1
New Bern Business Office	606 Fort Totten Drive	1
New Bern Communications Building & Tower Site - Wind Hill Court	Wind Hill Court	3
New Bern Communications Building & Tower Site - Riverdale	Riverdale	2
New Bern Development Services	303 First Street	1

ANNEX "E"
VITAL GOVERNMENT BUILDING LISTING - CONTINUED

Name	Address	Zone
New Bern Garage/Fuel Source	116 Rhem Street	1
New Bern Human Resources Office	303 First Street	1
New Bern Parks & Recreation Administrative Office	1307 Country Club Road	1
New Bern Police Department	601 George Street	1
New Bern Public Works Administration Building	1004 South Glenburnie Road	3
New Bern Utilities	210 Kale Road	2
New Bern Utilities/Secondary Fuel Source	210 Kale Road	2
New Bern Warehouse	210 Kale Road	2
New Bern Waste Treatment	307 Glenburnie Drive	3
New Bern Water Department	2825 Neuse Boulevard	3
New Bern Water Treatment Plant (EOC)	521 Highway 55 West	3
Religious Community Services (Food for Needy)	503 Guion Street	1
Senior Services	811 George Street	1
The Towers (SPAN)	1125 Walt Bellamy Drive	1
Trent Park Elementary School (Shelter)	2500 Educational Drive	1
West New Bern Recreation Center (Employee Shelter)	1225 Pine Tree Drive	3

ANNEX "F"
CITY OF NEW BERN STATE OF EMERGENCY PROCLAMATION

City of New Bern State of Emergency Proclamation

**STATE OF NORTH CAROLINA
COUNTY OF CRAVEN**

**CITY OF NEW BERN
OFFICE OF THE MAYOR**

WHEREAS, the Board of Aldermen of the City of New Bern, North Carolina has duly adopted ordinances to determine and proclaim the existence of a State of Emergency and to impose certain prohibitions and restrictions appropriate to meet the emergency; and

WHEREAS, a State of Emergency exists within the City of New Bern, North Carolina due to the _____ **(GENERAL EVENT DESCRIPTION)**.

WHEREAS, the weather conditions associated with the _____ **(EVENT)** are such as to constitute an imminent threat of widespread or severe damage, injury or loss of life or property.

NOW, THEREFORE, pursuant to the authority contained in Article 1 of N.C.G.S. Chapter 166A(8) and Chapter 7 of the City of New Bern Code I, _____, Mayor of the City of New Bern, do hereby proclaim that a State of Emergency exists within the City of New Bern.

I further proclaim that _____, City Manager, or his designee, is authorized to implement the Emergency Operations Plan, and to take such further action as may be necessary to promote and secure the safety and protection of the populace of the City of New Bern, North Carolina.

I further proclaim that the City of New Bern purchasing requirements in preparation and response to the _____ **(EVENT)** is waived.

I direct that copies of this Proclamation be disseminated to the mass communications media for publication and broadcast, and that a copy of this State of Emergency Proclamation be posted in City Hall and other public buildings as appropriate.

Be It Further Proclaimed that the restrictions set forth above shall apply to the entire city limits of the City of New Bern, North Carolina.

Be It Further Proclaimed that this Proclamation of a State of Emergency shall be effective at _____, **(TIME)** on _____, 20____ and shall remain in effect until rescinded by the Mayor or the Board of Aldermen.

This the _____ day of _____, 20_____.

_____, Mayor

ANNEX "F"
CITY OF NEW BERN ORDER TO RESCIND STATE OF EMERGENCY

Order to Rescind State of Emergency

STATE OF NORTH CAROLINA
COUNTY OF CRAVEN

CITY OF NEW BERN
OFFICE OF THE MAYOR

Be It Ordered that the State of Emergency within the City of New Bern, North Carolina declared on _____, 20____ is hereby rescinded.

This the _____ day of _____, 20_____.

_____, Mayor

ANNEX "F"

NIMS RESOLUTION

RESOLUTION

DESIGNATION OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AS THE BASIS FOR ALL INCIDENT MANAGEMENT IN THE CITY OF NEW BERN

WHEREAS, the President of the United States in Homeland Security Directive (HSPD)-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for Federal, State, local, and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity;

WHEREAS, the collective input and guidance from all Federal, State, local, and tribal homeland security partners has been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive NIMS;

WHEREAS, it is necessary and desirable that all Federal, State, local and tribal emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management;

WHEREAS, to facilitate the most efficient and effective incident management it is critical that Federal, State, local, and tribal organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters;

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources will improve the City of New Bern's ability to utilize federal funding to enhance local and state agency readiness, maintain first responder safety, and streamline incident management processes.

WHEREAS, the Incident Command System components of NIMS are already an integral part of various incident management activities throughout the City of New Bern, including current emergency management training programs; and

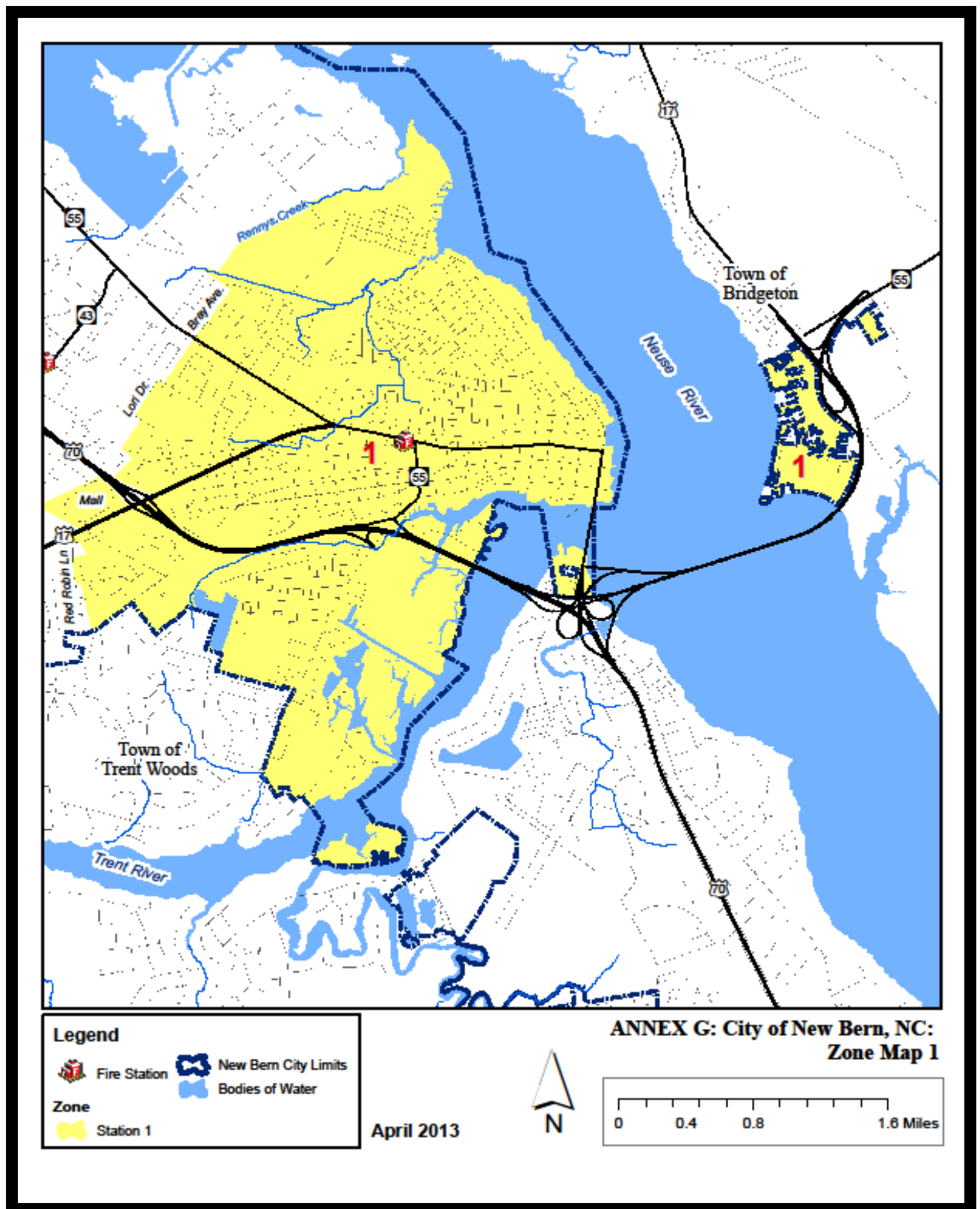
WHEREAS, the National Commission on Terrorist Attacks (9-11 Commission) recommended adoption of a standardized Incident Command System;

NOW, THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of New Bern, County of Craven, State of North Carolina that the National Incident Management System (NIMS) is designated as the City of New Bern's standard for incident management.

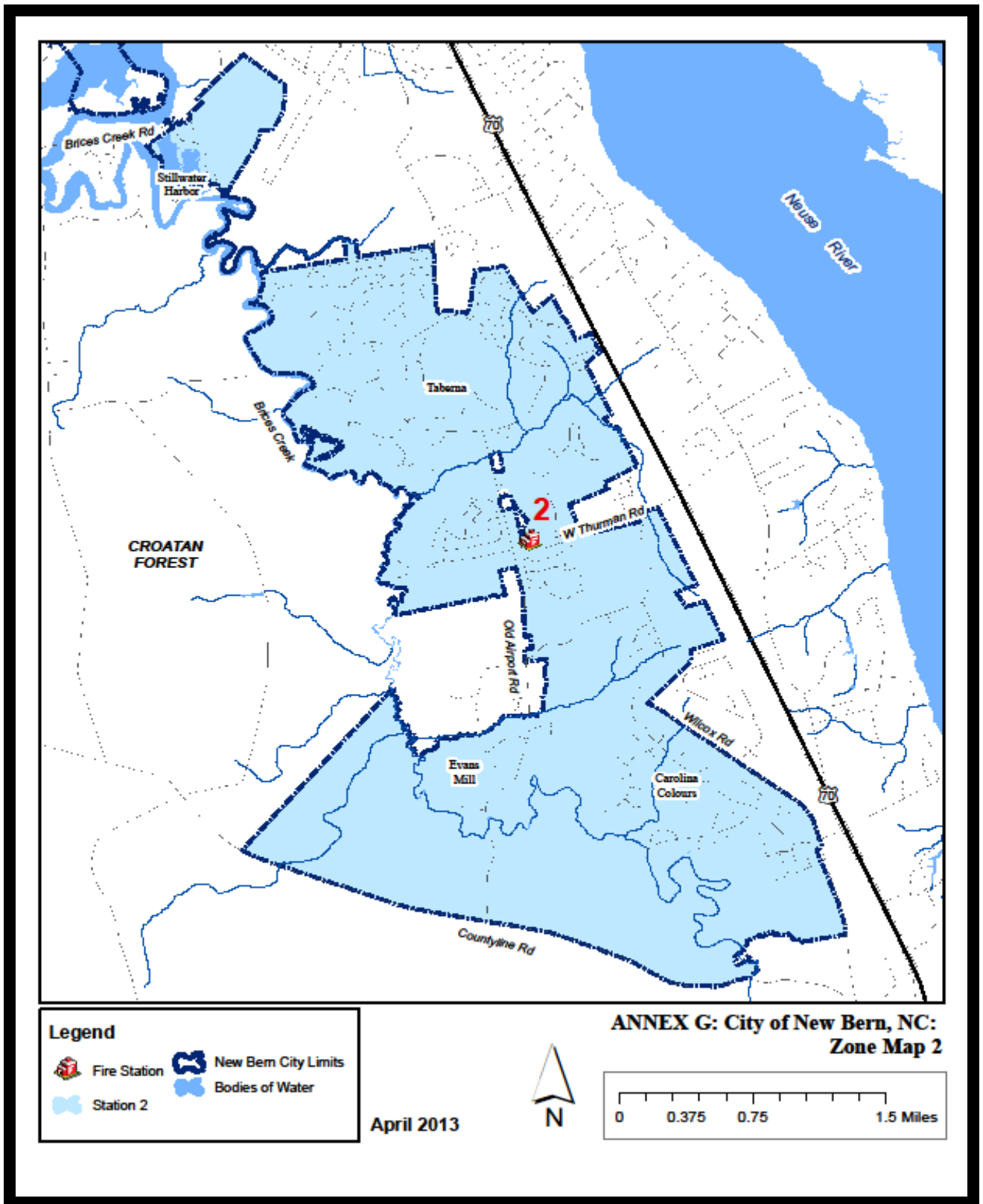
ADOPTED this 8th day of November 2005.


~~Barbara J. P. [unclear]~~, Mayor **PRO TEM**

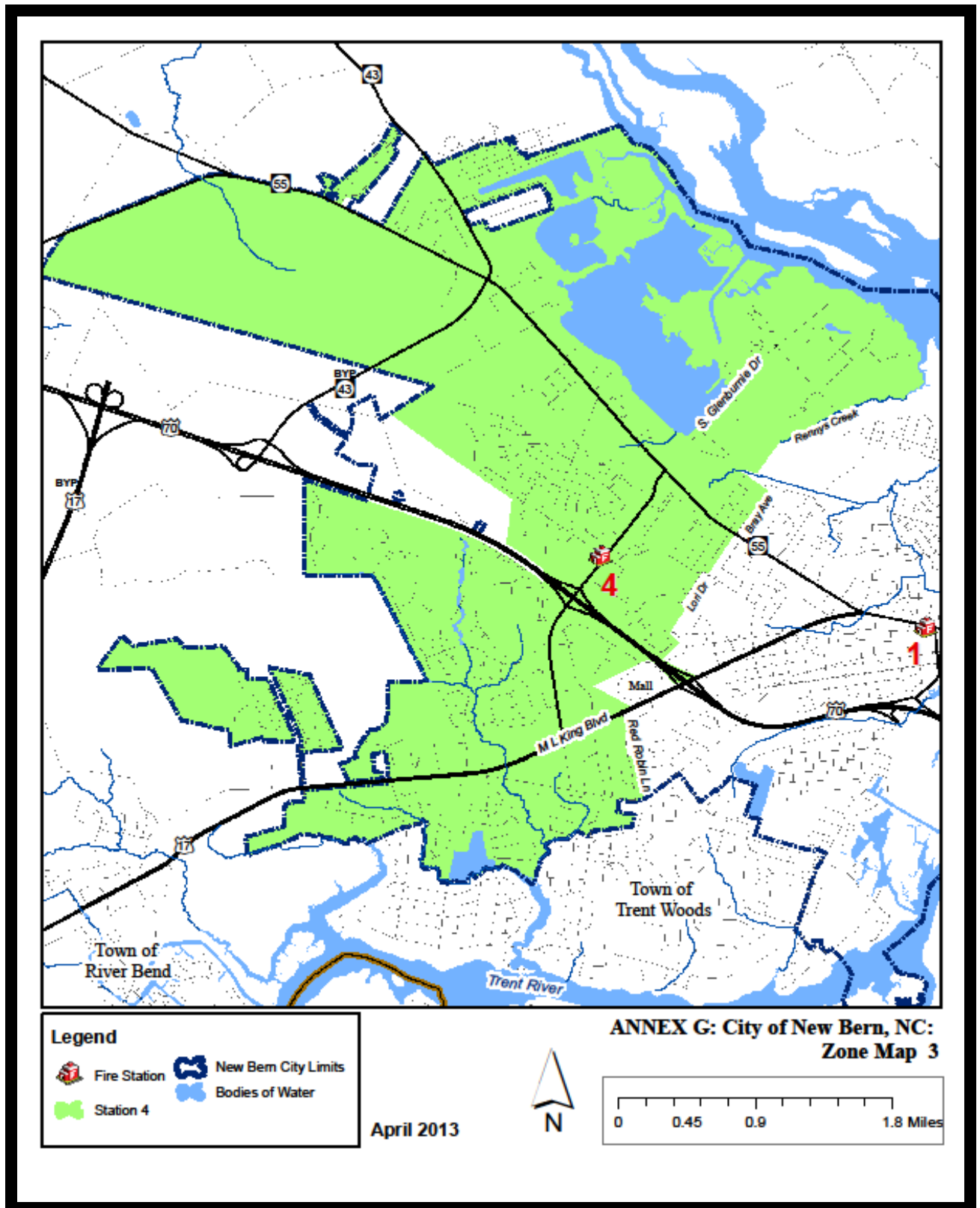
ANNEX "G" CITY ZONE MAPS



ANNEX "G" CITY ZONE MAPS



ANNEX "G" CITY ZONE MAPS



ANNEX "H"

RAPID DAMAGE ASSESSMENT FORM



County _____ Date of Event _____ Survey Team Members _____

Municipality (if Applic.) _____

Survey Area _____ Date of Survey _____

Single Family Homes	Mobile Homes & DW	Number of Apartments	Total Homes	Businesses	Government Buildings	Other (Vehicles/ Equipment)	Total Structures
Minor							
Major							
Destroyed							

EM-99 (071112)

ANNEX "H"

RAPID DAMAGE ASSESSMENT FORM

GENERAL INSTRUCTIONS:

This form is designed to be used by various groups as determined by a county Emergency Management Coordinator to provide the information needed to complete an accurate Situation Report in a timely manner. In this format we are concerned with basic numbers of people, homes, businesses, government facilities, etc., that are affected; we are not concerned with dollar amounts or insurance coverage. This information will be used to determine immediate needs and if a more detailed Damage Assessment is needed.

The survey area is to be determined by the county Emergency Management Coordinator, who should provide an 88" x 11" map of the area to this survey team. These survey areas may be townships, fire districts, EMS service areas, municipalities, law enforcement zones, communities, etc., as best fits local needs.

SPECIFIC DAMAGE INFORMATION FOR ALL TYPES OF STRUCTURES:

DESTROYED:

Those buildings that have been made uninhabitable by physical damage, as a result of the incident, and have damages of 75% or more of their pre-incident value. If, due to zoning or floodplain management ordinances, reconstruction to current standards or relocation are the only options for restoring the building to its original use, they should be marked destroyed. Manufactured homes that have been flooded or overturned are also considered destroyed.

MAJOR DAMAGE:

Those buildings that have been made uninhabitable by physical damage, as a result of the incident, and have damages between 11% and 74% of the pre-incident value. A building with extensive damage to its foundation, roof, and walls would be major damage.

MINOR DAMAGE:

Those buildings made uninhabitable by physical damage or loss of essential services (water, sewer, electrical, or isolated from emergency services) and the damages are 10% or less of the pre-incident value. Minimal repairs to doors and/or windows to make the building secure, or to restore utilities, would be minor damage.

SPECIFIC INSTRUCTIONS ON COUNTING TYPES OF BUILDINGS:

DWELLINGS:

Place a mark in the appropriate row beside Destroyed, Major Damage, or Minor Damage under the appropriate column for Single Family Homes; Mobile Homes or Double Wides; or Apartments. When the survey is complete, count the marks under all three columns for each damage level and write the number under the Total Homes column.

For apartments: count each individual unit that suffered damage beside the appropriate damage level, then place one mark under the business column for the appropriate damage level for the entire building.

For condos: count each condo unit as an individual family home with a mark for each condo.

For duplexes: count the same way as apartments.

Rental homes: count as single family homes if occupied, and as a business.

BUSINESSES:

Place a mark under the business column for each damaged business beside the appropriate damage level. Remember to count rental properties and apartment complexes.

DO NOT count farm or agriculture damages as these are surveyed by agriculture agents and come under different programs. When the survey is complete place the total numbers beside the appropriate damage level under the Total business column.

GOVERNMENT

BUILDINGS:

Do not count state owned buildings.

OTHER:

Use this column to count government or private non-profit owned utilities, vehicles, communication systems, equipment, bridges, etc.

COMMENTS:

(section at right) Use this area to make notes about blocked roads, power outages, large amounts of debris, or other noteworthy situations. Attach additional sheet if needed.

MAP:

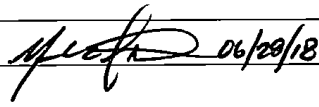
Mark areas where damage is found on the map of the survey area.

EM-99 (071112)

ANNEX "I"

PURCHASING POLICY

CITY OF NEW BERN ADMINISTRATIVE ORDERS OF THE CITY MANAGER

ADMISTRATIVE ORDER 1.6	
PURCHASING POLICY	
To: All City Employees	
From: Mark Stephens, City Manager	 06/29/18
Maintained By: Finance	
Approved By: Board of Aldermen	
Date: June 2018	
Update to December 2017 Policy	

Purpose

A local government's authority to make purchases and contracts is derived from the North Carolina Legislature and is subject to such limitations and restrictions as it may impose. One of the key principles of the legal requirements is to ensure accountability, fair competition and to achieve best price/value for the public finance. Legal requirements must be followed or a contract is deemed void and unenforceable. The provisions within this policy shall be in compliance with the North Carolina General Statutes (N.C.G.S.). In the event a conflict is identified, the General Statutes take precedent over this policy, and the provisions of the policy will be updated as required.

A considerable portion of the City of New Bern's (the "City") expenditures is for purchases of goods and services. These expenditures flow through the City's purchasing systems. This purchasing policy establishes rules and regulations to secure purchases and contracts to the lowest *responsive and responsible* bidder or supplier with the best overall value to the City. This policy is to be used in conjunction with the Purchasing Manual issued by the Department of Finance.

This policy is subject to modification at any time by the Board of Aldermen.

Purchasing Office

Purchasing goods and services for the operation of the city is a major responsibility. The Purchasing/Warehouse Division (the "Purchasing Office") is under the supervision of the Director of Finance. The Purchasing/Warehouse Manager (the "Purchasing Manager"), by way of delegation of the Director of Finance, has complete authority and responsibility for the control and supervision of the entire purchasing process. The term Purchasing Office includes the Purchasing Manager as well as all personnel within this division whose responsibilities involve activities associated with the purchasing process.

The responsibility for policy, oversight, and training is located in the purchasing office; however, it is not practical for the purchasing office to procure all goods and services needed. To this extent, departments are delegated authority to make purchases subject to limitations established in the Purchasing Manual. Accordingly, under the guidance of the purchasing office, it is the responsibility of ALL City Departments to achieve economical and effective procurement of goods and services needed in the right quality and quantity, on a timely basis, as efficiently as possible, and at the best overall value. To achieve this objective, the purchasing function seeks to foster as much competition as possible.

Procedures Manual

A separate document called the Purchasing Manual will:

- A. Include this policy and may be modified at any time as deemed necessary, provided that the procedures remain within the framework of this policy.
- B. Provide more procedural required and detailed instructions to City employees for use in executing the purchasing policy.
- C. Establish and implement a system of internal controls that provide reasonable assurance that the City is in compliance with North Carolina General Statutes (the "N.C.G.S") and this policy. All City personnel shall be subject to the provisions within the procedures manual.

It is the responsibility of the Purchasing Office to prepare and maintain the Purchasing Manual that details the purchasing process and any delegated duties. This Purchasing Manual shall include this policy and must be approved by the Director of Finance.

Duties of the Purchasing Office

The general duties of the Purchasing Office shall include the following:

- A. Provide proposed amendments to the purchasing policy following changes in the purchasing statutes or rules.
- B. Recommend periodic modifications for improvements that will enhance the efficiency and effectiveness of the purchasing function.
- C. Guide City departments in the procurement of goods and services in compliance with state and local laws.
- D. Prepare and maintain a procedures manual that will be used by all departments of the City.
- E. Supervise procurement transactions for all goods and services for the City.
- F. Provide adequate training necessary for department personnel to adhere to the provisions within this policy and the procedures manual.

- G. Seek competitive bids on goods and services in order to secure the most advantageous prices. Specifications shall not be written so as to limit competition or exclude any qualified vendors.
- H. Establish and maintain a current list of prequalified vendors.
- I. Supervise the City's procedures for the disposal of surplus property and surplus property records.
- J. Approve and issue all purchase orders and the encumbrance of purchase orders into the accounting system.
- K. Retain documentation of all purchasing records in accordance with the City's Public Records Policy (Administrative Order 1.2), which shall be subject to public inspection at any time.
- L. Report to the Director of Finance any actions by City personnel that are in violation of N.C.G.S., this policy, approved purchasing procedures, or any other serious actions that are not deemed to be in the best interest of the City.

Authorizations

For the purpose of this policy, contracts include signed agreements between the City and the supplier to buy/sell. However, not every arrangement that the city makes to buy goods or services is by a formal contract or agreement and are referred to as "non-traditional" (hereinafter purchase contracts) which include invoices, purchase orders, and procurement card purchases.

Approval of Purchase Contracts

The annual budget adopted by the Board of Alderman (the "Board") serves as **approval** for all purchases and contracts set forth in the budget. **However, competitive bidding may be required, depending on the dollar value of the contract or purchase contract.** See requirements further below.

The Board must approve any additional funds not budgeted through a budget amendment. The Director of Finance is responsible for presenting **ALL** budget amendments for Board consideration. Department Heads have the authority to delegate purchasing authority within their respective departments to the extent practicable in order to make purchases as quickly and cost-effectively as possible, considering the costs of administering purchasing activities as well as the purchase price, and in accordance with this policy.

Delegation is **always** in writing. Individuals to whom authority is delegated should be properly trained and fully cognizant of both city purchasing rules and the responsibilities that come with delegation.

Award of Competitively Bid Purchase and Contracts

GOVERNING STATUTES AND POLICIES

The awarding of Bids is primarily guided by Article 8 of Chapter 143 of the N.C.G.S. which details the procedures for the letting of public contracts for municipalities and other local governments.

Accordingly the City MUST comply with the applicable statutes and policies relating to competitive bids before awarding the types of purchases and contracts. Appendix A details specific General Statute references and requirements. The Purchasing Manager, subject to Director of Finance approval, is authorized to update Appendix A of this policy from time to time in accordance with changes to General Statutes without Board of Aldermen Approval.

Any procurement related to federal funding shall be procured in a manner that complies with all applicable Federal laws, policies, and standards, including those under the Uniform Guidance (2 C.F.R. Part 200), as well as State law, Local policies and granting agency requirements.

The following lines of authority to award bids for all purchases of apparatus, supplies, materials, technology goods or equipment:

- Regardless of amount - City Manager or Designee
(As long as part of approved budget)
- If not part of approved budget and amount exceeds \$90,000 - must be formally bid and requires Board approval

The following lines of authority shall be observed in the award of bids for all Construction/Building repair contracts:

Includes "Vertical" construction such as new buildings, renovations and "non-vertical" construction (utility lines, roads, etc.)

- Less than \$500,000 - City Manager or Designee
- \$500,000 and more - Board of Aldermen (legal requirement is \$500,000 and more)

Architect, Engineer, Surveyor, or Construction Manager at Risk services ("Mini-Brooks Act" services) contracts –

- Less than \$50,000 -City Manager or Designee
- \$50,000 or more. - Board of Aldermen (legal requirement)

Bank Financing Terms - Board of Aldermen (legal requirement)

Annual Audit Contract - Board of Aldermen (legal requirement)

Service and Lease Contracts (Excludes Construction Services)

Although the N.C.G.S. does not impose requirements upon service contracts, the City shall demonstrate equal opportunity for service and lease contracts by soliciting bids where there is a competitive market for the service or lease and when it is in the best interest of the City. The standard of award shall be made to the best overall proposal.

Contracts for services include janitorial, grounds maintenance, as well as contracts for professional services, such as attorneys and auditors.

The following lines of authority shall be observed in the award of bids for all service contracts:

- Less than \$500,000 - City Manager or Designee
- \$500,000 and more - Board of Aldermen (no legal requirement)

Small Dollar Purchases (Less than \$5,000)

Purchases amounting to less than \$5,000 may be made without seeking competition; however employees are encouraged to actively seek the most value for each purchase. The Purchasing Office may direct purchases to other sources if better value is available.

Multiyear Contracts

Generally, state statutes allow the City to enter into contracts that extend beyond the current fiscal year. The statutes allow the City to enter into continuing contracts. Sufficient funds to meet the amounts to be paid during the fiscal years under continuing contracts previously entered into shall be appropriated unless the contract reserves the right for the Board to limit or not make such appropriation. When feasible, multiyear contracts shall contain a “non-appropriation” clause within the contract terms and conditions to reserve this right.

Evaluation of Bids

The focus of purchasing is on achieving the best overall value for the City’s dollar (**not always low bidder**). Therefore, for most purchases it is essential to consider the *full* costs of acquiring and owning goods, and privately provided services, as opposed to just the cost of buying them. Bids are evaluated based on price, quality and service, and **not** strictly on price. The standard for awards is made to the *responsive and responsible* bidder whose price is the lowest and offers the best overall value.

Proposals are evaluated partly on price and partly on other factors. These factors can include the extent to which the proposal demonstrates that the offeror understands the City’s needs, the experience of the offeror and its personnel in providing similar items or services, the total cost of ownership over the life of the item or service, and the quality of the approach the offeror presents for delivering the needed services. Award is made to the *responsive and responsible* offeror whose proposal is most advantageous to the City. In the interests of fairness, evaluation criteria are disclosed in the request for proposal (RFP).

A *responsive* bidder or offeror is one who responds to all of the significant requirements outlined in the solicitation. A *responsible* bidder or offeror is one who is deemed capable of supplying the goods or services requested in the solicitation.

Bid Protests

Bid protest procedures shall be included in the Purchasing Manual and must be included in bid packets during advertisement.

EXCEPTIONS AND WAIVERS FROM COMPETITION

Certain situations may allow or require different processes for acquisition. N.C.G.S. 143-129 defines a number of exemptions to the competitive bidding requirements. Refer to the City Purchasing Manual for detailed instructions on Waiver of Competitive Bidding.

The following categories of purchases are exempt from the competitive bidding requirements established in N.C.G.S. 143-129.

- 1) **Special Circumstances**
 - a. Sole Source Purchases
 - b. Emergency Purchases
 - c. Gasoline, fuel, or oil
 - d. Use of Unit's Own Forces (force account work)
- 2) **Existing Contracts**
 - a. State and Federal Contracts
 - b. Previously Bid or "Piggybacking" Contracts
- 3) **Direct Purchases**
 - a. Purchases from other Units of Government
 - b. Group or Cooperative Purchasing Programs
 - c. Purchase of Used Goods

The most common competitive bidding exemptions are more fully described below. Note that these exemptions apply only to the method of procurement and not to who can award the contract. Unless otherwise indicated, the contract award authority requirements still apply to purchases under these exemptions.

Sole Source: N.C.G.S. 142-129(e) (6)

The Statute requires approval by the Board and advertisement of intent to award.

This exemption to the bidding laws applies to the solicitations of goods both formal and informal (not construction) when:

- 1) Performance or price competition for a product is not available;
- 2) A needed product is available from only one source of supply; or
- 3) Standardization or compatibility is the overriding consideration.

Note: Only one *source of supply* (not only one manufacturer)

Emergency Purchases: N.C.G.S. 143-129(e) (2))

Applies to informal and formal purchases and construction/repair.

The Statute does not require Board approval

In case of emergencies, the City Manager and Department heads or his/her designee may purchase directly from any vendor, supplies or services whose immediate procurement is essential to prevent delays in work which may affect the life, health, or safety of the people or their property.

- Applies to purchases and construction/repair.
- Emergency must be present, immediate and existing. Purchases may only be made to stop the immediate threat, thus allowing time to bid appropriately and adhere to normal purchasing requirements.
- **FEMA procurement requirements will apply in presidentially declared disasters.** Generally, FEMA requires a competitive process.

Fuel Purchases: N.C.G.S. 143-129(e)(5)

City must use informal bidding requirements even if purchase is in the formal cost range.

The Statute does not require Board approval

- Applies to purchases of:
 - Gasoline
 - Diesel fuel
 - Alcohol fuel
 - Motor Oil
 - Fuel Oil
 - Natural Gas

Use of Unit's Own Forces (force account work): N.C.G.S. 143-135

Applies to construction/repair (not purchases)

Statutes require Board approval

- Construction work performed by City's own officers or employees
- Total cost of project under \$125,000 **or**
- Total cost of labor under \$50,000
- Must file owner-builder affidavit
- Purchase of materials used on the project still subject to competitive bidding requirements.
- The City must keep accurate records of entire cost of project.

State and Federal Contracts: N.C.G.S. 143-129(e) (7), (e) (9), (e) (9a));

Note: State Contracts are established by the State Division of Purchase and Contract.

The Statute does not require Board approval

Objective is to obtain more favorable prices through volume purchasing, reduce lead time and administrative effort.

- Applies to formal and informal purchases (not construction).
- Purchasing **same item** from **same vendor**.
- Vendor must agree to sell at the **same or more favorable** prices, terms, and conditions.
- Includes State Purchase contracts, Information technology purchases through Information Technology Goods and Services awarded by the North Carolina Department of Information Technology, and Federal agency contracts.

Piggybacking: N.C.G.S. 143-129(g)

Applies to formal purchases only

The Statute requires approval by the Board

Public notice required at least 10 Days before Board meeting on item

The so-called “piggybacking” exception authorizes local governments to purchasing the **same item** from the **same vendor** without competitive bidding from a person or entity that has, within the **previous twelve (12) months**, contracted to furnish an item to any other state public agency, including subdivisions, anywhere in the country. Specifically, the previous contract must have been awarded by the federal government, any federal agency, any state government or state agency, or any local government - anywhere in the country.

Other requirements include:

1. Every effort must be made to determine that the price and terms offered by the supplier are as good as or better than those that could be obtained through competitive bidding.
2. The exception applies to the purchase of apparatus, supplies, materials or equipment within the formal bid requirements (\$90,000 or greater).
3. The exception does not apply to any construction or repair contracts in the formal or informal purchasing range.
4. The price and terms must be as good as or better than those that could be obtained through formal bidding, and the item specification must be the same.
5. Purchases may be made under the piggyback authority only when the Board determines it to be in the best interest of the City.
6. Public notice may be given by publication or electronic means.
7. Additional requirements apply as outlined in the City Purchasing Manual.

Purchases from other units of government: N.C.G.S. 143-129(e) (1)

Applies to formal and informal purchases and leases.

The statutes do not require Board approval.

- Purchases directly from federal, state, or local governments anywhere in the U.S.A. (NOT PURCHASING FROM A VENDOR).
- Includes bidding on surplus sales

Objective is to obtain more favorable prices through volume purchasing, reduce lead time and administrative effort.

- Applies to formal and informal purchases (not construction).
- Purchasing **same item** from **same vendor**.
- Vendor must agree to sell at the **same or more favorable** prices, terms, and conditions.
- Includes State Purchase contracts, Information technology purchases through Information Technology Goods and Services awarded by the North Carolina Department of Information Technology, and Federal agency contracts.

Piggybacking: N.C.G.S. 143-129(g)

Applies to formal purchases only

The Statute requires approval by the Board

Public notice required at least 10 Days before Board meeting on item

The so-called “piggybacking” exception authorizes local governments to purchasing the **same item** from the **same vendor** without competitive bidding from a person or entity that has, within the **previous twelve (12) months**, contracted to furnish an item to any other state public agency, including subdivisions, anywhere in the country. Specifically, the previous contract must have been awarded by the federal government, any federal agency, any state government or state agency, or any local government - anywhere in the country.

Other requirements include:

1. Every effort must be made to determine that the price and terms offered by the supplier are as good as or better than those that could be obtained through competitive bidding.
2. The exception applies to the purchase of apparatus, supplies, materials or equipment within the formal bid requirements (\$90,000 or greater).
3. The exception does not apply to any construction or repair contracts in the formal or informal purchasing range.
4. The price and terms must be as good as or better than those that could be obtained through formal bidding, and the item specification must be the same.
5. Purchases may be made under the piggyback authority only when the Board determines it to be in the best interest of the City.
6. Public notice may be given by publication or electronic means.
7. Additional requirements apply as outlined in the City Purchasing Manual.

Purchases from other units of government: N.C.G.S. 143-129(e) (1)

Applies to formal and informal purchases and leases.

The statutes do not require Board approval.

- Purchases directly from federal, state, or local governments anywhere in the U.S.A. (NOT PURCHASING FROM A VENDOR).
- Includes bidding on surplus sales

Group or Cooperative Purchasing Programs: N.C.G.S. 143-129(e) (3)

Applies to formal and informal purchases.

The statutes do not require Board approval.

- Must be a formally organized program
- Purchases were obtained through a competitive bidding process
- Items must have been offered at discount prices to at least two (2) public agencies

Purchase of Used Goods: N.C.G.S. 143-129(e) (10)

Applies to formal and informal purchases.

The statutes do not require Board approval.

- Can purchase from public and private entities
- Does not include the following goods:
 - Remanufactured
 - Refabricated
 - Demo

Other Exceptions to Competitive Bidding Requirements:

Change Order N.C.G.S. 143-129 (e) (4)

Construction and Repair

Applies to Informal and formal construction/repair.

Statute does not require approval from the Board.

Construction/repair work undertaken during the progress of a competitively bid project that is within the scope of the original project.

Guaranteed Energy Savings Contract (GESG) N.C.G.S. 143-129 (e) (8)

Construction and Repair

Applies to informal and formal construction/repair and related purchases.

Statute requires Board approval if financing of project subject to LGC approval

GESG for improvements to existing facilities to achieve energy savings sufficient to pay for the costs of improvements over the term of the contract.

Note: Request for proposal process required under Article 3B of Chapter 143

Trade-In: N.C.G.S. 143-129.7

Applies to informal and formal purchases.

Statue does not require approval from the Board.

Purchases of Goods and Services from Nonprofit Work Centers for the blind and severely disabled: N.C.G.S. 148-48

Refers to purchases from a nonprofit work center for the blind and severely disabled.

Applies to informal and formal purchases

Statue does not require approval from the Board

Procurement of Architectural, Engineering, and Surveying Services

Pursuant to N.C.G.S. 143-64.32, the City is hereby allowed exemptions to be in writing per project from the provisions of Article 3D of the North Carolina General Statutes on particular projects where an estimated professional fee is an amount less than fifty thousand dollars (\$50,000). The City Manager or his/her designee is hereby authorized to negotiate and sign contracts for architectural, engineering and surveying services when the estimate amount of the contract is less than fifty thousand (\$50,000) and the funds to pay for the contracted services are properly appropriated.

Director of Finance Pre-Audit Certification

N.C.G.S. 159-28(a) requires that ALL written contracts, including but not limited to service contracts, authorizations to purchase, purchase orders or other documents requiring payment, MUST contain the "preaudit" certification by the Director of Finance or Deputy Finance Officer required by the Local Government Budget and Fiscal Control Act.

City Manager Authorization

As noted earlier in the policy, the City Manager is authorized by the Board to make certain purchasing awards and decisions. The following authorizations are established:

- 1) The City Manager or his/her designee may award/approve and execute/sign contracts that are not required to be bid or which G.S. 143-131 allows letting by informal bids so long as the budget or appropriate capital project ordinance or capital reserve fund contains sufficient appropriated but unencumbered funds for such purposes. *As indicated earlier a preaudit certification by the Director of Finance or his/her Deputy is required.*
- 2) On behalf of the City, the City Manager or his/her designee may enter into and execute change orders or amendments to construction contracts when the appropriate capital project fund contains sufficiently appropriated but unencumbered funds allocated for such construction projects. *As indicated earlier a preaudit certification by the Director of Finance or his/her Deputy is required.*
- 3) The City Manager may exercise his/her authority to designate and authorize the Assistant City Manager and/or Department Heads to award (approve) and execute (sign) contracts. The designation must be by a written memorandum of delegation filed with the City Clerk, the City

Attorney, and the Director of Finance. Department Heads may NOT further delegate the awarding or execution of formal contracts. The City Manager/Assistant City Manager shall approve all formal contracts during a Department Head's absence.

- 4) The City Manager or his/her designee will present to the Board for approval any service or purchase contract required by a granting organization to meet Local, State or Federal grant program requirements.

Minority Business Enterprise Goal

Pursuant to N.C.G.S. 143-128.2 it is the policy of the City to provide minorities and women equal opportunity for participating in all aspects of the City's contracting and procurement programs, including but not limited to, construction projects, supplies and materials purchase, and professional and personal service contracts based on "good-faith efforts" as outlined and detailed as mandated in the above referenced state statute.

Local Preferences – Buy Local

Spend it here -- Keep it here?

The City, like all local governments in North Carolina, does not have specific authority to establish preferences in awarding contracts, such as preferences for local or minority contractors. A local preference would conflict with the legal requirement in both the formal and informal bidding range that contracts be evaluated strictly on value. As discussed earlier in this policy, bid awards are made to the *responsive and responsible* bidder whom provides the best value.

Although some may think it economically or politically desirable, it is not legal to assume that a local contractor is more responsible than others under this standard for awarding contracts. Preferences or targeted contracting efforts for the City may be permissible; however, this is not the case for contracts that are not subject to the competitive bidding requirements, such as service contracts, or contracts below the minimum bid threshold.

Appendix A: General Statute References

Formal bidding (estimated cost of contract) Construction or repair contracts \$500,000 <i>and above</i> G.S. 143-129 Purchase of apparatus, supplies, materials, and equipment \$90,000 <i>and above</i> G.S. 143-129
Informal bidding (actual cost of contract) Construction or repair contracts \$30,000 to formal limit G.S. 143-131 Purchase of apparatus, supplies, materials, and equipment \$30,000 to formal limit G.S. 143-131
Construction methods authorized for building projects Over \$300,000 G.S. 143-128(a1) Separate Prime (<i>estimated cost of project</i>) Single Prime Dual Bidding Construction Management at Risk (<i>G.S. 143-128.1</i>) Design-Build and Design-Build Bridging (<i>G.S. 143-128.1A; G.S. 143-128.1B</i>) Public Private Partnership (P3) (<i>G.S. 143-128.1C</i>)
Historically Underutilized Business (HUB) requirements Building construction or repair projects – Projects with state funding (<i>verifiable 10% goal required</i>) \$100,000 <i>or more</i> G.S. 143-128.2(a) – Locally funded projects (<i>formal HUB requirements</i>) \$300,000 <i>or more</i> G.S. 143-128.2(j) – Projects in informal bidding range (<i>informal HUB requirements</i>) \$30,000 to \$500,000* G.S. 143- 131(b) *Note: Formal HUB requirements should be used for informally bid projects costing between \$300,000 and \$500,000
Limit on use of own forces (force account work) G.S. 143-135 Construction or repair projects (<i>not to exceed</i>) \$500,000 (<i>total project cost</i>) or \$200,000 (<i>labor only cost</i>)
Bid bond or deposit Construction or repair contracts (<i>at least 5% of bid amount</i>) Formal bids (\$500,000 <i>and above</i>) G.S.143-129(b) Purchase contracts Not required
Performance/Payment bonds Construction or repair contracts (<i>100% of contract amount</i>) Each contract <i>over</i> \$50,000 of G.S. 143-129(c); project costing <i>over</i> \$300,000 G.S. 44A-26 Purchase contracts Not required
General contractor's license required \$30,000 and above G.S. 87-1 Exemption Force account work (<i>see above</i>) Owner-builder affidavit required Force account work (<i>see above</i>) G.S. 87-14(a)(1)
Use of licensed architect or engineer required Nonstructural work \$300,000 <i>and above</i> G.S. 133-1.1(a) Structural repair, additions, or new construction \$135,000 <i>and above</i> Repair work affecting life safety systems \$100,000 <i>and above</i>
Dollar limits and statutory authority as of November 1, 2016

ANNEX “J”

INCIDENT MANAGEMENT SYSTEM/ INCIDENT ACTION PLAN/ORGANIZATIONAL CHART

NIMS - The Incident Command System

The Incident Command System (ICS) is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism. ICS is used by all levels of government—Federal, State, local, and tribal, as well as by many private-sector and nongovernmental organizations. ICS is usually organized around five major functional areas: command, operations, planning, logistics, and finance and administration. A sixth functional area, Intelligence, may be established if deemed necessary by the Incident Commander, depending on the requirements of the situation at hand.

Some of the more important “transitional steps” that are necessary to apply ICS in a field incident environment include the following:

- recognizing and anticipating the requirement that organizational elements will be activated and taking the necessary steps to delegate authority as appropriate;
- establishing incident facilities as needed, strategically located, to support field operations;
- establishing the use of common terminology for organizational functional elements, position titles, facilities, and resources; and
- rapidly evolving from providing oral direction to the development of a written Incident Action Plan.

NIMS - ICS Organization

A. FUNCTIONAL STRUCTURE.

The ICS organization comprises five major functional areas (**Figure A-1**): command, operations, planning, logistics, and finance and administration. (A sixth area, intelligence, may be established if required).



INCIDENT COMMAND SYSTEM: BASIC FUNCTIONAL STRUCTURE

Figure A-1

B. MODULAR EXTENSION.

The ICS organizational structure is modular, extending to incorporate all elements necessary for the type, size, scope, and complexity of a given incident. The IC structural organization builds from the top down; responsibility and performance begin with the incident command element and the IC. When the need arises, four separate sections can be used to organize the staff. Each of these may have several subordinate units, or branches, depending on the management requirements of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the functions requires independent management, an individual is assigned responsibility for that function.

The responding IC's initial management assignments will normally be one or more Section Chiefs to manage the major ICS functional areas (operations, planning, logistics, and finance and administration). The Section Chiefs will further delegate management authority for their areas as required. If a Section Chief sees the need, he or she may establish branches or units (depending on the section). Similarly, each functional unit leader will further assign individual tasks within the unit as needed.

The modular concept described above is based on the following considerations:

- developing the form of the organization to match the function or task to be performed;
- staffing only the functional elements that are required to perform the task;
- observing recommended span-of-control guidelines;
- performing the function of any non-activated organizational element at the next highest level; and
- deactivating organizational elements no longer required.

For reference, **Table A-1** describes the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

Organizational Element	Leadership Position
Incident Command	Incident Commander (IC)
Command Staff	Officer
Section	Section Chief
Branch	Branch Director
Division and Groups*	Supervisors
Unit**	Unit Leader

* The hierarchical term supervisor is only used in the Operations Section.

** Unit leader designations apply to the subunits of the Planning, Logistics, and Finance/Administration Sections.

Table A-1

NIMS - The Operations Section

The Operations Section is responsible for managing tactical operations at the incident site directed toward reducing the immediate hazard, saving lives and property, establishing situation control, and restoring normal conditions. Incidents can include acts of terrorism, wild land and urban fires, floods, hazardous material spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other incidents requiring an emergency response.

Because of its functional unit management structure, the ICS is applicable across a spectrum of incidents differing in size, scope, and complexity. The types of agencies that could be included in the Operations Section include fire, law enforcement, public health, public works, and emergency services, working together as a unit or in combinations, depending on the situation. Many incidents may involve private individuals, companies, or nongovernmental organizations, some of which may be fully trained and qualified to participate as partners in the Operations Section.

Incident operations can be organized and executed in many ways. The specific method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. The following discussion presents several different methods of organizing incident tactical operations. In some cases, a method will be selected to accommodate jurisdictional boundaries. In other cases, the approach will be strictly functional. In still others, a mix of functional and geographical approaches may be appropriate. The ICS offers extensive flexibility in determining the appropriate approach using the factors described above. **Figure 2-A** shows the primary organizational structure within the Operations Section.



MAJOR ORGANIZATIONAL ELEMENTS OF INCIDENT OPERATIONS

Figure 2-A

A. OPERATIONS SECTION CHIEF.

The Operations Section Chief directly manages all incident tactical activities and implements the IAP. The Operations Section Chief may have one or more deputies (preferably from other agencies in multi-jurisdictional incidents). Deputies will be qualified to a similar level as the Operations Section Chief. An Operations Section

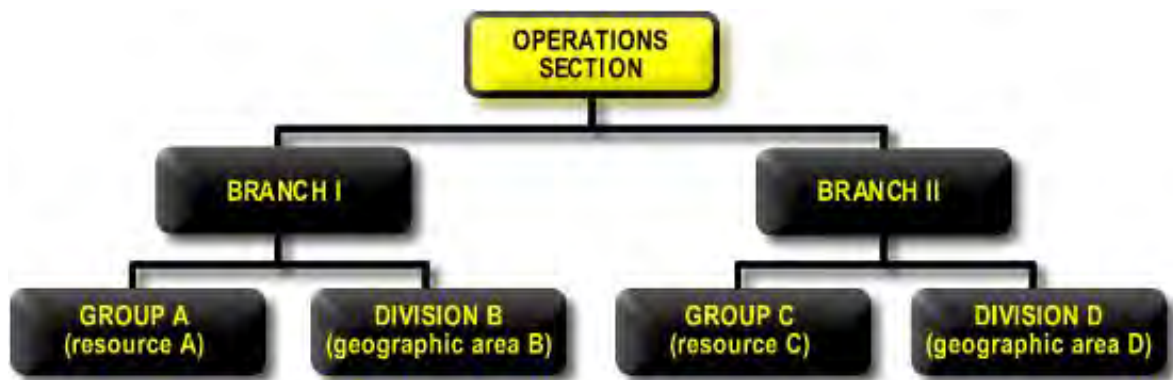
Chief should be designated for each operational period and will have direct involvement in the preparation of the IAP for the period of responsibility.

B. DIVISIONS AND GROUPS.

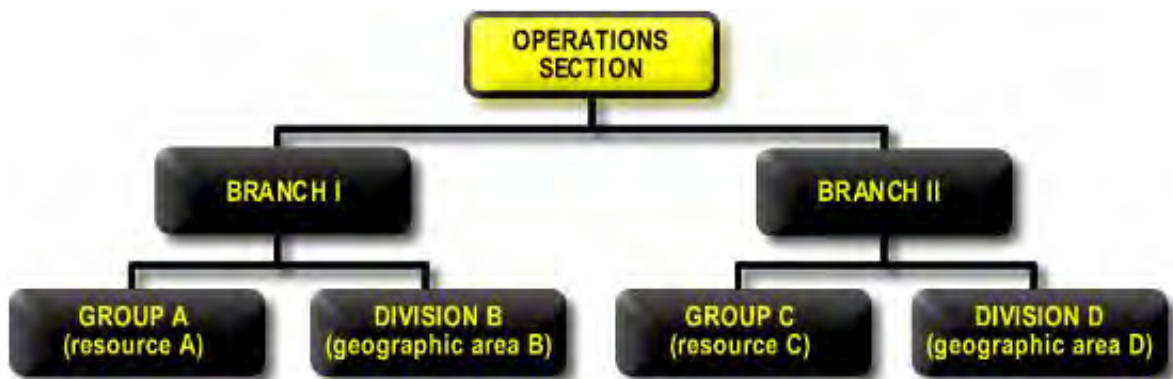
Divisions and groups are established when the number of resources exceeds the Operations Section Chief's manageable span of control. Divisions demarcate physical or geographical areas of operation within the incident area. Groups demarcate functional areas of operation for the incident. **See Figure 2-B.**

The use of the two terms is necessary, because division always refers to a geographical assignment and group always refers to a functional assignment. Both divisions and groups may be used in a single incident if there is justification for their use and if proper coordination can be effected.

As additional types of resources are added to the organization, resources should be assigned into a division structure. **See Figure 2-C.**



DIVISIONS AND GROUPS
Figure 2-B



TWO-DIVISION ORGANIZATION
Figure 2-C

1. Geographical Divisions.

The best way to create geographical divisions is to divide an area according to natural separations of terrain or other prominent geographical features, such as rivers. When geographical features are used for determining boundaries, the size of the division should correspond to appropriate span-of-control guidelines. See Figure 2-D.



USE OF GEOGRAPHICAL DIVISIONS

Figure 2-D

2. Functional Groups.

Functional groups can best be used to describe areas of like activity (e.g., rescue, evacuation, medical). See Figure 2-E.



USE OF FUNCTIONAL GROUPS

Figure 2-E

3. Combined Geographical Divisions and Functional Groups.

It is also possible to have both divisions and groups within the Operations Section. For example, Divisions A, B, and C (based on jurisdictional boundaries) might each have two groups, 1 and 2, to provide a management structure for different types of resources within that division.

C. RESOURCE ORGANIZATION.

Initially, in any incident, individual resources that are assigned will report directly to the IC. As the incident grows in size or complexity, individual resources may be organized and employed in a number of ways to facilitate incident management:

1. Single Resources.

Resources may be employed on an individual basis. This is typically the case in the context of the initial response to the incident. During sustained operations, situations will typically arise that call for the use of a single helicopter, vehicle, mobile equipment, etc.

2. Task Forces.

Task Forces are any combination of resources put together to accomplish a specific mission. Task Forces have a designated leader and operate with common communications. Combining resources into Task Forces allows several key resource elements to be managed under one individual's supervision, thus aiding in span of control.

3. Strike Teams.

A Strike Team consists of a set number of resources of the same kind and type operating under a designated leader with common communications between them. Strike Teams represent known capability and are highly effective management units.

D. BRANCHES.

Branches may be established to serve several purposes including the following:

1. The Numbers of Divisions and/or Groups Exceed the Recommended Span of Control for the Operations Section Chief.

The recommended span of control for the Operations Section Chief is 1:5 (or as high as 1:10 for larger-scale law enforcement operations). When this is exceeded, the Operations Section Chief should set up two branches (see Figure 2-F), allocating the divisions and groups between them. For example, if one group and four divisions are reporting to the Operations Section Chief, and two divisions and one group are to be added, a two-branch organization should be formed.

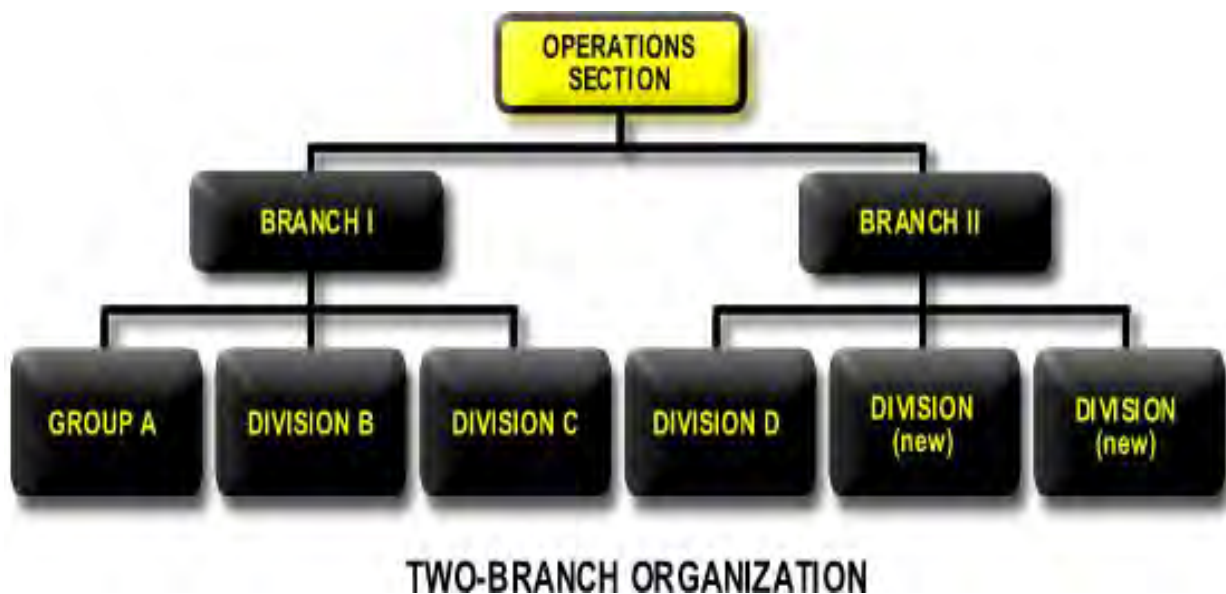
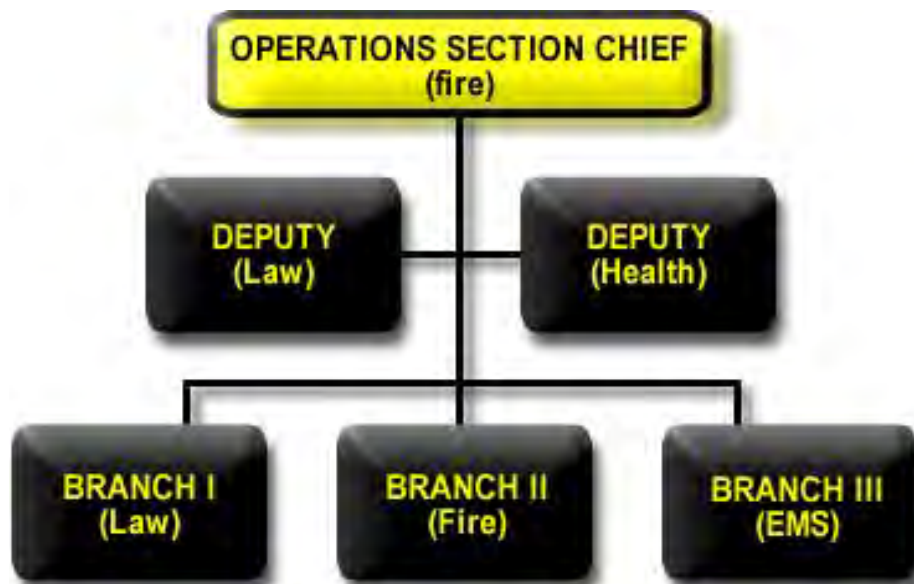


Figure 2-F

2. The Nature of the Incident Calls for a Functional Branch Structure.

For example, if a large aircraft crashes within a city, various departments within the city (including police, fire, emergency services, and public health services) would each have a functional branch operating under the direction of a single Operations Section Chief. In this example (see Figure 2-G), the

Operations Section Chief is from the fire department, with deputies from police and public health services. Other alignments could be made, depending on the city plan and type of emergency. Note that, in this situation, the Incident Command could be either a single command or Unified Command (UC), depending on the jurisdiction.

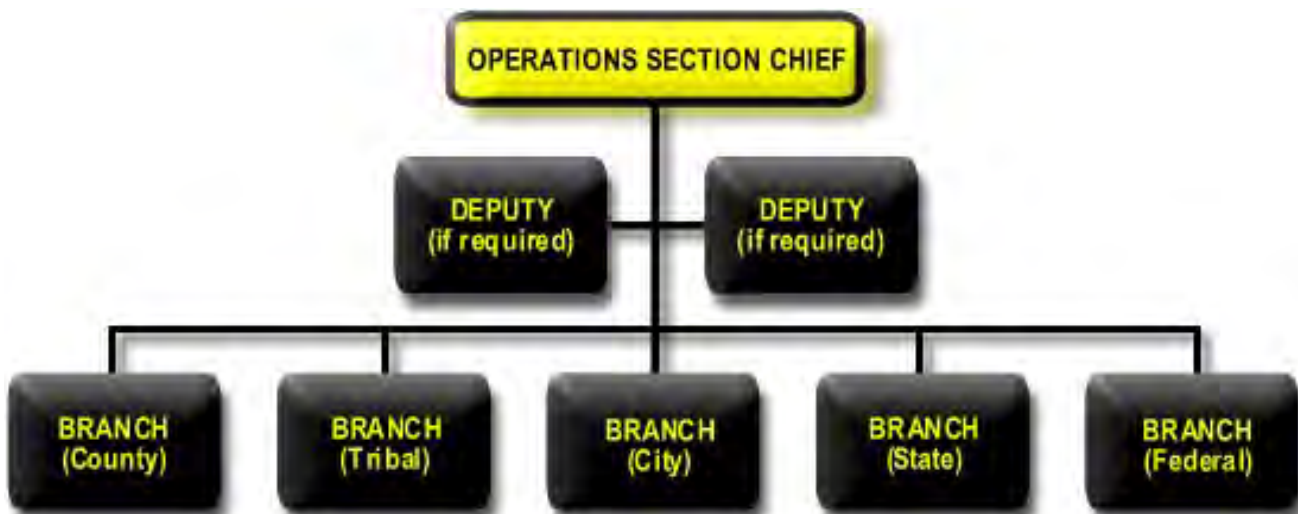


FUNCTIONAL BRANCH STRUCTURE

Figure 2-G

3. The Incident is Multi-jurisdictional.

In this case, resources are best managed under the agencies that normally control them (see Figure 2-H). For example, the response to a major flood might require combining Federal, State, county, city, and tribal resources.



MULTIJURISDICTIONAL INCIDENT

Figure 2-H

E. AIR OPERATIONS BRANCH.

The Operations Section Chief may establish an Air Operations Branch to meet mission requirements in certain situations, in which size, organization, and operation will depend primarily on the nature of the incident and the availability of air assets.* **Figure 2-I** shows a typical organizational structure for air operations.

The Operations Section Chief may designate a director for the Air Operations Branch when the complexity of air operations requires additional support and effort or when the incident requires mixing tactical and logistical utilization of helicopters and other aircraft. Flight safety is a paramount concern in complex operations and supports the requirement for a designated Air Operations Branch to ensure the de-confliction of assets and the integration of safety considerations into operational planning and mission execution. Whenever both helicopters and fixed-wing aircraft must operate simultaneously within the incident air space, an Air Tactical Group Supervisor should be designated. This individual coordinates all airborne activity with the assistance of a helicopter coordinator and a fixed-wing coordinator. When only one helicopter is used, however, the helicopter may be directly under the control of the Operations Section Chief.

The Air Support Group establishes and operates bases for rotary-wing air assets and maintains required liaison with off-incident fixed-wing bases. The Air Support Group is responsible for all timekeeping for aviation assets assigned to the incident.

* Air Operations Branch is used here as an example and may not be applicable to all ICS organizations.

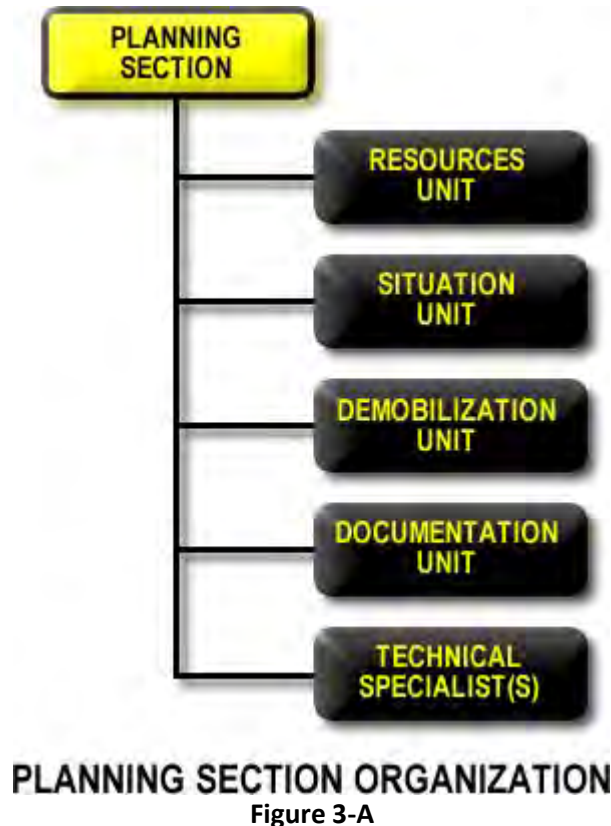


AIR OPERATIONS ORGANIZATION

Figure 2-I

NIMS - The Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident. As shown in **Figure 3-A**, the Planning Section has four primary units and may include a number of technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.



A. PLANNING SECTION CHIEF.

The Planning Section Chief oversees all incident-related data gathering and analysis regarding incident operations and assigned resources, develops alternatives for tactical operations, conducts planning meetings, and prepares the IAP for each operational period. This individual will normally come from the jurisdiction with primary incident responsibility and may have one or more deputies from other participating jurisdictions.

B. RESOURCES UNIT.

1. Responsibilities.

Physical resources consist of personnel, teams, facilities, supplies, and major items of equipment available for assignment to or employment during incidents. The Resources Unit makes certain that all assigned personnel and other resources have checked in at the incident. This unit should have a system for keeping track of the current location and status of all assigned resources and should maintain a master list of all resources committed to incident operations.

2. Managing Resources.

For effective management of their employment, resources must be categorized by capability and capacity across disciplines and tracked continuously as to status. The following tools are necessary for maintaining an up-to-date and accurate picture of resource utilization:

a. Status Conditions.

Tactical resources at an incident can have one of three status conditions:

- Assigned resources are personnel, teams, equipment, or facilities that have checked in (or in the case of equipment and facilities, receipted for) and are supporting incident operations.
- Available resources are personnel, teams, equipment, or facilities that have been assigned to an incident and are ready for a specific work detail or function.
- Out-of-service resources are personnel, teams, equipment, or facilities that have been assigned to an incident but are unable to function for mechanical, rest, or personal reasons; or because their condition makes them unusable.

b. Changes in Status.

Normally, the individual who changes the status of a resource, such as equipment location and status, is responsible for promptly informing the Resources Unit.

C. SITUATION UNIT.

The Situation Unit collects, processes, and organizes ongoing situation information; prepares situation summaries; and develops projections and forecasts of future events related to the incident. The Situation Unit also prepares maps and gathers and disseminates information and intelligence for use in the IAP. This unit may also require the expertise of technical specialists and operations and information security specialists.

D. DOCUMENTATION UNIT.

The Documentation Unit maintains accurate and complete incident files, including a complete record of the major steps taken to resolve the incident; provides duplication services to incident personnel; and files, maintains, and stores incident files for legal, analytical, and historical purposes. Documentation is part of the Planning Section primarily because this unit prepares the IAP and maintains many of the files and records that are developed as part of the overall IAP and planning function.

E. DEMOBILIZATION UNIT.

The Demobilization Unit develops an Incident Demobilization Plan that includes specific instructions for all personnel and resources that will require demobilization. This unit should begin its work early in the incident, creating rosters of personnel and resources and obtaining any missing information as check-in proceeds.

Note that many city and county provided resources, because they are local, do not require specific demobilization instructions. Once the Incident Demobilization Plan has been approved, the Demobilization Unit ensures that it is distributed both at the incident and elsewhere as necessary.

F. TECHNICAL SPECIALISTS.

The ICS is designed to function in a wide variety of incident scenarios requiring the use of technical specialists. These personnel have special skills and are activated only when needed. Specialists may serve anywhere within the organization, including the Command Staff. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically specially certified in their fields or professions.

Technical specialists assigned to the Planning Section may report directly to its chief, may report to any function in an existing unit, or may form a separate unit within the Planning Section, depending on the requirements of the incident and the needs of the Section Chief. Technical specialists may also be assigned to other parts of the organization (e.g., to the Operations Section to assist with tactical matters or to the Finance/Administration Section to assist with fiscal matters). For example, a legal specialist or legal counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Generally, if the expertise is needed for only a short period and normally involves only one individual, that individual should be assigned to the Situation Unit. If the expertise will be required on a long-term basis and may require several personnel, it is advisable to establish a separate Technical Unit in the Planning Section.

The incident itself will primarily dictate the needs for technical specialists. Below are representative examples of the kinds of specialists that may be required:

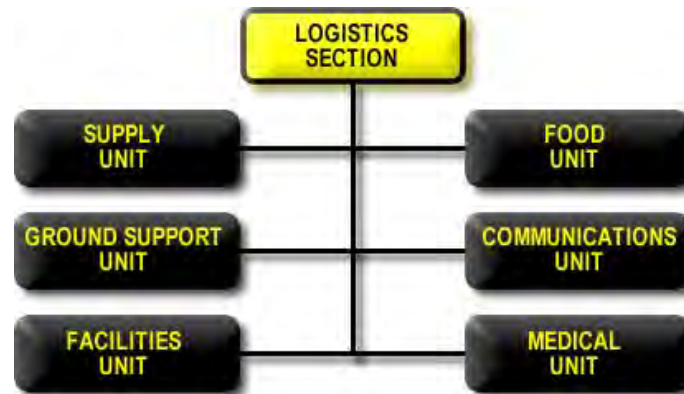
- meteorologist
- environmental impact specialist
- resource use and cost specialists
- flood control specialist
- water-use specialist
- explosives specialist
- structural engineering specialist
- firefighter specialist
- medical and/or health care specialist
- medical intelligence specialist
- pharmaceutical specialist
- veterinarian
- agricultural specialist
- toxic substance specialist
- radiation health physicist
- intelligence specialist
- infectious disease specialist
- chemical or radiological decontamination specialist
- law enforcement specialist
- attorney or legal counsel
- industrial hygienist
- transportation specialist
- scientific support coordinator

A specific example of the need to establish a distinct technical unit within the General Staff is the requirement to coordinate and manage large volumes of environmental sampling and/or analytical data from multiple sources in the context of certain complex incidents, particularly those involving biological, chemical, and radiation hazards. To meet this requirement, an Environmental Unit could be established within the Planning Section to facilitate interagency environmental data management, monitoring, sampling, analysis, and assessment. The Environmental Unit would prepare environmental data for the Situation Unit and work in close coordination with other units and sections within the ICS structure to enable effective decision support to the IC or UC. Technical Specialists assigned to the Environmental Unit might include a Scientific Support Coordinator and Sampling, Response Technologies, Weather Forecast, Resources at Risk, Cleanup Assessment, and Disposal Technical Specialists. Example tasks accomplished by the Environmental Unit would include the following:

- identifying sensitive areas and recommending response priorities;
- developing a plan for collecting, transporting, and analyzing samples;
- providing input on wildlife protection strategies;
- determining the extent and effects of site contamination;
- developing site cleanup and hazardous material disposal plans; and
- identifying the need for and obtaining permits and other authorizations.

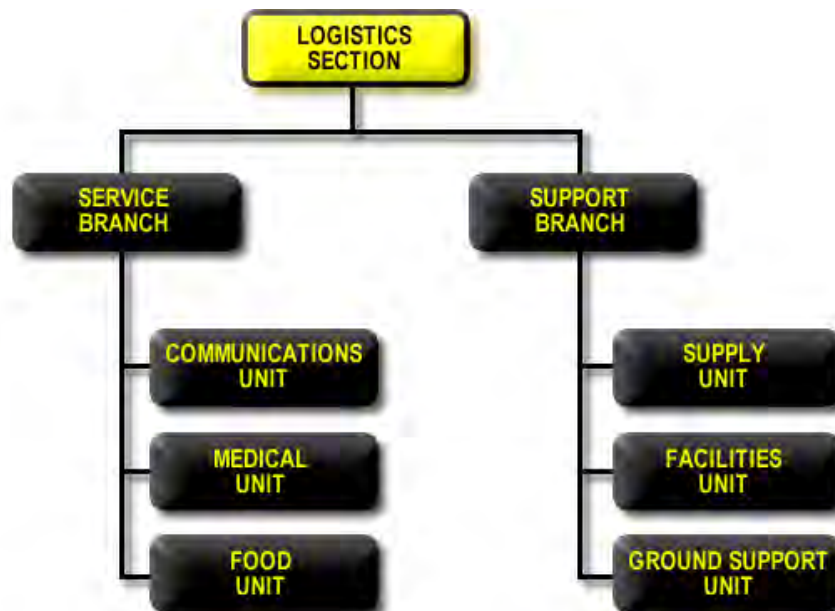
NIMS - The Logistics Section

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel. **See Figure 4-A.** The Logistics Section is led by a Section Chief, who may also have a deputy. Having a deputy is encouraged when all designated units are established at an incident site. When the incident is very large or requires a number of facilities with large numbers of equipment, the Logistics Section can be divided into two branches (**Figure 4-B** provides an example).



LOGISTICS SECTION ORGANIZATION

Figure 4-A



LOGISTICS SECTION: TWO-BRANCH ORGANIZATIONAL STRUCTURE

Figure 4-B

A. SUPPLY UNIT.

The Supply Unit orders, receives, stores, and processes all incident-related resources, personnel, and supplies. Once established, the Supply Unit also has the basic responsibility for all off-incident ordering, including:

- all tactical and support resources (including personnel)
- all expendable and nonexpendable supplies required for incident support.

The Supply Unit provides the support required to receive, process, store, and distribute all supply orders. The unit also handles tool operations, which include storing, disbursing, and servicing of all tools and portable, nonexpendable equipment.

B. FACILITIES UNIT.

The Facilities Unit sets up, maintains, and demobilizes all facilities used in support of incident operations. The unit also provides facility maintenance and security services required to support incident operations.

The Facilities Unit sets up the ICP, incident base, and camps, as well as trailers and/or other forms of shelter for use in and around the incident area. The incident base and camps may often be established in areas having existing structures, which may be used in their entirety or only in part. The Facilities Unit also provides and sets up necessary personnel support facilities, including areas for:

- food and water service;
- sleeping;
- sanitation and showers; and
- staging.

This unit also orders, through supply, such additional support items as portable toilets, shower facilities, and lighting units.

Note that providing shelter for victims is a critical operational activity, which will be incorporated into the IAP. Sheltering will normally be conducted by appropriate nongovernmental organization staff, such as the American Red Cross or other similar entities.

C. GROUND SUPPORT UNIT.

The Ground Support Unit:

- maintains and repairs primary tactical equipment, vehicles, and mobile ground support equipment;
- records usage time for all ground equipment (including contract equipment) assigned to the incident;
- supplies fuel for all mobile equipment; provides transportation in support of incident operations (except aircraft); and
- develops and implements the Incident Traffic Plan.

In addition to its primary functions of maintaining and servicing vehicles and mobile equipment, the Ground Support Unit also maintains a transportation pool for major incidents. This pool consists of vehicles (e.g., staff cars, buses, pick-ups) that are suitable for transporting personnel. The Ground Support Unit also provides up-to-date information on the location and status of transportation vehicles to the Resources Unit.

D. COMMUNICATIONS UNIT.

The Communications Unit develops the Communications Plan (ICS205) to make the most effective use of the communications equipment and facilities assigned to the incident, installs and tests all communications equipment, supervises and operates the incident communications center, distributes and recovers

communications equipment assigned to incident personnel, and maintains and repairs communications equipment on site.

The Communications Unit's major responsibility is effective communications planning for the ICS, especially in the context of a multiagency incident. This is critical for determining required radio nets, establishing interagency frequency assignments, and ensuring the interoperability and the optimal use of all assigned communications capabilities.

The Communications Unit Leader should attend all incident-planning meetings to ensure that the communication systems available for the incident can support tactical operations planned for the next operational period.

Incident communications are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident.

Advance planning is required to ensure that an appropriate communications system is available to support incident operations requirements. This planning includes the development of frequency inventories, frequency-use agreements, and interagency radio caches.

Most complex incidents will require an Incident Communications Plan. The Communications Unit is responsible for planning the use of radio frequencies; establishing networks for command, tactical, support, and air units; setting up on-site telephone and public address equipment; and providing any required off-incident communication links. Codes should not be used for radio communication; a clear spoken message—based on common terminology that avoids misunderstanding in complex and noisy situations—reduces the chances for error. Radio networks for large incidents will normally be organized as follows:

1. **Command-Net.**
Links together: incident command, command staff, section chiefs, branch directors, division, and group supervisors.
2. **Tactical-Nets.**
Several tactical nets may be established to connect agencies, departments, geographical areas, or specific functional units. The determination of how nets are set up should be a joint planning, operation, and logistics function. The Communications Unit Leader will develop the overall plan.
3. **Support-Net.**
A support net may be established primarily to handle changes in resource status but also to handle logistical requests and other non-tactical functions.
4. **Ground-to-Air Net.**
To coordinate ground-to-air traffic, either a specific tactical frequency may be designated, or regular tactical nets may be used.
5. **Air-to-Air Nets.**
Air-to-air nets will normally be pre-designated and assigned for use at the incident.

E. FOOD UNIT.

The Food Unit determines food and water requirements; plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns.

Efficient food service is important, but especially so for any extended incident. The Food Unit must be able to anticipate incident needs, both in terms of the number of people who will need to be fed and whether the type, location, or complexity of the incident indicates that there may be special food requirements. The unit must supply food needs for the entire incident, including all remote locations (i.e., camps and staging areas), as well as supply food service to operations personnel unable leave operational assignments. The Food Unit must interact closely with the following elements:

- Planning Section, to determine the number of personnel that must be fed;
- Facilities Unit, to arrange food-service areas;
- Supply Unit, to order food;
- Ground Support Unit, to obtain ground transportation; and
- Air Operations Branch Director, to obtain air transportation.

Careful planning and monitoring is required to ensure food safety before and during food service operations, including the assignment, as indicated, of public health professionals with expertise in environmental health and food safety.

Note that feeding victims is a critical operational activity, which will be incorporated into the IAP. Feeding activities will normally be conducted by members of an appropriate nongovernmental organization, such as the American Red Cross or similar entities.

F. MEDICAL UNIT.

The primary responsibilities of the Medical Unit include the following:

- develop the Incident Medical Plan (for incident personnel);
- develop procedures for handling any major medical emergency involving incident personnel;
- provide continuity of medical care, including vaccinations, vector control, occupational health, prophylaxis, and mental health services for incident personnel;
- provide transportation for injured incident personnel;
- ensure that incident personnel patients are tracked as they move from origin, to care facility, to final disposition;
- assist in processing all paperwork related to injuries or deaths of incident assigned personnel; and
- coordinate personnel and mortuary affairs for incident personnel fatalities.

The Medical Unit is responsible for the effective and efficient provision of medical services to incident personnel. The Medical Unit Leader will develop a medical plan, which will, in turn, form part of the IAP. The medical plan should provide specific information on medical assistance capabilities at incident locations, potential hazardous areas or conditions, and off-incident medical assistance facilities and procedures for handling complex medical emergencies. The Medical Unit will also assist the Finance/Administration Section with the administrative requirements related to injury compensation, including obtaining written authorizations, billing forms, witness statements, administrative medical documents, and reimbursement as required. The Medical Unit will ensure patient privacy to the fullest extent possible.

Note that patient care and medical services for those who are not incident personnel (victims of a bioterror attack, hurricane victims, etc.) are critical operational activities associated with a host of potential incident scenarios. As such, these activities are incorporated into the IAP as key considerations of the Plans and Operations Sections. These sections should be staffed accordingly with appropriately qualified Emergency Medical Services public health, medical personnel, technical experts, and other professional personnel, as required.

NIMS - The Finance/Administration Section

When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section is established. Under the ICS, not all agencies will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of the ICS. In addition to monitoring multiple sources of funds, the Section Chief must track and report to the IC the financial “burn rate” as the incident progresses. This allows the IC to forecast the need for additional funds before operations are affected negatively. This is particularly important if significant operational assets are under contract from the private sector. The Section Chief may also need to monitor cost expenditures to ensure that statutory rules that apply are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide. **Figure 5-A** illustrates the basic Finance/Administration Section organizational structure. The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit need not be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned in the Planning Section instead. Because of the specialized nature of finance functions, the Section Chief should come from the agency that has the greatest requirement for this support. The Section Chief may have a deputy.



Figure 5-A

A. TIME UNIT.

The Time Unit is primarily responsible for ensuring proper daily recording of personnel time, in accordance with the policies of the relevant agencies. The Time Unit also ensures that the Logistics Section records or captures equipment usage time, through the Ground Support Unit for ground equipment and through the Air Operations Support Group for aircraft.

If applicable (depending on the agencies involved), personnel time records will be collected and processed for each operational period. The unit leader may require the assistance of personnel familiar with the relevant policies of any affected agencies. These records must be verified, checked for accuracy, and posted according to existing policies. Excess hours worked must also be determined, for which separate logs must be maintained.

B. PROCUREMENT UNIT.

The Procurement Unit administers all financial matters pertaining to vendor contracts. This unit coordinates with local jurisdictions to identify sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts.

*Note that, in some agencies, the Supply Unit in the Logistics Section will be responsible for certain procurement activities. The Procurement Unit will also work closely with local cost authorities.

C. COMPENSATION AND CLAIMS UNIT.

Under ICS, a single unit handles injury compensation and claims. The specific activities are, of course, varied and may not always be accomplished by the same person. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident and ensure that all witness statements are obtained in writing. Since the Medical Unit may also perform certain of these tasks, close coordination between the Medical and Compensation and Claims Units is essential. The claims function handles investigations of all civil tort claims involving property associated with or involved in the incident. The Compensation and Claims Unit maintains logs on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

D. COST UNIT.

The Cost Unit provides cost analysis data for the incident. This unit must ensure that equipment and personnel for which payment is required are properly identified, obtain and record all cost data, and analyze and prepare estimates of incident costs. The Cost Unit also provides input on cost estimates for resource use to the Planning Section. The Cost Unit must maintain accurate information on the actual costs of all assigned resources.

NIMS - Establishing an Area Command

An Area Command is established when the complexity of the incident and incident management span-of-control considerations so dictate. Generally, the administrator(s) of the agency having jurisdictional responsibility for the incident makes the decision to establish an Area Command.

The purpose of an Area Command is either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or complex incident that has multiple incident management teams engaged.

This type of command is generally used when there are a number of incidents in the same area and of the same type, such as two or more HAZMAT spills or fires. These are usually the kinds of incidents that may compete for the same resources. When incidents are of different types and/or do not have similar resource demands, they are usually handled as separate incidents or are coordinated through an EOC. If the incidents under the authority of the Area Command span multiple jurisdictions, a Unified Area Command should be established. This allows each jurisdiction involved to have appropriate representation in the Area Command.

Area Commands are particularly relevant to public health emergencies, given that these events are typically not site specific, not immediately identifiable, geographically dispersed, and evolve over time ranging from days to weeks. Such events as these, as well as acts of biological, chemical, radiological, and nuclear terrorism, call for a coordinated intergovernmental, private-sector, and nongovernmental organization response, with large-scale coordination typically conducted at a higher jurisdictional level.

A. RESPONSIBILITIES.

The Area Command does not have operational responsibilities. For the incidents under its authority, the Area Command:

- sets overall agency incident-related priorities;
- allocates critical resources according to the established priorities;
- ensures that incidents are properly managed; ensures effective communications;
- ensures that incident management objectives are met and do not conflict with each other or with agency policies;
- identifies critical resource needs and reports them to the interagency coordination system (generally EOCs);
- ensures that short-term “emergency” recovery is coordinated to assist in the transition to full recovery operations; and
- provides for personnel accountability and a safe operating environment.

The Area Command develops an action plan detailing incident management priorities, needs, and objectives. This plan should clearly state policy, objectives, and priorities; provide a structural organization with clear lines of authority and communications; and identify incident management functions to be performed by the Area Command (i.e., public communications).

B. ORGANIZATION.

The Area Command organization operates under the same basic principles as ICS. Typically, an Area Command will comprise the following key personnel, all of whom must possess appropriate qualifications and certifications:

1. Area Commander (Unified Area Command).

The Area Commander is responsible for the overall direction of the incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, that incident objectives are established, and that strategies are selected for the use of critical resources. The Area Command is also responsible for coordinating with Federal, State, local, tribal, and participating private organizations.

2. Area Command Logistics Chief.

The Area Command Logistics Chief provides facilities, services, and materials at the Area Command level and ensures the effective allocation of critical resources and supplies among the incident management teams.

3. Area Command Planning Chief.

The Area Command Planning Chief collects information from various incident management teams to assess and evaluate potential conflicts in establishing incident objectives, strategies, and priorities for allocating critical resources.

4. Area Command Support Positions.

a. Area Command Critical Resources Unit Leader.

The critical resources unit leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.

b. Area Command Situation Unit Leader.

The situation unit leader monitors the status of objectives for each incident or IMT assigned to the area command.

c. Area Command Public Information Officer.

The PIO provides public information coordination between incident locations and serves as the point of contact for media requests to the Area Command.

d. Area Command Liaison Officer.

The liaison officer helps maintain off-incident interagency contacts and coordination.

e. Area Command Aviation Coordinator.

An aviation coordinator is assigned when aviation resources are competing for common airspace and critical resources, and works in coordination with incident aviation organizations to evaluate potential conflicts, develop common airspace management procedures, and prioritize critical resources.

C. LOCATION.

The following guidelines should be followed in locating an Area Command:

- To the extent possible, the area command should be established in close proximity to the incidents under its authority. This makes it easier for the Area Commander and the ICs to meet and otherwise interact.
- It is, however, best not to collocate an Area Command with any individual ICP. Doing so might cause confusion with the command and management activities associated with that particular incident.

- Area commands must establish effective, efficient communications and coordination processes and protocols with subordinate ICPs, as well as with other incident management organizations involved in incident operations.
- The facility used to house the organization should be large enough to accommodate a full Area Command staff. It should also be able to accommodate meetings between the Area Command staff, the ICs, and agency executive(s), as well as news media representatives.
- Area Commands may be collocated with EOCs.

D. REPORTING RELATIONSHIPS.

When an Area Command is involved in coordinating multiple incident management activities, the following reporting relationships will apply:

- The ICs for the incidents under the Area Command's authority report to the Area Commander.
- The Area Commander is accountable to the agency(s) or to the jurisdictional executive(s) or administrator(s).
- If one or more incidents within the Area Command are multi-jurisdictional, a Unified Area Command should be established. In this instance, ICs would report to the Unified Area Commander for their jurisdiction.

NIMS – Pre-designated Facilities and Areas

Several kinds and types of facilities may be established in and around the incident area. The requirements of the incident and the desires of the IC will determine the specific kinds of facilities used and their locations and may consist of the following designated facilities, among various others:

A. INCIDENT COMMAND POST.

The ICP signifies the location of the tactical-level, on-scene incident command and management organization. It typically comprises the IC and immediate staff and may include other designated incident management officials and responders from Federal, State, local, and tribal agencies, as well as private-sector and nongovernmental organizations. Typically, the ICP is located at or in the immediate vicinity of the incident site and is the locus for the conduct of direct, on-scene control of tactical operations. Incident planning is also conducted at the ICP; an incident communications center also would normally be established at this location. The ICP may be collocated with the incident base, if the communications requirements can be met. The ICP may perform local EOC-like functions in the context of smaller jurisdictions or less complex incident scenarios.

B. INCIDENT BASE.

An Incident Base is the location at which primary support activities are conducted. A single incident base is established to house all equipment and personnel support operations. The Logistics Section, which orders all resources and supplies, is also located at this base. The Incident Base should be designed to be able to support operations at multiple incident sites.

C. CAMPS.

Camps are separate from the Incident Base and are located in satellite fashion from the Incident Base where they can best support incident operations. Camps provide certain essential auxiliary forms of support, such as food, sleeping areas, and sanitation. Camps may also provide minor maintenance and servicing of equipment. Camps may be relocated to meet changing operational requirements.

D. MOBILIZATION AND STAGING AREAS.

Staging areas are established for temporary location of available resources. Staging Areas will be established by the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief's request, and requests Logistics Section Support, as necessary, for resources located in the Staging Area. Personnel check in with the Resources Unit at the Staging Area, while supplies and equipment are checked in with the Supply Unit. If neither of these functions is activated, resources report to the Staging Area Manager for direction.

NIMS - The Planning Process

A. OVERVIEW.

Sound, timely planning provides the foundation for effective domestic incident management. The NIMS planning process described below represents a template for strategic, operational, and tactical planning that includes all steps an IC and other members of the Command and General Staffs should take to develop and disseminate an Incident Action Plan (IAP). The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written IAP.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

- current information that accurately describes the incident situation and resource status;
- predictions of the probable course of events;
- alternative strategies to attain critical incident objectives; and
- an accurate, realistic, IAP for the next operational period.

Five primary phases must be followed, in sequence, to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time. The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events in a coordinated way for achieving multiple incident objectives.

The primary phases of the planning process are essentially the same for the IC who develops the initial plan, for the IC and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead-time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.”

The five primary phases in the planning process are:

1. Understand the Situation.

The first phase includes gathering, recording, analyzing, and displaying situation and resource information in a manner that will ensure

- a clear picture of the magnitude, complexity, and potential impact of the incident; and
- the ability to determine the resources required to develop and implement an effective IAP.

2. Establish Incident Objectives and Strategy.

The second phase includes formulating and prioritizing incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.

3. Develop the Plan.

The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategy for one operational period. This phase is usually the responsibility of the IC, who bases decisions on resources allocated to enable a sustained response. After determining the availability of resources, the IC develops a plan that makes the best use of these resources.

Prior to the formal planning meetings, each member of the Command Staff and each functional Section Chief is responsible for gathering certain information to support these decisions. During the Planning Meeting, the Section Chiefs develop the plan collectively.

4. Prepare and Disseminate the Plan.

The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

5. Evaluate and Revise the Plan.

The planning process includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

B. RESPONSIBILITIES AND SPECIFIC PLANNING ACTIVITIES.

The following is a checklist of planning responsibilities and specific planning activities:

1. General Responsibilities.

The general responsibilities associated with the Planning Meeting and the development of the IAP is described below. The Planning Section Chief should review these with the General Staff prior to the planning meeting.

a. Planning Section Chief.

Conduct the Planning Meeting and coordinate preparation of the IAP.

b. Incident Commander.

- Provide overall control objectives and strategy.
- Establish procedures for off-incident resource ordering.
- Establish procedures for resource activation, mobilization, and employment.
- Approve completed IAP plan by signature.

c. Finance Section Chief.

- Provide cost implications of control objectives, as required.
- Evaluate facilities being used to determine if any special arrangements are needed.
- Ensure that the IAP is within the financial limits established by the IC.

d. Operations Section Chief.

- Determine division work assignments and resource requirements.

e. Logistics Section Chief.

- Ensure that incident facilities are adequate.
- Ensure that the resource ordering procedure is made known to appropriate agency dispatch center(s).
- Develop a transportation system to support operational needs.
- Ensure that the section can logistically support the IAP.
- Place order(s) for resources.

2. Preplanning Steps: Understanding the Problem and Establishing Objectives and Strategy.

The Planning Section Chief should take the following actions prior to the initial Planning Meeting (if possible, obtaining a completed Incident Briefing Form ICS 201):

- Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect).
- Advise the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary.
- Establish a planning cycle for the IC.
- Determine Planning Meeting attendees in consultation with the IC. For major incidents, attendees should include:
 - ✓ Incident Commander
 - ✓ Command Staff members
 - ✓ General Staff members
 - ✓ Resources Unit Leader Situation Unit Leader
 - ✓ Air Operations Branch Director (if established)
 - ✓ Communications Unit Leader
 - ✓ Technical and/or Specialists (as required)
 - ✓ Agency representatives (as required).
- Establish the location and time for the Planning Meeting.
- Ensure that planning boards and forms are available.
- Notify necessary support staff about the meeting and their assignments.
- Ensure that a current situation and resource briefing will be available for the meeting.
- Obtain an estimate of regional resource availability from agency dispatch for use in planning for the next operational period.
- Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting.

3. Conducting the Planning Meeting.

The Planning Meeting is normally conducted by the Planning Section Chief. The checklist that follows is intended to provide a basic sequence of steps to aid the Planning Section Chief in developing the IAP. The planning checklist is used with the ICS Planning Matrix Board and/or ICS Form 215—Operational Planning Worksheet.8 (The worksheet is laid out in the same manner as the Planning Matrix Board.) Every incident must have an action plan. However, not all incidents require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the IC. The Planning Meeting checklist is as follows:

- give briefing on situation and resource status (Planning Section)
- set control objectives (IC)
- plot control lines and division boundaries (Operations Section)
- specify tactics for each Division or Group (Operations Section)

- specify resources needed by Division or Group (Operations Section, Planning Section)
- specify facilities and reporting locations plot on map (Operations Section, Planning Section, Logistics Section)
- place resource and overhead personnel order (Logistics Section)
- consider communications, medical, and traffic plan requirements (Planning Section, Logistics Section)
- finalize, approve, and implement IAP (IC, Planning Section, Operations Section).

4. Brief on Situation and Resource Status.

The Planning Section Chief and/or Resources and Situation Unit Leaders should provide an up-to-date briefing on the situation. Information for this briefing may come from any or all of the following sources:

- Initial Incident Commander
- Incident Briefing Form (ICS 201)
- field observations
- operations reports

5. Set Control Objectives.

This step is accomplished by the IC. The control objectives are not limited to any single operational period but will consider the total incident situation. The IC will establish the general strategy to be used; will state any major policy, legal, or fiscal constraints on accomplishing the objectives; and will offer appropriate contingency considerations.

6. Plot Control Lines and Division Boundaries on Map.

This step is performed by the Operations Section Chief (for the next operational period) in conjunction with the Planning Section Chief who will determine control line locations, establish division and branch boundaries for geographical divisions, and determine the need for functional group assignments for the next operational period.

7. Specify Tactics for Each Division.

After determining division geographical assignments, the Operations Section Chief will establish the specific work assignments to be used for each division for the next operational period. (Note that it may be necessary or desirable to establish a functional group in addition to geographical divisions.) Tactics (work assignments) must be specific and must be within the boundaries set by the IC's general control objectives (strategies). These work assignments should be recorded on the planning matrix. The IC, Operations Section Chief, and Logistics Section Chief should also at this time consider the need for any alternative strategies or tactics and ensure that these are properly noted on the planning matrix.

8. Specify Resources Needed by Division.

After specifying tactics for each division, the Operations Section Chief, in conjunction with the Planning Section Chief, will determine the resource needs by division to accomplish the work assignments. Resource needs will be recorded on the planning matrix. Resource needs should be considered on basis of the type of resources required.

9. Specify Operations Facilities and Reporting Locations and Plot on Map.

The Operations Section Chief, in conjunction with the Planning and Logistics Section Chiefs, should designate and make available the facilities and reporting locations required to accomplish Operations Section work assignments. The Operations Section Chief should also at this time indicate the reporting time requirements for the resources and any special resource assignments.

10. Place Resource and Personnel Order.

At this time, the Planning Section Chief should assess resource needs assessment using the needs indicated by the Operations Section Chief and resources data available from the Planning Section's Resources Unit. The planning matrix, when properly completed, will show resource requirements and the resources available to meet those requirements. Subtracting the resources available from those required will indicate any additional resource needs. From this assessment, a new resource order can be developed and provided to the IC for approval and then placed through normal dispatch channels by the Logistics Section.

11. Consider Communications, Medical, and Traffic Plan Requirements.

The IAP will normally consist of the Incident Objectives (ICS 202), Organization Chart (ICS 203), Division Assignment List (ICS 204), and a map of the incident area. Larger incidents may require additional supporting attachments, such as a separate Communications Plan (ICS 205), a Medical Plan (ICS 206), and possibly a Traffic Plan. (For examples of ICS forms, see Appendix A, Tab 9.) The Planning Section Chief must determine the need for these attachments and ensure that the appropriate units prepare such attachments. For major incidents, the IAP and attachments will normally include the items listed in **Table A-2**.

Components	Normally Prepared By
Common Components	
Incident Objectives (ICS-202)	Incident Commander
Organization List or Chart (ICS-203)	Resources Unit
Assignment List (ICS-204)	Resources Unit
Communications Plan (ICS-205)	Communications Unit
Logistics Plan	Logistics Unit
Responder Medical Plan (ICS-206)	Medical Unit
Incident Map	Situation Unit
Health and Safety Plan	Safety Officer
Other Potential Components (Scenario Dependent)	
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization Plan	Demobilization Unit
Operational Medical Plan	Technical Specialist
Evacuation Plan	Technical Specialist
Site Security Plan	Law Enforcement Specialist
Investigative Plan	Law Enforcement Specialist
Evidence Recovery Plan	Law Enforcement Specialist
Other	As Required

The IAP and Typical Attachments
Table A-2

Prior to the completion of the plan, the Planning Section Chief should review the division and group tactical work assignments for any changes due to lack of resource availability.

The Resource Unit may then transfer division assignment information including alternatives from the planning matrix board or form (ICS 215) onto the Division Assignment Lists (ICS 204).

12. Finalize, Approve, and Implement the Incident Action Plan.

The Planning Section is responsible for seeing that the IAP is completed, reviewed, and distributed. The following is the sequence of steps for accomplishing this:

- Set the deadline for completing IAP attachments.
- Obtain plan attachments and review them for completeness and approvals.
- Determine the number of IAPs required.
- Arrange with the Documentation Unit to reproduce the IAP.
- Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.
- Provide the IAP briefing plan, as required, and distribute the plan prior to beginning of the new operational period.

Number	Purpose
ICS-201 (page 1)	Incident Briefing
ICS-201 (page 2)	Summary of Current Actions
ICS-201 (page 3)	Current Organization
ICS-201 (page 4)	Resources Summary
ICS-202	Incident Objectives
ICS-203	Organization Assignment List
ICS-204	Assignment List
ICS-205	Incident Radio Communications Plan
ICS-206	Medical Plan
ICS-207	Organizational Chart
ICS-209	Incident Status Summary with Instructions
ICS-210	Status Change Card
ICS-211	Check-In List
ICS-213	General Message
ICS-214	Activity Log
ICS-215	Operational Planning Worksheet

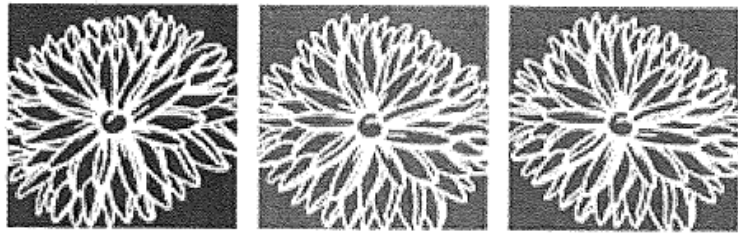
ICS Forms that Can Aid the Planning Process
Table A-3

NOTE: The following pages represents an actual Incident Action Plan that was prepared for Mumfest, 2017. During an actual event/incident you will utilize fillable ICS forms **which are found on the enclosed thumb drive**.

Incident Action Plan
For
MumFest 2017

Operational Period


Date From:	10/13/2017	Date To:	10/15/2017
Time From:	17:00	Time To:	19:00



MumFest

NEW BERN, NORTH CAROLINA

INCIDENT BRIEFING (ICS 201)

1. Incident Name: MumFest 2017	2. Incident Number:	3. Date/Time Initiated: Date: 10/13/2017 Time: 17:00
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. The vendors of the MUMFEST will be securing and leaving their booths in place. The goal of the New Bern Police Department is to provide traffic control, prevent crime, maintain order and provide security services. The main areas of concern are Middle Street, Craven Street, Pollock St, and Broad Street between Hancock and East Front Street and Union Point. Location of the event: Downtown New Bern In the event of a disaster or unusual occurrence the Incident Command post will be at the New Bern Police Department.		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1		Date/Time: Date

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: HHMM																																																
7. Current and Planned Objectives: <ol style="list-style-type: none"> 1. Deter crime in the event area 2. Maintain civil order and cleanliness 3. Provide security, fire protection, and basic medical care for responders and the public 4. Maintain situational awareness especially in relation to suspicious activity 5. Enforce City ordinance and fire codes/regulations 6. Coordinate traffic inside event boundaries 7. Coordinate and staff Lost and Found 8. Control traffic through the use of barricades 9. Keep event area clean 10. Correct any power/water issues in the event area 11. Trash collection in the event area 12. Trash transport to Dunn Building collection site 																																																		
8. Current and Planned Actions, Strategies, and Tactics: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Time:</th> <th style="width: 80%;">Actions:</th> </tr> </thead> <tbody> <tr><td>17:00</td><td>Friday afternoon - setup</td></tr> <tr><td>22:00</td><td>Friday evening/Saturday morning - security</td></tr> <tr><td>09:00</td><td>Saturday - All day event</td></tr> <tr><td>22:00</td><td>Saturday evening/Sunday morning - security</td></tr> <tr><td>09:00</td><td>Sunday - All day event</td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> <tr><td>HHMM</td><td></td></tr> </tbody> </table>			Time:	Actions:	17:00	Friday afternoon - setup	22:00	Friday evening/Saturday morning - security	09:00	Saturday - All day event	22:00	Saturday evening/Sunday morning - security	09:00	Sunday - All day event	HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM		HHMM	
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6. Prepared by: <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 30%;">Name: _____</div> <div style="width: 30%;">Position/Title: _____</div> <div style="width: 35%;">Signature: _____</div> </div>																																																		

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name: Mumfest 2017	2. Operational Period: Date From: 10/13/17 Date To: 10/15/17 Time From: 17:00 Time To: 19:00															
3. Objective(s): 1. Deter crime in the event area 2. Maintain civil order and cleanliness 3. Provide security, fire protection, and basic medical care for responders and the public 4. Maintain situational awareness especially in relation to suspicious activity 5. Enforce City ordinance and fire codes/regulations 6. Coordinate traffic inside event boundaries 7. Coordinate and staff Lost and Found 8. Control traffic through the use of barricades 9. Keep event area clean 10. Correct any power/water issues in the event area 11. Trash collection in the event area 12. Trash transport to Dunn Building collection site																
4. Operational Period Command Emphasis: <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> General Situational Awareness All personnel should stay hydrated and take precautions to prevent skin damage from the sun. In the event of an emergency, all personnel should don appropriate PPE for the incident at hand. Safety concerns should be communicated to the Safety Officer and/or Command. </div>																
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:																
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input checked="" type="checkbox"/> ICS 203</td> <td style="width: 33%;"><input type="checkbox"/> ICS 207</td> <td style="width: 34%; vertical-align: top;"> Other Attachments: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ </td> </tr> <tr> <td><input checked="" type="checkbox"/> ICS 204</td> <td><input type="checkbox"/> ICS 208</td> <td></td> </tr> <tr> <td><input type="checkbox"/> ICS 205</td> <td><input type="checkbox"/> Map/Chart</td> <td></td> </tr> <tr> <td><input type="checkbox"/> ICS 205A</td> <td><input type="checkbox"/> Weather Forecast/Tides/Currents</td> <td></td> </tr> <tr> <td><input type="checkbox"/> ICS 206</td> <td></td> <td></td> </tr> </table>		<input checked="" type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	Other Attachments: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<input checked="" type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208		<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart		<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents		<input type="checkbox"/> ICS 206		
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<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents															
<input type="checkbox"/> ICS 206																
7. Prepared by: Name: <u>Suzanne Bennett</u> Position/Title: <u>EOC Planning Chief</u> Signature: _____																
8. Approved by Incident Commander: Name: _____ Signature: _____																
ICS 202	IAP Page _____	Date/Time: _____														

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name: MUMFEST		2. Date/Time Prepared: Date: 10/5/2017 Time: 4:00pm		3. Operational Period: Date From: 11/4/2017 Date To: 11/6/2017 Time From: 4:00pm Time To: 7:00pm	
4. Basic Radio Channel Use:					
Zone Grp.	Ch #	Function	Channel Name	Assignment	Remarks
	1	Police	PSEVENT1		
	2	Fire/EMS	PSEVENT2		
	3	Public Works	EVENT1		
5. Special Instructions: A call for service will be created for MUMFEST, CADed as a "Special Operation", with the location being City Hall, 300 POLLOCK ST. All information relevant to MUMFEST will be transcribed in this call for service. All associated incident numbers, unless otherwise requested/necessary, will also be added to this call for service for police, fire, and EMS.					
6. Prepared by Name: Lt. David Daniels				Signature:	
ICS 205		IAP Page		Date/Time: Date	

MEDICAL PLAN (ICS 206)

1. Incident Name: <div style="text-align: center;">Mumfest 2017 - Saturday</div>		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00					
3. Medical Aid Stations:							
Name	Location	Contact Number(s)	Paramedics on Site?				
First Aid Station	420 Broad Street		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
Mobile Units (3)	Roaming		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)	Level of Service				
Carolina East-EMS	2000 Neuse Blvd	252-633-8104 or 911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
Craven Co. Medic 17	717 US 17 Hwy N. New Bern	911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
Craven Co. Medic 20	2103 Old Cherry Point Rd. New Bern	911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Carolina East	2000 Neuse Blvd New Bern, NC	252-633-8111		10 minutes	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vidant	2100 Stantonsburg Rd Greenville, NC	252-752-1919	15 minutes	45 minutes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
UNC-CH Health	101 Manning Dr Chapel Hill, NC	919-966-4131	47 minutes	110 minutes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures: Maintain safety of all responders as well as patients at all times. If a medical emergency exists, follow normal medical protocols utilizing on-scene medical personnel. If no medical staff are available, personnel should dial 911. <input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader):			Name: <u>Dennis Tyndall</u>		Signature: _____		
8. Approved by (Safety Officer):			Name: _____		Signature: _____		
ICS 206		IAP Page	Date/Time: _____		8/20/2017		

MEDICAL PLAN (ICS 206)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00					
3. Medical Aid Stations:							
Name	Location	Contact Number(s)	Paramedics on Site?				
First Aid Station	420 Broad Street		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
Mobile Units (3)	Roaming		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
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			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)	Level of Service				
Carolina East-EMS	2000 Neuse Blvd	252-633-8104 or 911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
Craven Co. Medic 17	717 US 17 Hwy N. New Bern	911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
Craven Co. Medic 20	2103 Old Cherry Point Rd. New Bern	911	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Lenoir Memorial	100 Airport Rd Kinston, NC	252-522-7000	13 minutes	45 minutes	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures:							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader):		Name: <u>Dennis Tyndall</u>		Signature: _____			
8. Approved by (Safety Officer):		Name: _____		Signature: _____			
ICS 206		IAP Page		Date/Time: _____		8/20/2017	

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name: Mumfest 2017 - Saturday	2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:			
Hazards and Risks: <p>Large number of people, crowd control: Be aware of crowd movements and watchful for disruptions that may increase the hazard potential. Do not attempt to control unruly citizens unless you are properly trained and authorized to do so. Ensure proper training on evacuation.</p> <p>Possible weather hazards (evening thunder storms, heat related illness): Stay in touch with command for weather updates and monitor yourself and your employees for proper hydration. Listen for updates on heat advisories and take action accordingly.</p> <p>Trip Hazards: Watch for drop cords, temporary wiring, litter, damaged curbs, potholes. Hazards that could impact the public should be reported immediately or barricaded. Watch for bottles, cans, wet areas, spilled food.</p> <p>Electrical hazards from drop cords: Damaged cords, cords as trip hazards, wet conditions, ensure grounding or GFCI protected. Do not attempt to correct electrical hazards unless you are properly trained.</p> <p>LP gas cylinders and cooking equipment Be alert for leaks and improper storage.</p> <p>Fire: Watch trash accumulation, LP cooking equipment, discarded smoking material, arson,</p> <p>Animals: Pets may get away from owners could be dangerous, other non-domesticated animals are attracted to the food smells or trash. Watch for nocturnal animals during the day (they may be rabid).</p> <p>Bloodborne pathogens: Treat all blood and body fluids as if it potentially infected. Do not pick up syringes without proper training and sharps disposal containers.</p> <p>Transportation: Ensure that drivers of City buses have the appropriate CDL endorsements and are qualified on the type of vehicle they are operating. Ensure that they do not exceed the driving time allowance.</p> <p>Narrative: In the event of an emergency, all personnel should don appropriate Personal Protective Equipment (PPE) for the incident at hand. If you are unsure of what he appropriated PPE may be contact the Safety Officer.</p>			
4. Site Safety Plan Required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Approved Site Safety Plan(s) Located At:			
5. Prepared By: Name: <u>Mike Beckman</u> Position/Title: <u>Safety Officer</u> Signature: _____			
ICS 208	IAP Page	Date/Time:	8/30/2017

ORGANIZATION ASSIGNMENT LIST(ICS 203)

[illegible]

ASSIGNMENT LIST (204)

1. Incident Name: MumFest 2017 - Setup		2. Operational Period: Date From: 10/13/17 Date To: 10/13/17 Time From: 17:00 Time To: 22:00		3. Branch: PD Division: Group: Setup Staging Area: City Hall																																																						
4. Operations Personnel: <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;">Name</th> <th style="width: 20%; text-align: center;">Contact Number(s)</th> </tr> </thead> <tbody> <tr> <td>Operations Section Chief:</td> <td></td> <td></td> </tr> <tr> <td>Branch Director:</td> <td style="text-align: center;">Sgt Maria Bowen</td> <td style="text-align: center;">New Bern PD</td> </tr> <tr> <td>Division/Group Supervisor:</td> <td style="text-align: center;">Sgt Maria Bowen</td> <td></td> </tr> </tbody> </table>					Name	Contact Number(s)	Operations Section Chief:			Branch Director:	Sgt Maria Bowen	New Bern PD	Division/Group Supervisor:	Sgt Maria Bowen																																												
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Division/Group Supervisor:	Sgt Maria Bowen																																																									
5. Resources Assigned: <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Resource Identifier</th> <th style="width: 25%;">Leader</th> <th style="width: 10%; text-align: center;"># of Persons</th> <th style="width: 30%;">Contact e.g., (phone, pager, radio, frequency, etc.)</th> <th style="width: 10%;">Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</th> </tr> </thead> <tbody> <tr> <td>Setup</td> <td>Sgt Maria Bowen</td> <td style="text-align: center;">7</td> <td>Radio PS Event #1</td> <td>City Hall</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Setup	Sgt Maria Bowen	7	Radio PS Event #1	City Hall																																														6. Work Assignments: <p>The assigned officers will be responsible for traffic control, deterring crime, maintaining order and providing security services for all individuals attending the event.</p> <p>The department will have static displays during the event. The agency will utilize half of the 300 block of Craven Street for the displays. Sgt Jason Williams will ensure tables (7), chairs (8) and tents (4) have been procured from Parks and Recreation. The static displays will consist of a patrol car, motorcycles, traffic trailer, radar trailer and a traffic vehicle.</p>	
Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information																																																						
Setup	Sgt Maria Bowen	7	Radio PS Event #1	City Hall																																																						
7. Special Instructions: <ul style="list-style-type: none"> Officers will relay pertinent information using the Incident Command System protocol at all times. Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action. 																																																										
8. Communications (radio and/or phone contact numbers needed for this assignment): <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name/Function</th> <th style="width: 25%;">Assignment</th> <th style="width: 50%;">Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</th> </tr> </thead> <tbody> <tr> <td>Command/TexFire 1</td> <td>/ Command</td> <td>Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251</td> </tr> <tr> <td>Support/Telephone</td> <td>/ Logistics</td> <td>806-555-0000</td> </tr> <tr> <td>#N/A</td> <td>/ Setup</td> <td>#N/A</td> </tr> <tr> <td> </td> <td>/</td> <td> </td> </tr> </tbody> </table>					Name/Function	Assignment	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Command/TexFire 1	/ Command	Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251	Support/Telephone	/ Logistics	806-555-0000	#N/A	/ Setup	#N/A		/																																								
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	/																																																									
9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____																																																										
ICS 204		IAP Page _____ Date/Time: _____																																																								

Incident Name	MumFest 2017 - Setup			
Date From	10/13/17	Time From	17:00	
Date To	10/13/17	Time To	22:00	

Incident Command
FD Chief Bobby Boyd

Deputy IC

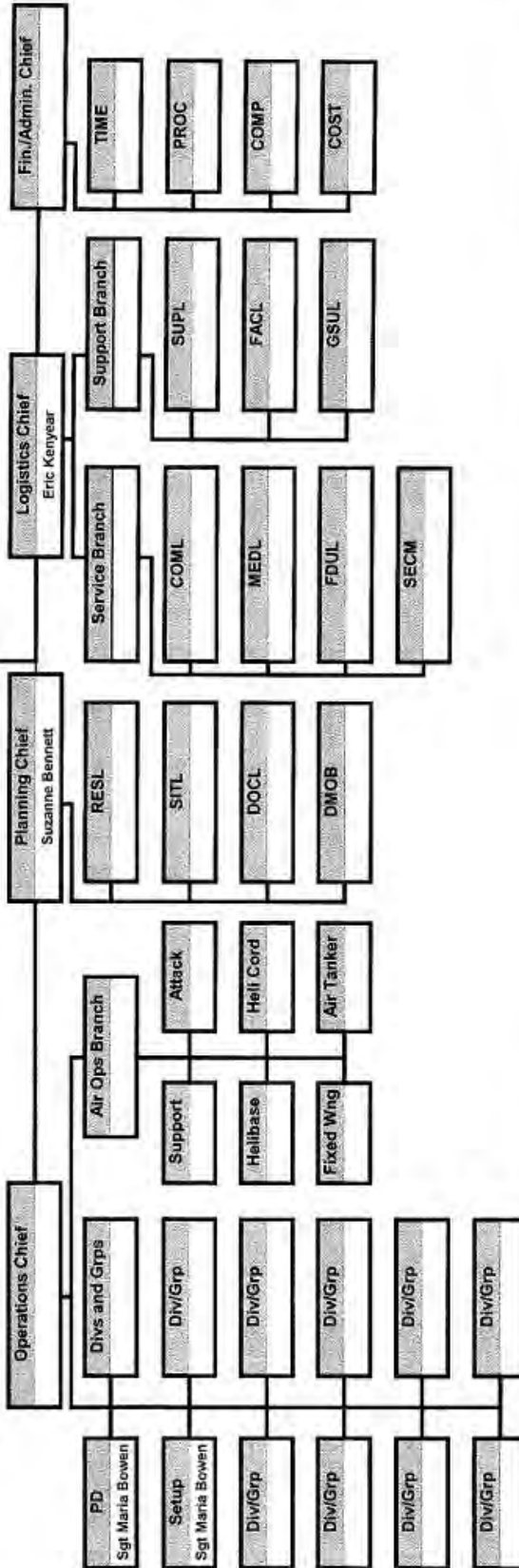
Safety
Michael Beckman

Public Information
Colleen Roberts

Liaison

Human Resources

***Reporting lines are not correct if Branches are used.



Agency Representatives	
Agency	Name

Technical Specialists	
Name and Specialty	

ORGANIZATION ASSIGNMENT LIST(ICS 203)

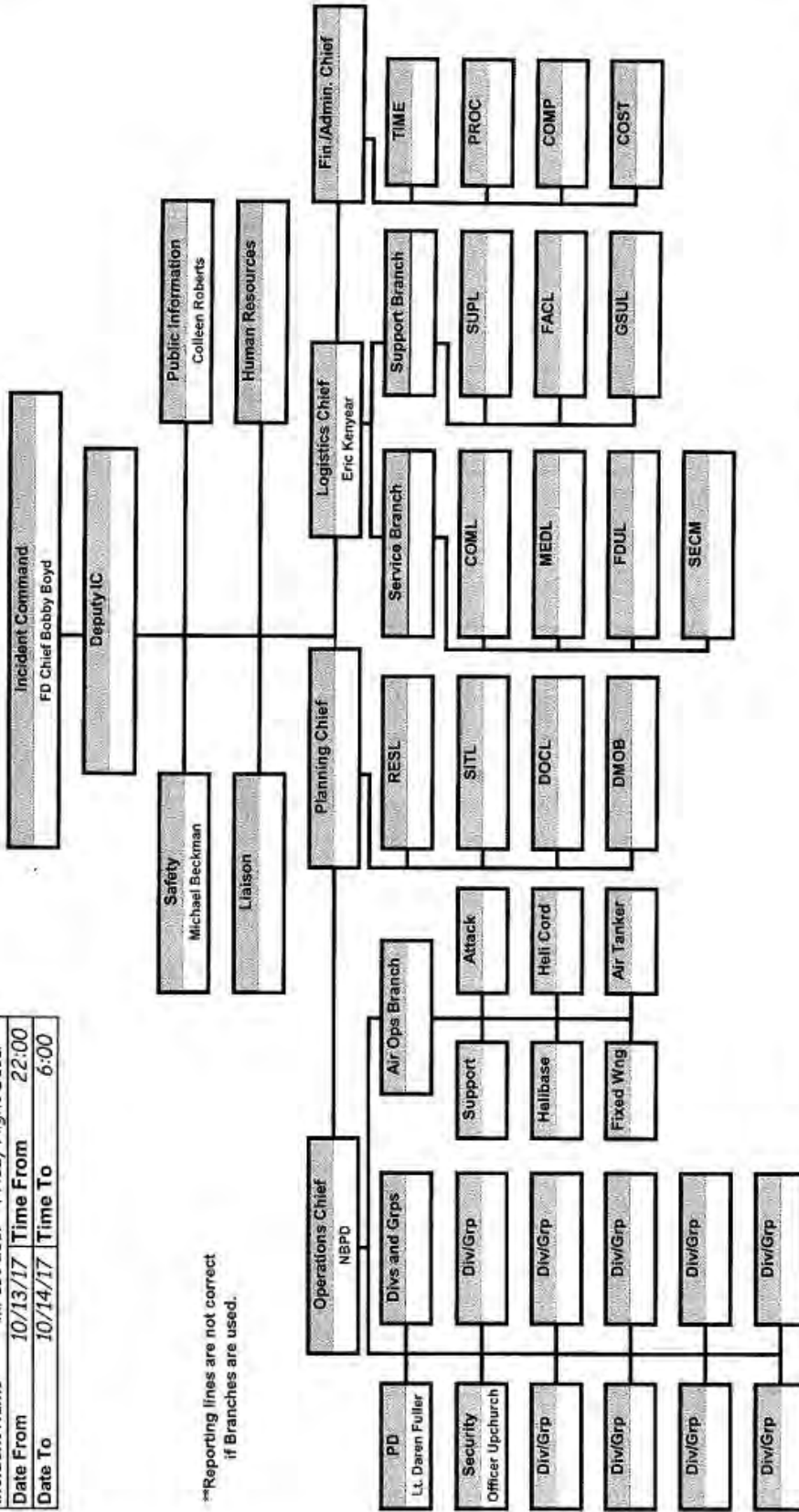
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ASSIGNMENT LIST (204)

[illegible]

Incident Name	imFest 2017 - Friday Night Secur		
Date From	10/13/17	Time From	22:00
Date To	10/14/17	Time To	6:00

***Reporting lines are not correct if Branches are used.



Agency Representatives	
Agency	Name

Technical Specialists	
Name and Specialty	

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name: Public Works - Mumfest 2017		2. Operational Period: Date From: 10/13/2017 Date To: 10/15/2017 Time From: 16:30pm Time To: 21:00pm	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs	Bobby Boyd	Chief	Matt Montanye
		Deputy	Andrew Schneider
Deputy		Staging Area	City Hall
Safety Officer	Michael Beckman	Branch	
Public Info. Officer	Colleen Roberts	Branch Director	Toby Hare Union Point Park
Liaison Officer		Deputy	John Saxton Union Point Park
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
PW/Streets	Matt Montanye	Division/Group	
PW/Streets	Andrew Schneider	Division/Group	
		Division/Group	
		Branch	
		Branch Director	Daryl Nelson Craven and Broad
		Deputy	Greg Gearon Craven and Broad
5. Planning Section:		Division/Group	
Chief	<i>Suzanne Bennett</i>	Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	Brett Marthey E. Front and Broad
Technical Specialists		Deputy	Malachi E. Front and Broad
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief	<i>Eric Kenyear</i>	Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: Andrew Schneider Position/Title: Operations Deputy Signature: Andrew Schneider <small>Signature must be in ink</small>			
ICS 203	IAP Page	Date/Time: 9/26/2017	

ASSIGNMENT LIST (ICS 204)

1. Incident Name: Mumfest 2017		2. Operational Period: Date From: 10/13 Date To: 16:30 pm Time From: 10/15 Time To: 21:00 pm		3. Branch: Public Works Division: Group: Staging Area: City Hall																																											
4. Operations Personnel: <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 60%; text-align: left;">Name</th> <th style="width: 40%; text-align: left;">Contact Number(s)</th> </tr> <tr> <td>Operations Section Chief: <u>Matt Montanye</u></td> <td>Radio</td> </tr> <tr> <td>Branch Director: <u>Andrew Schneider</u></td> <td>Radio</td> </tr> <tr> <td>Division/Group Supervisor: <u>Daryl Nelson, Toby Hare, Brett Marthey</u></td> <td>Radio</td> </tr> </table>						Name	Contact Number(s)	Operations Section Chief: <u>Matt Montanye</u>	Radio	Branch Director: <u>Andrew Schneider</u>	Radio	Division/Group Supervisor: <u>Daryl Nelson, Toby Hare, Brett Marthey</u>	Radio																																		
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5. Resources Assigned: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Resource Identifier</th> <th style="width: 25%;">Leader</th> <th style="width: 10%;"># of Persons</th> <th style="width: 40%;">Contact (e.g., phone, pager, radio frequency, etc.)</th> </tr> </thead> <tbody> <tr> <td>Union Point Park</td> <td>Toby Hare</td> <td style="text-align: center;">4</td> <td>Radio</td> </tr> <tr> <td>E. Front and Broad</td> <td>Brett Marthey</td> <td style="text-align: center;">5</td> <td>Radio</td> </tr> <tr> <td>Craven and Broad</td> <td>Daryl Nelson</td> <td style="text-align: center;">4</td> <td>Radio</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Union Point Park	Toby Hare	4	Radio	E. Front and Broad	Brett Marthey	5	Radio	Craven and Broad	Daryl Nelson	4	Radio																													Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
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E. Front and Broad	Brett Marthey	5	Radio																																												
Craven and Broad	Daryl Nelson	4	Radio																																												
6. Work Assignments: Man barricades, direct vendors of their locations, monitor traffic, pick up trash, clean up, and assist when needed.																																															
7. Special Instructions:																																															
8. Communications (radio and/or phone contact numbers needed for this assignment): <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 40%;">Name/Function</th> <th style="width: 60%;">Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</th> </tr> <tr> <td><u>Brett Marthey</u> / Field Leader</td> <td><u>Radio/streets</u></td> </tr> <tr> <td><u>Toby Hare</u> / Field Leader</td> <td><u>Radio/streets</u></td> </tr> <tr> <td><u>Daryl Nelson</u> / Field Leader</td> <td><u>Radio/streets</u></td> </tr> <tr> <td> </td> <td> </td> </tr> </table>						Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	<u>Brett Marthey</u> / Field Leader	<u>Radio/streets</u>	<u>Toby Hare</u> / Field Leader	<u>Radio/streets</u>	<u>Daryl Nelson</u> / Field Leader	<u>Radio/streets</u>																																		
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<u>Daryl Nelson</u> / Field Leader	<u>Radio/streets</u>																																														
9. Prepared by: Name: <u>Matt Montanye</u> Position/Title: <u>Dir. of Public Works</u> Signature: _____																																															
ICS 204		IAP Page _____		Date/Time: _____																																											

ORGANIZATION ASSIGNMENT LIST(ICS 203)

1. Incident Name: <i>Mumfest 2017 - Saturday</i>		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UC's	Lt. Jason Williams	Chief	NBPD
		Deputy	
Deputy		Staging Area	
Safety Officer	Michael Beckman	Branch Fire	
Public Info. Officer	Colleen Roberts	Branch Director	New Bern Fire Department Scott Gladson, Capt
Liaison Officer		Deputy	Jeremy Barbee, FS
4. Agency/Organization Representatives:		Division/Group	Med1 Tony Roberg, Capt
Agency/Organization	Name	Division/Group	Med2 Chris Walls, Capt
Fire Department	Dennis Tyndall	Division/Group	Med 3 Craig Woolls, Eng
Greenleaf CPD	Susan Lytton	Division/Group	First Aid Doug Soltow, Eng
		Division/Group	Static Display Bob Bordeaux, Eng
		Branch Electric	
		Branch Director	Utility Control
		Deputy	
5. Planning Section:		Division/Group	Chris Kellum (Standby)
Chief	Suzanne Bennett	Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit	NB Communications	Branch PD	
Demobilization Unit		Branch Director	New Bern PD Sgt. Ben Lewis
Technical Specialists:		Deputy	
		Division/Group	Morning Security C. Hughes
		Division/Group	Security Sgt. Sneed
		Division/Group	Festival Response Team Sgt. Morrison-Brown
		Division/Group	Motorcycle Demo T. Johnson
		Division/Group	K-9 Demo K. Lee
6. Logistics Section:		Air Operations Branch	
Chief	Eric Kenyear	Air Ops Branch Dir.	
Deputy			
Support Branch			
Director			
Supply Unit			
Facilities Unit		8. Finance Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit	Eric Kenyear	Cost Unit	
9. Prepared By: Name: <u>Suzanne Bennett</u>		Position/Title <u>Planning Section</u> Signature: _____	
ICS 203	IAP Page	Date/Time: _____	

ORGANIZATION ASSIGNMENT LIST(ICS 203)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UC's		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	PD (Cont)
Public Info. Officer		Branch Director	New Bern PD Sgt Ben Lewis
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	Meals Eric Kenyear
Agency/Organization	Name	Division/Group	Lost & Found Sgt Ben Lewis
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Division/Group	
Demobilization Unit		Branch	
Technical Specialists:		Branch Director	
		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Air Operations Branch	
Chief		Air Ops Branch Dir.	
Deputy			
Support Branch			
Director			
Supply Unit			
Facilities Unit			
Ground Support Unit		8. Finance Administration Section:	
Service Branch		Chief	
Director		Deputy	
Communications Unit		Time Unit	
Medical Unit		Procurement Unit	
Food Unit		Comp/Claims Unit	
		Cost Unit	
9. Prepared By: Name: _____		Position/Title: _____ Signature: _____	
ICS 203	IAP Page	Date/Time: _____	

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3, Branch: Fire Division: Med1 Group: Staging Area:
4. Operations Personnel: Operations Section Chief: NBPD Branch Director: Scott Gladson, Capt Division/Group Supervisor: Tony Roberg, Capt		Name NBPD Scott Gladson, Capt Tony Roberg, Capt	Contact Number(s) New Bern Fire Department	
5. Resources Assigned:		# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			
Med1	Tony Roberg, Capt	2	Radio, PS Event #2	
Med2	Chris Walls, Capt	2	Radio, PS Event #2	
Med3	Craig Woolls, Eng	2	Radio, PS Event #2	
First Aid	Doug Soltow, Eng	2	Radio, PS Event #2	
Static Display	Bob Bordeaux, Eng	3	Radio, PS Event #2	
6. Work Assignments: Roam event area and provide first aid as needed. Transport patients to evacuation points. Assist the public as needed.				
7. Special Instructions: Report all incidents to command				
8. Communications (radio and/or phone contact numbers needed for this assignment): Name/Function Assignment Primary Contact: indicate cell, pager, or radio (frequency/system/channel)				
Command/TexFire 1	/ Command	Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251		
Support/Telephone	/ Logistics	806-555-0000		
#N/A	/ Med1	#N/A		
	/			
9. Prepared by: Name: <u>Dennis Tyndall</u> Position/Title: <u>FD Planning</u> Signature: _____				
ICS 204 IAP Page _____		Date/Time: _____	8/20/2017	

ASSIGNMENT LIST (204)

1. Incident Name: <i>Mumfest 2017 - Saturday</i>		2. Operational Period: Date From: <i>10/14/17</i> Date To: <i>10/14/17</i> Time From: <i>9:00</i> Time To: <i>19:00</i>		3. Branch: <i>Electric</i> Division: <i>Page2</i> Group: Staging Area:																																										
4. Operations Personnel: Operations Section Chief: <i>NBPD</i> Branch Director: <i>Utility Control</i> Division/Group Supervisor: <i>#N/A</i>		Name Contact Number(s)		Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information																																										
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<i>Service Crew</i>	<i>Elwood Godley</i>	<i>2</i>	<i>252-670-3227</i>																																											
6. Work Assignments: <i>Temporary connections and standby coverage for the weekend</i>																																														
7. Special Instructions: <i>Contact Utility Control at 252-639-2837 to dispatch crews</i>																																														
8. Communications (radio and/or phone contact numbers needed for this assignment): <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name/Function</th> <th style="width: 25%;">Assignment</th> <th style="width: 50%;">Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</th> </tr> </thead> <tbody> <tr> <td><i>Command/TexFire 1</i></td> <td><i>/ Command</i></td> <td><i>Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251</i></td> </tr> <tr> <td><i>Support/Telephone</i></td> <td><i>/ Logistics</i></td> <td><i>806-555-0000</i></td> </tr> <tr> <td><i>Yes/Nope</i></td> <td><i>/ Page2</i></td> <td><i>Ch: RX:10 TX:20 Tone: Mode: Phone</i></td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>						Name/Function	Assignment	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	<i>Command/TexFire 1</i>	<i>/ Command</i>	<i>Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251</i>	<i>Support/Telephone</i>	<i>/ Logistics</i>	<i>806-555-0000</i>	<i>Yes/Nope</i>	<i>/ Page2</i>	<i>Ch: RX:10 TX:20 Tone: Mode: Phone</i>																													
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9. Prepared by: Name: <i>Carl Toler</i> Position/Title: <i>Electric Eng Manager</i> Signature: _____ ICS 204 IAP Page _____ Date/Time: _____ <i>8/31/2017</i>																																														

ASSIGNMENT LIST (204)

[illegible]

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3. Branch: PD Division: Security Group: Staging Area: Broad St.																																																						
4. Operations Personnel: Operations Section Chief: NBPD Branch Director: Sgt. Ben Lewis Division/Group Supervisor: Sgt. Sneedeen		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Name</th> <th style="width: 60%;">Contact Number(s)</th> </tr> </thead> <tbody> <tr> <td>Sgt. Ben Lewis</td> <td>New Bern PD</td> </tr> <tr> <td>Sgt. Sneedeen</td> <td></td> </tr> </tbody> </table>		Name	Contact Number(s)	Sgt. Ben Lewis	New Bern PD	Sgt. Sneedeen																																																		
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6. Work Assignments: Uniform: Uniform Polo (Royal Blue) Officers Responsibilities: The assigned officers will be responsible for maintaining a police presence, to deter crime, prevent theft and investigate any suspicious activity. The vendors will be securing and leaving their booths in place. The main areas of concern are Middle Street, Craven Street, Pollock St, and Broad Street between Hancock and East Front Street and Union Point. Once the festival begins the assigned officers will float the festival and will continue to be responsible for maintaining a police presence, to deter crime, prevent theft and investigate any suspicious activity. Mutual Aid officers provided to each division leader.																																																										
7. Special Instructions: <ul style="list-style-type: none"> The New Bern Police Department will park on the east side of the Craven County Tax office located at 226 Pollock St. New Bern, unless assigned a particular parking location for purposes of transporting arrestees. The prisoner transport van will be staged in the parking lot of the tax office. The key will be maintained by the supervisor. Officers will relay pertinent information using the Incident Command System protocol at all times. The Supervisor will be responsible for logging each Divisions status to include; approximate number of people and any current issues over the radio to Incident Command each hour and on ICS 214. The MUMFEST Beer Garden will be located at Craven and S. Front St. Only persons wearing a wristband will be sold alcoholic beverages (white wristband - see attachment A). Lt. Doug Ipock is working extra duty at the Beer Tent 																																																										
8. Communications (radio and/or phone contact numbers needed for this assignment): <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name/Function</th> <th style="width: 25%;">Assignment</th> <th style="width: 50%;">Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</th> </tr> </thead> <tbody> <tr> <td>Command/TexFire 1</td> <td>/ Command</td> <td>Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251</td> </tr> <tr> <td>Support/Telephone</td> <td>/ Logistics</td> <td>806-555-0000</td> </tr> <tr> <td>#N/A</td> <td>/ Security</td> <td>#N/A</td> </tr> </tbody> </table>					Name/Function	Assignment	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Command/TexFire 1	/ Command	Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251	Support/Telephone	/ Logistics	806-555-0000	#N/A	/ Security	#N/A																																										
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9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____ ICS 204 IAP Page _____ Date/Time: _____ 8/31/2017																																																										

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3. Branch: PD Division: Festival Response Team Group: Staging Area: City Hall																																																														
4. Operations Personnel: Operations Section Chief: NBPD Branch Director: Sgt. Ben Lewis Division/Group Supervisor: Sgt. Morrison-Brown		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Name</th> <th style="width: 70%;">Contact Number(s)</th> </tr> </thead> <tbody> <tr> <td>Sgt. Ben Lewis</td> <td>New Bern PD</td> </tr> <tr> <td>Sgt. Morrison-Brown</td> <td></td> </tr> </tbody> </table>		Name	Contact Number(s)	Sgt. Ben Lewis	New Bern PD	Sgt. Morrison-Brown		5. Resources Assigned: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Resource Identifier</th> <th style="width: 25%;">Leader</th> <th style="width: 10%;"># of Persons</th> <th style="width: 30%;">Contact e.g., (phone, pager, radio, frequency, etc.)</th> <th style="width: 10%;">Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</th> </tr> </thead> <tbody> <tr> <td>Float/Bike</td> <td>Officer Rowe</td> <td>2</td> <td>Radio PS Event # 1</td> <td>City Hall, Bicycles</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Float/Bike	Officer Rowe	2	Radio PS Event # 1	City Hall, Bicycles																																													
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Float/Bike	Officer Rowe	2	Radio PS Event # 1	City Hall, Bicycles																																																														
6. Work Assignments: <i>Uniform: Class C – Bicycle Uniform</i> <i>Officers Responsibilities: The New Bern Police Department will utilize the Festival Response Team (FRT) concept to handle demonstrations, protests, crowd management, dangerous hazardous situations, and threats during the festival. The team must be ready and capable of countering any attempts to disrupt the MUMFEST, or attempting to destroy property. The assigned officers will be responsible for maintaining a police presence, to deter crime, prevent theft and investigate any suspicious activity. The main areas of concern are Middle Street, Craven Street, Pollock St, and Broad Street between Hancock and East Front Street and Union Point.</i>																																																																		
7. Special Instructions: <ul style="list-style-type: none"> • The New Bern Police Department will park on the east side of the Craven County Tax office located at 226 Pollock St. New Bern, unless assigned a particular parking location for purposes of transporting arrestees. The prisoner transport van will be staged in the parking lot of the tax office. The key will be maintained by the supervisor. • Officers will relay pertinent information using the Incident Command System protocol at all times. • The Supervisor will be responsible for logging each Divisions status to include; approximate number of people and any current issues over the radio to Incident Command each hour and on ICS 214. • The MUMFEST Beer Garden will be located at Craven and S. Front St. Only persons wearing a wristband will be sold alcoholic beverages • Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action. 																																																																		
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9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____ ICS 204 IAP Page _____ Date/Time: _____ 8/31/2017																																																																		

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3, Branch: PD Division: Motorcycle Demo Group: Staging Area: City Hall
4. Operations Personnel:		Name	Contact Number(s)	
Operations Section Chief:		NBPD		
Branch Director:		Sgt. Ben Lewis	New Bern PD	
Division/Group Supervisor:		T. Johnson		
5. Resources Assigned:				
Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Motor Group	Officer S. Williams	3	Radio PS Event # 1	City Hall
6. Work Assignments:				
Uniform: Class C – Motorcycle Uniform				
The New Bern Police Department Traffic Unit will perform Motorcycle Safety Demonstrations throughout the day.				
MPO II T. Johnson will ensure all cones are removed/secured at the conclusion of the last demonstration.				
7. Special Instructions:				
• Officers will relay pertinent information using the Incident Command System protocol at all times.				
• Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action.				
8. Communications (radio and/or phone contact numbers needed for this assignment):				
Name/Function	Assignment	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)		
Command/TexFire 1 /	Command	Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251		
Support/Telephone /	Logistics	806-555-0000		
#N/A /	Motorcycle Demo	#N/A		
/				
9. Prepared by: Name: David Daniels Position/Title: Lieutenant Signature: _____				
ICS 204 IAP Page _____		Date/Time: _____ 8/31/2017		

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3. Branch: PD Division: K-9 Demo Group: Staging Area: City Hall																																																								
4. Operations Personnel: Operations Section Chief: NBPD Branch Director: Sgt. Ben Lewis New Bern PD Division/Group Supervisor: K. Lee		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Name</th> <th style="width: 30%;">Contact Number(s)</th> </tr> </thead> <tbody> <tr> <td>NBPD</td> <td></td> </tr> <tr> <td>Sgt. Ben Lewis</td> <td>New Bern PD</td> </tr> <tr> <td>K. Lee</td> <td></td> </tr> </tbody> </table>		Name	Contact Number(s)	NBPD		Sgt. Ben Lewis	New Bern PD	K. Lee		Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information																																																
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Mutual Aid K-9		4																																																										
6. Work Assignments: Uniform: <i>Class C – Tactical Uniform</i> <i>The New Bern Police Department K-9 Unit will perform K-9 Demonstrations throughout the day.</i> <i>MPO II K. Lee will ensure all equipment is removed/secured at the conclusion of the last demonstration.</i> <i>The K-9 demonstrations are being conducted along with mutual aid K-9 teams from Morehead City PD, Surf City PD, Pamlico County SO and Greenville PD.</i>																																																												
7. Special Instructions: <ul style="list-style-type: none"> The New Bern Police Department will park on the east side of the Craven County Tax office located at 226 Pollock St. New Bern, unless assigned a particular parking location for purposes of transporting arrestees. The prisoner transport van will be staged in the parking lot of the tax office. The key will be maintained by the supervisor. Officers will relay pertinent information using the Incident Command System protocol at all times. The Supervisor will be responsible for logging each Divisions status to include; approximate number of people and any current issues over the radio to Incident Command each hour and on ICS 214. The MUMFEST Beer Garden will be located at Craven and S. Front St. Only persons wearing a wristband will be sold alcoholic beverages Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action. 																																																												
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9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____																																																												
ICS 204		IAP Page _____		Date/Time: _____ 8/31/2017																																																								

City of New Bern EOP Annex "J" Page 142

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3, Branch: PD Division: Lost & Found Group: Staging Area: City Hall	
4. Operations Personnel:		Name	Contact Number(s)		
Operations Section Chief:		NBPD			
Branch Director:		Sgt. Ben Lewis		New Bern PD	
Division/Group Supervisor:		Sgt Ben Lewis			
5. Resources Assigned:					
Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
0900-1330	Barbara Walston	1		City Hall	
1330-1800	Rich Lorenz	1		City Hall	
6. Work Assignments:					
At the conclusion of the Festival on Saturday, Officer Melton will collect the remaining items and enter them into evidence under one incident number. When an item is turned into the Lost & Found the volunteer will obtain: • The name and contact information of the person turning the item in. • The location the item was found. • The date and time the item was turned in.					
When an item is returned to a person the volunteer will obtain: • The name and contact information of the person retrieving the item. • The date and time the item was returned.					
7. Special Instructions:					
• Officers will relay pertinent information using the Incident Command System protocol at all times.					
• Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action.					
8. Communications (radio and/or phone contact numbers needed for this assignment):					
Name/Function	Assignment	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)			
Command/TexFire 1 /	Command	Ch:234 RX:154.4450 W TX:156.4450 w Tone:88.5 Mode:A 806-632-4251			
Support/Telephone /	Logistics	806-555-0000			
#N/A /	Lost & Found	#N/A			
/					
9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____					
ICS 204 IAP Page _____		Date/Time: _____		8/31/2017	

Incident Name	Mumfest 2017 - Saturday
Date From	10/14/17
Date To	10/14/17
Time From	9:00
Time To	19:00

Incident Command
Lt. Jason Williams

Deputy IC

Safety
Michael Beckman

Liaison

Public Information
Colleen Roberts

Human Resources

Planning Chief
Suzanne Bennett

Service Branch

COML

MEDL

FDUL
Eric Kenyear

SECM

Logistics Chief
Eric Kenyear

Support Branch

SUPL

FACL

GSUL

Fin./Admin. Chief

TIME

PROC

COMP

COST

**Reporting lines are not correct
if Branches are used.

Operations Chief
NBPD

Electric
Utility Control

Div/Grp

Div/Grp

Div/Grp

Div/Grp

Div/Grp

Div/Grp

Div/Grp

Div/Grp

Fire
Scott Gladson, Capt

Med1
Tony Roberg, Capt

Med2
Chris Walls, Capt

Med3
Craig Woodis, Eng

First Aid
Doug Soltow, Eng

Static Display
Bob Bordeaux, Eng

PD
Sgt. Ben Lewis

Firearm Sec
C. Hughes

Security
Sgt. Sneedon

all Response
Morrison-Brd

Motorcycle Dem
T. Johnson

K-9 Demo
K. Lee

Div/Grp

Agency Representatives	
Agency	Name
Fire Department	Dennis Tyndall
Greenleaf CPD	Susan Lytton

Technical Specialists	
Name and Specialty	

ORGANIZATION ASSIGNMENT LIST(ICS 203)

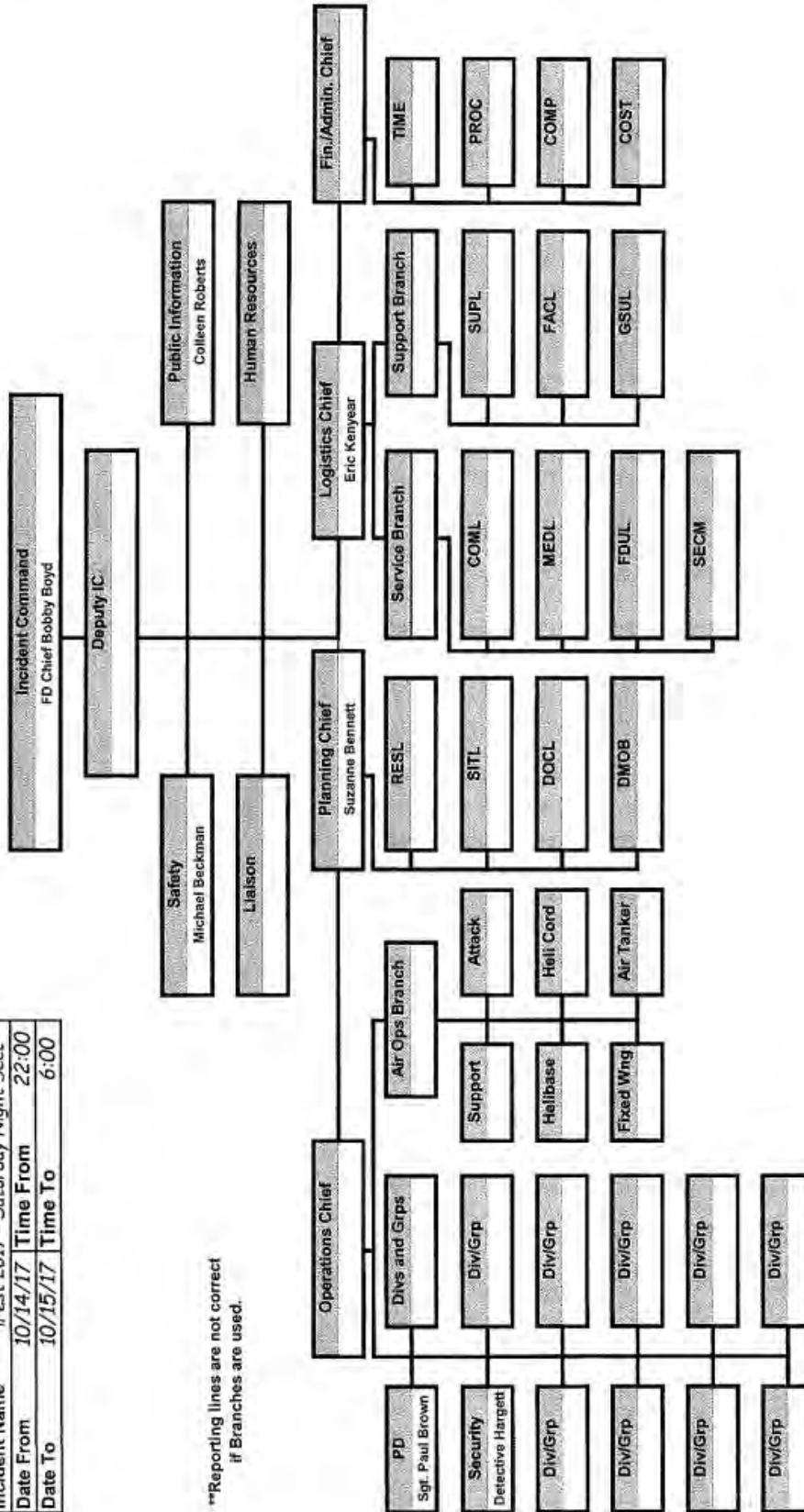
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ASSIGNMENT LIST (204)

1. Incident Name: MumFest 2017 - Saturday Night Security		2. Operational Period: Date From: 10/14/17 Date To: 10/15/17 Time From: 22:00 Time To: 6:00		3. Branch: PD Division: Security Group: Security Staging Area: Middle/Broad St																																																								
4. Operations Personnel: Operations Section Chief: _____ Branch Director: Sgt. Paul Brown Division/Group Supervisor: Detective Hargett		Name _____ Contact Number(s) _____ New Bern PD																																																										
5. Resources Assigned:		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Resource Identifier</th> <th style="width: 15%;">Leader</th> <th style="width: 5%;"># of Persons</th> <th style="width: 40%;">Contact e.g., (phone, pager, radio, frequency, etc.)</th> <th style="width: 20%;">Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</th> </tr> </thead> <tbody> <tr> <td>Division A & B</td> <td>Hargett</td> <td>1</td> <td>Radio PS Event #1</td> <td>City Hall</td> </tr> <tr> <td>Division C & D</td> <td>Hollowell</td> <td>2</td> <td>Radio PS Event #1</td> <td>City Hall</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Division A & B	Hargett	1	Radio PS Event #1	City Hall	Division C & D	Hollowell	2	Radio PS Event #1	City Hall																																										
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Division A & B	Hargett	1	Radio PS Event #1	City Hall																																																								
Division C & D	Hollowell	2	Radio PS Event #1	City Hall																																																								
6. Work Assignments: Briefing Time: 10:00pm Location: Middle St. and Broad St. Uniform: Uniform Polo (Royal Blue) (VNU Detectives will wear clothing clearly identifying them as "POLICE"). Officers Responsibilities: The assigned officers will be responsible for maintaining a police presence, to deter crime, prevent theft and investigate any suspicious activity. The vendors will be securing and leaving their booths in place. The main areas of concern are Middle Street, Craven Street, Pollock St, and Broad Street between Hancock and East Front Street and Union Point. Officers working nighttime security will be paid by Swiss Bear Inc.																																																												
7. Special Instructions: <ul style="list-style-type: none"> Night Security Officers will be supplemented by three Staff One Security Officers. Officers will relay pertinent information using the Incident Command System protocol at all times. Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action. 																																																												
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9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____ ICS 204 IAP Page _____ Date/Time: _____																																																												

Incident Name	1st Fest 2017 - Saturday Night Secl		
Date From	10/14/17	Time From	22:00
Date To	10/15/17	Time To	6:00

***Reporting lines are not correct if Branches are used.



Agency Representatives	
Agency	Name

Technical Specialists	
Name and Specialty	

ORGANIZATION ASSIGNMENT LIST(ICS 203)

1. Incident Name: Mumfest 2017 - Sunday		2. Operational Period: Date From: 10/15/17 Date To: 10/15/17 Time From: 9:00 Time To: 19:00	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UC's	FD Chief Bobby Boyd	Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer	Michael Beckman	Branch Fire	
Public Info. Officer	Colleen Roberts	Branch Director	New Bern Fire Department Richard May, Capt
Liaison Officer		Deputy	Jeremy Banks, Eng
4. Agency/Organization Representatives:		Division/Group	Med1 Danny Jackson, Capt
Agency/Organization	Name	Division/Group	Med2 Tony Heckman, Capt
Fire Department	Dennis Tyndall	Division/Group	Med 3 Ricky Weems, FS
		Division/Group	First Aid Justin Sawyer, Eng
		Division/Group	Static Display Stephen Mooring, FS
		Branch Electric	
		Branch Director	Utility Control
		Deputy	
5. Planning Section:		Division/Group	Chris Kellum (Standby)
Chief	Suzanne Bennett	Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Division/Group	
Demobilization Unit		Branch PD	
Technical Specialists:		Branch Director	New Bern PD Lt. Dubay
		Deputy	
		Division/Group	Morning Security Officer M Lee
		Division/Group	Security Sgt. Zerby
		Division/Group	Motor Demo T. Johnson
		Division/Group	K-9 Demo K Lee
		Division/Group	Mumfest Run Sgt. Bowen
6. Logistics Section:		Air Operations Branch	
Chief	Eric Kenyear	Air Ops Branch Dir.	
Deputy			
Support Branch			
Director			
Supply Unit			
Facilities Unit		8. Finance Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit	Eric Kenyear	Cost Unit	
9. Prepared By: Name: _____		Position/Title _____ Signature: _____	
ICS 203	IAP Page	Date/Time: _____	

ORGANIZATION ASSIGNMENT LIST(ICS 203)

1. Incident Name: Mumfest 2017 - Sunday		2. Operational Period: Date From: 10/15/17 Date To: 10/15/17 Time From: 9:00 Time To: 19:00	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UC's	Lt. Derek Dubay	Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	PD (cont)
Public Info. Officer		Branch Director	New Bern PD Lt. David Daniels
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	Meals Eric Kenyear
Agency/Organization	Name	Division/Group	Lost & Found Police Volunteer
		Division/Group	Festival Response Team Sgt Todd Conway
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
5. Planning Section:		Branch	
Chief		Branch Director	
Deputy		Deputy	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Division/Group	
Demobilization Unit		Division/Group	
Technical Specialists:		Branch	
		Branch Director	
		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Air Operations Branch	
Deputy		Air Ops Branch Dir.	
Support Branch			
Director			
Supply Unit			
Facilities Unit		8. Finance Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared By: Name: _____		Position/Title _____ Signature: _____	
ICS 203	IAP Page	Date/Time: _____	

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Sunday		2. Operational Period: Date From: 10/15/17 Date To: 10/15/17 Time From: 9:00 Time To: 19:00		3. Branch: Fire Division: Page2 Group: Staging Area:																																													
4. Operations Personnel:				5. Resources Assigned:																																													
Operations Section Chief: Branch Director: Richard May, Capt Division/Group Supervisor: #N/A		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Resource Identifier</th> <th style="width: 25%;">Leader</th> <th style="width: 10%;"># of Persons</th> <th style="width: 40%;">Contact e.g., (phone, pager, radio, frequency, etc.)</th> </tr> </thead> <tbody> <tr> <td>Med1</td> <td>Danny Jackson, Capt</td> <td>2</td> <td>Radio, PS Event #2</td> </tr> <tr> <td>Med2</td> <td>Tony Heckman, Capt</td> <td>2</td> <td>Radio, PS Event #2</td> </tr> <tr> <td>Med3</td> <td>Ricky Weems, FS</td> <td>2</td> <td>Radio, PS Event #2</td> </tr> <tr> <td>First Aid</td> <td>Justin Sawyer, Eng</td> <td>2</td> <td>Radio, PS Event #2</td> </tr> <tr> <td>Static Display</td> <td>Stephen Mooring, FS</td> <td>3</td> <td>Radio, PS Event #2</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact e.g., (phone, pager, radio, frequency, etc.)	Med1	Danny Jackson, Capt	2	Radio, PS Event #2	Med2	Tony Heckman, Capt	2	Radio, PS Event #2	Med3	Ricky Weems, FS	2	Radio, PS Event #2	First Aid	Justin Sawyer, Eng	2	Radio, PS Event #2	Static Display	Stephen Mooring, FS	3	Radio, PS Event #2																					Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
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6. Work Assignments: Roam event area and provide first aid as needed. Transport patients to evacuation points. Assist the public as needed.																																																	
7. Special Instructions: Report all incidents to command																																																	
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	/																																																
9. Prepared by: Name: <u>Dennis Tyndall</u> Position/Title: <u>FD Planning</u> Signature: _____																																																	
ICS 204 IAP Page _____		Date/Time: _____ 8/22/2017																																															

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City of New Bern EOP Annex "J" Page 153

ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Sunday		2. Operational Period: Date From: 10/15/17 Date To: 10/15/17 Time From: 9:00 Time To: 19:00		3. Branch: PD Division: K-9 Demo Group: Staging Area: City Hall																																																								
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6. Work Assignments: <i>Uniform: Class C - Tactical</i> <i>The New Bern Police Department K-9 Unit will perform K-9 Demonstrations throughout the day.</i> <i>MPO II K. Lee will ensure all equipment is removed/secured at the conclusion of the last demonstration.</i> <i>The K-9 demonstrations are being conducted along with mutual aid K-9 teams from Morehead City PD, Surf City PD, Pamlico County SO and Greenville PD.</i>																																																												
7. Special Instructions: <ul style="list-style-type: none"> The New Bern Police Department will park on the east side of the Craven County Tax office located at 226 Pollock St. New Bern, unless assigned a particular parking location for purposes of transporting arrestees. The prisoner transport van will be staged in the parking lot of the tax office. The key will be maintained by the supervisor. Officers will relay pertinent information using the Incident Command System protocol at all times. The MUMFEST Beer Garden will be located at Craven and S. Front St. Only persons wearing a wristband will be sold alcoholic beverages. Support Services Lieutenant, Lt. Von Behren, will ensure a Tele-communicator is assigned to handle radio traffic for this event. Lt. Von Behren will coordinate this action. 																																																												
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City of New Bern EOP Annex "J" Page 156

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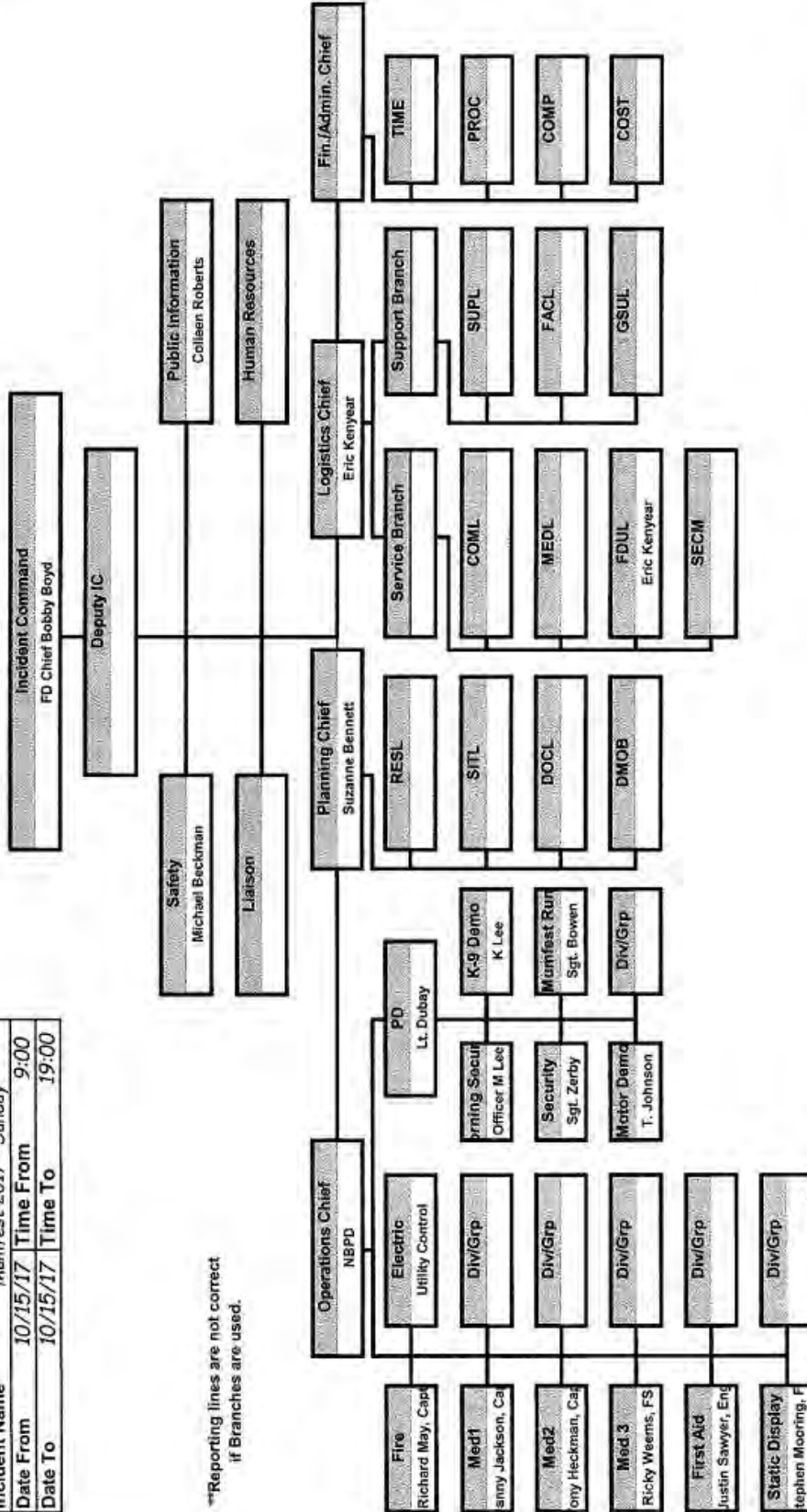
1. Incident Name: Mumfest 2017 - Saturday		2. Operational Period: Date From: 10/14/17 Date To: 10/14/17 Time From: 9:00 Time To: 19:00		3, Branch: PD Division: Lost & Found Group: Staging Area: City Hall																																																																			
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6. Work Assignments: <i>The New Bern Police Department Volunteers will man the Lost & Found desk throughout the event.</i> <i>At the conclusion of the Festival on Saturday, Officer Melton will collect the remaining items and enter them into evidence under one incident number.</i> <i>When an item is turned into the Lost & Found the volunteer will obtain:</i> <ul style="list-style-type: none"> • The name and contact information of the person turning the item in. • The location the item was found. • The date and time the item was turned in. <i>When an item is returned to a person the volunteer will obtain:</i> <ul style="list-style-type: none"> • The name and contact information of the person retrieving the item. • The date and time the item was returned. 																																																																							
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9. Prepared by: Name: <u>David Daniels</u> Position/Title: <u>Lieutenant</u> Signature: _____																																																																							
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ASSIGNMENT LIST (204)

1. Incident Name: Mumfest 2017 - Sunday		2. Operational Period: Date From: 10/15/17 Date To: 10/15/17 Time From: 9:00 Time To: 19:00		3. Branch: PD Division: Festival Response Team Group: Staging Area: City Hall																																													
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6. Work Assignments: Uniform: Uniform Polo (Royal Blue) Officers Responsibilities: The New Bern Police Department will utilize the Festival Response Team (FRT) concept to handle demonstrations, protests, crowd management, dangerous hazardous situations, and threats during the festival. The team must be ready and capable of countering any attempts to disrupt the MUMFEST, or attempting to destroy property. The assigned officers will be responsible for maintaining a police presence, to deter crime, prevent theft and investigate any suspicious activity. The main areas of concern are Middle Street, Craven Street, Pollock St, and Broad Street between Hancock and East Front Street and Union Point. The FRT will provide a presence until the downtown streets are opened.																																																	
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Incident Name	Mumfest 2017 - Sunday
Date From	10/15/17
Date To	10/15/17
Time From	9:00
Time To	19:00

**Reporting lines are not correct if Branches are used.



Agency Representatives	
Agency	Name
Fire Department	Dennis Tyndall

Technical Specialists	
Name and Specialty	

NIMS - National Incident Management Resource Typing System

A. PURPOSE.

This appendix provides additional information regarding the national equipment typing system specified in Chapter IV of this document.

B. RESPONSIBILITIES.

The NIMS Integration Center described in Chapter VII has the overall responsibility for ongoing development and refinement of various NIMS activities and programs. Under its auspices, the National Resource Management Working Group, chaired by the Emergency Preparedness and Response Directorate of the Department of Homeland Security, is responsible for establishing a national resource typing protocol. The NIMS resource typing protocol is based on inputs from representatives from various Federal agencies and departments and private organizations, as well as representatives of State and local emergency management; law enforcement; firefighting and emergency medical services; public health; public works; and other entities with assigned responsibilities under the Federal Response Plan and the National Response Plan. Federal, State, local, and tribal authorities should use the national typing protocol when inventorying and managing resources to promote common interoperability and integration.

C. ELEMENTS OF THE NATIONAL TYPING PROTOCOL.

The resource typing protocol provided by the NIMS describes resources using category, kind, components, metrics, and type data. The following data definitions will be used:

1. Resource

For purposes of typing, resources consist of personnel, teams, facilities, supplies, and major items of equipment available for assignment to or use during incidents. Such resources may be used in tactical support or supervisory capacities at an incident site or EOC. Their descriptions include category, kind, components, metrics, and type.

2. Category

A category is the function for which a resource would be most useful. **Table B-1** on the following page briefly describes the categories used in the national resource typing protocol.

Category	Purpose
Transportation	To assist Federal agencies, State and local governments, and voluntary organizations requiring transportation to perform incident management missions following a major disaster or emergency; to coordinate incident management operations and restoration of the transportation infrastructure.
Communications	To provide communications support for Federal, State, local, and tribal incident management efforts.
Public Works and Engineering	To assist those engaged in lifesaving, life-sustaining, damage mitigation, and recovery operations following a major disaster or emergency by providing technical advice, evaluation, and engineering services; by contracting for construction management and inspection and for the emergency repair of water and wastewater treatment facilities; supplying potable water and ice and emergency power; and arranging for needed real estate.
Firefighting	To detect and suppress urban, suburban, and rural fires.
Information and Planning	To collect, analyze, process, and disseminate information about a potential or actual disaster or emergency to facilitate overall activities in providing assistance to support planning and decision-making.
Law Enforcement and Security	To provide law enforcement assistance during response and recovery operations; to assist with site security and investigation.
Mass Care	To support efforts to meet the mass care needs of disaster victims including delivering such services as supplying victims with shelter, feeding, and emergency first aid; supplying bulk distribution of emergency relief supplies; and collecting information to and for a disaster welfare information system designed to report on victim status and assist in reuniting families.
Resource Management	To provide operational assistance for incident management operations.
Health and Medical	To provide assistance to supplement local resources in meeting public health and medical care needs following a disaster or emergency or during a potential developing medical situation.
Search and Rescue	To provide specialized lifesaving assistance in the event of a disaster or emergency, including locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures.
Hazardous Materials Response	To support the response to an actual or potential discharge and/or release of hazardous materials.
Food and Water	To identify, secure, and arrange for the transportation of safe food and water to affected areas during a disaster or emergency.
Energy	To help restore energy systems following a disaster or emergency.
Public Information	To contribute to the well-being of the community following a disaster by disseminating accurate, consistent, timely, and easy-to-understand information; to gather and disseminate information about disaster response and recovery process.
Animals and Agricultural Issues	To coordinate activities responding to an agricultural disaster and/or when the health or care of animals is at issue.
Volunteers and Donations	To support the management of unsolicited goods and unaffiliated volunteers, and to help establish a system for managing and controlling donated goods and services

Categories Used in the National Resource Typing System
Table B-1

3. Kind

Kind refers to broad classes that characterize like resources, such as teams, personnel, equipment, supplies, vehicles, and aircraft.

4. Components

Resources can comprise multiple components. For example, an engine company may be listed as having the eight components shown in **Table B-2**.

(1) Pump
(2) Hose 2__"
(3) Hose 1__"
(4) Hose 1"
(5) Water Tank
(6) Ladder
(7) Master Stream
(8) Personnel

**Example of a Resource with Multiple Components
(Fire Fighting Engine Company)**

Table B-2

As another example, urban search and rescue (US&R) teams consist of two 31-person teams, four canines, and a comprehensive equipment cache. The cache is divided into five separate, color-coded elements and is stored in containers that meet specific requirements.

5. Metrics

Metrics are measurement standards. The metrics used will differ depending on the kind of resource being typed. The mission envisioned determines the specific metric selected. The metric must be useful in describing a resource's capability to support the mission. As an example, one metric for a disaster medical assistance team is the number of patients it can care for per day. Likewise, an appropriate metric for a hose might be the number of gallons of water per hour that can flow through it. Metrics should identify capability and/or capacity.

6. Type

Type refers to the level of resource capability. Assigning the Type I label to a resource implies that it has a greater level of capability than a Type II of the same resource (for example, due to its power, size, or capacity), and so on to Type IV. Typing provides managers with additional information to aid the selection and best use of resources. In some cases, a resource may have less than or more than four types; in such cases, either additional types will be identified, or the type will be described as "not applicable." The type assigned to a resource or a component is based on a minimum level of capability described by the identified metric(s) for that resource. For example, the U.S. Coast Guard has typed oil skimmers based on barrels per day, as outlined below in **Table B-3**:

Type I	9,600 bbls/day
Type II	2,880 bbls/day
Type III	480 bbls/day
Type IV	N/A

Table B-3

7. Additional Information

The national resource typing protocol will also provide the capability to use additional information that is pertinent to resource decision-making. For example, if a particular set of resources can only be released to support an incident under particular authorities or laws, the protocol should provide the ability for resource managers to understand such limitations.

D. EXAMPLE OF A RESOURCE FOR WHICH TYPING HAS BEEN COMPLETED

As an illustration of how the national equipment typing system is used, **Figure B-4** (two pages) is an example of a resource that has been completed typed, an urban search and rescue task force.

Resource: US&R Task Forces						
Category: Search & Rescue (ESF 9)						
Kind: Team						
Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Personnel	Number of People per Response	70-Person response	28-Person response			
Personnel	Training	NFPA 1670 Technician Level in area of specialty. Support personnel at Operations Level.	NFPA 1670 Technician Level in area of specialty. Support personnel at Operations Level.			
Personnel	Areas of Specialization Communications	High Angle Rope Rescue (including highline systems); Confined Space Rescue (permit required); Advanced Life Support (ALS) Intervention; Communications, WMD/HM Operations; Defensive Water Rescue	Light Frame Construction and Basic Rope Rescue Operations; ALS Intervention; HazMat Conditions; Communications; and Trench and Excavation Rescue.			
Personnel	Sustained Operations	24-Hour S&R Operations. Self-sufficient for first 72 hours.	12-Hour S&R Operations. Self-sufficient for first 72 hours.			
Personnel	Organization	Multi-Disciplinary Organization of Command, Search, Rescue, Medical, HazMat, Logistics, and Planning	Multi-Disciplinary Organization of Command, Search, Rescue, Medical, HazMat, Logistics, and Planning			
Equipment	Sustained Operations	Potential mission duration of up to 10 days.	Potential mission duration of up to 10 days.			
Equipment	Rescue Equipment	Pneumatic powered tools, electric powered tools, hydraulic powered tools, hand tools, electrical, heavy rigging, technical rope, safety.	Pneumatic powered tools, electric powered tools, hydraulic powered tools, hand tools, electrical, heavy rigging, technical rope, safety.			

**Example of a Fully Typed Resource
(Urban Search and Rescue Task Force)**

Figure B-4

Resource: US&R Task Forces - Continued						
Category: Search & Rescue (ESF 9)						
Kind: Team						
Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Equipment	Medical Equipment	Antibiotics/antifungals, patient comfort medication, pain medications, sedatives/anesthetics/paralytics, steroids, IV fluids/volume, immunizations/immune globulin, canine treatment, basic airway intubation, eye care supplies, IV access/administration, patient assessment care, patient immobilization/extrication, patient/PPE, skeletal care, wound care, and patient monitoring.	Antibiotics/antifungals, patient comfort medication, pain medications, sedatives/anesthetics/paralytics, steroids, IV fluids/volume, immunizations/immune globulin, canine treatment, basic airway intubation, eye care supplies, IV access/administration, patient assessment care, patient immobilization/extrication, patient/PPE, skeletal care, wound care, and patient monitoring.			
Equipment	Technical Equipment	Structures Specialist Equipment, Technical Information Specialist Equipment, HazMat Specialist Equipment, Technical Search Specialist Equipment, Canine Search Specialist Equipment.	Structures Specialist Equipment, Technical Information Specialist Equipment, HazMat Specialist Equipment, Technical Search Specialist Equipment, Canine Search Specialist Equipment.			
Equipment	Communications Equipment	Portable radios, charging units, telecommunications, repeaters, accessories, batteries, power sources, small tools, computer	Portable radios, charging units, telecommunications, repeaters, accessories, batteries, power sources, small tools, computer.			
Equipment	Logistics Equipment	Water/fluids, food, shelter, sanitation, safety, administrative support, personal bag, Task Force support, Cache Transportation/support, Base of Operations, Equipment Maintenance.	Water/fluids, food, shelter, sanitation, safety, administrative support, personal bag, Task Force support, Cache Transportation/support, Base of Operations, Equipment Maintenance.			

**Example of a Fully Typed Resource - Continued
(Urban Search and Rescue Task Force)**

Figure B-4

Comments:

Federal asset. There are 28 FEMA US&R Task Forces, totally self-sufficient for the first 72 hours of a deployment, spread throughout the continental United States trained and equipped by FEMA to conduct physical search and rescue in collapsed buildings, provide emergency medical care to trapped victims, assess and control gas, electrical services and hazardous materials, and evaluate and stabilize damaged structures.

NIMS - Glossary of Key Terms

For the purposes of the NIMS, the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. **Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and fora that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). **Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

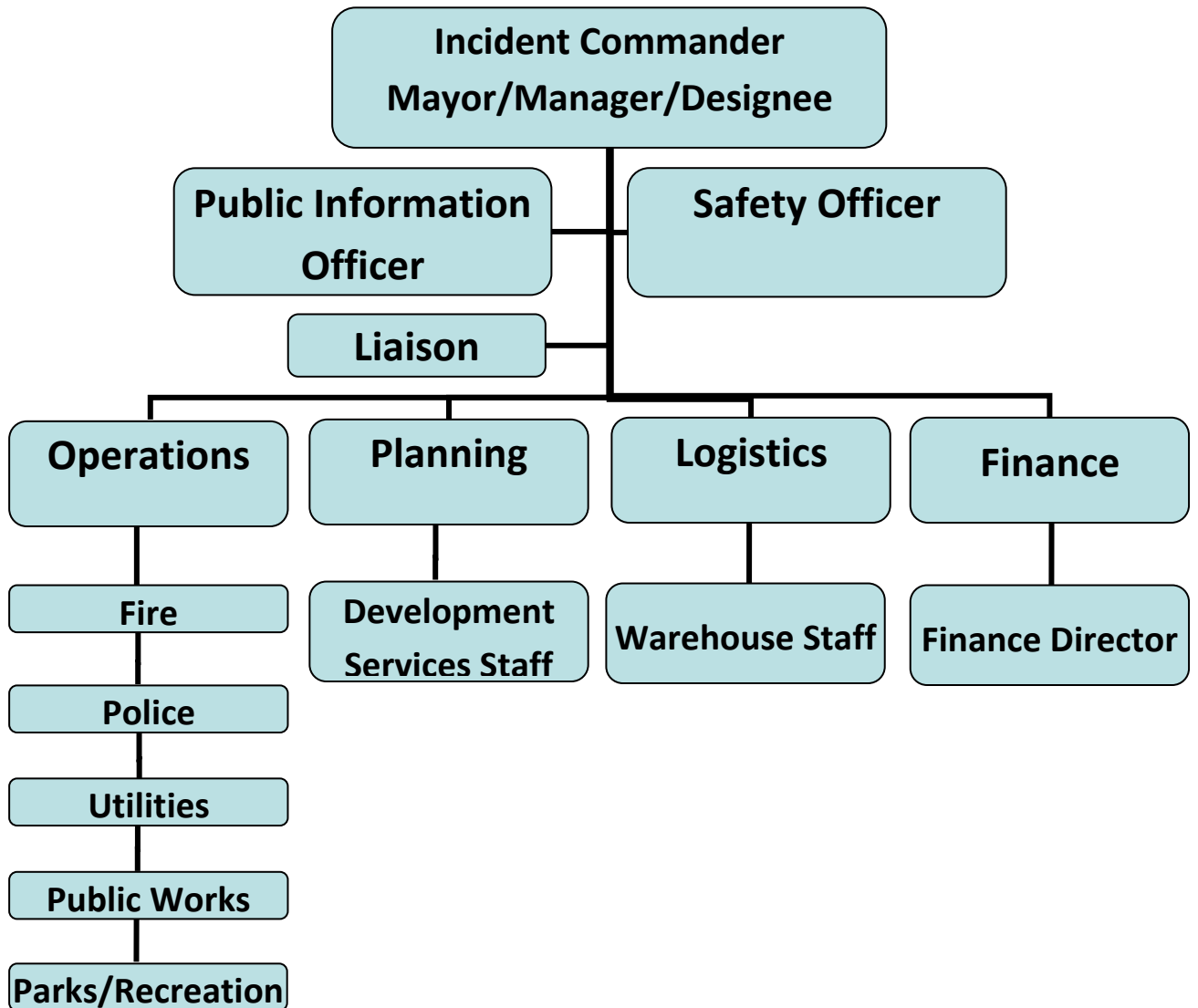
Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

NIMS - ACRONYMS

ALS	Advanced Life Support
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive - 5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center
LNO	Liaison Officer
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report
PIO	Public Information Officer
PVO	Private Voluntary Organizations
R&D	Research & Development
RESTAT	Resources Status
ROSS	Resource Ordering and Status System
SDO	Standards Development Organizations
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue

ANNEX "J"
INCIDENT MANAGEMENT SYSTEM/INCIDENT ACTION PLAN
ORGANIZATIONAL CHART



ANNEX "K"
VENDOR/RESOURCE EMERGENCY CONTACT INFORMATION
(Revised 08/06/19)

VENDOR/RESOURCE	CONTACT	PHONE	RESOURCE ITEM
EMERGENCY CONTACTS			
Bridge (Alfred Cunningham) DOT (Bridge Division 2)	Bridge Tender Robert Corey	(252) 633-4799 (252) 670-0197	Bridge Tender Office Bridge Closings
Bridgeton Police	Office Cell Phone	(252) 637-2033 (252) 670-8379	Police Dispatch
CERT Members	Danny Hill (Fire Dept) Danny Hill (Cell)	(252) 639-2931 (252) 675-3264	CERT
ChemTrac		1-800-424-9300	Haz-Mat
Cherry Point EOD	Main Dispatch Desk Sergeant	(252) 466-3616 (252) 466-5123	Bomb Disposal
Cherry Point Fire Department	Main Dispatch Back-Up Dispatch	(252) 466-7570 (252) 466-3333	Fire Dispatch
Coast Guard - Hobucken	Dispatch 2nd Dispatch Number 3rd Dispatch Number	(252) 745-3131 (252) 745-3132 (252) 745-4000	Water Rescue
Coastal Carolina Regional Airport	Dispatch Office (recording with options)	(252) 617-5830 (252) 638-8591 x 229/230	Fire-Rescue Dispatch
Craven County 911	#1 Dispatch #2 Dispatch (does not rollover)	(252) 633-0498 (252) 633-2357	Mutual Aid
Craven County Emergency Management Mobile Command Unit	Office Stanley Kite (cell) Ira Whitford (cell)	(252) 636-6608 (252) 671-7482 (252) 670-8880	Mobile Command Unit
Craven County Sheriff	Sheriff Chip Hughes Office	(252) 636-6634 (252) 636-6620	Sheriff's Office
FEMA	Region 4 - Atlanta	(770) 220-5200	FEMA
Norfolk Southern Railroad	Jon Luther (Supervisor) Sam Mason (0700-1900) John Frickey (1900-0700)	(336) 465-2879 (252) 945-4916 (252) 617-2677	Neuse & Trent Rivers Railroad Trestle Tenders
Norfolk Southern Railroad	Police* <small>*number is manned 24/7 - have code for nearest crossing arm available when reporting problem (6 digits + 1 letter) found on crossing pole/arm)</small>	1-800-453-2530	All Railroad Issues
North Carolina DOT	Carlton Jarman (Craven County) Jay Sutton (Craven County) Gordy Eure (Craven/Pamlico Counties)	(252) 675-1153 (252) 560-7672 (252) 725-0079	NC Highways
North Carolina Emergency Management	Neil Coles Office (manned 24 hours) Toll-Free Number	(919) 825-2552 (919) 733-3300 1-800-858-0368	

ANNEX "K"
VENDOR/RESOURCE EMERGENCY CONTACT INFORMATION - CONTINUED
(Revised 08/06/19)

VENDOR/RESOURCE	CONTACT	PHONE	RESOURCE ITEM
EMERGENCY CONTACTS			
North Carolina State Highway Patrol	1 st Sgt. Roy Dudley (Cell) 1 st Sgt. Roy Dudley (Office)	(252) 675-0682 (252) 514-4714	Highway Patrol Dispatch
OSHA	Chuck Murdock	(919) 738-6673	OSHA Standards
River Bend Police	Police Chief Joll (Cell) Sgt. Rogers (Cell) Non-Emergent Number	(252) 838-2195 1-(704) 616-0986 (252) 638-1108	Police Dispatch
Sydney Dive Team	Steve Swain, Dive Chief Beaufort County Dispatch	(252) 943-9387 (252) 946-0101	Recovery Operations
Trent Woods Police	Tony Lee, Chief	(252) 637-3030	Police Dispatch
AID RELIEF AGENCIES			
American Red Cross	Lani Morbley (Cell) Office (after 5:00 PM answering service)	(252) 626-4206 (252) 637-3405	Victims' Aid
Salvation Army	Captain Curtiz Kratz (Cell) Emergency Number	(252) 521-3271 (252) 571-7750	Victims' Aid
GOODS & SERVICES			
Anixter (formerly HD Supply Utilities)	James Helms Office	(919) 616-6124 1-800-634-5638	Electrical Material
Aurora Industries	Geoff Pitts Office	(252) 229-6608 (252) 322-5017	Safety & Miscellaneous Supplies
Borderstate (formerly Shealy Electrical)	Lynn Cole Terry Weaver (Cell)	1-800-868-7248 (843) 319-4078	Electrical Material
City Electric Supply	Chris Riggs Office	(252) 876-4495 (252) 638-2060	Miscellaneous & Electrical Material
City of Kinston	Tim Wood Karl Buckner Richard Postlewait	(252) 939-3135 (252) 939-3121 (252) 939-3122	Electrical Materials & Utility Assistance
City of Wilson	Richard Williams (W/H) Bobby Black (Utilities)	(252) 399-2405 (252) 399-2421	Electrical Materials & Utility Assistance
Duke Energy	District Emergency Number (April England) Report Outages** **answering machine with options	(910) 256-7205 1-800-419-6356	Electric Restoration
East Carolina Supply	Kirby Phelps (Cell) Office	(252) 799-1178 1-800-326-0750	Safety & Miscellaneous Supplies
Electric Cities	Eastern Regional Coordinator Greg Welch Kenny Roberts	(919) 760-6953 (919) 815-7860 (919) 215-7514	Mutual Aid
Fisher Oil	Homer Ray (Cell) Larry Smith (Driver) (Cell) Office	(252) 571-5242 (252) 617-9897 (252) 633-6300	Fuel for Generators

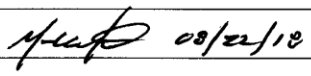
ANNEX "K"
VENDOR/RESOURCE EMERGENCY CONTACT INFORMATION - CONTINUED
(Revised 08/06/19)

VENDOR/RESOURCE	CONTACT	PHONE	RESOURCE ITEM
GOODS & SERVICES			
Forrest Farm Supply, Inc.	Chuck Forrest (Cell) Neil Hammond (Cell) Office	(252) 635-0972 (252) 515-6861 (252) 745-3551	Small Equipment Parts
Go Energies	Kevin Keen (Cell)	(910) 512-0311	Fuel for Garage
Greenville Utilities	Tony Barnes Hunter Control Center	(252) 551-1517 (252) 551-1531 (252) 551-1567	Electrical Materials & Assistance
Ihrle Supply Company	Jason Rouse Office Number #1	(910) 526-3448 (252) 633-0188	Water/Sewer Supplies
Irby Utilities <i>(formerly Stuart C. Irby Company)</i>	Trent Blackenship Trent Blackenship (Cell) Bill Sweredoski (Cell)	1-800-282-9695 (770) 595-7918 (315) 247-0536	Electrical Material
Neuse Power Mower	(Business) Frank Parker	(252) 638-2770	Chain Saws & Supplies
Northern Safety	Dennis Birr	1-800-631-1246 x 2633 <i>(direct number)</i> 1-843-554-8775 <i>(local office)</i>	Safety Supplies
Piedmont Natural Gas		1-800-275-6264	Natural Gas
Regional Materials Recovery <i>(formerly Rocky Mount Recyclers)</i>	Jeremiah Ward Office	(252) 567-1640 1-800-346-2445	Scrap Metals
Republic Services <i>(formerly GDS)</i>		(252) 638-1366 <i>(press 0 to get a person)</i>	Refuse Removal
T.E.M.A. (Tarheel Electric Membership Association)	Shaun Pierce Lonnie Moore Toll-Free Number	(919) 875-3156 (919) 875-3168 1-800-662-7598	Electrical Material
Verizon	Monita Ozment	(910) 620-7070	Phone Service
Wesco Distribution	Lorrie Dunn Office	(919) 831-4651	Electrical Material

ANNEX "L"

EMERGENCY RESPONSE EMPLOYEE POLICY

CITY OF NEW BERN ADMINISTRATIVE ORDERS OF THE CITY MANAGER

ADMINISTRATIVE ORDER 1.2
EMERGENCY RESPONSE EMPLOYEE POLICY
To: All City Employees
From: Mark Stephens, City Manager  08/22/18
Maintained By: Administration
Date: August 22, 2018
Update to August 25, 2011 Policy

Section 1. Purpose

The purpose of this policy is to establish how an emergency response is determined, a method of payment for the City of New Bern personnel during emergency responses when there is a disruption in normal work operations, and to ensure an adequate work force in response to emergencies.

Section 2. Definitions

Department Head - Employees that head one of the eight departments recognized by the City of New Bern's Organization Structure.

Designated Personnel - Employees that occupy positions that would deal with emergency response, cleanup, or recovery from an extraordinary weather condition or disaster and Public Safety. Individual Department Heads will determine who is or is not designated for each emergency response on a case-by-case basis.

Emergency Response - City staff's reaction to an occurrence that is different from situations faced in the normal scope of operations caused by disasters, manmade or natural, or by unusual weather or an unusual work situation requiring long and unusual hours for preparation, response, and recovery.

Exempt Personnel - Employees that by virtue of their position and/or job duties are exempt from provisions of the *Fair Labor Standards Act*.

Non-Designated Personnel - Employees that occupy positions that do not deal with emergency response, cleanup, or recovery from extraordinary weather conditions or disasters, or who

would not be effectively utilized during the occurrence of an emergency response. Individual Department Heads will determine who is or is not designated for each emergency response on a case-by-case basis.

Non-Exempt Personnel - Employees that by virtue of their position and/or job duties, are subject to the provisions of the *Fair Labor Standards Act*.

Section 3. Determination of an Emergency Response

The City Manager of the City of New Bern will determine whether or not an emergency response is necessary. The City Manager may make the determination based on his judgment, a written recommendation from Department Heads, or declaration from local or state officials.

For pay purposes, the City Manager will designate the beginning time of the event. Because recovery efforts may continue longer for some departments, the City Manager will also designate the ending time for each department as he/she deems appropriate.

Section 4. Administrative Leave with Pay

The City Manager may authorize Administrative Leave with pay as a result of the storm event. ALL employees *who worked or were scheduled to work* during the time period designated for Administrative Leave will be authorized pay for those hours of Administrative Leave. All Administrative Leave will be paid at regular time and will not be included in the computation of overtime.

Section 5. Timesheets

1. All employees should record all hours worked (regular, callback, standby) and any leave taken (vacation, sick, holiday, military, etc).
2. As indicated in section 4, if an employee worked or was scheduled to work during an administrative leave period, those administrative leave hours authorized by the City Manager should be recorded on the timesheet.
3. All employees should record storm hours worked with time in, time out, and total hours. These hours should be in addition to time recorded elsewhere on the timesheet.
4. Exempt employees should record total hours for regular hours worked and in/out time for storm hours worked. If the total hours exceed 80; however, an exempt employee will not be paid for more than 80 hours.
5. Department Heads need to distinguish between changing an employee's schedule, callback time, and standby time. If the employee is advised prior to leaving work that they will be required to return to work at a specific time, and that time is known/scheduled ahead of time, this is a schedule change and callback time is not authorized; however, those hours would be included in the computation of overtime. If they are not provided a specific time to report, but are told they will have to report at

Page 2 of 3

some future time, that would be considered standby until the employee is called to work, which will result in callback time.

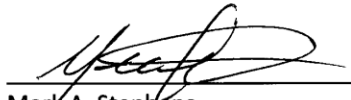
6. Any time spent by an employee "sequestered" at a City Facility or City-arranged hotel should be considered hours worked and would be included in the computation of overtime.

Section 6. Meals

1. Whenever possible, the Department Heads will arrange to purchase and prepare food at a City Facility. If that is not possible, or if that is not practical given a work crew's location during a meal time, the employees are authorized and encouraged to use the purchasing card (PCard) up to the per-diem rate for that meal.
2. If meals are obtained outside of city facilities, a PCard should be utilized whenever possible.
3. In no case will an employee be reimbursed for meals over and above the authorized government per-diem meal rates. Supervisors should take care to ensure meals purchased with the PCard fall within these rates, which are available at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.
4. Employees may be authorized reimbursement of the per-diem meal rate by the City Manager for meals during the storm event. This would not include meals provided by the City at a city-owned facility.
5. Should employees' meals cost more than authorized per-diem meal rates, the employee will be responsible for paying/repaying the difference.

Section 7. Disciplinary Action

During an emergency response, employees who are Designated Personnel and required to report to work may be disciplined up to and including termination, for failure to report for duty at the specified time by their Department Head or Supervisor.



Mark A. Stephens
City Manager

08/22/18
Date

ANNEX “M”

NEW BERN POLICE DEPARTMENT

EVACUATION/RE-ENTRY PROCEDURES

46.1.4 Conducting Evacuations

If a situation dictates, the Operations Chief will be responsible for coordinating the evacuation of affected areas utilizing the Mandated Traffic Plan Location maps listed at the end of Annex “M” ([Tables 1-5](#)).

During an ICS incident, the Operations Chief will be responsible for coordinating inner and outer perimeters. Perimeters will be established to designate hot, warm and cold zones.

- A. Identify the Hot Zone- The hot zone must be identified before an inner perimeter can be established. In a hazardous situation, the Inner Perimeter may change dimensions, until the hazard(s) is contained.
- B. Establish an Inner Perimeter- Once the Hot Zone is identified, supporting officers will reinforce the Inner Perimeter and assist in the evacuation of citizens to the Evacuee Assembly Site closest to them.
- C. Establish an Outer Perimeter- This will prevent unauthorized persons, including family members from intruding upon the crisis site. The outer perimeter will contain traffic control points to redirect traffic around the crisis site to prevent congestion which may slow emergency response.

Determine the extent of evacuations that may be required and determine in what area(s) the public will be informed to shelter in place. Establishing a dedicated safe Evacuee Assembly Site(s) located in the control zone and will ensure security is provided to the site(s)

During a mandatory evacuation order, officers will not assist people in evacuating from their homes. Any requests for assistance should be forwarded to the Fire Department.

46.4.3 Re-Entry Procedures

Re-entry operations are predicated on the actions of the Chairperson of the Craven County Board of Commission regarding specific unincorporated areas of the County or County-wide evacuations; and the Mayor, the City Manager or the Chief of Police regarding specific areas of the City of New Bern or City-wide evacuations.

The following definitions, as outlined in the City of New Bern Recovery Plan, apply to the degree of damage and security risks assessments for areas of the city:

Cold Zone - Low to moderate damage to structures and infrastructure; utilities have been restored or are in service; low crime potential; normal patrol presence by law enforcement agencies. No additional or special patrol assignments are required in green zones. Appropriate enforcement actions should be taken.

Warm Zone - Moderate to high damage to structures and infrastructure; some debris on roadways; some humanitarian relief needed; increased patrol presence necessary by law enforcement agencies. As resources are available, police personnel will regularly patrol yellow zone areas and take necessary enforcement action.

Hot Zone - Extreme devastation; no utilities or other public services; highest priority for additional security. Access by authorized personnel only, the need for staffing of red zone areas by Police Personnel at all times.

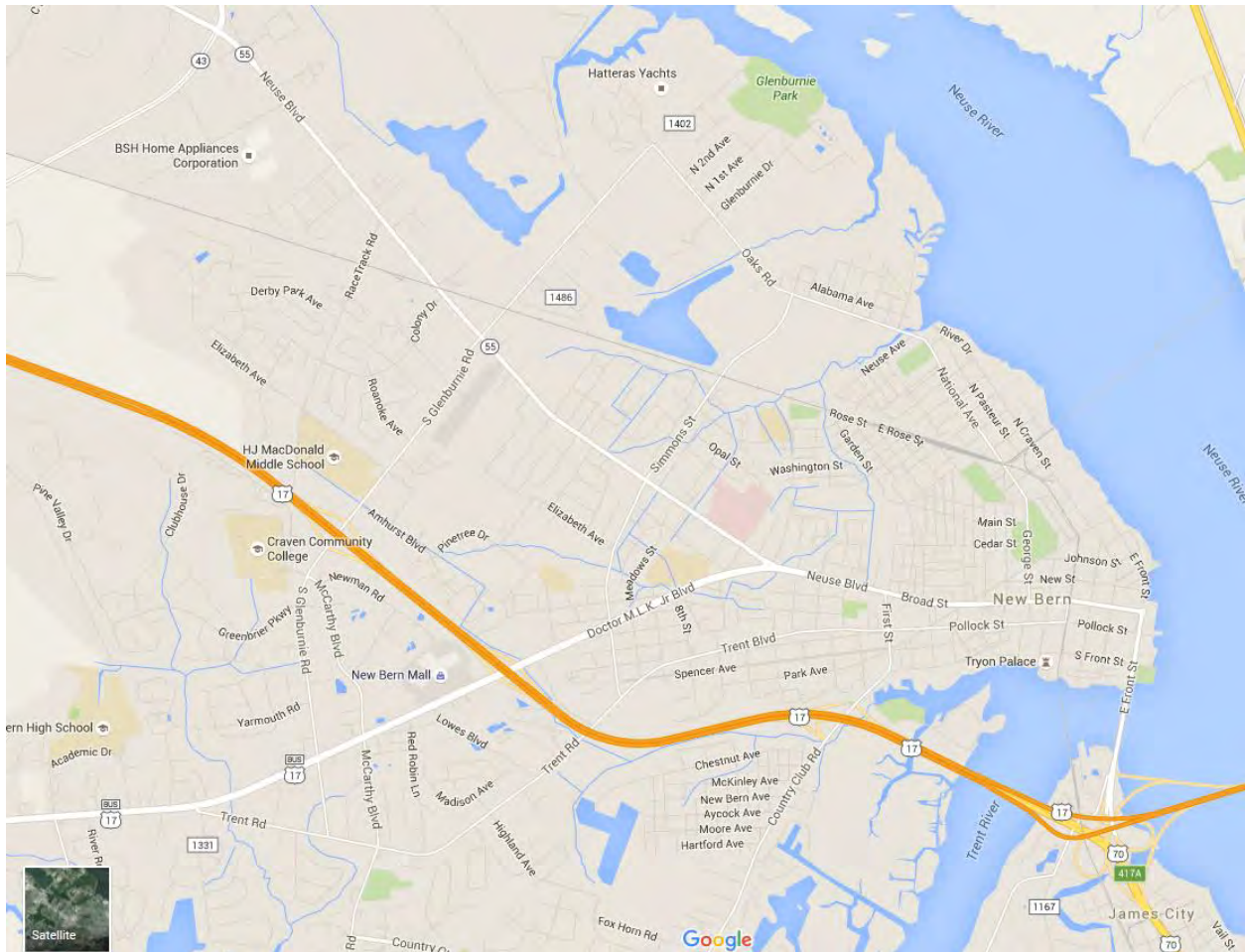
The criteria for re-entry will be established by the Mayor, with consultation from the City Manager, Fire Chief and the Chief of Police.

Citizens will no longer be required to register with the Police Department annually. When an emergency evacuation is warranted the City will inform all residents, prior to evacuation, to secure a form of identification which may be required to re-enter the City during a restricted time period. The following documents are all acceptable forms of identification/documentation to allow re-entry, during times of restriction:

- State Issued Identification (Driver's License or Photo ID with address);
- Local Utility Bill;
- Tax Bill;
- Mortgage Deed; or
- Vehicle Registration.

Officers encountering persons with acceptable documentation will provide access to restricted areas. Disputes regarding access shall be referred to a field commander for resolution.

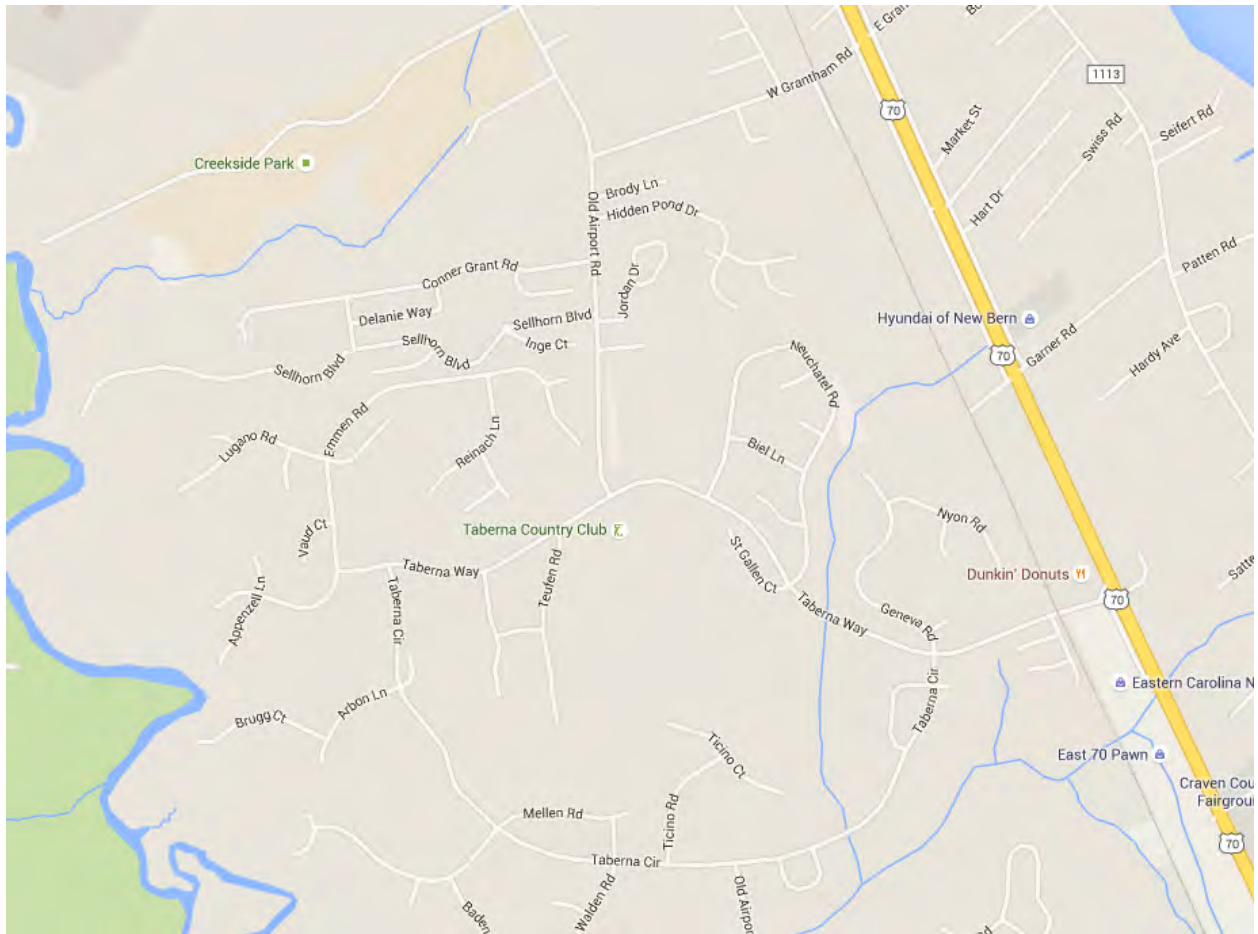
Inner City Mandated Traffic Plan Locations



Intersection Post #	Location	# of personnel
1	S. Front Street and E. Front Street	1
2	Hwy 70 and Pembroke Road Overpass	3
3	Hwy 70 and US 17 Overpass	2
4	Hwy 70 and S. Glenburnie Road Overpass	2
5	Trent Road and First Street	2
6	Martin Luther King Jr. Blvd and Neuse Blvd.	2
7	Martin Luther King Jr. Blvd and Simmons Street	2
8	Martin Luther King Jr. Blvd and S. Glenburnie Road	2
9	Neuse Blvd. and Simmons Street	1
10	Neuse Blvd. and S. Glenburnie Road	2
11	Hwy 43 and Hwy 55	2
		Total: 21

Table 1

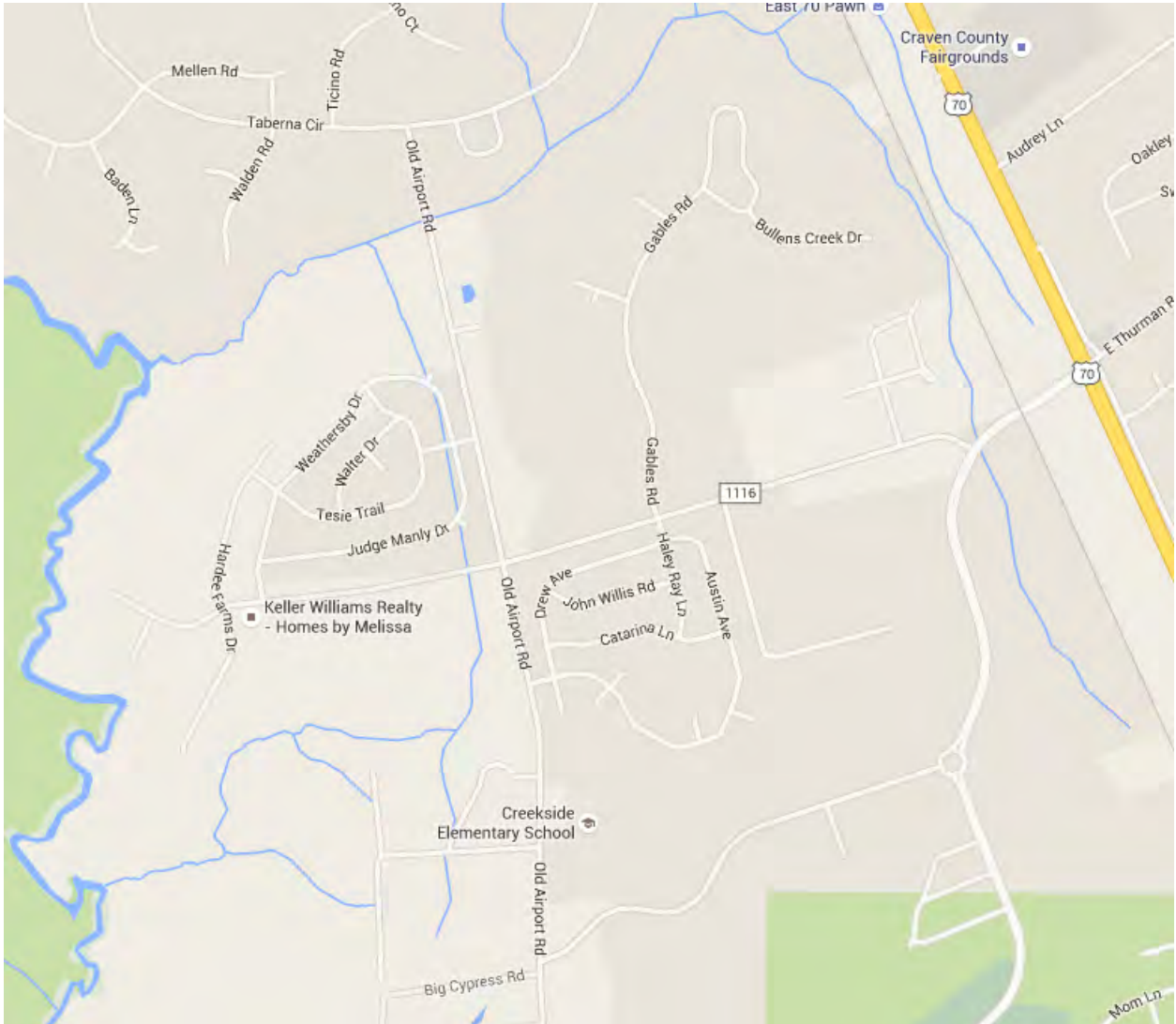
Taberna/Connor Grant/Sellhorn Heights Mandated Traffic Plan Locations



Intersection Post #	Location	# of personnel
12	W. Grantham Road and US 70	1
13	Old Airport Road and W. Grantham Road	1
14	Connor Grant Road and Old Airport Road	1
15	Sellhorn Blvd and Old Airport Road	1
16	Old Airport Road and Taberna Way	1
17	Taberna Way and Geneva Rd	1
18	Taberna Circle and Old Airport Road	1
19	Taberna Circle and Geneva Road	1
20	Taberna Way & US 70	1
		Total: 9

Table 2

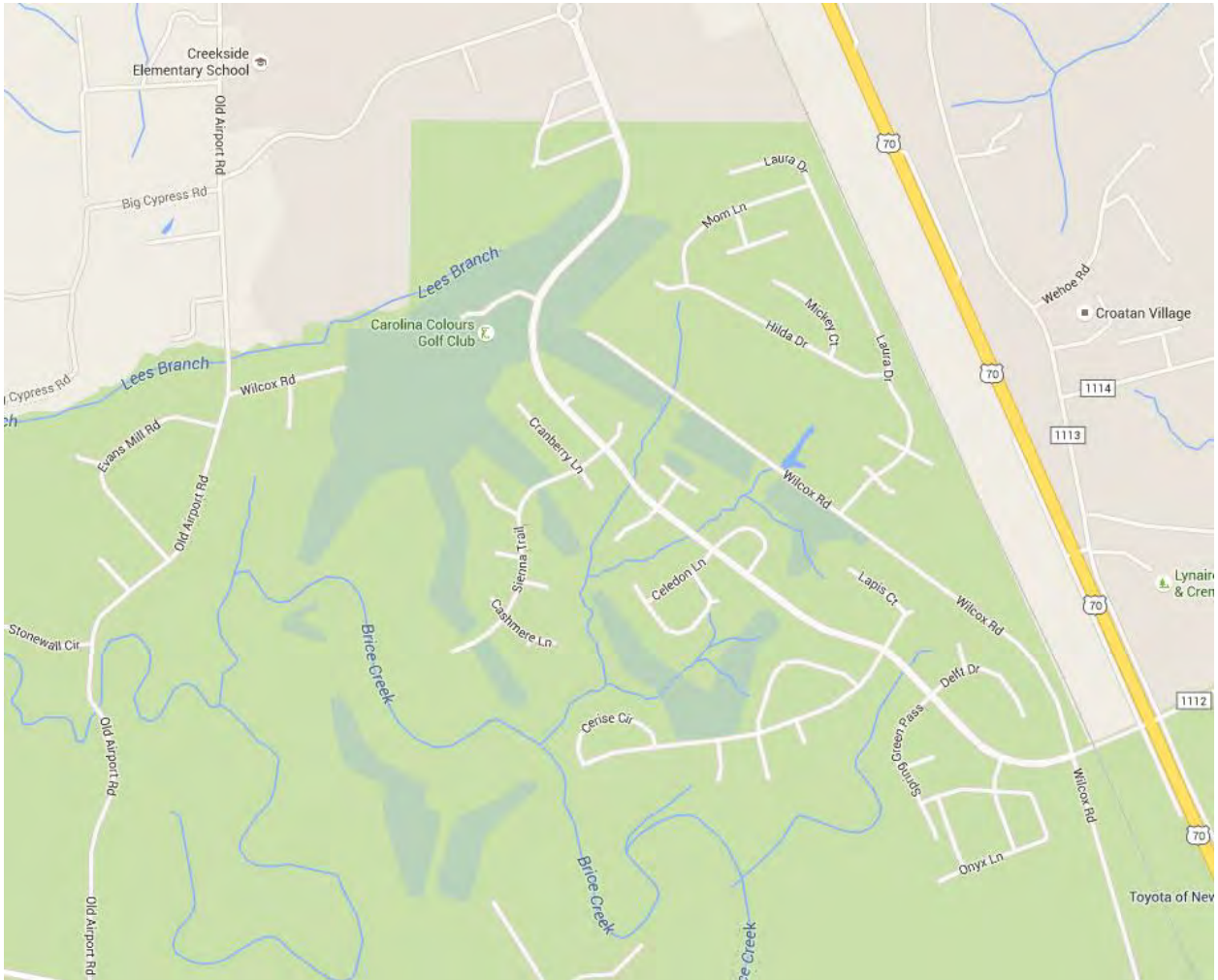
Brices's Crossing/Gables Run/Long Leaf Pine Mandated Traffic Plan Locations



Intersection Post #	Location	# of personnel
21	Brice's Crossing Blvd. and Old Airport Road	1
22	Old Airport Road and W. Thurman Road	1
23	Old Airport Road and Austin Avenue	1
24	Gables Road & W. Thurman Road	1
25	W. Thurman Road & Water Scape Way	1
26	W. Thurman Road and US 70	1
		Total: 6

Table 3

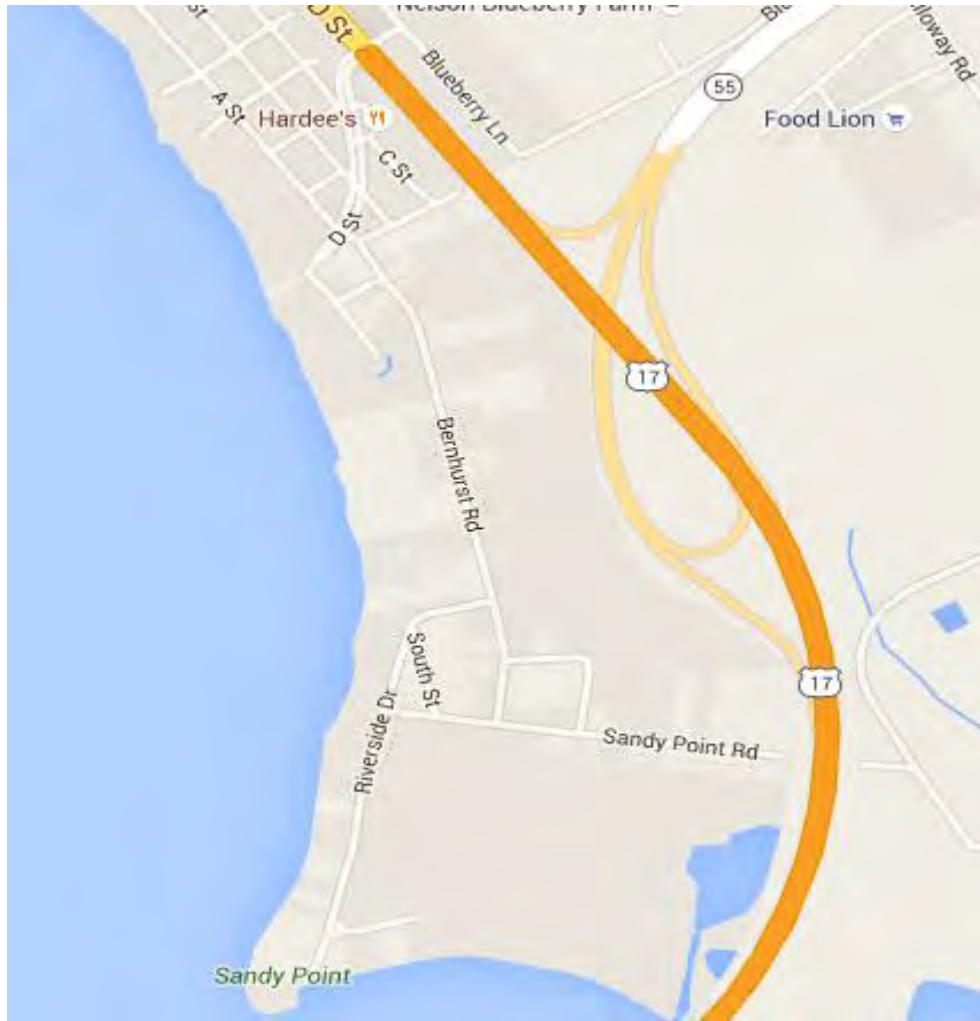
Evans Mills/Carolina Colours Mandated Traffic Plan Locations



Intersection Post #	Location	# of personnel
27	Land Scape Drive and Water Scape Way (Traffic Circle)	1
28	Old Airport Road and Land Scape Drive	1
29	Old Airport Road and Evans Mills Road	1
30	Waterscape Way and Wilcox Road	1
		Total: 4

Table 4

Sandy Point Mandated Traffic Plan Locations



Intersection Post #	Location	# of personnel
31	D Street and US 17	1
32	Bernhurst Road and D Street	1
33	Bernhurst and Riverside Drive	1
		Total: 3

Table 5

ANNEX “N”
NORTH CAROLINA GENERAL STATUTE § 160A-288
COOPERATION BETWEEN LAW ENFORCEMENT AGENCIES

§ 160A-288. Cooperation Between Law-Enforcement Agencies.

(a) In accordance with rules, policies, or guidelines officially adopted by the governing body of the city or county by which he is employed, and subject to any conditions or restrictions included therein, the head of any law-enforcement agency may temporarily provide assistance to another agency in enforcing the laws of North Carolina if so requested in writing by the head of the requesting agency. The assistance may comprise allowing officers of the agency to work temporarily with officers of the requesting agency (including in an undercover capacity) and lending equipment and supplies. While working with the requesting agency under the authority of this section, an officer shall have the same jurisdiction, powers, rights, privileges and immunities (including those relating to the defense of civil actions and payment of judgments) as the officers of the requesting agency in addition to those he normally possesses. While on duty with the requesting agency, he shall be subject to the lawful operational commands of his superior officers in the requesting agency, but he shall for personnel and administrative purposes, remain under the control of his own agency, including for purposes of pay. He shall furthermore be entitled to workers' compensation and the same benefits when acting pursuant to this section to the same extent as though he were functioning within the normal scope of his duties.

(b) As used in this section:

- (1) "Head" means any director or chief officer of a law-enforcement agency including the chief of police of a local department, chief of police of county police department, and the sheriff of a county, or an officer of one of the above named agencies to whom the head of that agency has delegated authority to make or grant requests under this section, but only one officer in the agency shall have this delegated authority at any time.
- (2) "Law-enforcement agency" means only a municipal police department, a county police department, or a sheriff's department. All other State and local agencies are exempted from the provisions of this section.

(c) This section in no way reduces the jurisdiction or authority of State law-enforcement officers.

(d) For purposes of this section, the following shall be considered the equivalent of a municipal police department:

- (1) Campus law-enforcement agencies established pursuant to G.S. 115D-21.1(a) or G.S. 116-40.5(a).
- (2) Colleges or universities which are licensed, or exempted from licensure, by G.S. 116-15 and which employ company police officers commissioned by the Attorney General pursuant to Chapter 74E or Chapter 74G of the General Statutes.
- (3) Law enforcement agencies operated or eligible to be operated by a municipality pursuant to G.S. 63-53(2).
- (4) Repealed by Session Laws 2013-360, s. 16B.4(d), effective July 1, 2013.

- (5) A Company Police agency of the Department of Agriculture and Consumer Services commissioned by the Attorney General pursuant to Chapter 74E of the General Statutes. (1967, c. 846; 1971, c. 698, s.1; c. 896, s.4; 1977, c. 534; 1981, c. 93, s. 2; 1987, c. 671, s. 4; 1989, c. 518, s. 2; 1991, c. 636, s. 3; 1991 (Reg. Sess., 1992), c. 1043, s. 6; 1997-143, s. 1; 1999-68, s. 4; 2005-231, s. 8; 2006-159, s. 4; 2009-94, s. 1; 2011-260, s. 4; 2013-360, s. 16B.4(d).)

ANNEX "N"
NORTH CAROLINA STATEWIDE EMERGENCY
MANAGEMENT MUTUAL AID AND ASSISTANCE
AGREEMENT
Revision – May 2017

18.016

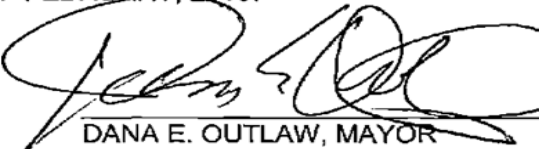
RESOLUTION

BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN:

That the agreement entitled "North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement - Revision 2017", a copy of which is attached hereto and incorporated hereby by reference, be and the same is hereby approved, and the Mayor and City Clerk are hereby authorized and directed to execute same on behalf of the City of New Bern. F FEBRUARY, 2018.

ADOPTED THIS THE 13th DAY

0
BRENDA E. BLANCO, CITY CLERK


DANA E. OUTLAW, MAYOR





NORTH CAROLINA STATEWIDE EMERGENCY MANAGEMENT MUTUAL AID AND ASSISTANCE AGREEMENT REVISION 2017

FOR THE

City of New Bern

THIS AGREEMENT IS ENTERED INTO BETWEEN THE NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY, AND ITS DIVISION OF EMERGENCY MANAGEMENT OF THE STATE OF NORTH CAROLINA AND BY EACH OF THE ENTITIES THAT EXECUTES AND ADOPTS THE UNDERSTANDINGS, COMMITMENTS, TERMS, AND CONDITIONS CONTAINED HEREIN:

WHEREAS, the State of North Carolina is geographically vulnerable to a variety of natural disasters;

WHEREAS, Chapter 166A of the North Carolina General Statutes, entitled the North Carolina Emergency Management Act, recognizes this vulnerability and provides that its intended purposes are to:

1. Reduce vulnerability of people and property of this State to damage, injury, and loss of life and property;
2. Prepare for prompt and efficient rescue, care, and treatment of threatened or affected persons;
3. Provide for the rapid and orderly rehabilitation of persons and restoration of property;
4. Provide for cooperation and coordination of activities relating to emergency and disaster mitigation, preparedness, response, and recovery;

WHEREAS, in addition to the State, the Federal Emergency Management Agency (FEMA) has recognized the importance of the concept of coordination between the State and local governments;

WHEREAS, under Chapter 166A and other chapters of the North Carolina General Statutes, entities entering into mutual aid and assistance agreements may include provisions for the furnishing and exchanging of supplies, equipment, facilities, personnel and services; and

WHEREAS, the entities which have chosen to become signatories to this Agreement wish to provide mutual aid and assistance amongst one another at the appropriate times;

THEREFORE, pursuant to G.S. 166A-19.72, these entities agree to enter into this Agreement for reciprocal emergency management aid and assistance, with this Agreement embodying the understandings, commitments, terms, and conditions for said aid and assistance, as follows:

SECTION I. DEFINITIONS

"Agreement" means this document, the North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement.

"Aid and assistance" includes personnel, equipment, facilities, services, and supplies.

"Authorized Representative" means a party's employee who has been authorized, in writing by that party, to request, to offer, or to otherwise provide assistance under the terms of this Agreement. The list of Authorized Representatives for each party executing this Agreement shall be attached to the executed copy of this Agreement. (In the event of a change in personnel, unless otherwise notified, the presumption will be that the successor to that position will be the authorized representative.)

"Disaster declaration" means a gubernatorial declaration that the impact or anticipated impact of an emergency constitutes a Type I, II, III disaster as defined in G.S. 166A-19.21(b)

"Emergency" means an occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property, resulting from any natural or man-made accidental, military, or paramilitary cause.

"Local Agency" means a county agency charged with coordination of all emergency management activities for its geographical limits pursuant to G.S. 166A-19.15.

"Party" means a governmental entity which has adopted and executed this Agreement.

"Provider" means the party which has received a request to furnish aid and assistance from another party in need (the "Recipient").

"Recipient" means the party setting forth a request for aid and assistance to another party (the "Provider").

SECTION II. INITIAL RECOGNITION OF PRINCIPLE BY ALL PARTIES; AGREEMENT PROVIDES NO RIGHT OF ACTION FOR THIRD PARTIES

As this is a reciprocal contract, it is recognized that any party to this Agreement may be requested by another party to be a Provider. It is mutually understood that each party's foremost responsibility is to its own citizens. The provisions of this Agreement shall not be construed to impose an unconditional obligation on any party to this Agreement to provide aid and assistance pursuant to a request from another party. Accordingly, when aid and assistance have been requested, a party may in good faith withhold the resources necessary to provide reasonable and adequate protection for its own community, by deeming itself unavailable to respond and so informing the party setting forth the request.

Given the finite resources of any jurisdiction and the potential for each party to be unavailable for aid and assistance at a given point in time, the parties mutually encourage

each other to enlist other entities in mutual aid and assistance efforts and to enter into such agreements accordingly. Concomitantly, the parties fully recognize that there is a highly meritorious reason for entering into this Agreement, and accordingly shall attempt to render assistance in accordance with the terms of this Agreement to the fullest extent possible.

Pursuant to G.S. 166A-19.60 and as elaborated upon in Section X of this Agreement, all functions and activities performed under this Agreement are hereby declared to be governmental functions. Functions and activities performed under this Agreement are carried out for the benefit of the general public and not for the benefit of any specific individual or individuals. Accordingly, this Agreement shall not be construed as or deemed to be an Agreement for the benefit of any third parties or persons and no third parties or persons shall have any right of action under this Agreement for any cause whatsoever. All immunities provided by law shall be fully applicable as elaborated upon in Section X of this Agreement.

SECTION III. PROCEDURES FOR REQUESTING ASSISTANCE

Mutual aid and assistance shall not be requested unless the resources available within the stricken area are deemed inadequate by Recipient. When Recipient becomes affected by a emergency and deems its resources inadequate, it may request mutual aid and assistance by communicating the request to Provider, indicating the request is made pursuant to this Agreement. The request shall be followed as soon as practicable by a written confirmation of that request, including the transmission of a proclamation of local state of emergency under G.S. 166A-19.22, and a completed form describing recipient's projected needs in light of the emergency. All requests for mutual aid and assistance shall be transmitted by the party's *Authorized Representative* or to the *Coordinator of the Local Agency* as set forth below.

A. METHOD OF REQUEST FOR MUTUAL AID AND ASSISTANCE: Recipient shall set forth requests as follows:

(i) **REQUESTS ROUTED THROUGH THE RECIPIENT'S LOCAL AGENCY:** Recipient may directly contact the Local Agency, in which case it shall provide the Local Agency with the information in paragraph B of this Section (Section III). The Local Agency shall then contact other parties on behalf of Recipient to coordinate the provision of mutual aid and assistance. Recipient shall be responsible for the costs and expenses incurred by any Provider in providing aid and assistance pursuant to Section VII of this Agreement.

(ii) **REQUESTS MADE DIRECTLY TO PROVIDER:** Recipient may directly contact Provider's authorized representative, setting forth the information in paragraph B of this Section (Section III). All communications shall be conducted directly between Recipient and Provider. Recipient shall be responsible for the costs and expenses incurred by any Provider in providing aid and assistance pursuant to the provisions of this Agreement as noted in Section VII of this Agreement. Provider and Recipient shall be responsible for keeping Local Agencies advised of the status of response activities, in a timely manner.

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(iii) **RECORD OF REQUESTS TO BE PROVIDED:** A record of the request for assistance shall be provided by the Recipient to the Director of the Division of Emergency Management in the NC Department of Public Safety, in a timely manner.

B. REQUIRED INFORMATION: Each request for assistance shall include the following information, in writing or by any other available means, to the extent known:

1. **Stricken Area and Status:** A general description summarizing the condition of the community or emergency area (i.e., whether the emergency and/or disaster declaration is imminent, in progress, or has already occurred) and of the damage sustained to date;
2. **Services:** Identification of the service function(s) for which assistance is needed and the particular type of assistance needed;
3. **Infrastructure Systems:** Identification of the type(s) of public infrastructure system for which assistance is needed (water and sewer, storm water systems, streets) and the type of work assistance needed;
4. **Aid and Assistance:** The amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed;
5. **Provider's Traveling Employee Needs--**Unless otherwise specified by Recipient, it is mutually understood that Recipient will provide for the basic needs of Provider's traveling employees. Recipient shall pay for all reasonable out-of-pocket costs and expenses of Provider's traveling employees, including, without limitation, transportation expenses for travel to and from the stricken area. Further, Recipient shall house and feed Provider's traveling employees at its (Recipient's) sole cost and expense. If Recipient cannot provide such food and/or housing at the emergency area, Recipient shall specify in its request for assistance that the Provider's traveling employees be self-sufficient.
6. **Facilities:** The need for sites, structures, or buildings outside Recipient's geographical limits to serve as relief centers or staging areas for incoming emergency goods and services; and
7. **Meeting Time and Place:** An estimated time and a specific place for a representative of Recipient to meet the personnel and resources of any Provider.

C. STATE AND FEDERAL ASSISTANCE: Recipient shall be responsible for coordinating requests for state or federal assistance with its (Recipient's) Local Agency.

SECTION IV. PROVIDER'S ASSESSMENT OF AVAILABILITY OF RESOURCES AND ABILITY TO RENDER ASSISTANCE

When contacted by the Recipient/Local Agency, Provider's authorized representative shall assess Provider's own local situation in order to determine available personnel, equipment, and other resources. If Provider's authorized representative determines that Provider has available resources, Provider's authorized representative shall so notify the

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Recipient/Local Agency (whichever communicated the request). Provider shall complete a written acknowledgment, whether on the request form received from Recipient or on another form, regarding the assistance to be rendered (or a rejection of the request) and shall transmit it by the most efficient practical means to the Recipient/Local Agency for a final response. Provider's acknowledgment shall contain the following information:

1. In response to the items contained in the request, a description of the personnel, equipment, and other resources available;
 2. The projected length of time such personnel, equipment, and other resources will be available to serve Recipient, particularly if the period is projected to be shorter than one week (as provided in the "Length of Time for Aid and Assistance" section [Section VI] of this Agreement.)
 3. The estimated time when the assistance provided will arrive at the location designated by the Authorized Representative of the Requesting Party; and
 4. The name of the person(s) to be designated as Provider's supervisor (pursuant to the "Supervision and Control" section [Section V] of this Agreement.)
- Where a request has been submitted to the Local Agency, the Local Agency shall notify Recipient's authorized representative and forward the information from Provider. The Recipient/Local Agency shall respond to Provider's written acknowledgment by signing and returning a copy of the form to Provider by the most efficient practical means, maintaining a copy for its file.

SECTION V. SUPERVISION AND CONTROL

Provider shall designate one of its employees sent to render aid and assistance to Recipient as a supervisor. As soon as practicable, Recipient shall assign work tasks to Provider's supervisor, and unless specifically instructed otherwise, Recipient shall have the responsibility for coordinating communications between Provider's supervisor and Recipient. Recipient shall provide necessary credentials to Provider's personnel authorizing them to operate on behalf of Recipient.

Based upon such assignments from the Recipient, Provider's supervisor shall:

1. Have the authority to assign work and establish work schedules for Provider's personnel. Further, supervisor shall retain direct supervision and control of Provider's personnel, equipment, and other resources. Provider should be prepared to furnish communications equipment sufficient to maintain communications among its respective operating units, and if this is not possible, Provider shall notify Recipient accordingly;
2. Maintain daily personnel time records, material records, and a log of equipment hours;
3. Report work progress to Recipient at mutually agreed upon intervals.

SECTION VI. LENGTH OF TIME FOR AID AND ASSISTANCE; RENEWABILITY; RECALL

Unless otherwise provided, the duration of Provider's assistance shall be for an initial period of seven days, starting from the time of arrival. Thereafter, assistance may be extended in daily or weekly increments as the situation warrants, for a period agreed upon by the authorized representatives of Provider and Recipient.

As noted in Section II of this Agreement, Provider's personnel, equipment, and other resources shall remain subject to recall by Provider to provide for its own citizens if circumstances so warrant. Provider shall make a good faith effort to provide at least twenty-four (24) hours advance notification to Recipient of Provider's intent to terminate mission, unless such notice is not practicable, in which case as much notice as is reasonable under the circumstances shall be provided.

SECTION VII. REIMBURSEMENTS

Except as otherwise provided below, it is understood that Recipient shall pay to Provider all documented costs and expenses incurred by Provider as a result of extending aid and assistance to Recipient. The terms and conditions governing reimbursement for any assistance provided under this Agreement shall be in accordance with the following provisions, unless otherwise agreed in writing by Recipient and Provider. Recipient shall be ultimately responsible for reimbursement of all eligible expenses.

A. Personnel-- During the period of assistance, Provider shall continue to pay its employees according to its then prevailing ordinances, rules, and regulations. Recipient shall reimburse Provider for all direct and indirect payroll costs and expenses including travel expenses incurred during the period of assistance, including, but not limited to, employee retirement benefits as provided by Generally Accepted Accounting Principles (GAAP). However, as stated in Section IX of this Agreement, Recipient shall not be responsible for reimbursing any amounts paid or due as benefits to Provider's personnel under the terms of the North Carolina Workers' Compensation Act (Chapter 97 of the North Carolina General Statutes).

B. Equipment-- Recipient shall reimburse the Providers for the use of equipment during the period of assistance according to either a pre-established local or state hourly rate or according to the actual replacement, operation, and maintenance expenses incurred. For those instances in which costs are reimbursed by the Federal Emergency Management Agency (FEMA), the FEMA-eligible direct costs shall be determined in accordance with 44 C.F.R. 206.228. Provider shall pay for all repairs to its equipment as determined necessary by its on-site supervisor(s) to maintain such equipment in safe and operational condition. At the request of Provider, fuels, miscellaneous supplies, and minor repairs may be provided by Recipient, if practical. The total equipment charges to Recipient shall be reduced by the total value of the fuels, supplies, and repairs furnished by Recipient and by the amount of any insurance proceeds received by Provider.

C. Materials And Supplies—Recipient shall reimburse Provider for all materials and supplies furnished and that are used or damaged by Recipient during the period of assistance, except for the costs of equipment, fuel and maintenance materials, labor, and supplies, which shall be included in the equipment rate established in subsection B of this

section (Section VII), Recipient will not be responsible for costs where such damage is caused by gross negligence, willful and wanton misconduct, intentional misuse, or recklessness of Provider's personnel. Provider's personnel shall use reasonable care under the circumstances in the operation and control of all materials and supplies used during the period of assistance. The measure of reimbursement shall be determined in accordance with 44 C.F.R. 206.228. In the alternative, the parties may agree that Recipient will replace, with like kind and quality as determined by Provider, Provider's materials and supplies used or damaged in a reasonable time. If such an agreement is made, it shall be reduced to writing and transmitted to the North Carolina Division of Emergency Management.

D. Record Keeping-- Recipient and North Carolina Division of Emergency Management personnel shall provide information, directions, and assistance for record-keeping to Provider's personnel. Provider shall maintain records and submit invoices for reimbursement by Recipient or the North Carolina Division of Emergency Management using the format used or required by FEMA publications, 2 C.F.R. Part 200 and applicable Office of Management and Budget (OMB) Circulars.

E. Payment; Other Miscellaneous Matters as to Reimbursements-- The reimbursable costs and expenses with an itemized notice shall be forwarded as soon as practicable after the costs and expenses are incurred, but not later than sixty (60) days following the period of assistance, unless the deadline for identifying damage is extended in accordance with 44 C.F.R. part 206. Recipient shall pay the bill or advise of any disputed items, not later than sixty (60) days following the billing date. These time frames may be modified in writing signed by both parties by mutual agreement. This shall not preclude Provider or Recipient from assuming or donating, in whole or in part, the costs and expenses associated with any loss, damage, or use of personnel, equipment, and resources provided to Recipient.

F. Contracting – If recipient or provider contracts with a third party to perform any aid or assistance under the provisions of this agreement, then the entity shall follow any applicable local, state, or federal contracting requirements.

SECTION VIII. RIGHTS AND PRIVILEGED OF PROVIDER'S EMPLOYEES

Pursuant to G.S. 166A-19.60 whenever Provider's employees are rendering aid and assistance pursuant to this Agreement, such employees shall retain the same powers, duties, immunities, and privileges they would ordinarily possess if performing their duties within the geographical limits of Provider.

SECTION IX. PROVIDER'S EMPLOYEES COVERED AT ALL TIMES BY PROVIDER'S WORKER'S COMPENSATION POLICY

Recipient shall not be responsible for reimbursing any amounts paid or due as benefits to Provider's employees under the terms of the North Carolina Workers' Compensation Act, Chapter 97 of the General Statutes, due to personal injury or death occurring during the period of time such employees are engaged in the rendering of aid and assistance under this Agreement. It is mutually understood that Recipient and Provider shall be responsible for payment of such workers' compensation benefits only to their own respective employees. Further, it is mutually understood that Provider will be entirely responsible for

the payment of workers' compensation benefits to its own respective employees pursuant to G.S. 97-51.

SECTION X. IMMUNITY

Pursuant to G.S. 166A-19.60 all activities performed under this Agreement are hereby declared to be governmental functions. Neither the parties to this Agreement, nor, except in cases of willful misconduct, gross negligence, or bad faith, their personnel complying with or reasonably attempting to comply with this Agreement or any ordinance, order, rule, or regulation enacted or promulgated pursuant to the provisions of this Agreement shall be liable for the death of or injury to persons or for damage to property as a result of any such activity.

SECTION XI. PARTIES MUTUALLY AGREE TO HOLD EACH OTHER HARMLESS FROM LIABILITY

To the extent allowed by applicable law, each party (as indemnitor) agrees to protect, defend, indemnify, and hold the other party (as indemnitee), and its officers, employees and agents, free and harmless from and against any and all losses, penalties, damages, assessments, costs, charges, professional fees, and other expenses or liabilities of every kind and arising out of or relating to any and all claims, liens, demands, obligations, actions, proceedings, or causes of action of every kind in connection with or arising out of indemnitor's negligent acts, errors and/or omissions. Indemnitor further agrees to investigate, handle, respond to, provide defense for, and defend any such claims, etc. at indemnitor's sole expense and agrees to bear all other costs and expenses related thereto. To the extent that immunity does not apply, each party shall bear the risk of its own actions, as it does with its day-to-day operations, and determine for itself what kinds of insurance, and in what amounts, it should carry. Each party understands and agrees that any insurance protection obtained shall in no way limit the responsibility to indemnify, keep, and save harmless the other parties to this Agreement. Notwithstanding the foregoing, to the extent that each party does not purchase insurance, it shall not be deemed to have waived its governmental immunity by law.

SECTION XII. ROLE OF THE DIVISION OF EMERGENCY MANAGEMENT

Pursuant to GS 166A-19.12(19) and under this agreement, the responsibilities of the North Carolina Division of Emergency Management are: (1) to serve as the central depository for executed Agreements, to maintain a current listing of entities with their authorized representatives and contact information, and to provide this listing to each of the entities on an annual basis; (2) to coordinate the provision of mutual aid and assistance to a requesting party, pursuant to the provisions of this Agreement; (3) to keep a record of all requests for assistance and acknowledgments; (4) to report on the status of ongoing emergency or disaster-related mutual aid and assistance as appropriate; and (5) if the parties so designate, to serve as the eligible entity for requesting reimbursement of eligible costs from FEMA and provide information, directions, and assistance for record keeping pursuant thereto.

SECTION XIII. AMENDMENTS

Manner-- This Agreement may be modified at any time upon the mutual written consent of

the Recipient and Provider.

Addition of Other Entities--Additional entities may become parties to this Agreement upon: (1) acceptance and execution of this Agreement; and (2) sending an executed copy of the Agreement to the North Carolina Division of Emergency Management.

SECTION XIV. INITIAL DURATION OF AGREEMENT; RENEWAL; TERMINATION

This Agreement shall be binding for not less than one (1) year from its effective date, unless terminated upon at least sixty (60) days advance written notice by a party as set forth below. Thereafter, this Agreement shall continue to be binding upon the parties in subsequent years, unless canceled by written notification served personally or by registered mail upon the Director of North Carolina Division of Emergency Management, which shall provide copies to all other parties. The withdrawal shall not be effective until sixty (60) days after notice thereof has been sent by the Director of the North Carolina Division of Emergency Management to all other parties. A party's withdrawal from this Agreement shall not affect a party's reimbursement obligations or any other liability or obligation under the terms of this Agreement incurred prior to withdrawal hereunder. Once the withdrawal is effective, the withdrawing entity shall no longer be a party to this Agreement, but this Agreement shall continue to exist among the remaining parties.

SECTION XV. HEADINGS

The headings of various sections and subsections of this Agreement have been inserted for convenient reference only and shall not be construed as modifying, amending, or affecting in any way the express terms and provisions of this Agreement.

SECTION XVI. SEVERABILITY: EFFECT ON OTHER AGREEMENTS

Should any clause, sentence, provision, paragraph, or other part of this Agreement be adjudged by any court of competent jurisdiction to be invalid, such judgment shall not affect, impair, or invalidate the remainder of this Agreement. Each of the parties declares that it would have entered into this Agreement irrespective of the fact that any one or more of this Agreement's clauses, sentences, provisions, paragraphs, or other parts have been so declared invalid. Accordingly, it is the intention of the parties that the remaining portions of this Agreement shall remain in full force and effect without regard to the clause(s), sentence(s), provision(s), paragraph(s), or other part(s) invalidated.

In the event that parties to this Agreement have entered into other mutual aid and assistance contracts, for example pursuant to Chapter 160A of the North Carolina General Statutes, those parties agree that to the extent a request for mutual assistance is made pursuant to this Agreement, those other mutual aid and assistance contracts are superseded by this Agreement.

SECTION XVII. EFFECTIVE DATE

This Agreement shall take effect upon its approval by the entity seeking to become a signatory to this Agreement and upon proper execution hereof.

NORTH CAROLINA STATEWIDE EMERGENCY MANAGEMENT MUTUAL AID AND ASSISTANCE
AGREEMENT REVISION 2017

IN WITNESS WHEREOF, each of the parties have caused this North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement to be duly executed in its name and behalf by its Chief Executive Officer, who has signed accordingly with seals affixed and attested with concurrence of a majority of its governing board, as of the date set forth in this Agreement.

DIVISION OF EMERGENCY MANAGEMENT
DEPARTMENT OF PUBLIC SAFETY

BY:

Erik A. Hooks, Secretary
Department of Public Safety

Date:

BY:

Michael A. Sprayberry, Director
Division of Emergency Management

Date:

BY:

Chief Executive Officer/Local Government

Name: Dana E. Outlaw

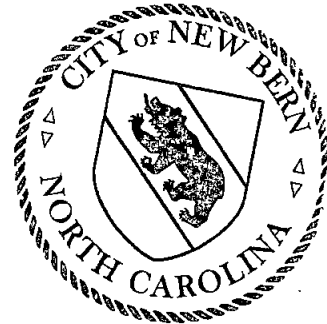
Title: Mayor

Name of Unit: City of New Bern

Date: February 13, 2018

WITNESS:

Brenda E. Blanco
Brenda E. Blanco, City Clerk



APPROVED AS TO PROCEDURES:

BY:

Office of General Counsel
Department of Public Safety

Date:



LIST OF AUTHORIZED REPRESENTATIVES TO CONTACT FOR EMERGENCY ASSISTANCE

FOR THE City of New Bern

MAILING ADDRESS:

PO Box 1129

New Bern, NC 28563-1129

DATE: **February 13, 2018**

PRIMARY REPRESENTATIVE

NAME: **Mark A. Stephens**

TITLE: **City Manager**

DAY PHONE: **252-639-2700**

NIGHT PHONE: **252-649-4717**

CELL PHONE: **252-514-5008**

FAX: **252-639-2841**

FIRST ALTERNATE REPRESENTATIVE

NAME: **Krissy Culler**

TITLE: **Assistant City Manager**

DAY PHONE: **252-639-2708**

NIGHT PHONE:

CELL PHONE: **252-639-0274**

FAX: **252-639-2841**

SECOND ALTERNATE REPRESENTATIVE

NAME: **Robert Boyd**

TITLE: **Fire Chief**

DAY PHONE: **252-639-2931**

NIGHT PHONE:

CELL PHONE: **252-675-2997**

FAX: **252-636-1084**

ANNEX "O"

NEW BERN FIRE-RESCUE DEPARTMENT

MASS CASUALTY PLAN

City of New Bern Fire-Rescue Department
STANDARD OPERATING PROCEDURES

Date Created: 06/19/09
Date Revised: 06/13/16
Approved By: Chief Boyd

OPERATIONS SECTION
OPS-401: Mass Casualty Operations

SECTION 1.0 - PURPOSE

- 1.1 To define the organizational plan for New Bern Fire-Rescue Department personnel to efficiently triage, treat, and transport victims of Multiple Casualty Incidents (MCI's).

SECTION 2.0 - SCOPE & RESPONSIBILITIES

- 2.1 This Standard Operating Procedure is applicable to all mass casualty situations. It is intended for everyday use when the number of casualties or injuries exceeds the capabilities of the first arriving unit, as well as large scale MCI's.

SECTION 3.0 - POLICY

- 3.1 New Bern Fire-Rescue Department personnel will adhere to the following procedures regarding MCI's.

SECTION 4.0 - SAFETY

- 4.1 The safety of all Fire Department personnel shall be our number one priority when following all Standard Operating Procedures.
- 4.2 All required Personal Protective Equipment (PPE) shall be worn as needed.

SECTION 5.0 - ESTABLISHING COMMAND

- 5.1 The first arriving Fire Officer and Unit will establish Command and:
- 5.1.1 Perform a "size-up" of the situation to include:
 - 5.1.1.1 Estimate the number of victims;
 - 5.1.1.2 Request response level as later defined (MCI Level I, MCI Level 2, or MCI Level 3);
 - 5.1.1.3 Request additional units and/or specialized equipment as required; and
 - 5.1.1.4 Follow the Field Operations Guide ([FOG 1](#)).
 - 5.1.2 Identify a staging area.
 - 5.1.3 Direct the remaining crew members and any additional arriving personnel to initiate triage. Triage will be performed in accordance with the SMART System of Triage:

City of New Bern Fire-Rescue Department
STANDARD OPERATING PROCEDURES

SECTION 5.0 - ESTABLISHING COMMAND (Continued)

RED	IMMEDIATE
YELLOW	DELAYED
GREEN	AMBULATORY (MINOR OR WALKING WOUNDED)
BLACK	DECEASED (NON-SALVAGEABLE)

- 5.1.4 Locate and remove the walking wounded to one location (away from the incident if possible). These victims need to be assessed as soon as possible. Assign someone to keep the walking wounded together.
- 5.2 As additional units arrive, Command will designate the following officers:
- 5.2.1 Triage (already established);
- 5.2.2 Treatment Teams (**Red**, **Yellow**, **Green**, and **Black**);
- 5.2.3 Transportation; and
- 5.2.4 Staging.
- 5.3 Additional officers may be required depending on the complexity of the incident. These officers may include, but are not limited to:
- 5.3.1 Landing Zone;
- 5.3.2 Extrication;
- 5.3.3 Haz-Mat;
- 5.3.4 Rehabilitation; or
- 5.3.5 Safety.
- 5.4 Pre-Determine Response Plan
- An MCI will be classified by different levels depending on the number of victims. The number of victims will be based on the initial “size-up” prior to triage. Levels of response will be in addition to the units already on scene. All units will respond to the staging area unless otherwise directed by Command.
- MCI responses are classified by the number of victims. Responses for over 11 victims can easily require the response of more transport units than we have in our department. Therefore, assistance from other Fire-Rescue Departments, as well as private service providers will be required.
- 5.4.1 MCI Level 1 - (5-10 Victims)
- Four (4) ambulance transport units, one (1) Engine Company, Tower 1, and Shift Commander. Fire Chief, Training Officer, Fire Marshal, EMS Chief, Medical Director, and Craven County Emergency Management, will be notified. Incident Commander will notify New Bern Communications Center and they will notify the two (2) closest hospitals to determine status and number of patients they have the ability to receive.

SECTION 5.0 - ESTABLISHING COMMAND (Continued)

5.4.2 MCI Level 2 - (11-20 Victims)

Six (6) ambulance transport units, two (2) Engine Companies (if available), Tower 1, and Shift Commander. Fire Chief, Training Officer, Fire Marshal, EMS Chief, Medical Director, and Craven County Emergency Management will be notified. Incident Commander will notify New Bern Communications Center and they will notify the three (3) closest hospitals to determine status and number of patients they have the ability to receive. (Carolina East Medical Center, Carteret General Hospital, or Vidant Medical Center).

5.4.3 MCI Level 3 - (Over 21 Victims)

Minimum of eight (8) ambulance transport units, three (3) Engine Companies (if available), Tower 1, and Shift Commander. Fire Chief, Training Officer, Fire Marshal, EMS Chief, Medical Director, and Craven County Emergency Management will be notified. Incident Commander will notify New Bern Communications Center and they will notify the four (4) closest hospitals to determine status and number of patients they have the ability to receive. (Carolina East Medical Center, Carteret General Hospital, Vidant Medical Center, Lenoir Memorial Hospital).

SPECIAL NOTES:

- 5.4.3.1 All units are to respond to the emergency response staging area unless otherwise directed.
- 5.4.3.2 Command can downgrade or upgrade assignment at any time.
- 5.4.3.3 Consider air rescue, mass transit, and private ambulance service.
- 5.4.3.4 Consider notifying Craven County Emergency Management for outside resources, i.e., Mobile Command Vehicle (MCV), mass evacuation bus, triage trailers, etc.

SECTION 6.0 - OFFICERS' RESPONSIBILITIES

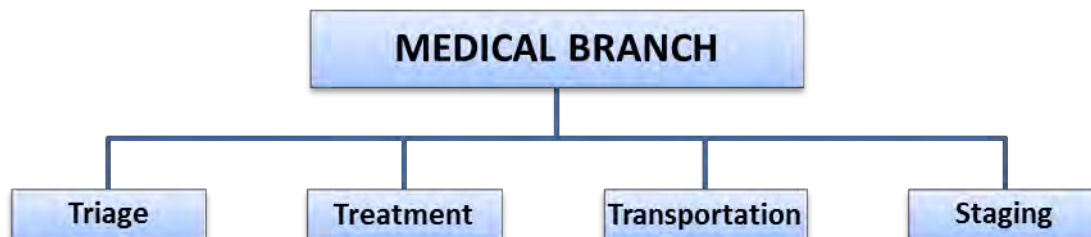
6.1 Command

- 6.1.1 Command established by first arriving Emergency Services Officer;
- 6.1.2 Radio designation: COMMAND;
- 6.1.3 Follow Field Operations Guide ([FOG #2](#));
- 6.1.4 Remain in a visible location;
- 6.1.5 Designate a staging area;
- 6.1.6 Assign positions to perform functions of: Triage, Treatment, Transportation, and Staging; and
- 6.1.7 Advise New Bern Communications Center of number of victims and categories as soon as possible.

NOTE: During large scale or complex MCI's, designate a Medical Branch to reduce span of control.

SECTION 6.0 - OFFICERS' RESPONSIBILITIES (Continued)

6.2 Medical Branch - Basic Command structure for medical response:



6.2.1 Radio designation: MEDICAL;

6.2.2 If established by Command: Triage, Treatment, Transportation and Staging will report to Medical;

6.2.3 Follow Field Operations Guide [\(FOG #3\)](#);

6.2.4 Work directly with Command;

6.2.5 Ensure positions have been assigned: Triage Officer, Treatment Officer, Transportation Officer, and Staging Officer; and

6.2.6 Ensure New Bern Communications Center has been notified with exact number of victims and categories.

NOTE: MCI Kits: Truck-1 has the Mass Casualty Kit; all other apparatus and Carolina East Medical Center have additional SMART Triage Tags.

6.3 Triage Officer (officer in charge or first arriving ambulance)

6.3.1 Radio designation: TRIAGE;

6.3.2 Follow Field Operations Guide [\(FOG #4\)](#);

6.3.3 Organize Triage Team and begin initial triage of victims utilizing SMART Triage System with the use of triage tarps. Assemble the walking wounded and uninjured in a safe area;

6.3.4 Advise Command as soon as possible if there is a need for additional resources;

6.3.5 Coordinate with Treatment areas to ensure that priority victims are treated first;

6.3.6 Ensure that all areas around the MCI scene have been checked for potential victims, walking wounded, ejected victims, etc., and that all victims have been triaged; and

6.3.7 Report to Command upon completion of duties for further assignments.

6.4 Treatment Officer

6.4.1 Radio designation: TREATMENT TEAM OFFICER (Red, Yellow, Green or Black);

SECTION 6.0 - OFFICERS' RESPONSIBILITIES (Continued)

- 6.4.2 Follow Field Operations Guide [\(FOG #5\);](#)
- 6.4.3 Complete Treatment Officer's Log as victims enter each color area [\(FOG #5-A\);](#)
- 6.4.4 Consider assigning a Documentation Aide;
- 6.4.5 Direct your personnel to begin treatment where the victims lay, or establish your treatment area if not already established;
- 6.4.6 All red-tagged victims will be transported immediately as transport units become available. These patients should not be delayed in the treatment areas;
- 6.4.7 Ensure that all victims are re-triaged through a secondary exam documenting the assessment on the triage tag. The rescuer filling out the tag will keep a corner of it for future documentation; and
- 6.4.8 Considerations for treatment area:
 - 6.4.8.1 Capable of accommodating the number of victims and equipment;
 - 6.4.8.2 Consider weather, safety, and Haz-Mat;
 - 6.4.8.3 Designate an entrance and exit (funnel points) which are readily accessible; and
 - 6.4.8.4 On large scale incidents, divide areas by priority.
- 6.4.9 Ensure enough equipment is available to treat all patients; and
- 6.4.10 Communicate with Transportation to coordinate proper transport.
- 6.5 Transportation Officer
 - 6.5.1 Radio designation: TRANSPORTATION OFFICER;
 - 6.5.2 Follow Field Operations Guide [\(FOG #6\);](#)
 - 6.5.3 Assign a Documentation Aide;
 - 6.5.4 Establish continuous contact with Medical Command; advise of situation and types of injuries;
 - 6.5.4.1 Ensure that New Bern Communications surveys area hospitals to determine their patient Capabilities [\(FOG #6-A\);](#)
 - 6.5.5 Consult with Treatment to establish a loading zone and advise of staging;
 - 6.5.6 Arrange for the transport of victims from treatment areas and maintain a Hospital Transportation Log [\(FOG #6-B\);](#)
 - 6.5.7 Communicate with the Landing Zone Officer for number of victims needing air evacuation;
 - 6.5.7.1 Air evacuation victims should be assigned to distant hospital unless their needs indicate immediate trauma care;

SECTION 6.0 - OFFICERS' RESPONSIBILITIES (Continued)

- 6.5.8 When units are ready to transport, the Transportation Officer will notify New Bern Communications Center and supply the following information:
 - 6.5.8.1 Transporting unit;
 - 6.5.8.2 Number of victims being transported ([FOG #6-C](#)); and
 - 6.5.8.3 Priority (Red, Yellow, Green, or Black) ([FOG #6-C](#)).
- 6.5.9 Transportation will determine the most appropriate facility. Ground patients should be assigned to hospital on a rotating basis.
- 6.6 Staging Officer
 - 6.6.1 Radio designation: STAGING;
 - 6.6.2 Follow Field Operations Guide ([FOG #7](#));
 - 6.6.3 Establish the location of a staging area and notify Command to direct any incoming units;
 - 6.6.4 Maintain a Unit Staging Log ([FOG #7-A](#));
 - 6.6.5 Ensure that all personnel stay with their vehicles unless otherwise directed by Command;
 - 6.6.5.1 If personnel are directed to assist in other areas, keys are to remain with vehicles;
 - 6.6.6 Coordinate with Transportation the location for a loading zone and the best route to the zone; and
 - 6.6.7 Maintain a reserve of at least four (4) transport vehicles. When the reserve is depleted, request additional units through Command.

SECTION 7.0 - DOCUMENTATION

- 7.1 The Incident Commander will, at the completion of the incident, coordinate the gathering of all pertinent documentation:
 - 7.1.1 Treatment Officer's Log ([FOG #5-A](#));
 - 7.1.2 Hospital Capability Log ([FOG #6-A](#));
 - 7.1.3 Hospital Transportation Log ([FOG #6-B](#));
 - 7.1.4 Transportation Victim Talley ([FOG #6-C](#)); and
 - 7.1.5 Medical Unit Staging Log ([FOG #7-A](#)).
- 7.2 All post incident NIMS forms will be completed after the event.

LIST OF APPENDIXES

APPENDIX	DESCRIPTION	FIELD OPERATIONS GUIDE (FOG) NUMBER
Appendix A	SMART System of Triage	
Appendix B	First Arriving	#1
Appendix C	Command	#2
Appendix D	Medical Branch	#3
Appendix E	Triage Officer	#4
Appendix F	Treatment Officer	#5
Appendix G	Treatment Officer's Log	#5-A
Appendix H	Transportation Officer	#6
Appendix I	Hospital Capability Log	#6-A
Appendix J	Hospital Transportation Log	#6-B
Appendix K	Transportation Victim Tally	#6-C
Appendix L	Staging Officer	#7
Appendix M	Medical Unit Staging Log	#7-A

APPENDIX "A"

SMART SYSTEM OF TRIAGE

1. Introduction

The procedure will be based on the **SMART** System of Triage utilizing triage tags. The **SMART** System of Triage is designed to assess a large number of victims rapidly and can be effectively used by personnel with limited medical training.

2. Procedure

A. Initial Triage

1. Utilize the **SMART** Triage Tags - one should be tied to an upper extremity in a visible location (wrist if possible).

RED	IMMEDIATE
YELLOW	DELAYED
GREEN	AMBULATORY (MINOR OR WALKING WOUNDED)
BLACK	DECEASED (NON-SALVAGEABLE)

2. Independent decisions should be made for each victim. Do not base triage decisions on the perception of too many "**RED**" victims; not enough "**GREEN**" victims, etc.
3. If borderline decisions are encountered, always triage to the most urgent priority.

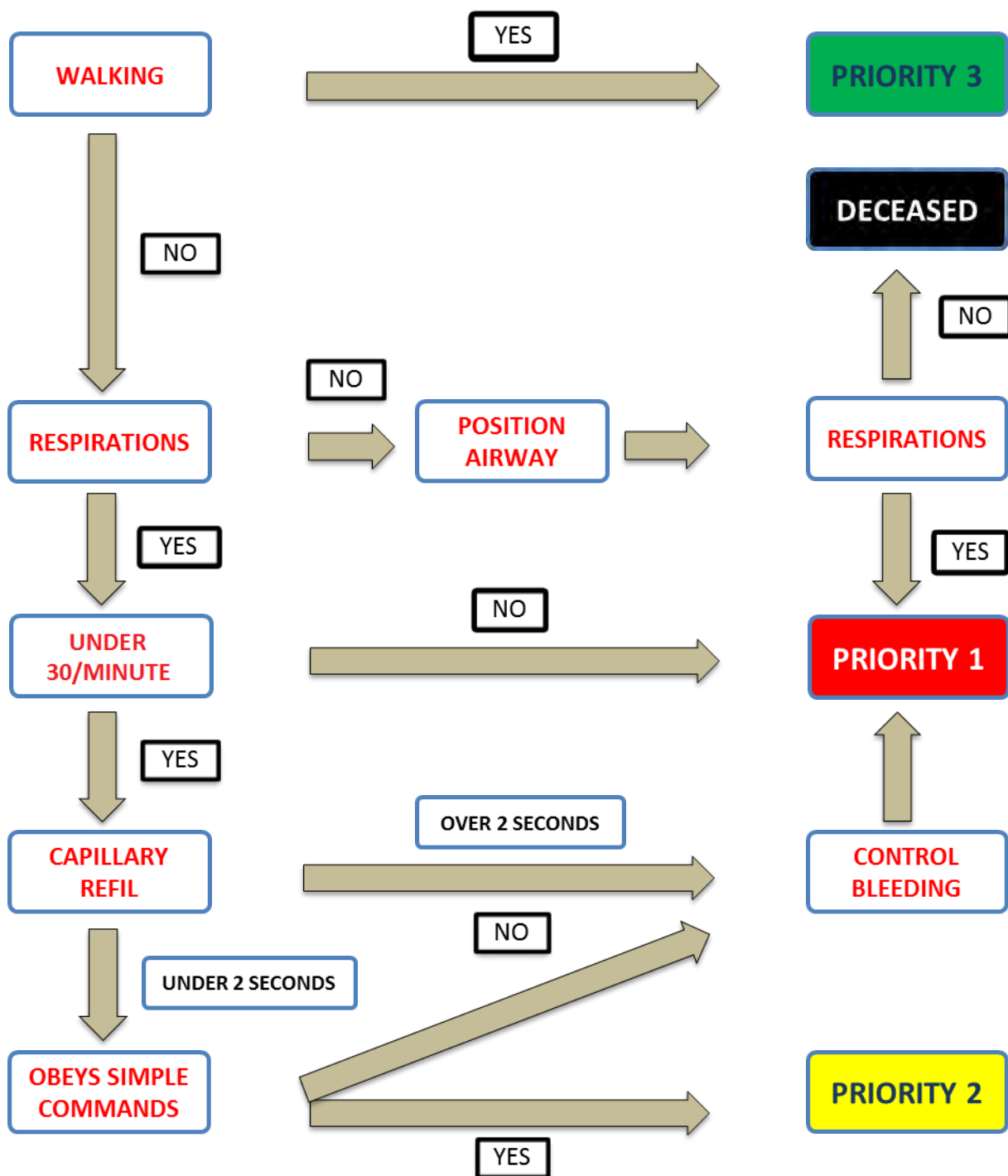
B. Secondary Triage

1. Secondary triage will be performed on all victims during the treatment phase. If a victim is identified in the initial phase as a "**RED**" victim and transport is available, do not delay transport to perform a secondary triage assessment.
2. Utilize Triage Tags and attempt to assess for and complete all information required on the tag (time permitting). Affix the tag to the victim.
3. The triage priority determined in the treatment phase should be the priority used for transport.

NOTE: Refer to flowchart on following page.

APPENDIX "A"

PRIMARY TRIAGE



APPENDIX "A"

PRIMARY TRIAGE

1. Procedure

- A. Locate and remove all of the walking wounded into one location away from the incident, if possible. Assign someone (Police, Fire, or even an uninjured by-stander initially) to keep these victims together. Notify Command of their location - do not forget these victims. Someone should triage them as soon as possible.
- B. Begin assessing all non-ambulatory victims where they lay, if possible. Each victim should be triaged in 60 seconds or less.

NOTE: Remember the pneumonic RPM (Respiratory Effort - Pulses/Perfusion - Mental Status)

1. Assess Respiratory Effort

- a. If victim is not breathing, manually open their airway
 - 1) If they start breathing, tag **RED**
 - 2) If they don't start breathing, tag **BLACK**
- b. If breathing is > 30 or < 10 = tag **RED**
- c. If breathing normal 10 - 30 = **go to next step**

2. Assess Pulses/Perfusion

- a. Check for radial pulse
 - 1) Radial pulse absent = tag **RED**
 - 2) Radial pulse present = **go to next step**

NOTE: In addition, any major external bleeding should also be controlled.

3. Assess Mental Status

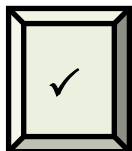
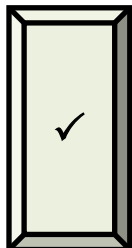
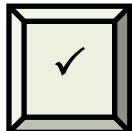
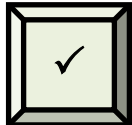
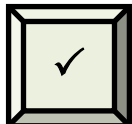
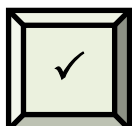
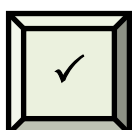
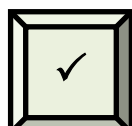
- a. You are assessing whether or not the person can follow a simple command, i.e., "squeeze my hand";
- b. Can follow a simple command = tag **YELLOW**
- c. Cannot follow a simple command = tag **RED**

4. Special Considerations

- a. The first assessment that produces a **RED** - stop any further assessment;
- b. Only correction of life threatening problems should be managed during triage.

APPENDIX "B"

**FIRST ARRIVING
(FOG #1)**

	<ul style="list-style-type: none">• Perform initial size-up• Determine any special needs (fire suppression, etc.)
	<ul style="list-style-type: none">• Approximate the number of victims and announce the Level of MCI:<ul style="list-style-type: none">• Level 1: 10 - 15 Victims• Level 2: 11 - 20 Victims• Level 3: 21+ Victims
	<ul style="list-style-type: none">• Establish Command
	<ul style="list-style-type: none">• Remain in a visible location with your unit
	<ul style="list-style-type: none">• Direct remaining personnel to begin SMART System of Triage
	<ul style="list-style-type: none">• Locate and remove the walking wounded away from the incident site for triage
	<ul style="list-style-type: none">• Establish a staging area for incoming apparatus
	<ul style="list-style-type: none">• Assign positions per Command FOG #2 as units arrive

APPENDIX "C"

COMMAND
(FOG #2)

✓	<ul style="list-style-type: none"> Don the appropriate vest
✓	<ul style="list-style-type: none"> Radio designation: COMMAND
✓	<ul style="list-style-type: none"> Establish Command in a visible location and remain with your unit
✓	<ul style="list-style-type: none"> Request additional units as early as possible
✓	<ul style="list-style-type: none"> Establish staging area as soon as possible
✓	<ul style="list-style-type: none"> Set up EMS Tactical Command Worksheet
✓	<ul style="list-style-type: none"> Assign positions to perform the following functions: <ul style="list-style-type: none"> Triage (Officer in charge of first arriving unit) Treatment Transportation Staging Rehabilitation (as needed) Safety (as needed)
✓	<ul style="list-style-type: none"> Advise New Bern Communications Center of number of victims and their categories once reported from Triage
✓	<ul style="list-style-type: none"> Use Unified Command for each agency at the Command Post (Police, EMS, etc.)

NOTE: In large scale incidents designate Medical Branch; notify Triage, Treatment, Transportation, and Staging. They will now report to Medical.

APPENDIX "D"

**MEDICAL BRANCH
(FOG #3)**

✓	<ul style="list-style-type: none">• Don the appropriate vest
✓	<ul style="list-style-type: none">• Radio designation: MEDICAL
✓	<ul style="list-style-type: none">• Establish Medical in a visible location and remain with your unit or join Command Post
✓	<ul style="list-style-type: none">• Set up the EMS Tactical Worksheet
✓	<ul style="list-style-type: none">• Assign positions to perform the following functions if not done by Command:<ul style="list-style-type: none">• Triage (Officer in charge of first arriving unit)• Treatment• Transportation• Staging• Rehabilitation (as needed)• Safety (as needed)
✓	<ul style="list-style-type: none">• Advise New Bern Communications Center of number of victims and their categories once reported from Triage

APPENDIX "E"

**TRIAGE OFFICER
(FOG #4)**

<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Don the appropriate vest
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Radio designation: TRIAGE
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Take all Triage Tags out of kit and issue them to Triage Team
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Direct personnel to triage and tag the victims where they lie
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Assign personnel to triage the walking wounded
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Ensure that all areas of the incident have been checked for victims
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Report to Command or Medical the number of casualties and categories
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Coordinate Treatment or Transportation the movement of all victims
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Once victims are triaged and taken to Treatment, contact Command for further assignment

APPENDIX "F"

**TREATMENT OFFICER
(FOG #5)**

<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Don the appropriate vest
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Radio designation: TREATMENT
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Direct personnel to either begin treatment where the victims lay or establish a centralized treatment area
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Have sufficient personnel available to move victims (litter bearers)
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Direct personnel to perform a secondary triage documenting findings on the SMART Triage Tag to provide lifesaving interventions
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• If incident size warrants, designate a Treatment Team Leader for each color category
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Advise Transportation with the number of victims requiring immediate transport
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Consider having a Documentation Aid
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Account for all victims triaged and treated on the Treatment Officer's Log
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Advise Command as to any changes in the victim count or category
<input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Coordinate with Transportation the movement of victims to the transport area

APPENDIX "G"

TREATMENT OFFICER'S LOG (FOG #5-A)

Incident/Location: _____



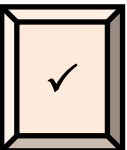
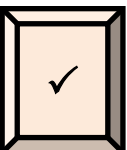
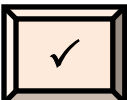
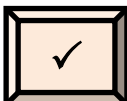
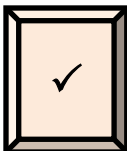
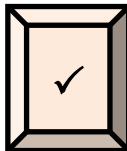
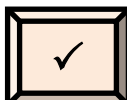
Date: _____

Page _____ of _____

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APPENDIX "H"

**TRANSPORTATION OFFICER
(FOG #6)**

	<ul style="list-style-type: none">• Don the appropriate vest
	<ul style="list-style-type: none">• Radio designation: TRANSPORTATION
	<ul style="list-style-type: none">• Establish early contact with New Bern Communications Center to coordinate hospital availability
	<ul style="list-style-type: none">• Establish a transportation area with clear entry and exit accessibility to the treatment area
	<ul style="list-style-type: none">• Coordinate the loading of patients by priority
	<ul style="list-style-type: none">• Take SMART Tag number off the victim's tag for documentation
	<ul style="list-style-type: none">• Record the destination hospital for the patient in the Hospital Transportation Log (FOB #6-B)
	<ul style="list-style-type: none">• After each patient is loaded, advise New Bern Communications Center as to number of patients and assigned facility
	<ul style="list-style-type: none">• Request additional transport units from the staging area

APPENDIX "I"

**HOSPITAL CAPABILITY LOG
(FOG #6-A)**

Hospital	Phone	Number of Victims Hospital Can Treat		
		Red	Yellow	Green
Carolina East Medical Center 2000 Neuse Boulevard New Bern, NC 28560	(252) 633-8104 Emergency Room (252) 633-8111 Main Number (252) 633-8820 Security	6	6	10 - 12
Vidant Medical Center 2100 Stantonsburg Road Greenville, NC 27835	(252) 847-0279 Emergency Room (252) 847-4100 Main Number (252) 847-4376 Police - Emergency (252) 847-8568 Police - Non-Emergency (252) 847-4709 Nurses Station	15	15	20
Lenoir Memorial Hospital 100 Airport Road Kinston, NC 28501	(252) 522-7272 Emergency Room (252) 522-7000 Main Number (252) 522-7123 Security	9	12	20
Carteret General Hospital 3500 Arendell Street Morehead City, NC 28557	(252) 808-6133 Emergency Room (252) 808-6000 Main Number (252) 808-6004 Security (252) 808-6005 Risk Management & Safety	6	6	10

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APPENDIX "K"

TRANSPORTATION VICTIM TALLY
(FOG #6-C)

Incident/Location: _____

Date: _____

Page _____ of _____

NOTE: Keep continuous track of the number of victims from each category being sent to individual hospitals by placing hash marks in appropriate blanks. Refer to Hospital Capability Log (FOG #6-A) to avoid overloading facilities. Do not tally the totals until the end of the incident.

Hospital		Victim Tally by Triage Category			
		Red	Yellow	Green	Total
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					

Total Black Tag Victims: _____

Total: _____

Total Number of Casualties: _____

Total: _____

APPENDIX "L"

STAGING OFFICER
(FOG #7)

✓	<ul style="list-style-type: none">• Don the appropriate vest
✓	<ul style="list-style-type: none">• Radio designation: STAGING
✓	<ul style="list-style-type: none">• Maintain a Medical Unit Staging Log (FOG #7-A)
✓	<ul style="list-style-type: none">• Ensure that personnel stay with their vehicles unless otherwise directed
✓	<ul style="list-style-type: none">• If personnel leave their vehicles keys shall remain with each vehicle
✓	<ul style="list-style-type: none">• Coordinate with Transportation the need for units
✓	<ul style="list-style-type: none">• Maintain a reserve of at least 4 transport units. Should this number of units decrease, advise Command to request additional units as the incident warrants.

APPENDIX "M"

**MEDICAL UNIT STAGING LOG
(FOG #7-A)**

Incident/Location: _____

Date: _____

Page _____ of _____

Medical Unit ID	Radio Channel	Time Requested	Arrival Time	Type of Support		Time to Transfer	Crew Chief Name
				BLS	ALS		

ANNEX "P"

NEW BERN FIRE-RESCUE DEPARTMENT

HELICOPTER LANDING ZONES

City of New Bern Fire-Rescue Department
STANDARD OPERATING PROCEDURES

Date Created: 12/01/13
Date Revised: 06/13/16
Approved By: Chief Boyd

OPERATIONS SECTION
OPS-409: Helicopter Landing Zones

SECTION 1.0 - PURPOSE

- 1.1 To establish a Standard Operating Procedure for a Helicopter Landing Zone (LZ) operations designed to provide the personnel with information to obtain coordinates and identify any hazards associated with landing areas in the City of New Bern and annexed areas.

SECTION 2.0 - SCOPE & RESPONSIBILITIES

- 2.1 New Bern Fire-Rescue Department and New Bern Communications shall maintain an awareness and state of readiness for helicopter landing operations.

SECTION 3.0 - POLICY

- 3.1 Fire Department personnel shall adhere to the following procedures set forth in this Standard Operating Procedure in regards to a state for helicopter landing operations.

SECTION 4.0 - SAFETY

- 4.1 The safety of all Fire Department personnel shall be our number one priority when following all Standard Operating Procedures.
- 4.2 All required Personal Protective Equipment (PPE) shall be worn as needed.

SECTION 5.0 - PROCEDURE

- 5.1 Overview
 - 5.1.1 The Landing Zone Coordinator (LZC) will be appointed by the Incident Commander.
 - 5.1.2 A minimum team of 2 personnel will set a Landing Zone.
 - 5.1.3 The landing zone will selected by obtaining the GPS position from one or more of the following: Apparatus onboard, GPS on the MDT, Request from the communications center, or Handheld GPS (If available).
 - 5.1.4 All Landing Zones shall be no smaller than 100' x 100' to allow for safe landings for both day and night.
 - 5.1.5 When selecting a GPS position, it is imperative that the following conditions be considered: street/block address, cross streets, landing pad type and condition, and associated hazards.
 - 5.1.6 Maintain situational awareness for hazards and topography issues.

SECTION 5.0 – PROCEDURE (Continued)

- 5.1.7 Any changes in Landing Zone should be made known to the aircraft pilot when they request approach information.
- 5.2 Communications
 - 5.2.1 When contacting New Bern Communications, you should advise the communications center of your Landing Zone location and the designee that will be the Landing Zone Coordinator This request should be as follows:
 - 5.2.1.1 “Dispatch the helicopter to desired landing zone.”

EXAMPLE: “Unit -1 will be the Landing Zone Coordinator.”
 - 5.2.2 New Bern Fire-Rescue shall use Viper LZ East with option to have New Bern Communications set up a patch. New Bern Communications shall then set up a patch with 154.280 MHz (North Carolina State Fire) to allow for LZC to helicopter communications. New Bern Communications will be responsible for notifying the helicopter of the Landing Zone operating frequency.
- 5.3 Landing Zone Set-Up
 - 5.3.1 When selecting the landing zone, **SAFETY IS ALWAYS FIRST.**
 - 5.3.2 Set up the Landing Zone as follows:
 - 5.3.2.1 When using the handheld GPS unit, Turn on the GPS and allow it to “acquire satellites” enroute or while setting up the Landing Zone.
 - 5.3.2.2 **SAFETY IS FIRST.** Check the area completely before set-up. Look for both overhead and on-ground hazards. Remember, you are protecting yourself, the patient, and the aircraft.
 - 5.3.2.3 Using four (4) traffic cones mark each corner with the cone laying on its side, pointing toward the center of the Landing Zone. It may be necessary to utilize flashlights inside the cones to enhance the night visibility.

NOTE: For the average person, approximately 40 paces will equal 100+ feet.
 - 5.3.2.4 Complete a final safety check of the area of the Landing Zone for any Hazards.
 - 5.3.2.5 If using the handheld GPS, Obtain the GPS position of the Landing Zone by standing in the middle of the Landing Zone area and reading the position on the GPS screen. Report the landing zone coordinates to New Bern Communications.
- 5.4 Procedures during Helicopter Approach and Landing
 - 5.4.1 Ensure landing area is completely clear.
 - 5.4.2 The helicopter crew will call via radio to ask the Landing Zone Coordinator (LZC) for hazards, conditions, etc. Clearly relay any requested information.
 - 5.4.3 Ensure vehicles in the area have lights off at night.

SECTION 5.0 – PROCEDURE (Continued)

- 5.4.4 Ensure all personnel in the area have donned the proper PPE and eye protection. All PPE and Helmets are to be secured. Keep all spectators at least 200 feet away from the landing zone.
- 5.4.5 Do not approach helicopter until told to do so by the crew.
- 5.4.6 Approach from the front of the helicopter.
- 5.4.7 Allow crew to direct removal and transport of equipment.
- 5.4.8 Stay clear of moving rotor blades.

SECTION 6.0 – REFERENCES

- 6.1 EastCare's Aero-Medical Safety Emergency Response Training class (ASERT).

ANNEX “Q” FUEL DEPOT LOCATIONS

During emergency situations, The City of New Bern has incorporated additional fuel supply stations at the following locations:

Name	Address
New Bern Garage	1225 South Glenburnie Road
New Bern Public Utilities	210 Kale Road
New Bern Water Resources/Water Treatment Plant	521/527 Highway 55 West

In the event of loss of power or otherwise directed, City of New Bern employees shall use their Universal Fleet Card (city fuel card) at locally accepted off-site gas station locations.

ANNEX “R”

POINTS OF DISTRIBUTION SITES (PODS)

Location	Address	Contact Information for Permission	Size	Zone
Grover C. Fields Middle School (Old Bus Parking Lot)	2000 M L King, Jr. Boulevard	Paul Tingle Director of Operations (252) 514-6300	600' x 900'	1
Taberna Country Club	401 Taberna Way	Director of Operations (252) 634-1600	Unknown	2
Furniture Fair/Roses Parking Lot	2880 Neuse Blvd	Store Manager (252) 635-2733	350' x 600'	3